NASACT MEMBERS FACE HR, BUDGET & OTHER CHALLENGES IN THE COMING YEAR

At the 2015 NASACT Annual Conference held in Chicago in August, attendees participated in an emerging issues roundtable. The session featured direct response technology, allowing for real-time input to discover the challenges and issues NASACT members and partners face each day. Below is a summary of responses provided by those participating in the session (the percentages reflect the number responding among the audience, which included both NASACT members and corporate partners).

What do you see as the most significant challenge facing your office today?
- Political pressures: 7%
- Budget shortfalls: 16%
- Hiring, retaining or retirements of qualified employees: 52%
- Standards overload (including increasing complexity): 10%
- Systems/data security: 13%
- Other 2%

Are you having a problem hiring or retaining high-quality employees?
- Yes: 71%
- No: 29%

What steps are you taking to hire/retain quality employees?
- Flexible schedules: 0%
- Salary adjustments: 7%
- Telecommuting: 3%
- Robust training programs: 10%
- Tuition reimbursement: 3%
- Other 17%
- All of the above: 59%

What levels of staff are permitted to telecommute?
- Entry level (1-3 years of experience): 0%
- Staff level (3+ years of experience): 10%
- Supervisors/auditors-in-charge: 10%
- Managers: 25%
- All of the above: 55%

How many days per week are allowed for telecommuting?
- One day: 42%
- Two days: 26%
- Three days: 3%
- Four days: 3%
- Five days: 27%

WHO PARTICIPATED?
The emerging issues roundtable included a mix of private and public sector participants:
- 80% public sector and 20% private sector.
- Among the public sector participants, 55% were state auditors (or staff), 33% were state comptrollers (or staff) and 12% were state treasurers (or staff).
- Among those in the public sector, 26% were elected, 45% appointed.
- 2% of respondents were from the Silent generation, 56% Baby Boomers, 34% Gen Xers and 7% Millennials.
EMERGING ISSUES  continued from previous page

What is the biggest threat to your government’s future financial stability?
- Pension liabilities: 30%
- OPEB liabilities: 3%
- Infrastructure costs: 26%
- Personnel costs: 3%
- Insufficient or declining revenue: 29%
- Other: 10%

What will be the general direction of your office’s budget over the next three to five years?
- Increase: 59%
- No change: 29%
- Decrease: 12%

How effective are efforts to connect with citizens to communicate your government’s financial condition?
- Highly effective: 4%
- Effective: 0%
- Somewhat effective: 18%
- Neither effective nor ineffective: 14%
- Ineffective: 54%
- Highly ineffective: 11%

Compared to the past, do you find new standards to be more complex?
- Yes: 85%
- No: 9%
- N/A: 6%

What are the primary causes of complexity related to implementing Governmental Accounting Standards Board Statement No. 68?
- Lack of timely information from the pension plan (e.g., GASB 67 related): 18%
- Communication issues with the pension plan: 11%
- Difficulty in testing census data: 7%
- Inadequate implementation guidance: 26%
- Inadequate audit guidance: 13%
- Other: 13%
- N/A: 13%

How prepared are you to implement the provisions of OMB’s new Uniform Grant Guidance?
- Very prepared: 0%
- Prepared: 11%
- Not prepared at all: 11%
- N/A: 78%

How confident are you about the IT security of your state or company?
- Very confident: 28%
- Confident: 32%
- Not confident at all: 28%
- Not sure: 12%

Has your state or company encountered any sort of security breach in the past year?
- Yes: 30%
- No: 56%
- Not sure: 15%

How often do you encounter problems with data integrity and accuracy?
- Frequently: 0%
- Often: 27%
- Occasionally: 55%
- Rarely: 18%
- Never: 0%

What is the primary cause of the data problems?
- Technology (aging systems): 18%
- Management issues (lack of accountability or supervision, non-interest, etc.): 13%
- Lack of effective internal controls: 17%
- Poor planning or lack of planning: 5%
- Data entry issues (lack of consistent definition, identifiers, and other data input issues): 21%
- Lack of expertise or lack of data analytics to determine quality issues: 20%
- Other: 5%

How often do you use data analytics to make informed decisions?
- Frequently: 21%
- Often: 17%
- Occasionally: 42%
- Rarely: 17%
- Never: 4%

MORE INFORMATION
Download the complete results from the roundtable session at www.nasact.org (in the Featured Items section on the home page).
NEWS FROM WASHINGTON

