



**S P R I N G 2 0 1 0**  
**VLGAA Conference**

*Hosted by Prince William County*

**Springing Into a New Decade -  
Leading the Way for Responsible Local  
Government**

**Thursday, April 15, 2010  
&  
Friday, April 16, 2010**

**Four Points by Sheraton**  
10800 Vandor Lane  
Manassas, VA 20109

*Special accommodations for persons with disabilities provided.*

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## HOST INFORMATION



Prince William County  
Audit Services  
(703) 792 - 7266

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## Highlights

- Two Days - 16 CPEs
- Reasonable rates for both members and non-members *page 12*
- Conference caters to both auditors and non-auditors alike
- FourPoints by Sheraton located in Prince William County *page 11*
- Includes a full day of leadership training geared to all

### Thursday, April 15, 2010

Choose from the following concurrent sessions:

#### All Day Session (8 CPEs):

*A New Service Model: Auditor Roles in Government Performance Measurement* with Stuart Grifel

#### **Who Should Attend?**

- Auditors and audit supervisors in the public sector
- Audit managers in the public sector
- Supervisors, managers, and executives in the public sector
- Aspiring team leaders in the public sector
- CPAs in the public sector

- OR -

#### Two Half Day Leadership Sessions (8 CPEs):

*The Leadership Challenge* with Khalid Asad and  
*Who Moved My Cheese? The Journey of Change* with Donna Patton

#### **Who Should Attend?**

County, city, and company management at all levels, to include the following:

- Team leaders
- Senior auditors and lead senior auditors
- Audit supervisors
- Line managers
- Mid-level managers
- Division supervisors
- Department heads
- Senior managers
- Executive managers
- Future managers at all levels

### Friday, April 16, 2010

#### All Day Session (8 CPEs):

*Current Procurement Best Practices* with John Chisholm, Peter Parmenter, Courtney Lattimore and Angela Turner

- The Procurement Lifecycle - Risks and Rewards
- The Competing Perspectives of Procurement: Purchasing & Compliance
- Public Sector Procurement Fraud - The "Perfect Storm"
- Procurement Hot Topics
- Panel Discussion

#### **Who Should Attend?**

- Auditors in the public sector
- Purchasing/procurement auditors
- Contract auditors
- Audit managers in the public sector
- Purchasing/procurement professionals
- Contracting officers and COTRs
- CPAs in the public sector
- Operations managers wanting to learn what auditors look for

## Conference Schedule Overview

*Thursday, April 15, 2010*

Light Continental Breakfast

|                |  |   |
|----------------|--|---|
| <b>Morning</b> | <b>Ballroom</b>  |   |
|                | Opening Remarks by the Chairman of the Board Audit Committee and Chairman of the Board of County Supervisors for Prince William County, Corey A. Stewart |   |
|                | <b>Room (to be determined)</b>   | <b>Room (to be determined)</b>  |
|                | A New Service Model: Auditor Roles in Government<br>Performance Measurement<br>Stuart Grifel   | The Leadership Challenge<br>Performance Plus International, Inc.<br>Khalid Asad |

Hot Luncheon Buffet in Hotel Restaurant

|                  |  |   |
|------------------|--|---|
| <b>Afternoon</b> | <b>Room (to be determined)</b>   | <b>Room (to be determined)</b>                                |
|                  | A New Service Model: Auditor Roles in Government<br>Performance Measurement<br>Stuart Grifel -- <i>Continued</i> | Who Moved My Cheese?<br>The Journey of Change<br>Donna Patton |

*Friday, April 16, 2010*

Light Continental Breakfast

|                |   |  |
|----------------|---|--|
| <b>Morning</b> | <b>Ballroom</b>   |  |
|                | The Procurement Lifecycle - Risks and Rewards<br>Courtney Lattimore and John Chisholm                 |  |
|                | The Competing Perspectives of Procurement: Purchasing & Compliance<br>Angela Turner and John Chisholm |  |

