The History

Dream
Journey
Pathway

Association of Local Government Auditors

1985 - 2001
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prologue</td>
<td>i</td>
</tr>
<tr>
<td>Dedication</td>
<td>iv</td>
</tr>
<tr>
<td>In Memorium</td>
<td>vi</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>viii</td>
</tr>
<tr>
<td>Introduction</td>
<td>xi</td>
</tr>
<tr>
<td>Message From the President</td>
<td>xii</td>
</tr>
<tr>
<td>Message From the Education Committee Chair</td>
<td>xiv</td>
</tr>
<tr>
<td><strong>The Dream: 1984 - 1989</strong></td>
<td>1</td>
</tr>
<tr>
<td>In The Beginning, By Rol Malan</td>
<td>3</td>
</tr>
<tr>
<td>Seed For A Big Tree, By Joe Comtois</td>
<td>7</td>
</tr>
<tr>
<td>Highlights</td>
<td>9</td>
</tr>
<tr>
<td>ALGA Formed</td>
<td>15</td>
</tr>
<tr>
<td>Charter Signers</td>
<td>16</td>
</tr>
<tr>
<td>Attendee List, 1st Meeting in Philadelphia</td>
<td>18</td>
</tr>
<tr>
<td>Presidents 1989 - 2000</td>
<td>21</td>
</tr>
<tr>
<td>1989 - 1990 Officers &amp; Board Members, Highlights</td>
<td>22</td>
</tr>
<tr>
<td>1990 - 1991 Officers &amp; Board Members, Highlights</td>
<td>24</td>
</tr>
<tr>
<td>1991 - 1992 Officers &amp; Board Members, Highlights</td>
<td>26</td>
</tr>
<tr>
<td>1992 - 1993 Officers &amp; Board Members, Highlights</td>
<td>28</td>
</tr>
<tr>
<td>1993 - 1994 Officers &amp; Board Members, Highlights</td>
<td>30</td>
</tr>
<tr>
<td>1994 - 1995 Officers &amp; Board Members, Highlights</td>
<td>32</td>
</tr>
<tr>
<td>1995 - 1996 Officers &amp; Board Members, Highlights</td>
<td>34</td>
</tr>
<tr>
<td>1996 - 1997 Officers &amp; Board Members, Highlights</td>
<td>36</td>
</tr>
<tr>
<td>1997 - 1998 Officers &amp; Board Members, Highlights</td>
<td>38</td>
</tr>
<tr>
<td>1998 - 1999 Officers &amp; Board Members, Highlights</td>
<td>40</td>
</tr>
<tr>
<td>1999 - 2000 Officers &amp; Board Members, Highlights</td>
<td>42</td>
</tr>
</tbody>
</table>
# Table of Contents

2000 - 2001 Officers & Board Members, Highlights .................................................. 44

**The Pathways** .................................................................................................................. 55

Newsletter/Quarterly .......................................................................................................... 57

Objectives & Highlights ................................................................................................... 57

Rol Malan, First Editor ........................................................................................................ 58

Mark Funkhouser, Second Editor ...................................................................................... 62

Doug Jenkins, Third Editor ................................................................................................. 69

Committees .......................................................................................................................... 71

Advocacy ............................................................................................................................. 72

Awards ................................................................................................................................ 74

Conference .......................................................................................................................... 76

Constitution & Bylaws ....................................................................................................... 77

Education ............................................................................................................................. 79

Membership ......................................................................................................................... 80

Nominating ........................................................................................................................... 82

Peer Review .......................................................................................................................... 83

Professional Issues ............................................................................................................. 88

Web Site ............................................................................................................................... 89

Membership Services ............................................................................................................. 91

Special Projects .................................................................................................................... 93

Benchmarking & Best Practices ..................................................................................... 95

Operations Manual & Strategic Plan ............................................................................... 97

Task Force on ALGA’s Future ........................................................................................... 99

Membership Survey ............................................................................................................ 101

**Epilogue** ......................................................................................................................... 103

**Appendix Items** .............................................................................................................. 109

Appendix A: Original Bylaws and Constitution ............................................................... 111

Appendix B: Bylaws and Constitution .............................................................................. 121
There is a wonderful children’s book by George Eastman, entitled “Are You My Mother?” A baby bird falls from its nest and wanders the countryside asking everyone he meets, “Are you my mother?” The cow and the cat and the steam shovel all reply, “No, you’re a baby bird; I’m not your mother.” Finally, after traveling for a long time, the baby bird finds its mother.

This story is a parallel to the creation of ALGA. Local government auditors throughout the country were like that baby bird, wandering from one professional organization to another, searching for the perfect fit. AICPA conferences were geared toward public practitioners. The Institute of Internal Auditors addressed the needs of auditors in a business environment. The Government Finance Officers Association and the National Intergovernmental Audit Forum were better fits, but both lacked a local government perspective.

This feeling that we had no mother, led to conversations, in which a small group of local government auditors concluded that a formal association could help improve both the quality of local government auditing as well as spread the gospel of government accountability, efficiency and effectiveness to all communities. This sounded like a pretty big dream; then with seed money from the National Forum, Rol Malan sat down at his computer and out came a newsletter with abstracts and articles that really related to local government auditors. It connected them, the dream came true, and just like the baby bird, we found our mother.

Susan Reed
County Auditor
Missoula County, Montana
DEDICATION

The History of the Association of Local Government Auditors is dedicated to

Roland M. Malan

Chief Geezer
First Newsletter Editor
First Voice of ALGA

His advice, encouragement and assistance have been crucial to us. We are in his debt, a mortgage we share with countless others; a debt we can never repay.
And to his fellow geezers

Mark Funkhouser
Second Newsletter/Quarterly Editor
Profound Voice

Richard C. Tracy
Second President
Distinguished Voice

Gerald A. Silva
Fourth President
Exuberant Voice
IN MEMORIUM

We thought we’d live forever in fun
But the chances were a million to one.

-Bob Dylan

ALGA is a wonderful family. At our conferences, we enjoy each other’s company, seemingly secure in the notion that we can always return to our professional family. We know we’ll be able to see our friends and colleagues once again, regardless of what has happened in the interim. Life, unfortunately, intrudes on that sense of security and belief in uninterrupted continuity.

It saddens us to mark the departure of three dear colleagues—Paul Hackett, Lillian Hite and Don Smuland. Each contributed much to the ALGA family. If they were here, they would insist, in their honor, that we take special pleasure in our organization and in each other’s friendship.

We wish them godspeed in that place where sometimes two plus two DOES equal five.
Paul Hackett
Paul served as the Comptroller of Dutchess County, New York for almost 24 years. He attended the first annual meeting of ALGA in Philadelphia and signed the charter that established our association. Paul was a frequent contributor to the Newsletter and Quarterly. He passed away suddenly and unexpectedly in the Summer of 1997.

Lillian Hite
Lillian was City Auditor of Memphis, Tennessee for eight years, and a ALGA Board member at the time of her death. Lillian was a selfless advocate for numerous civic and professional causes. She passed away on May 2, 1999 after battling Lupus for about a year.