FEDERAL IMPROPER PAYMENTS: ESTIMATES INCREASE DESPITE CONTINUED FOCUS

In 2002, Congress passed the Improper Payments Information Act requiring federal agencies to begin reporting estimates of improper payments within their own programs. Congress continued the effort by passing the Improper Payments Elimination and Recovery Act of 2010 and the Improper Payments Elimination and Recovery Improvement Act of 2012. Yet, despite a continued focus by Congress and the Administration, the U.S. Government Accountability Office reports that the dollar amount of estimated improper payments has increased over the 12 fiscal years agencies have been reporting (2003 through 2014). GAO found that:

“…while laws and guidance have focused attention on improper payments, incomplete or understated estimates and noncompliance with criteria listed in federal law hinder the government’s ability to assess the full extent of improper payments and implement strategies to reduce them.”

In written testimony before the Senate Finance Committee this month, Comptroller General Gene Dodaro stated that “In fiscal year 2014, agencies reported improper payment estimates totaling $124.7 billion, a significant increase—almost $19 billion—from the prior year’s estimate of $105.8 billion.” The almost $19 billion increase was due primarily to the Medicare, Medicaid, and Earned Income Tax Credit programs, which account for over 75 percent of the government-wide improper payment estimate. Overall, improper payments estimates can be attributable to 124 programs across 22 agencies in fiscal year 2014.

Comptroller General Dodaro’s testimony before the committee coincides with the release of GAO’s latest report on actions needed to address improper payments government-wide and strategies to reduce the tax gap. The report, titled “Addressing Improper Payments and the Tax Gap Would Improve the Government’s Fiscal Position,” is based on GAO’s recent work on improper payments, agency financial reports and inspectors general reports, as well as prior reports on the tax gap, including those with open recommendations or matters for congressional consideration that could potentially help reduce the tax gap.

Improper payments are defined as any payment that should not have been made or that was made in an incorrect amount. The payment may be an underpayment or overpayment to an ineligible recipient, a payment for an ineligible good or service, or a duplicate payment.

During his testimony, Mr. Dodaro stated that reducing improper payments is critical to safeguarding federal funds and could help achieve cost savings and improve the government’s fiscal position. He also emphasized the need to hold each agency accountable for implementing the laws regarding improper payment reporting and for the timely adoption of GAO’s recommendations to eliminate them.

In the report and in Dodaro’s testimony, several related state-level efforts are noted:

- **Increasing Oversight of Managed Care:** Most Medicaid beneficiaries receive services through a managed care system, and Medicaid managed care expenditures have been growing at a faster rate than fee-for-service expenditures. In May 2014, GAO reported that most state and federal program integrity officials they interviewed said that they did not closely examine managed care payments, focusing on fee-for-service claims instead. The U.S. Department of Health and Human Services agreed with GAO’s recommendation to update Medicaid managed care guidance on program integrity practices and effective handling of managed care organization recoveries. On June 1, 2015, the agency issued a proposed rule to revise program integrity policies. The rule, if finalized, would require states to conduct audits of managed care organizations’ service utilization and financial

DID YOU KNOW? NASACT’s website contains a number of federal-related resources including NASACT’s responses to congressional and regulatory comments, announcements about draft and pending legislation, and past issues of the Washington Update (NASACT’s weekly Washington news publication). To find these resources, visit www.nasact.org/fed_relations. Questions about activities in the Washington office may be directed to DC Director Cornelia Chebinou (cchebinou@nasact.org) or Policy Analyst Neal Hutchko (nhutchko@nasact.org).
NEWS FROM WASHINGTON

HOUSE COMMITTEE HOLDS CHIP PAYMENT HEARING

The House Small Business Committee held a hearing last Wednesday to look at the way the new Europay, Mastercard, Visa (EMV) chip payment system will be implemented nationwide this October. The upgraded technology is designed to protect against cybercrime and fraud. EMV is the new global standard for integrated circuit, or “chip” cards, and EMVCo (the body that sets EMV specifications) is owned jointly by American Express, Discover, JCB, MasterCard, UnionPay and Visa, and it includes other organizations from the payments industry. EMV cards feature embedded microprocessor chips that store and protect cardholder data—similar to magstripe.