Hot Luncheon Buffet in Hotel Restaurant (and VLGAA Business Meeting)

|   |   |  |
|---|---|--|
| <b>Afternoon</b>  | <b>Ballroom</b>   |  |
|   | Public Sector Procurement Fraud - The " <i>Perfect Storm</i> "<br>John Chisholm and Peter Parmenter |  |
|   | Procurement Hot Topics<br>Angela Turner and Courtney Lattimore                                      |  |
| Panel Discussion: Challenges Facing Today's Public Sector Procurement Auditors<br>Robin Howard, Other VLGAA Members, Angela Turner, John Chisholm |   |  |

## Thursday, April 15, 2010 (8 CPEs)

### AM

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- 7:15 - 8:00 Breakfast
- 8:00 - 8:20 Opening remarks by the Chairman of the Board Audit Committee and Chairman of the Prince William County Board of County Supervisors, Corey A. Stewart
- 8:20 - 10:00 Concurrent sessions
- A New Service Model: Auditor Roles in Government Performance Measurement - Stuart Grifel
  - The Leadership Challenge - Performance Plus International, Inc. - Khalid Asad

10:00 - 10:20 Break

10:20 - 12:00 Resume concurrent sessions

### PM

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12:00 - 1:00 Lunch

- 1:00 - 2:40 Concurrent sessions
- Stuart Grifel - continued
  - Who Moved My Cheese? The Journey of Change - Donna Patton
- 2:40 - 3:00 Break
- 3:00 - 4:40 Conclude concurrent sessions

## Friday, April 16, 2010 (8 CPEs)

### AM

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- 7:30 - 8:15 Breakfast
- 8:15 - 8:25 Welcome and Overview by the VLGAA Representative
- 8:25 - 10:00 The Procurement Lifecycle - Risk & Rewards - Courtney Lattimore and John Chisholm
- 10:00 - 10:15 Break
- 10:15 - 12:00 The Competing Perspectives of Procurement: Purchasing & Compliance - Angela Turner and John Chisholm

### PM

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- 12:00 - 1:00 Lunch
- 1:00 - 2:10 Public Sector Procurement Fraud - The "Perfect Storm" - John Chisholm and Peter Parmenter
- 2:10 - 2:20 Break
- 2:20 - 3:30 Procurement Hot Topics - Angela Turner and Courtney Lattimore
- 3:30 - 3:40 Break
- 3:40 - 4:40 Panel Discussion: Challenges Facing Today's Public Sector Procurement Auditors - Robin Howard, Other VLGAA Members, Angela Turner, and John Chisholm
- 4:40 - 4:45 Closing Remarks by VLGAA Representative

## Conference Outline

### Stuart S. Grifel

#### A New Service Model: Auditor Roles in Government Performance Measurement

##### Course Overview:

The instructor will present a framework that pulls various auditor roles and practices into a new service model for auditors to apply to improving performance measurement and management of government organizations. The new auditor service model will be viewed in the context of models of effective governance, service delivery, managing for results, and organizational learning to demonstrate the value of the framework. Situational exercises will help participants understand different ways roles and practices can be used to improve performance measurement and management. Brief case histories of audit organizations that have used multiple roles and practices over the years will demonstrate different ways to change practices over time in response to an evolving performance management environment, as a way to keep increasing the value added by auditors to their government entity. Available training opportunities and a website with informational resources and auditor tools for applying the roles and practices will be presented. The course will conclude with a self-assessment exercise in which participants determine good opportunities in their own situation for developing or improving capabilities for applying specific roles and practices.

##### Course Objectives:

- Learn a framework of auditor roles and practices related to performance measurement that forms an entire discipline for government auditors to apply to increase the value they add to their organization.
- Recognize how to use these roles and practices to improve performance measurement and performance management (i.e., managing for results) of the organizations you audit.
- Determine how to change roles and practices used over time to keep adding more value as performance management in your government organization evolves.
- Learn about available informational resources, audit tools, and training for you and your colleagues to improve your capabilities in using these roles and practices.
- Determine which roles and practices offer the best opportunities for:
  - Your audit organization or team to initiate or improve to increase the value you add to the government entity you serve.
  - You to personally develop your proficiency.