Don Smuland
Don was Director of the Government Audit Training Institute, and a leader in the Institute of Internal Auditors (IIA) both at the local and international levels for 20 years. He was a true and dedicated professional who greatly admired ALGA. He died on May 18, 1999 on his way to the airport after leaving the ALGA conference in Santa Fe, New Mexico.
A history of ALGA...what’s the point, why bother, who cares. Entering a term as ALGA’s twelfth president it occurred to me that time was marching on. ALGA was reaching it’s adolescence. If you looked around you could see evidence that ALGA was in the beginning stages of emerging as a force to be reckoned with. ALGA appointments to the GASB, appointments to the Comptroller General’s Advisory Council on Government Auditing Standards and the IIA’s Government Relations Committee. Not to mention ALGA member recognition and participation in many forums and in various media formats. ALGA was coming of age...who knew.

We started as grassroots in 1989 and continue to hold on to those values that were the seeds of our beginning. We chronicle our development in each issue of the Local Government Auditing Quarterly and pat ourselves on the back for a job well done at each annual conference with talk of being the most relevant organization for local government audit professionals etcetera. It’s indisputable. But in some crucial ways we have not adhered to some of the basic tenets and principles that make for a successful organization in the long run. Among those primary responsibilities is to know where your headed, where you are and where you came from.

**Our Rudder: The Strategic Plan**

Over the past couple of years, your Board of Directors has been hard at work putting together a long term strategic plan for the organization which defines ALGA’s mission, strengths, weaknesses, opportunities, and threats. That’s our rudder...hopefully it will lead us in the right direction. It’s dynamic, evolving and changing with minor corrections as the circumstances dictate.

**Our Compass: The Annual Report**

At any given time, you can pick up the current Quarterly and get a sense of those issues we are dealing with presently, but from an organizational perspective, information is limited and only those members active enough to keep their fingers on the
pulse of these activities really have a handle on these issues. So what’s the answer...forget about it (pronounced: fuggedaboudit). Most of the membership is on a need to know basis anyway, right? No! This is no way to grow as an organization, so the ALGA Board decided that if we’re to toss away our children’s clothing for those of a grown up, it’s time to act like one. The Board directed the Education Committee to prepare and publish an Annual Report which provides information on progress toward goals, financial positions and trends, and performance measures. The Annual Report will help define our current position and provide a measure for determining whether our current course will keep us on the appropriate track.

The Trail Behind: The History Project

OK. The Strategic Plan serves as the rudder and the Annual Report covers our current position, but how about our past? How can we see how we arrived to our current position? The answer? That one is easy, (easier said than done that is) ...The History Project. The Education Committee, chaired by Jackson County, Oregon County Auditor Deborah Taylor has spent the entire year pouring through ALGA Quarterlies, minutes, documents, data and photos to piece together the history of ALGA from 1985 to 2001. This compilation of facts, figures, excerpts and photos does a wonderful job of providing the trail.

There is no question that ALGA will continue to grow as an organization and as future generations of local government auditors become ALGA members, they will appreciate the efforts of those who came before in chronicling those events and efforts that shaped the organization. There are many times when I’ll get a call requesting information regarding something that happened in the past. I’ll scratch my head and think, I don’t have a clue nor do I know where to turn to find the answer. I have no doubt that the History of ALGA will be appreciated by future presidents, committees and members. For those of you who have been around for the past sixteen years, I know you’ll enjoy the nostalgia, for those of you new to the organization...welcome to the History of ALGA.
Education Committee Members

Alan Ash
City Auditor
Gainesville, FL

Susan Cohen
City Auditor
Seattle, WA

Susan Reed
County Auditor
Missoula, MT

Mike Westfall
Assistant Director
Internal Audit
Chesterfield County, VA
To My Auditor Friends - Past, Present, & Future,

This history reflects the grass roots organization we started from and hopefully always will strive to be. Thank you founders for caring enough and for giving more time than you had to making the dream come true. I have been extremely lucky to be a part of the journey that built the pathways of our foundation.

As a one person audit shop, I will always remember the respect of those more powerful that allowed me to be a power of one. I am very proud to have chaired this project and to leave this legacy to the future leaders of our association. They will be challenged as much as we, and perhaps more so. I hope this document will inspire them to continue our epic forever.

I extend special appreciation to the members of the Education Committee for helping compile this document. We have tried our best, in the time we had, to capture the true and complete history of our association. Nevertheless, we have probably overlooked a few people who should have been mentioned, but please know that any such oversights were purely unintentional and we are truly sorry for them.

P.S. The term "auditor friends" is not an oxymoron.
Introduction
The characteristics of the local government auditing community in 1984/1985 were substantially different than they are today. There were fewer local government auditing offices then, and far fewer that engaged in performance based auditing. The majority of local government audit organizations were involved in pre-audit, spot audit, compliance, internal control and financial-related audit work. And there was minimal interaction among the various offices.

Whatever organized government auditor interaction occurred at any meaningful level was usually the result of participation in the regional and national intergovernmental audit forum meetings - an information sharing and networking activity initiated in the 1970's and to a certain extent underwritten by the US General Accounting Office. For me at that time, the Pacific Northwest (Regional) Intergovernmental Audit Forum was clearly the best opportunity to learn of current audit events, projected changes to the profession, and to discuss local auditor issues informally with local auditor colleagues. While the National Intergovernmental Audit Forum was useful, the Regional meetings tended to be the most beneficial to the local government audit community because many local government audit shops could only afford to attend the regional meetings (in some cases only when the meetings were held in the immediate vicinity of their work) and often the regional meetings provided information more germane to local government auditor needs. The result of these circumstances was that local government auditors were isolated nationally and semi-isolated regionally, unable to stay current with the increasing breadth of professional information, and had limited opportunity to network.

But the activity which provided the impetus to initiate a newsletter for local government auditors came at the National Forum level. In 1984/85, the National Forum was organized much like it is today. It was made up of selected representatives from the three governmental auditing sectors (federal, state and local) that, as representatives from their regional forum, attended the National Forum meetings. GAO picked up the representatives travel costs, but GAO did not cover any other expenses.
Because the meetings were filled with business, both the state and local government auditor representatives from the regional forums held separate meetings to discuss state and local audit issues at the National Forum meeting site prior to the National Forum meeting. In 1984/85, there were some very active local government auditors involved in the local government auditor meetings, both the selected representatives to the NIAF, and local government auditors attending the meetings as visitors. This group included the likes of Bob Johnson from Jacksonville, FL, Jack Smithyman from Philadelphia, Dan Paul from Dallas, Glenn Deck from Kansas City, Hugh Dorrian from Columbus, OH, Ed Bohan from Hartford, James Flanagan from Phoenix, Bob Bramlett, from Austin, Jewel Lansing from Multnomah County, Ron Crews, from Shreveport, LA, Elwood Sundberg from Salt Lake City and myself from King County, WA.