The hearing examined the implications of the EMV chip deadline and the efforts that are being made to ensure that America’s small businesses are in compliance with their financial service providers. Scott Talbott, senior vice president for government relations at the Electronic Transactions Association (ETA), noted in his testimony:

“To incentivize more rapid migration to EMV adoption, on Oct. 1 the payments industry implement a long-planned liability shift for their card transactions, at which point any participant in the transaction chain who is not EMV compliant became responsible for any resulting fraud... The members of the ETA are the first line of defense for consumers to avoid the fraud perpetuated by criminals in the financial systems, and the payments industry takes seriously this charge and works hard every day to detect and deter crime. ETA members are deploying multiple layers of protection, including EMV, tokenization, encryption, biometrics, and other payments technologies that secure systems against criminal intrusions and protect consumers and merchants.”

Panelist Stephanie Ericksen, vice president of risk products at Visa, told the committee that this new chip technology will also be the basis for future payments innovation because it enables technologies like near field communications technology and tokenization. The early adopters of EMV are also positioning themselves to accept the next generation of secure payment technologies, such as mobile and digital payments.

Visa has a dedicated chip education website—www.visachip.com—which contains specific information for all stakeholders.

At the NASACT annual conference in August, a concurrent session, titled “New EMV Chip Technology and Compliance Mandate: Are You Ready?” examined this same issue. The session, moderated by Utah State Treasurer Richard Ellis, featured representatives from Visa and US Bank to discuss what impact this new EMV technology will have on government, and the lessons learned so far in the private sector. The presentation is available on NASACT’s website at www.nasact.org/files/Conferences_and_Training/NASACT_Annual/2015/Presentations/CS_19_Handouts.pdf.


FEDERAL IMPROPER PAYMENTS continued from page 3

data every three years and standardize the treatment of recovered overpayments by plans.

- **Strengthening Program Integrity:** In November 2012, GAO reported that the Centers for Medicare and Medicaid Services could do more to eliminate duplication and improve efficiency of its Medicaid integrity efforts. Since then, CMS has taken positive steps to oversee program integrity efforts in Medicaid, including reconfiguring its approach in 2013 to reduce duplicate reviewing and auditing of states’ claims and improve efficiencies in its audits; redesigning its comprehensive reviews of states’ program integrity activities toward a more targeted risk assessment approach; and increasing its efforts to hold states accountable for reliably reporting program integrity recoveries. However, CMS has not strengthened its efforts to calculate return on investment for its program integrity efforts. In January 2015, CMS officials confirmed that the agency is developing a methodology for measuring and calculating a single ROI that reflects the Center for Program Integrity’s initiatives for both Medicare and Medicaid, and they expect to have their methodology finalized later this year.

The GAO improper payments report can be found at www.gao.gov/products/GAO-16-92T.

Testimony from the hearing can be accessed at www.finance.senate.gov/hearings/hearing/?id=9f4e0ba4-5056-a055-64bc-bd21bcc020fa.
ASSOCIATION NOTES

WHAT’S NEW AT www.nasact.org?
The following new items have been posted on NASACT’s website:

- The following technical inquiries from state comptrollers (members only content):
  - 27th Payroll (bi-weekly)
  - National Guard Payments

NASACT SEEKS INPUT ON GASB ED
The Governmental Accounting Standards Board recently issued an exposure draft entitled Implementation Guide No. 20XX-X.

The Board has asked for comments on all matters in the ED, including comments on any aspects with which you agree or disagree. The Board requests that you explain the reasons for your views, including alternatives that you believe should be considered. Where possible, please provide a question reference for your comments.

The ED can be downloaded from the GASB’s website at www.gasb.org.

NASACT will be preparing an Association position on the ED. In order to meet the GASB’s deadline of November 30, 2015, please submit your comments no later than Monday, November 9.

Comments may be sent to Sherri Rowland at srowland@nasact.org or Kim O’Ryan at koryan@nasact.org.

NSAA SEEKS PEER REVIEW VOLUNTEERS
The National State Auditors Association is seeking qualified volunteers to serve on peer review teams.

Individuals interested in participating on a peer review will need to complete the Team Member Qualifications Form located at http://survey.nasact.org/nsaapeerreview/Team_Member_Qualifications.cfm. (Please note: Even if you have filled out a form in the past, a new form must be submitted each year.)

PENSION IMPLEMENTATION GROUP SPOTLIGHT: AICPA ALERT #289
The NASACT Pension Implementation Work Group will meet via conference call on October 22 at 2:00 p.m. Eastern time. Among the topics to be discussed will be Alert #289 from the Government Audit Quality Center, which addresses emerging pension issues related to the implementation of GASB 67 and 68. Click to read the article.