**Stuart S. Grifel, CIA, CGAP, Audit Services Division, Palm Beach County Clerk & Comptroller's Office.** Mr. Grifel was a Performance Audit Supervisor for Broward County, Florida, and an Audit Supervisor and Corporate Internal Auditor for the City of Austin, Texas, where one of his key responsibilities was certifying the reliability of Austin departments' performance measures. Mr. Grifel has over 25 years experience in government performance measurement, operations review, performance auditing, and productivity improvement. In 2009, he received the Harry Hatry Distinguished Performance Measurement Practice Award, for lifetime achievement, from the American Society for Public Administration. Mr. Grifel has assisted many jurisdictions in performance measurement and improvement while at KPMG Peat Marwick, the National Center for Public Productivity at Rutgers University, the Innovations Group, the City of Tampa, Florida, and Polk County, Florida. Mr. Grifel has also trained numerous public managers in performance measurement and productivity improvement. Mr. Grifel co-authored the book *Auditor Roles in Government Performance Measurement: A Guide to Exemplary Practices at the Local, State, and Provincial Levels* (The Institute of Internal Auditors Research Foundation, 2004). Mr. Grifel has served as President and Governor for the IIA Austin Chapter, and is currently a member of the IIA International Membership Committee. Mr. Grifel has an MBA from Suffolk University in Boston, and an MPA from Baruch College, City University of New York.

## **Khalid Asad**

### **The Leadership Challenge - Performance Plus International, Inc.**

**Course Overview:** Based on over 20 years of research by Jim Kouzes and Barry Posner, The Leadership Challenge® Workshop designed to help organizations develop the leadership talent needed influence others and produce business results.

**Program Philosophy:** The unique philosophy of The Leadership Challenge® Workshop is that leadership is everyone's business. This philosophy is reflected in the program in many ways. This program is about ordinary people doing extraordinary things.

**Course Objectives:** As a result of participating in this program participants will be able to:

- Identify your own leadership strengths and areas to improve
- Communicate your fundamental values and beliefs
- Focus people's efforts on key values through your own actions
- Express your image of the future
- Inspire others to share a common vision
- Search for opportunities to take the risks needed for growth
- Build collaboration, teamwork, and trust
- Strengthen the ability of others to excel
- Recognize the accomplishments of others
- Apply The Five Practices® to a current business challenge
- Have fun while working hard

**Khalid Asad** is the CEO of PPI Inc in Alexandria, VA. Mr. Asad is an organizational development consultant with extensive experience in assisting medium to large governments and corporate organizations, anticipate learning and organizational development needs to address current and future challenges. He is an expert facilitator with extensive experience and documented results for helping groups gather data, build consensus, achieve desired outcomes, and implement change. Mr. Asad received a M.S. degree in Human Resource Management from Wilmington College.

## **Donna Patton**

### **Who Moved My Cheese? The Journey of Change**

**Course Overview:** This session is based on the same book by Spencer Johnson, M.D. It is a very simple story about how we approach and deal with change. The goal of this session is to give participants a common understanding of the change process and a common language for discussing change. During the session, we explore how different personality types handle change differently.

**Course Objectives:**

- To understand how people accept and handle change differently.
- To understand the stages of change and how important it is to allow for the process.
- To be able to identify current changes and apply this knowledge to understand better how to manage your role in the process.

**Donna Patton**, Human Services Manager, PWC Social Services - 35 years with the Department of Social Services, specializing in Financial Assistance Program; including, SNAP (the program formerly known as Food Stamps), TANF, Child Care and Medicaid. Current leader of the Virginia League of Social Service Executives Financial Services Committee. Has supervised and managed staff for over 25 years and has provided leadership in the areas of training and mentoring. Uses Who Moved My Cheese? training as a way to help staff understand the process of change and how different personalities process change. Has also used “Cheese” to train Child Care professionals.

Bachelors in Social Work from George Mason University.

## **Courtney Lattimore and John Chisholm** **The Procurement Lifecycle - Risks and Rewards**

**Course Overview:** This session will set the stage for the day’s in-depth discussions related to public sector procurement, and will highlight some of the key activities and risks facing entities. Using the District’s Procurement Model as an example, we’ll cover the core procurement lifecycle activities (Requisitioning → Solicitation → Evaluation → Contract Award → Contract Administration → Disbursements/Payment), and describe the various roles and responsibilities throughout the end-to-end process, including a discussion around the value-added role of procurement integrity and compliance within the organization.