From 1984 on these local government representatives and visitors to the National Forum had been trying to identify issues bearing upon auditing in the local government environment. Inquiries had been made of other government finance and accounting related associations to identify members of those associations who were local government auditors and a master list of local government auditors was developed. The auditors on the list were subsequently surveyed to learn of their issues. The issues raised included: lack of importance assigned to the audit function by managers and elected officials in local government; lack of information about available relevant auditor training; lack of knowledge about the nature of audit work done by other local government auditors; and a feeling that the existing major finance and accounting professional associations were not focusing enough on the needs of the local government auditor members. The local government representatives to the Forum were in the process of trying to address these concerns, but were unwilling, and perhaps unable to initiate a new national organization. It became apparent that some intermediate step(s) would have to be taken if the local government auditors were to be brought together for networking and training.

As it happened at the time, I was in a less than supportive organizational environment related to this type activity. For a variety of reasons, some well-founded, active participation in such organizations was not positively viewed by the leadership of my organization. So in order to participate as a local representative to the National Forum, I had to be somewhat covert. Because the National Forum only covered transportation to the
meetings, and I was uncomfortable in requesting that my jurisdiction cover the other costs, I elected to cover them myself.

At that time Joe Comtois was the Executive Director of the National Forum. When he learned of my situation he offered an arrangement that allowed me to participate as a local representative at a reduced personal cost - he invited me to stay with him and his family when the National Forum meetings were held in Washington DC. In order to minimize my time away from the office, my attendance consisted of taking a mid-day flight out to Washington DC., staying with Joe and his family, attending the local government representatives meeting in the morning and the National Forum meeting in the afternoon and taking the last flight back to Seattle that day. Joe and I had, as an objective, trying to figure out a way to bring the local government community together. Given the travel arrangements I felt "compelled" to make, we had time before the meetings to "trot out" different ideas that would address this objective.

The idea of a newsletter first surfaced in the February 1984 local representatives meeting prior to the National meeting. As I recall, Jewel Lansing from Multnomah County brought the issue into the discussion. As chair of the Local Representatives to the Forum, I raised the prospect of a newsletter in the National Forum meeting in the time slot allotted to the locals for reporting to the Forum about local government auditor activities. I believe that the idea of operationalizing a newsletter for local government auditors came about in the family room at Joe's house in late 1985 after an hour or so of discussing the plight of the local government auditors, and after a glass or more of scotch. While discussing the dilemma faced by the local government representatives, it occurred to us that the newsletter could be an intermediate step started right away and might develop into something more concrete. The idea of a newsletter, provided free of charge for a year to the data base of local government auditors, could easily develop a gauge of the level of serious interest in a stand-alone association. Moreover, by involving the local auditors by encouraging them to participate by sharing their audits of note in the newsletter, a means of communicating who was doing what in the local government audit sector of the country could be established. By adding addresses and telephone numbers in the mix, rudimentary networking could begin.

That's the retrospective version of the event. I remember the defining conversation rea-
sonably clearly and it provides additional perspective to the issue:

Joe - "Rol, I think the National Forum will provide $5,000 if the 'locals' will start that newsletter."

Rol - "Good gracious, me oh my, (cleaned up to be inoffensive) if you can pull that off, I'll publish it."

I had no idea of what I just committed to. (When I excitedly shared this with my wife upon my return, she had a better idea of what was involved.)

That evening Joe and I agreed to pursue the issue immediately as a first item of business the next day. It was discussed in length at the Local Representatives meeting the next morning and was unanimously approved. By the time the next National Forum meeting was held everything was in place to initiate the Local Government Auditor's Newsletter. Although there is no formal record in the National Forum's meeting minutes, $5,000 front money was put forward by the National Forum in mid-1986. I already had a computer, purchased a laser printer and a copy of "PageMaker" software and the first edition was mailed in the winter of 1986. The balance of the $5,000 was used for printing, binding and mailing for the next three copies. Nearly 90 percent of the recipients subscribed when the funding ran out. At the end of four years, a balance of about $5,000 was turned over to the next publisher, Mark Funkhouser and the City Auditor's Office in Kansas City.

A couple of years later (June of 1988), on a balcony of a resort in Phoenix, in the early evening, at the National Forum's Biennial Conference, about twenty local government auditors, without any scotch (to the best of my knowledge), discussed moving forward with a national association specifically for local government auditors. A consensus decision was made, individuals took responsibility for various tasks and the outcome was the first National Local Government Auditors Conference held in 1989. But that's a story someone else will tell.

For anyone guessing why I listed being one of the old geezers as more important than being the first editor of the Newsletter, the answer is simple - first, it's an honor few hold, and secondly, it's better than the alternative.
SEED FOR A BIG TREE

By Joseph D. Comtois

During 1986 some local government auditors of the Intergovernmental Audit Forums began discussing the idea of a newsletter. It was suggested that a small contribution from the National Intergovernmental Forum would be helpful.

As Executive Director of the National Intergovernmental Audit Forum, I came up with the idea that a grant for "seed money" should be considered not only to start the newsletter but for the broader purpose of helping the local government auditors organize on a national basis. Such a grant would directly support the goals of the Intergovernmental Audit Forums, namely, to further enhance communication, cooperation, and collaboration among all governmental auditors. Peter Aliferis, who was then Assistant to the Executive Director, supported this idea. The local government auditors were, of course, very pleased to learn of this possibility.

This topic was placed on the agenda of the National Intergovernmental Audit Forum meeting during the 1986 Intergovernmental Audit Forum’s Biennial Conference held in Seattle. A $5,000 grant was approved for this purpose. Therein lies the seed of what is now a highly successful "Association of Local Government Auditors" (ALGA), a tree of accountability that is becoming larger and stronger every year. It is a pleasure to be part of this important history.
Local government auditor representatives and visitors to the National Intergovernmental Audit Forum discuss ways to bring local government auditors together for networking and training.

Rol Malan, Chair of the Local Representatives to the Audit Forum raises the prospect of a newsletter for reporting to the Forum about local government auditor activities.

National Intergovernmental Audit Forum advances $5,000 to publish a Local Government Auditors Newsletter. The check is signed by National Forum Executive Director, Joe Comtois and Assistant to the Executive Director, Peter Aliferis.

Rol Malan publishes first Newsletter in the Winter of 1986. It includes audit abstracts submitted by: City of Portland, OR; City of Richmond, VA; City of Phoenix, AZ; City of Kansas City, MO; City of Dallas, TX; City of Columbus, OH; and King County, Seattle, WA.

Rol Malan continues his one person effort to publish the Local Government Auditors Newsletter from his home on personal time. Included in the newsletters are the following items:

- Jerry Silva, City Auditor of San Jose, California, discusses the need for local government audit organizations to develop reciprocal peer review capabilities similar to that of the National State Auditors Association.
- Jerry Heer, Internal Audit Manager for Waukesha County, Wisconsin, requests assistance with two audits his office is undertaking.
- Carol Block, City Auditor of Aurora, Colorado agrees to develop a directory of local government auditors.
- Terrill Ramsey, City Auditor of Richmond, Virginia chairs a task force that is drafting a model ordinance for use by local governments.

Nearly 400 persons are Newsletter subscribers and an increasing number of local government auditing offices are submitting abstracts of their work.