The article was prepared by the American Institute of Certified Public Accountants’ State and Local Government Expert Panel and includes a summary of the more significant issues that have been raised and related discussion for plan auditors and employer auditors to consider.

NASACT members are encouraged to review this article carefully to determine impact, if any.

Questions about this issue may be directed to Kinney Poynter (kpoynter@nasact.org), Kim O’Ryan (koryan@nasact.org) or Sherri Rowland (srowland@nasact.org).

UPCOMING INFORMATION SHARING CALLS

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GET INVOLVED!
For information on participating in any of these calls, contact NASACT’s headquarters office at (859) 276-1147.
Below are the sessions presented during the 2015 NSAA IT Workshop and Conference. To download handouts, PowerPoint presentations and speaker biographies, visit www.nasact.org/2015_nsaa_it.

**WORKSHOP — SEPTEMBER 22**

**IT GOVERNANCE IN THE PUBLIC SECTOR**

Donna Canestraro, Program Director, Center for Technology in Government, University at Albany

**GOVERNMENT & TECHNOLOGY: OVERCOMING CHALLENGES, REAPING BENEFITS**

Luis Toledo, Audit Supervisor, Office of the State Auditor (NC)

**CALIFORNIA’S OVERSIGHT OF INFORMATION TECHNOLOGY PROJECTS**

John Baier, Principal Auditor, Office of the State Auditor (CA)

**SOC REPORTS**

Holli Harrison, Senior Security, Risk & Compliance Analyst, Documents Cloud, Citrix

Kathy Lovejoy, Senior Audit Manager, Office of the Auditor General (IL)

Roger Boyd, Director, IT Services, Department of Audits (GA)

**CONFERENCE — SEPTEMBER 23-25**

**MANAGING IT DATA SHARING**

Mark Raymond, CIO, Department of Administrative Services – Bureau of Enterprise Systems & Technology (CT)

**IT SECURITY – SCANNING / VULNERABILITY ASSESSMENT**

David Geick, Director, IT Security Division, Department of Administrative Services – Bureau of Enterprise Systems & Technology (CT)

**DO MORE WITH DATA AND PROVIDE HIGHER LEVELS OF ASSURANCE THROUGH INNOVATIVE TEAM-BASED ANALYTIC APPROACHES**

Scott Robinson, Account Executive - Public Sector, ACL

Robert Luu, Solutions Consultant, ACL

**OVER THE YEARS: AUDIT TOOLS DEVELOPED IN-HOUSE**

Nathan Abbott, IS Audit Manager, Office of the Comptroller of the Treasury (TN)

April Cassada, Director, Data Analysis, Office of the Auditor of Public Accounts (VA)

**IT ROUNDTABLE: THE GAME**

Keith Edwards, Assistant Auditor General, Office of the Auditor General (MI)

Brandon McAndrew, Assistant Auditor General, Office of the Auditor General (MI)

Jordan Schafer, Assistant Auditor General, Office of the Auditor General (MI)

**ASSESSING RELIABILITY OF COMPUTER-PROCESSED DATA**

Mike Billo, Director, Department of the Auditor General (PA)

Anne Skorija, IT Audit Specialist II, Department of the Auditor General (PA)

**IT AUDIT AUTOMATION**

Keith Edwards, Assistant Auditor General, Office of the Auditor General (MI)

Brandon McAndrew, Assistant Auditor General, Office of the Auditor General (MI)

Jordan Schafer, Assistant Auditor General, Office of the Auditor General (MI)

**SECURITY INFORMATION AND EVENT MANAGEMENT (SIEM) AUDIT**

Kevin Savoy, Audit Director, Strategic Risk Management, Office of the Auditor of Public Accounts (VA)

**INTERNAL WEB APPLICATIONS**

Brian Demilia, Auditor II, Office of the Auditors of Public Accounts (CT)

**BI TOOLS**

*Tableau and OBIE: Brad Hypes, Audit Manager, Data Analysis, Office of the Auditor of Public Accounts (VA)*

*ACL: Mike Billo, Director, Department of the Auditor General (PA) and Anne Skorija, IT Audit Specialist II, Department of the Auditor General (PA)*

*Arbutus: Bo Matano, Senior II Auditor, Department of Audits (GA)*

*IDEA: Justin Chavez, Audit Manager, Department of Audit (WI)*

**STATEWIDE IT RISK ASSESSMENT**

Troy Niemeyer, Deputy Director, Office of the State Auditor (WA)