- Course Objectives:**
- Describe and distinguish between the role and responsibilities of Internal Audit and Internal Controls.
  - Provide awareness and understanding for the cornerstones of a good procurement organization.
  - Outline the core stages of the procurement lifecycle.

## **Angela Turner and John Chisholm** **The Competing Perspectives of Procurement: Purchasing & Compliance**

**Course Overview:** This session, jointly facilitated by a Contracting Officer and Compliance Director, is designed to provide the audience with two divergent perspectives on the same issues facing procurement organizations. While both share the same mission of “providing contracting and procurement services and personal property management to District agencies so they can have the quality of goods and services they need to accomplish their missions in a timely and cost effective manner”, each follows a different yet complimentary charge for achieving its objectives. Procurement professionals will gain insights into “model” procurement practices, while auditors will be able to better understand the requirements and challenges faced by their procurement department.

- Course Objectives:**
- Provide awareness and understanding for the cornerstones of a good procurement organization.
  - Simultaneously highlight the associated risks while balancing considerations.

## **John Chisholm and Peter Parmenter** **Public Sector Procurement Fraud - The “Perfect Storm”**

**Course Overview:** Representatives from the District’s Office of Procurement Integrity and Compliance (OPIC) division will take this opportunity to share their perspective on Fraud and its impact on today’s public procurement landscape. More specifically, they will discuss the variables and factors in today’s environment that present the greatest risk to procurement professionals. Who commits fraud? How is the fraud committed? What should we be looking for? The team will also present an overview of their comprehensive Anti-Fraud Program and describe how it works.

- Course Objectives:**
- Provide awareness and understanding of the factors contributing to high instances of fraud in public sector procurement.
  - Introduce the District’s Four Dimensions of Fraud Model.
  - Present a Case for Implementing a Comprehensive Suite of Anti-Fraud Activities.

## **Angela Turner and Courtney Lattimore** **Procurement Hot Topics**

**Course Overview:** The instructors, both seasoned contracting officers, will lead an engaging discussion centered on some of today’s hottest topics and issues facing procurement professionals. We’ll cover topics ranging from American Recovery and Reinvestment Act (stimulus funds) to Green Procurement to balancing the socio-economic impacts of term contracts. Angela Turner and Courtney Lattimore will provide insights and guidance to help procurement specialists and auditors alike to navigate through this ever changing landscape.

- Course Objectives:**
- Provide awareness and understanding for existing, new and emerging issues facing both procurement professionals and auditors.

## **Panel Discussion: Robin Howard, Other VLGAA Members, Angela Turner, and John Chisholm** **Challenges for Today’s Auditors in the Public Procurement Sector**

**Course Overview:** Join representatives from Internal Audit and Internal Controls as well as procurement professionals in a ‘live’ dialogue about some of the top issues and challenges they face. How should we be structured? What do we do next? How should we best operate? What can we do better?

- Course Objectives:**
- Awareness and understanding of some of the top issues facing auditors.
  - Gain insights into tips, techniques and approaches and approaches to improving the success of your audit teams.

**John JI Chisholm, Director - Office of Procurement Integrity & Compliance (OPIC), Office of Contracting & Procurement, Government of the District of Columbia.** With over 15 years of progressive, professional experiences gained in the professional services (legal and consulting), financial services and operations arenas, John Chisholm is recognized as a visionary leader and change agent who continually delivers top-notch, professional results. Currently, John serves in the District of Columbia Government as the Director of the Office of Procurement

Integrity & Compliance (OPIC) within the Office of Contracting & Procurement (OCP). In this capacity, John is responsible for developing and leading the agency's strategic vision to ensure overall compliance with procurement laws & regulations, and prevent waste, mismanagement, abuse and fraud throughout the District's procurement processes.