Rol Malan prophetically states,"The best is yet to come".

Rol Malan continues his one man effort to publish the Newsletter. Features include:

- Request by Susan Reed, Missoula County Auditor for assistance regarding audit software.
Announcement that Charles Bowsher, Comptroller General of the United States has appointed Dan Paul, Dallas City Auditor to the Special Auditing Standards Task Force.

A group of local government auditors attending the National Forum in mid1988 led by John Smithyman, Acting Controller of Philadelphia; Anne Kelly Feeney, County Auditor, Multnomah County, Oregon; and Barbara Clark, City Auditor, Portland, Oregon, elect to initiate an organization of its own. Smithyman also accepts the role of chairman of a steering committee to survey local government auditors to determine their interest and whether they would be willing/capable of attending a national organizational meeting.

The National Intergovernmental Audit Forum approves a $6,000 grant to assist with organizational efforts for the first national meeting of local government auditors.

On January 30, 1989, in Washington DC, the Organizational Steering Committee of the Association of Local Government Auditors maps out an organization strategy and program for a new national organization to serve the needs of local government auditors. This includes drafts of a constitution and bylaws. Attending the meeting are Carol Block, Internal Auditor of Aurora, Colorado; Bob Fronke, City Auditor at the City of Long Beach, California; Marilyn Mayr, Director of Audits in Milwaukee County, Wisconsin; Dan Paul, City Auditor in Dallas, Texas; Wanda Towler, Internal Audit director Mecklenburg County, North Carolina; Richard Tracy, Audit Manager, Portland, Oregon; Jack Smithyman, Controller, Philadelphia, Pennsylvania; and Rol Malan, Newsletter Editor.

The national meeting to organize an association of local government auditors is scheduled to take place in Philadelphia between June 14 & 16, 1989 at the Adams Mark Hotel. The registration fee is $95 and the hotel room rate is $78. The meeting included the following sessions and panelists:

**Starting the Organization - Part I**

John Smithyman, Controller, City of Philadelphia and members of the organizing committee

- **Performance (Operational) Auditing**
  - Marilyn Mayr, Director of Audits, Milwaukee County
  - Richard Tracy, Audit Director, City of Portland, Oregon
  - Roger Liwer, Audit Director, New York City Comptrollers Office
  - Steve Klepper, City Auditor, Austin, Texas
  - Brent Nelson, City Auditor, Independence, Missouri
  - Ron Coen, City Auditor, Fairfax, Virginia

- **Peer Review**
Rol Malan, State of New York, Office of State Comptroller
Barbara Hinton, State of Kansas
Tom Michaelson, State of Wisconsin
Jerry Silva, City Auditor, San Jose, California
Kinny Poynter, NSAA Technical Support

Selling the Audit Function in Your Locality
Carol Block, City Auditor, City of Aurora, Colorado
Russell Byers, Reporter, Philadelphia Daily News
Roger Liver, Director of Audits, NY City Comptrollers Office
Don McCabe, NYC Office of Management and Budget

Current Audit Topics
Audit Administration
Management Integrity (Ethics) - Terrill Ramsey, City Auditor, Richmond
Report Formats - Gary Burroughs, Assistant City Auditor, Long Beach
Personnel Issues - Richard Tracy, Audit Director, City of Portland
How to Secure an External Audit Firm - Al Scaperotto, Deputy Controller,
City of Philadelphia

Starting the Organization - Part II

John Smithyman and Steering Committee members.

Practical Approaches to Fraud Auditing
Richard Tracy, Director of Audits, Portland, Oregon
David Levin, Deputy City Auditor, Dallas Texas
Tom Mahon, Assistant Auditor- Controller, Ventura County, California
Bob Johnson, Council Auditor, Jacksonville, Florida
A representative from the Auditor’s Office in Kansas City, Missouri
A representative from the Auditor’s Office in Milwaukee County, Wisconsin
The Journey
Winter 1989 - Winter 2001
At the first national meeting of local government auditors, held in Philadelphia June 14 - 16 1989, nearly 100 local government auditors elected to form the Association of Local Government Auditors (ALGA).

A draft Constitution and By-laws prepared and mailed to all registrants prior to the meeting, was presented and explained in the first general session, was debated in a working session which lasted into the evening and was modified and approved, section by section in the closing session on the 16th. Once the Constitution and By-laws had been individually approved, conference participants agreed, in a unanimous vote, to establish the Association.

The new association brings together local government professionals whose primary duties involve financial or performance (operational) auditing. The organization is designed to provide a national forum for the dissemination and discussion of issues concerning auditing in local government. Membership includes local government auditors, career service, appointed or elected, having as their primary function audit responsibilities for a local government entity. Local government means all units of government except federal and state, and includes such entities as school districts, transit authorities, and other local public boards and authorities.

Upon ratification of the Constitution and By-laws, the new association elected a slate of officers and a Board of Directors. They are:

- **President** Marilyn B. Mayr, Director of Audits, Milwaukee County, Wisconsin
- **President Elect** Richard C. Tracy, Director of Audits, Portland, Oregon
- **Secretary** John C. Smithyman, Controller, City of Philadelphia, Pennsylvania
- **Treasurer** Gary Burroughs, Assistant City Auditor, City of Long Beach, California

Board of Directors, Elected At Large:

- Carol Block, Internal Auditor, City of Aurora, Colorado
- Vernon Gill, Inspector General, Washington, DC
- Robert O. Johnson, Council Auditor, City of Jacksonville, Florida
## ATTENDEES AT FIRST NATIONAL MEETING

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<th>Name</th>
<th>Title</th>
<th>Location</th>
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<tbody>
<tr>
<td>Michael Ashcraft</td>
<td>City Auditor</td>
<td>Scottsdale, Arizona</td>
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<tr>
<td>Robert Bird</td>
<td>Assistant Municipal Auditor</td>
<td>Roanoke, Virginia</td>
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<tr>
<td>Carol Block</td>
<td>Internal Audit Manager</td>
<td>Aurora, Colorado</td>
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<td>Edward Bohan</td>
<td>Internal Audit Director</td>
<td>White Plain, New York</td>
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<tr>
<td>Harry Brooks</td>
<td>Audit Supervisor</td>
<td>Milwaukee, Wisconsin</td>
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<tr>
<td>Thurman Bullock</td>
<td>Deputy City Controller</td>
<td>Philadelphia, Pennsylvania</td>
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<td>Gary Burroughs</td>
<td>Assistant City Auditor</td>
<td>Long Beach, California</td>
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<td>Robert Carr</td>
<td>Internal Audit Administrator</td>
<td>Newport News, Pennsylvania</td>
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<td>Kathy Carter</td>
<td>Auditor II</td>
<td>Tallahassee, Florida</td>
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<td>Gary Coates</td>
<td>Program Review Coordinator</td>
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<td>Ronald Coen</td>
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<td>Deputy Director GATI</td>
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<td>Fairfax County, Virginia</td>
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# Presidents of N.A.L.G.A

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<tr>
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<tr>
<td>1989-90</td>
<td>Marilyn Mayr</td>
<td>Milwaukee County, Wisconsin</td>
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<td>1990-91</td>
<td>Richard Tracy</td>
<td>Portland, Oregon</td>
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<td>Robert Johnson</td>
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<td>1992-93</td>
<td>Gerald Silva</td>
<td>San Jose, California</td>
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<td>1993-94</td>
<td>Susan Nicewander</td>
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<td>Gary Blackmer</td>
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<td>1995-96</td>
<td>Joanne White (Griggs)</td>
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<td>Leslie Ward</td>
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<td>Helen Niesner</td>
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<tr>
<td>2000-01</td>
<td>Alan Ash</td>
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August 1990

We have successfully completed our first year as an organization! I must admit, though, it has been a bit like a roller coaster with accomplishments being slow at first, then faster, up, down, and back again!