**BRIDGING THE GAP BETWEEN IT AND FINANCIAL AUDITS**

Luis Toledo, Audit Supervisor, Office of the State Auditor (NC)

Michael Spivey, IS Audit Supervisor, Office of the State Auditor (NC)

**FRAUD CASES IN TENNESSEE AND THE TOOLS THAT HELPED CATCH THE FRAUD**

Nathan Abbott, IS Audit Manager, Office of the Comptroller of the Treasury (TN)

**DATA ANALYSIS AND CONTINUOUS MONITORING**

*Barbara Jacius, ERP Financials Business System Specialist, Office of the State Comptroller (CT)*

*Brian Demilia, Auditor II, Office of the Auditors of Public Accounts (CT)*

**AUDITING AUTHENTICATION AND AUTHORIZATION IN BANNER**

*Jeff White, Legislative Information Systems Auditor, Office of the Comptroller of the Treasury (TN)*

*Timothy Hollar, Legislative Information Systems Auditor, Office of the Comptroller of the Treasury (TN)*
Lively conversation ensued during the IT roundtable session, which was led by Keith Edwards, Brandon McAndrew and Jordan Schafer, all from the Michigan Office of the Auditor General.

Left: Donna Canestrano kicked off the workshop with a presentation on IT governance in the public sector.

Right: Holli Harrison (Citrix) spoke during a half-day panel on SOC reports at the IT workshop.
Participants in the session “Over the Years: Audit Tools Developed In-House,” got into the spirit of the decade they represented. Left to right: Karen Helderman (VA), Nathan Abbot (TN), Brad Hypes (VA), April Cassada (VA) and Kevin Savoy (VA).

Left: (left to right) Timothy Hollar (TN), Jeff White (TN) and Brent Rumbley (TN) prepare for their session on “Auditing Authentication and Authorization in Banner.”

Right: Brian DeMilia (CT) shared his knowledge about IT audit automation with the group.

Left: Karen Helderman (VA), chair of NSAA’s E-Government Committee, and Nathan Abbot (TN), prepare for the Friday morning session on IT tools that help catch fraud.

Right: Barbara Jacius (CT) spoke on Friday morning, discussing her office’s strategies for data analysis and continuous monitoring.
Few would debate the talent challenges facing government. As Baby Boomers continue to retire, Millennials are joining the workforce in increasing numbers. Unlike previous generations, Millennials are less enamored with one-employer careers and promises of lifelong pensions. Meanwhile, digital innovations are fueling opportunities—requiring successful recruitment of highly in-demand skillsets.

Accenture research suggests that public sector employment isn't attractive to many. Among those with government experience, less than half (48 percent) indicated they consider it an attractive prospect. The same research suggests that government leaders aren't doing enough, with two-thirds reporting difficulty in recruiting and retaining talent. Just one in 10 reported feeling prepared to meet the challenge, and nearly half admitted to making little to no change in their talent management strategy in the last two years.1

**A FRAMEWORK FOR CHANGE**

What will it take to win the battle for talent in the 21st century? Accenture believes every leader in government—not just those in HR—must become a talent manager. We've developed an integrated talent framework with four easy-to-remember steps to guide your talent management initiative:

- **Define talent based on the value added and mission criticality of their skills and competencies.**
- **Discover and attract talent by developing talent pipelines directly to sources of critical skills and competencies.**
- **Develop talent by targeting the potential of people to acquire and demonstrate critical skills and competencies.**
- **Deploy skilled talent into an agile workforce with successful onboarding, career mobility opportunities and effective leadership.**

Our full-length white paper explores all four elements of the framework. Here, we focus on **Discover**—highlighting key strategies when reshaping how you acquire talent.

**FIND THE SOURCE**

Historically, recruiting talent has been largely a tactical, "post-and-pray" process. Today you need a strategy for building a talent pipeline—and the first step is identifying the best sources. Many organizations possess the necessary data, yet most can't turn it into useful information. HR analytics can help address some important questions: Of our hires in the past five years, which have been the most successful? Where have those hires come from? How did we connect with and recruit them? How long did it take? Where have our least successful hires come from? Those answers will tell you which of your recruiting strategies ("post and pray," campus recruiting, employee referrals, apprenticeships and vendor hires, among others) are producing the best results. That, in turn, will enable you to target efforts on the most productive strategies and organizations.