OPIC is comprised of seasoned professionals with mixed audit, finance, operations, legal and procurement backgrounds; and is uniquely positioned within the OCP agency to conduct risk assessments, audits, compliance & performance reviews and process redesign initiatives. By late 2009, OPIC launched its Interactive Anti-Fraud Program which includes a suite of education, awareness and ERP-based testing activities designed to early identify, detect and prevent instances of fraud.

Prior to joining the District in 2009, John served in various leadership roles at notable companies such as the SMART Insights Group, LLC, Fannie Mae and IBM. While at IBM, John authored the company's initial Sarbanes Oxley framework for managing internal controls and disclosures; which was deemed a Best Practices model by Industry associations. In late 2005, John left IBM after nearly 10 years of distinguished service to lead a team responsible for successfully completing the world's largest financial restatement at the Fannie Mae Corporation.

John currently resides in the Greater Washington Metropolitan Area where he serves as an active board member on the National Urban League's BEEP Executive Advisory Committee, as well as the American University KOGOD School of Business Alumni Board. He graduated from the American University where he received his Bachelor's degree in Finance & Marketing, and a Juris Doctorate concentrated in Corporate & Labor Relations from the Washington College of Law.

**Peter Parmenter, Sr. Audit & Controls Manager - Office of Procurement Integrity & Compliance (OPIC),** Office of Contracting & Procurement, Government of the District of Columbia. The newest member of the OPIC team, Peter Parmenter has over 18 years of combined audit and compliance experience. Peter gained his experience working with mid-sized regional to Fortune 100 multinationals. His past roles have afforded him the opportunity to develop and mentor staff, foster relationships with Executive Management and Audit Committees, and gain technical expertise in a variety of industries. In his current role, Peter serves as the Audit and Controls Manager within the Office of Procurement Integrity and Compliance (OPIC) in the Office of Contracting and Procurement (OCP). In this role, Peter is responsible for leading the division's efforts to develop and execute comprehensive procurement audit programs that are responsive to the operational control risks across all District agencies.

Peter is a recent émigré to the District of Columbia, having relocated from San Diego, CA. He received his Bachelor's degree in Business Administration from California State University, Northridge. He is pursuing designations as both a Certified Fraud Examiner (CFE) from the Association of Certified Fraud Examiners (ACFE) and Certified Internal Auditor (CIA) from the Institute of Internal Auditors (IIA).

**Courtney Lattimore, CFCM, Contracting Officer (Goods) - Office of Contracting & Procurement (OCP),** Office of Contracting & Procurement, Government of the District of Columbia. Since 2006, Courtney Lattimore has been an invaluable member of the Office of Contracting and Procurement (OPCP). Starting as a Contracting Specialist, specializing in emergency preparedness and the logistical deployment necessary to support emergency events such as the Presidential Inaugural, she has risen to the position of Contracting Officer. Courtney formerly worked with SRA International and CACI International. She has a wealth of varied experience in Federal and Local Government contracting as well as the ability to effectively communicate with members at all levels of an organization to get things done.

Courtney is a native of the District of Columbia. She received her Bachelor's degree from North Carolina State University, and her Master's degree in Organizational Development from Trinity University in Washington, DC. She earned her Certified Federal Contract Manager (CFCM) designation from the National Contract Management Association (NCMA).

**Angela Turner, CPPB, Contracting Officer (Goods) - Office of Contracting & Procurement (OCP)**, Office of Contracting & Procurement, Government of the District of Columbia. Angela E. Turner serves as a Contracting Officer for the Office of Contracting & Procurement (OCP). In this role, Angela serves as a senior advisor to program officials in procurement planning. She is responsible for planning and administering solicitations on behalf of the various District Agencies. Angela is the President of the Metropolitan Washington Chapter (MWC) of the National Institute of Governmental Purchasing (NIGP). She has a total of 20 years of experience with the District Government; prior to joining OCP, Ms. Turner worked with the District of Columbia Fire & Emergency Services procuring specialized fire and medical equipment.

Angela has a wealth of experience and knowledge in District Government contracting. She is able to effectively communicate with members of organizations to get things accomplished.

She is actively pursuing her Associate's degree in Business Management from Prince George's Community College. Angela has earned her Certified Public Professional Buyer (CPPB) certification from the National Institute of Governmental Purchasing (NIGP).