The challenge has been getting things organized and functioning smoothly through the dedicated volunteer effort of a widely dispersed geographic membership. Our first and foremost accomplishment this past year was to set in motion the official transfer of the Local Government Auditors Newsletter from Rol Malan who started the Newsletter to ALGA. Rol created the Newsletter in the Fall of 1986 to provide the first tangible means for local government auditors to communicate with each other. His success in providing that much needed forum is evident in each and every issue he has published. A round of applause is due Rol Malan, and a helping hand to Mark Funkhouser who has agreed to take over the editorship from Rol.
Highlights

- The first national meeting of local government auditors is held in Philadelphia, Pennsylvania from June 14 to June 16, 1989. At the meeting, nearly 100 local government auditors elect to form the Association of Local Government Auditors (ALGA). The organization is designed to provide a national forum for the dissemination and discussion of issues concerning auditing in local government.

- In December 1989, the ALGA Board establishes the Peer Review Committee.

- John (Jack) Smithyman, after many years of loyal service leaves his position at the Comptroller's Office in the City of Philadelphia. Jack had devoted much of his energy to the creation of ALGA. He was a true professional; the local government audit community owes him, thanks him and wishes him well in the future.

- The Masthead of the Newsletter now indicates that it is published for the Association of Local Government Auditors. Official transfer of the Newsletter is expected to occur by the end of 1990.

- June 1990 membership stands at 167 members nationwide.
Officers & Board Members

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<tbody>
<tr>
<td>President-Elect</td>
<td>Robert Johnson</td>
<td>Jacksonville, Florida</td>
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<tr>
<td>Secretary</td>
<td>Carol Block</td>
<td>Aurora, Colorado</td>
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<tr>
<td>Past President</td>
<td>Marilyn Mayr</td>
<td>Milwaukee County, Wisconsin</td>
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<tr>
<td>At Large Member</td>
<td>Michael Ashcraft</td>
<td>Scottsdale, Arizona</td>
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<td>Mark Funkhouser</td>
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<td>At Large Member</td>
<td>James Stewart</td>
<td>Washington Metro Transit Authority</td>
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Dick's Message

ALGA's second annual meeting in September in Boston was a tremendous success. As in our first meeting in Philadelphia, the emphasis on participation and informality proved very popular with attendees and fostered a great deal of valuable information sharing. Our next meeting will be held in Portland, Oregon, July 8th and 9th, 1991.

The Board is planning on issuing a ALGA directory this summer. Information to be included in the directory includes staff size, salary ranges, budgets, types of audits conducted and reporting relationships.

The ALGA Executive Board approved final changes to the exposure draft Quality Control Reviews: A Guide For Local Government Auditors. ALGA's Peer Review Committee will make final changes to the guide this spring.

In order to help other local jurisdictions plan for and develop an audit function, I have formed a Model Legislation Committee. This committee will be chaired by Mike Ashcraft, City Auditor of Scottsdale, Arizona.

Rewards of the Journey

Dick served on the Advisory Council on Government Auditing Standards for eight years, and was the Chair from December 1998 - December 2000. Dick currently serves on the Governmental Accounting Standards Board. He was appointed in July 1999 and reappointed in July 2001 to a five year term.
Highlights

► The second annual ALGA Conference is held in Boston, Massachusetts from September 21 to September 22, 1990.

► At the conference, the Board decides to form an editorial board for the newsletter. The Board also approves a budget for the newsletter.

► The Peer Review Committee receives and reviews comments on its draft of Quality Control Reviews: A Guide for Local Government Auditors.

► Responsibility for publishing the national, local government auditor newsletter is transferred to ALGA. Rol Malan created the newsletter in the fall of 1986 as a means for local government auditors to communicate with each other.

► December 1990 membership stands at 220 members nationwide.

► President Richard Tracy forms a Model Legislation Committee in order to assist other local jurisdictions in developing an audit function. The committee is chaired by Mike Ashcraft, City Auditor of Scottsdale, Arizona. The committee's objective is to develop suggested model legislation for a local government audit function.

► The Board votes to establish a committee to review and comment on exposure drafts from other organizations. The committee members are Terry Ramsey (Chair), Susan Nicewander, and John Cashmon.
ROBERT JOHNSON  
Council Auditor  
Jacksonville, Florida

Third President of ALGA  
1991 - 1992

Officers & Board Members

- President-Elect: Gerald Silva, San Jose, California
- Secretary: Joanne White (Griggs), Virginia Beach, Virginia
- Treasurer: Albert Scaperotto, Philadelphia, Pennsylvania
- Past President: Richard Tracy, Portland, Oregon
- At Large Member: Mike Ashcraft, Scottsdale, Arizona
- At Large Member: Brent Nelson, Independence, Missouri
- At Large Member: Susan Nicewander, Oklahoma City, Oklahoma
- At Large Member: James Stewart, Washington Metro Transit Authority

Bob's Message

The third Annual Meeting of our association in Portland, Oregon on July 8 and 9th was a great success. The agenda contained timely topics for local government auditors to enable us to stay informed in the dynamic environment of local government auditing.

The Quality Control Guide has been completed by the Peer Review Committee. We in ALGA owe a great deal of thanks to the Peer Review Committee and in particular Doug Norman (City of Portland, Oregon) for the Guide. It was a tremendous effort and should be of great benefit to our members. Our membership directory is being completed and will be available in the near future. Jim Stewart has devoted many hours to this project. Our Model Legislation document is still being developed.

ALGA has made very good progress in 1991 due to the interest and participation of its members.

Rewards of the Journey

Bob served as ALGA’s appointed representative to the National Intergovernmental Audit Forum from 1993 through 1997.
Highlights

- The third annual ALGA Conference is held in Portland, Oregon from July 8 to July 9, 1991.

  ALGA issues its first Quality Control Review Guide in October 1991. It is requested for
  - peer reviews in St. Louis, Kansas City, and Independence, Missouri; Cincinnati, Ohio;
    Suffolk and Erie Counties, New York; and Northampton County, Pennsylvania.

  A membership survey is completed, and a directory is published and distributed thanks to the
  - efforts of Jim Stewart.

  ALGA’s December 1991 membership stands at 272 members.