Other key questions: Of our successful hires, what have been their career paths within our government? In what ways were they best prepared? Worst prepared? Those answers will help in orienting your onboarding and training programs to fill the gaps; providing detailed feedback on training programs to organizations from which you recruit; and alerting prospective applicants so they can take the initiative to make themselves more job ready.

**BUILD PIPELINES**

A talent pipeline between a government and sources of supply (for example, educational institutions, nonprofits or placement organizations) is created through mutual commitments. Government agrees to specify the needed skills and competencies, provide feedback on what's being produced, offer learning opportunities and hire qualified candidates. Providers commit to prepare candidates who meet the specifications, modify recruitment and preparation based on employer feedback and deliver feedback on government-provided learning opportunities. Such pipelines can reduce the risk of not having the right talent, not having enough talent—and not having it at the right time.

**ENLARGE THE POOL**

Sometimes even the best pipelines can't produce enough talent. In a fast-changing world, being a slow-changing organization can limit access to talent. Outdated rules, policies and procedures may be liabilities for today's agile work environment. Changing them could open up new talent pools. Again, HR analytics can help identify factors most likely to help: What kind of flexible work arrangements could attract more workers? How could fellowships provide access to in-demand subject-matter experts? How might part-time work opportunities contribute to a larger talent pool? What would be the impact of flexible compensation structures and/or education assistance?

Consider, too, to what extent your classification system is too complex, too focused on titles and supervisory responsibilities and plagued by confusing jargon and acronyms. Reinventing your system to emphasize skills and competencies is another way to enlarge the pool—making it easier for prospective employees to select education and training programs and for experienced workers to assess how their skills and competencies stack up.

Twentieth-century tools for attracting and retaining talent simply won't deliver the results you need in addressing 21st-century challenges. Changing your approach is absolutely essential to attracting a new generation of workers, securing access to high-demand skills and competencies, and realizing your organization's full potential in the digital world.

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1Accenture Public Services Insights: Recruiting and Retaining Talent in the Public Sector, 2015.

CALENDAR

2016

January 20 | Webinar: Digital Transformation in Government
February 25 | Webinar: Tips to Help Governments Win the War for Talent
March 15 | NASACT Executive Committee Meeting, Salt Lake City, UT
March 16-18 | NASC Annual Conference, Salt Lake City, UT
April 12-14 | NASACT Middle Management Conference, Austin, TX
April 27-28 | Tennessee Training Seminars, Chattanooga, TN
May 2-3 | Tennessee Training Seminars, Nashville, TN
May 9-10 | Tennessee Training Seminars, Nashville, TN
May 12-13 | Tennessee Training Seminars, Nashville, TN
June 13-16 | NSAA Annual Conference, Avon, CO
August 14 | NASACT Executive Committee Meeting, Indianapolis, IN
August 14-17 | NASACT Annual Conference, Indianapolis, IN
September 20-23 | NSAA IT Workshop & Conference, Phoenix, AZ

MARK YOUR CALENDARS!
BY DONNA MALOY, CONFERENCE MANAGER

NASC ANNUAL CONFERENCE – MARCH 16-18, 2016, SALT LAKE CITY, UTAH
We begin 2016 with the annual conference of the National Association of State Comptrollers on March 16-18. The conference hotel, Little America Hotel, is located in the center of Salt Lake City, with easy access to entertainment, fine dining and shopping.

NASACT MIDDLE MANAGEMENT CONFERENCE – APRIL 12-14, 2016, AUSTIN TEXAS
The NASACT middle management conference will be held April 12-14 in Austin, Texas. The conference will take place at the Hilton Garden Inn, which is located just one block away from a number of restaurants and local attractions on 6th Street.

NSAA ANNUAL CONFERENCE – JUNE 14-16, 2016, AVON, COLORADO
The state auditors will have their annual conference on June 14-16 at the Park Hyatt Beaver Creek Hotel located in Avon, Colorado. NSAA's committees will meet on June 13.

NASACT ANNUAL CONFERENCE – AUGUST 14-17, 2016, INDIANAPOLIS, INDIANA
NASACT's annual conference will be held August 14-17 in Indianapolis, Indiana, at the Marriott Hotel. The hotel is located in downtown Indianapolis within walking distance of a variety of museums and attractions, restaurants and shopping.

NSAA IT WORKSHOP & CONFERENCE – SEPTEMBER 20-23, 2016, PHOENIX, ARIZONA
We round out the year with the NSAA IT workshop on September 20 and the conference on September 21-23 at the Sheraton Phoenix Downtown.