## FourPoints By Sheraton

10800 Vandor Lane,  
Manassas VA 20109  
Telephone (703) 335-0000  
Fax (703) 368-9963



### Hotel Overview

Convenience is Key. Four Points by Sheraton Manassas Battlefield is located 25 minutes southwest of Washington, D.C. We are easily accessible from I-66, VA 234 and US 29 and convenient to all Washington, D.C. area airports. Not to mention attractions such as the Civil War Museum, Manassas National Battlefield Park, Historic Downtown Manassas Museum, Bull Run Park, Prince William Fairgrounds, and Nissan Pavilion.

Get comfortable. Relax in one of the 158 spacious rooms that Four Points by Sheraton Manassas has to offer. Enjoy dinner and drinks at Applegates or simply relax by the pool. Savor a complimentary breakfast in the morning. Don't want to skip your daily workout? Try out our state of the art equipment in our fitness center. At the end of the day get comfortable in the Four Points by Sheraton Four Comfort Bed.

The VLGAA has secured the special rate of \$93.00 (plus tax) for the nights of April 14<sup>th</sup> and 15<sup>th</sup>. In order to take advantage of this rate you must make your reservation no later than March 13<sup>th</sup>. Please note there are only 30 rooms reserved per night so make your reservation today. Simply mention VLGAA to lock in this special rate.

For your convenience, reservations can be made directly with the hotel by calling their Central Reservation Department at **1-800-368-7764 Monday-Friday 8:30 AM-5:00 PM.**

Web: [www.fourpointsmannassas.com](http://www.fourpointsmannassas.com)

Local tourist information can be obtained from the Prince William and Manassas Convention and Visitors Bureau as follows:

1-800-432-1792 or 703-396-7130 x23

Web: [www.visitpwc.com](http://www.visitpwc.com)

Email: [visitorservices@visitpwc.com](mailto:visitorservices@visitpwc.com)

# Directions & Registration

## General Directions

10800 Vandor Lane, Manassas VA 20109

### From East

Take Interstate 66 West  
Take Exit 47B (Manassas Exit)  
Turn right onto Vandor Lane, the hotel is on the left

### From North (of D.C. Beltway)

Take Interstate 95 South towards Richmond  
From I-95S, take I-495 toward Rockville (outer loop)  
Take I-66W toward Front Royal.  
Take Exit 47B (Manassas Exit)  
Turn right onto Vandor Lane when exiting of the ramp,  
and the hotel will be on the left

### From West

Take Interstate 66 East to Exit 47 (Manassas Exit)  
Turn left at the end of the ramp  
Stay in the right hand lane  
Turn right onto Vandor Lane, and the hotel will be on  
the left



### From South

Take Interstate 95 North  
Take Exit 152B west to Manassas  
Merge onto VA 234 heading west (some signs say  
“north”)  
Remain on VA 234 as it becomes the VA 234 Bypass  
also known as the Prince William Parkway  
Turn right from the Parkway onto Sudley Manor  
Drive  
Turn left onto Sudley Road  
Drive under I-66  
Turn right at Vandor Lane and the hotel will be on  
the left (near Cracker Barrel)

## Conference Registration

Save 20% for groups of 5 or more

|         | Member Rate | Non-Member Rate |
|---------|-------------|-----------------|
| One-Day | \$90        | \$105           |
| Two-Day | \$135       | \$150           |

*Membership Pays:* Become a member of VLGAA today and save the \$15 you'd pay at the non-member rate!

### VLGAA Membership benefits

- Education and training on important audit topics.
- Peer Review Program - a system for external review as mandated by government audit standards.
- Opportunities for networking with other professionals.
- Discussion of important audit issues and methodologies with peers.
- VLGAA Newsletter for association and local government audit updates.

For more information, visit [www.vlgaa.org](http://www.vlgaa.org).

## Host Committee

Robin Howard

Larry Keller

Sharen Johnson

Lucinda Mason

Marie Bennett

Teresa Dakon

Valerie Grayson

*Special Thanks to Sarah Ray Pickard*