- In March 1992, the Peer Review Committee Chair Doug Norman reports that seven jurisdic-
  - tions have completed peer reviews: Milwaukee County, Wisconsin; Erie County, New York;
    Kansas City, Missouri; Cincinnati, Ohio; Northampton County, Pennsylvania; Independence,
    Missouri; and Suffolk County, New York.

  The ALGA Board decides to mail copies of the Quality Control Review Guide to all member
  - organizations to assist them in complying with the peer review requirement of Government
    Auditing Standards. The guide contains instructions on how a ALGA peer review is to be
    organized, conducted, and reported.

  Pat McNamee, Marcia Buchanan, and Bill Anderson of the U.S. Government Accounting
  - Office meet with the ALGA Board to ask for input on upcoming Yellow Book changes.
Jerry's Message

Once again, ALGA's Annual Meeting was a huge success. I am gratified that even in these tough economic times ALGA members apparently value our annual meeting enough to find a way to attend. The next annual meeting is already scheduled for June 17 and 18, 1993, in Orlando, Florida.

June 1993

Cheers had its last call, and this is mine. My sincerest thanks to the ALGA membership for giving me the privilege of serving as president for 1992-93. I am truly grateful for the opportunity and thoroughly enjoyed working with a great group of people that served on the Board this year. My best wishes to Susan Nicewander from Oklahoma City, Oklahoma, who will serve a president next year. I know Susan will do a great job.
Highlights

- The fourth annual ALGA Conference is held in Denver, Colorado from May 15 to May 16, 1992.

- The Milwaukee County Department of Audit compiles a computer database of Newsletter abstracts.

- The Board unanimously approves Bob Johnson, Jacksonville, Florida, as the ALGA representative to the National Intergovernmental Audit Forum Executive Committee.

- As the organization grows, ALGA considers outsourcing its administrative functions.

- By March 1993, nine peer reviews have been conducted under the guidelines established in ALGA’s Quality Control Review Guide.
SUSAN NICEWANDER
City Auditor
Oklahoma City, Oklahoma
Fifth President of ALGA
1993 - 1994

Officers & Board Members

President-Elect  Gary Blackmer  Multnomah County, Oregon
Secretary  Joanne White (Griggs) Virginia Beach, Virginia
Treasurer  Albert Scaperotto Philadelphia, Pennsylvania
Past President  Gerald Silva San Jose California
At Large Member  Greg Hanfbauer Cincinnati, Ohio
At Large Member  Helen Niesner Austin, Texas
At Large Member  Richard Wallace Jacksonville, Florida
At Large Member  Leslie Ward Kansas City, Missouri

Susan's Message

We were very pleased with the record turnout in Orlando, Florida for our Fifth Annual Conference. Over 150 participants representing local governments from across the United States joined us in making this a great success. There were many of you who contributed to our success - thanks for all of your efforts. Many thanks to Mark Funkhouser who was responsible for the outstanding program.

Our next annual conference is scheduled for June 3 and 4, 1994 in Scottsdale, Arizona. Gary Blackmer and Dick Tracy will be in charge of making arrangements and putting together a program. They will do a wonderful job of combining opportunities to hear and exchange the latest ideas, methods and practices leading to the improvement of local government auditing.
Highlights

- The fifth annual ALGA Conference is held in Orlando, Florida from June 17 to June 18, 1993. More than 150 participants attend the conference.

- Dues are increased by $40 to cover Newsletter and board member travel costs.

- ALGA responds to the U.S. General Accounting Office's proposed changes to the Government Auditing Standards in November 1993.

- ALGA’s December 1993 membership stands at 276 members.

- The Board approves a contract with Beamer & Associates. Beamer & Associates will provide ALGA with administrative services.

- President Susan Nicewander drafts position paper to the AICPA regarding the AICPA Ethics Committee's determination that members of the AICPA working as government auditors cannot issue reports in accordance with generally accepted auditing standards, but can issue reports in accordance with generally accepted government auditing standards.

- A Membership Task Force is appointed to review procedures and strategies for recruiting, renewing and developing membership. Members are Gary Blackmer, Greg Hanfbauer, Jerome Heer, Richard Wallace and Leslie Ward.

- Beryl Davis agrees to serve as ALGA's liaison to the AICPA Members in Government Committee.
Officer & Board Members

President-Elect  Joanne White (Griggs)  Virginia Beach, Virginia
Secretary  Peter Babachicos  Massachusetts Water Resources Authority
Treasurer  Susan Reed  Missoula County, Montana
Past President  Susan Nicewander  Oklahoma City, Oklahoma
At Large Member Jerome Heer  Milwaukee County, Wisconsin
At Large Member Nora Masters  Seattle, Washington
At Large Member Richard Wallace  Jacksonville, Florida
At Large Member Leslie Ward  Kansas City, Missouri

Gary's Message

There is nothing more invigorating for me than to have the opportunity to connect auditors to the names that I read in the newsletter. For me, the annual conference brings to life the information in the newsletter. And Scottsdale was everything I had hoped it would be. We had great topics, great speakers, and a great setting.

I am also excited about the responsibilities that the ALGA Board and I will face over the year. We will be making improvements in our directory, contracting for the production of our newsletter, producing a new peer review guide, and evaluating our dues, charges, and budget as a part of our membership marketing. Much of this work is done on a voluntary basis by ALGA members and on behalf of us all, I thank them in advance.

Our 1995 Annual Conference will be held in Virginia Beach, Virginia on May 15 and 16. Greg Hanfbauer of Cincinnati is our program chair and Joanne White (now Griggs) is helping with hotel and other conference arrangements. Our annual conferences provide "moral support" and encouragement for our efforts, and challenge us all to do better.

Gary's Reflections

To every responsibility, I've always tried to bring energy and new ideas of others into the assignment. In 1994 I was fortunate, like other presidents, to have a great group of board members who could bring their own talents and enthusiasm to the projects.

Believe it or not, I found the agendas from our Board meetings on my hard drive so it was interesting to see some of the topics. ALGA was acquiring its tax-exempt status and Susan Reed was shepherding us through the paperwork. Jim Kaplan spoke to the Board about the "Auditor's World Wide Web" which sparked considerable discussion. Jerry Heer was investigating a contract for publishing the newsletter and membership directory, which had been done by the Kansas City shop to that point. We were reviewing the results of the focus groups from our Scottsdale conference. I had asked Board members to each sit at a lunch table and quiz the attendees on ideas for our organization. And informal discussions had just begun about an award for best audit.
Probably the most interesting part of my tenure was an invitation from our "sister" organization OLGA (the Organization of Local Government Auditors) to visit them in Denmark, Norway, and Sweden. We met many local government auditors from throughout Scandinavia and shared many interesting experiences. Jan Sturesson from Sweden was our host and he introduced us to the differences and similarities between our government structures and auditing methods.

After my tenure I was pleased to have seen progress in our young organization and I continue to enjoy the benefits of membership and the satisfaction of pitching in to help when I can. It was a great honor to serve as a president of ALGA

**Highlights**

- The sixth annual ALGA Conference is held in Scottsdale, Arizona from June 3 to June 4, 1994. Ninety-seven percent of respondents rate the conference as "good" or "excellent."

- For the first time since the birth of the Association, no one from the original group that founded the organization is on the Board of Directors.

- ALGA incorporates as a not-for-profit corporation under the laws of the State of Montana. Susan Reed, Missoula County Auditor, also files for not-for-profit status with the Internal Revenue Service.

  The National Association of State Boards of Accountancy approves ALGA as a sponsoring organization for CPE credits.

- ALGA's membership stands at approximately 397 members compared to 325 members in the previous year. The members represent 318 organizations compared to 278 organizations in the previous year. The largest share of member organizations is comprised of one-person audit shops.


- President Gary Blackmer and President-Elect Joanne White (Griggs) attend a conference of the Organization of Local Government Auditors in Oslo, Norway.
Board Members & Officers

President-Elect  Leslie Ward  Kansas City, Missouri
Secretary  Peter Babachicos  Boston, Massachusetts
Treasurer  Susan Reed  Missoula County, Montana
Past President  Gary Blackmer  Multnomah County, Oregon
At Large Member  Jerome Heer  Milwaukee County, Wisconsin
At Large Member  Arnold Hodes  Lee County, Florida
At Large Member  Nora Masters  Seattle, Washington
At Large Member  Robert Melton  Dallas, Texas

Joanne's Message

It was a fun and challenging experience to host the 7th Annual ALGA Conference in Virginia Beach. The 135 attendees enjoyed the interesting and innovative program.

ALGA's growth and success are directly related to its membership involvement. Currently, 28 members volunteer their time and talents for the betterment of ALGA. Many are wearing three and four hats by serving on multiple committees. If you would like to be a part of the ALGA team, please call. We welcome your involvement.

The board is working on an ambitious agenda for the coming year. Leslie Ward and Nora Masters are planning the 8th annual conference scheduled for May 20 - 21 in Bellevue, Washington. Jerry Heer developed a newsletter request for proposal. Gary Blackmer is forming a Lennis Knighton Award Committee for best audit. The Education Committee chaired by Alan Ash is developing materials for new audit shops. The Membership Committee will be developing a membership survey. The Peer Review Committee distributed a new Guide. And lastly, Jim Kaplan has been working to establish ALGA's World Wide Web.
Highlights

- The seventh annual ALGA conference is held in Virginia Beach, Virginia from May 15 to May 16, 1995. Approximately 135 participants attend the conference.

- Jan Sturesson of the Organization of Local Government Auditors (ALGA's European counterpart) gives the closing address at the Virginia Beach conference and provides an insightful look at municipal auditing in Europe.

- ALGA develops an annual Lennis Knighton Award for the best performance audit. The first award will be presented at the May 1996 conference in Bellevue, Washington. Audits released during the 1995 calendar year are eligible for consideration.

- The newsletter announces the Knighton Award Submission Process in December 1995. ALGA receives 14 submissions for the first Lennis Knighton Award.

- The newsletter's name is changed from Local Government Auditor's Newsletter to Local Government Auditing Quarterly.

- The Board votes to accept a proposal presented by EFW for Newsletter publication services.

- ALGA President Joanne White (Griggs) and Doug Norman, Peer Review Committee Chair journey to Oahu, Hawaii to teach a course on "Conducting A ALGA Peer Review" to the Association of Pacific Island Public Auditors.

- President Joanne White (Griggs) speaks to auditors at "The First Governor's Congress on Auditing" in Puerto Rico.

- ALGA's first president, Marilyn Mayr, retires as Director of Milwaukee County Department of Audit on December 1, 1995. Marilyn was instrumental in the founding of ALGA and in its growth. Her audit shop was the first local government audit department to have a peer review using the ALGA Quality Control Review Guide.
Leslie’s Message

The mid-1990’s were a transition period for ALGA. I certainly thought so at the time, while I was president. Looking back, it still seems that way. And from where we sit today, it seems clear that we came through the period a much stronger organization. We survived some “growing pains” and thrived in the process. We’ve grown larger but kept our sense of community. We saw the need for more staff support for member services and the annual conference, which is now a reality. But we remain a member-driven organization, not a staff-driven one.

The independence and impact of local government auditing is a major issue that we began to address toward the end of our first decade. A few years into our second decade, I believe it is still ALGA’s biggest challenge. The themes of an LGAQ article I wrote with Mark Funkhouser still resonate. Here are some excerpts (edited a bit for brevity) from "ALGA’s Second Decade: What's Ahead?" It appeared in March 1997, toward the end of my year as president.

We are recognized by other national organizations as the principal voice of local government auditors. It's time to think of more ways to use this voice to advocate for independent local government audit functions.

The independent local government audit function is so important yet sometimes so fragile. Individual ALGA members have provided advice and assistance to several fledgling audit shops. We count among our members a number of talented professionals who have successfully launched new local audit functions in the last few years. But no doubt all of us can recall attempts that have failed at the ballot box, and structures that had their independence weakened in the implementation. Even established audit shops are not immune to challenges to their independence.

A mature ALGA is an organization that speaks effectively for auditing as an essential function of local government. If the ICMA can successfully argue that every city needs a professional manager, surely ALGA can argue that every city needs a professional, independent auditor. And limiting the discussion to cities just scratch the surface.
There are thousands of other units of local government - counties, school districts, transit authorities, and many others. We think ALGA can grow to become synonymous with the independent local audit function, in the same way that the ICMA supports the council-manager form of government.

Rewards of the Journey

Leslie was appointed to the Advisory Council on Government Auditing Standards in December 1998 for a three year term by David Walker, Comptroller General of the United States.

Highlights

- The eighth annual ALGA conference is held in Bellevue, Washington from May 20 to May 21, 1996.
- The first benchmarking survey is completed, led by board members Peter Babachicos and Nora Masters.
- The first ever Lennis Knighton Award for best audit is awarded to the King County Auditor's Office in Seattle, Washington. The winning report, Management Audit - Department of Metropolitan Services, Temporary Contract Workers, reviewed expenditures for temporary workers and determined whether the contracts were in compliance with existing policies, procedures, and regulations.
- The U.S. General Accounting Office approves the ALGA Quality Control Review Guide as meeting the quality control review requirements set forth in the Yellow Book (Government Auditing Standards, 1994 Revision).
- The Peer Review Committee is aware of 29 peer reviews conducted under guidelines outlined in ALGA's Quality Control Review Guide.
- The ALGA World Wide Web Internet home page is constructed.
- ALGA's December 1996 membership stands at 441, including 69 associate members.
- The results of a membership survey conducted in June are released in December 1996. Of 180 respondents, 91 percent report that they are "satisfied" to "very satisfied" with the Local Government Auditing Quarterly, 60 percent rate the annual conference "high," 88 percent express satisfaction with the ALGA Directory, and 95 percent report that they are "satisfied" to "very satisfied" with ALGA's dues.
- The ALGA board becomes more separate from the National Intergovernmental Audit Forum. Fewer board members are Forum reps and the board discontinues its practice to meet in Washington, DC in conjunction with the Forum meetings.
- Charles Bowsher, Comptroller General of the United States and head of the U.S. General Accounting Office, names a 20-member council to provide advice and guidance on government auditing standards. Two ALGA members, Richard Tracy (Director of Audits, City of Portland, Oregon) and Nora Masters (City Auditor, City of Seattle, Washington) are appointed to the Government Auditing Standards Advisory Council. Richard Tracy is appointed Vice-Chairman of the Council.
Officers & Board Members

President-Elect  Nora Masters  Seattle, Washington
Secretary  Debbie Taylor  Jackson County, Oregon
Treasurer  Robert Melton  Dallas, Texas
Past President  Leslie Ward  Kansas City, Missouri
At Large Member  Alan Ash  Gainesville, Florida
At Large Member  Sherri Mahoney  Overland Park, Kansas
At Large Member  Jeremiah Carroll  Clark County, Nevada
At Large Member  Peter Babachicos  Boston, Massachusetts

Jer's Message

The 9th annual conference in Ft. Worth, Texas was a hit. We broke a record with 177 registrants. We plan to do even better in Chicago next year.

As we approach our ninth anniversary, membership is creeping toward 500 from the original 80. Growth over the years has resulted in our need to seek outside contractual support for membership services and publication of the quarterly. In spite of this support, the ALGA Board has not had time to step back and look at the big picture. Now, the Board has decided to create a task force headed by Leslie Ward to address questions about how ALGA can best meet the future needs of its members.

As we struggle to find the time to do this important task force work, one thought keeps entering my mind... when can we find the time? As ALGA has grown, the work required of our volunteers and Board has grown also. Frankly, the Task Force needs to consider whether it is time to staff ALGA at some level. This is not a decision to be made lightly but it should be on the table.
Highlights

► The ninth annual ALGA conference is held in Fort Worth, Texas from June 8 to June 10, 1997.

In June 1997, auditors in Canada, Israel, and South Africa inquired about membership or affiliation with ALGA. To date, ALGA's membership already includes auditors from Australia, Finland, Spain, Sweden, Korea, and Palau.

The 1996 Lennis Knighton Award goes to the King County Auditor's Office in Seattle, Washington. The judges unanimously selected Emerging Infectious Diseases and Laboratory Operations. The report determined how well prepared the Seattle-King County Department of Public Health was to respond to emerging infectious diseases.

Marcia Buchanan from the U.S. Government Accounting Office meets with the ALGA Board to discuss proposed revisions to Government Auditing Standards.

In October 1997, the Board notes that 38 peer reviews have been conducted since January 1991.

►

ALGA members Susan Cohen and Nora Masters speak at the Auditio Kuusamo Conference in Finland in February 1998.

ALGA member Jim Kaplan authors a book entitled *An Auditor's Guide to the Internet*.

►

In December 1997, the Board agrees to expand the ALGA awards program to include other awards for small project audits and special projects. The small project audit reports category includes audits that used less than 300 hours of audit resources. The special projects category includes any innovative non-audit report or other product created by an audit shop.

The Education Committee releases ALGA's “Guide to Hiring a Performance Auditor.”
Officers & Board Members

President-Elect  Helen Niesner  Austin, Texas
Secretary  Debbie Taylor  Jackson County, Oregon
Treasurer  Robert Melton  Dallas, Texas
Past President  Leslie Ward  Kansas City, Missouri
At Large Member  Alan Ash  Gainesville, Florida
At Large Member  Sherri Mahoney  Overland Park, Kansas
At Large Member  Peggy Gamble  Volusia County, Florida
At Large Member  Lillian Hite  Memphis, Tennessee
At Large Member  J. C. Squires  Long Beach, California

Jer's Message

Evaluations show that the 180 attendees at the Chicago conference thought it was a hit. We look forward to the May 16-18 1999 conference in Santa Fe, New Mexico. A lot of energy goes into these annual meetings, yet the real glue that has held us together has been the Local Government Auditing Quarterly. For members who can't always find budget dollars for travel each year, this has been the major connection of ALGA.

I had the opportunity to present a talk on best practices in local government auditing at the Midwestern Intergovernmental Audit Forum. Preparing for the presentation was an excellent exercise in reviewing all of the strengths of our membership. We really are on the forefront of the profession. The forum was also a great place to advocate for our association. I encourage you also to take every opportunity to spread the good word about ALGA. We owe it to our profession, our citizenry and ourselves to be a voice for strong local government auditing.
1998 - 1999

Highlights

- Nora Masters left the field of local government auditing and Jerry agreed to serve a second term as president.

- The tenth annual ALGA conference is held in Chicago, Illinois from May 17 to May 19, 1998.

- The 1997 Knighton Award goes to the Office of the City Auditor, City of Kansas City, Missouri, for Performance Audit - Public Works Department - Street Resurfacing Program Contracts.


- Leslie Ward presents a report from the Task Force on ALGA’s future.

- ALGA establishes a new website (www.nalga.org).

- The results of ALGA’s Benchmarking & Best Practices Survey for Fiscal Year 1997 show that participation increased by 28 percent.

- After ten years, Mark Funkhouser steps down as editor of the Local Government Auditing Quarterly and Doug Jenkins takes over.

- Membership stands at 524 members.

- Costa Triantaphilides, City Auditor, Fort Worth Texas, replaces Bob Johnson as the local government audit representative to the National Intergovernmental Audit Forum Executive Committee.

- ALGA’s revised by-laws are published in the December 1998 issue of the Local Government Auditing Quarterly.

- ALGA contracts with the National Association of State Auditors, Comptrollers and Treasurers (NASACT) for association management services.

- As of March 1999, the Peer Review Committee is aware of 53 ALGA peer reviews that have been conducted.

- ALGA member Richard Tracy, Director of Audits, City of Portland, Oregon is named a member of the Governmental Accounting Standards Board.


- David Walker meets with the ALGA Board to discuss items of concern to local government auditors.
**Officers & Board Members**

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<th>Position</th>
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<td>President-Elect</td>
<td>Alan Ash</td>
<td>Gainesville, Florida</td>
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<td>Treasurer</td>
<td>F. Michael Taylor</td>
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<td>At Large Member</td>
<td>Joseph Harris</td>
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<td>At Large Member</td>
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<td>Calgary, Alberta, Canada</td>
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<td>At Large Member</td>
<td>J. C. Squires</td>
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**Helen's Message**

It's going to be a good year. How could it be anything less with members like ours - local government auditors who really care about effective, efficient, ethical government. The conference in Santa Fe reminded me again of the wonderful, giving qualities of the members of this group. We shared, we learned, we had fun! The Board is working on a plan that builds on the tradition and leadership of our first ten years and moves us to the next level of recognition and credibility as the organization of choice for local government auditors.

The strength of this organization resides in the commitment of its members to do worthwhile work, work that makes a positive difference in the lives of the people who rely on and enjoy local government services. This work requires a lot of giving of our time, our talents, and ourselves. We are a vital element in effective and accountable democratic government. As local government auditors we must seize the opportunity to be integral-ly involved in ensuring accountability in government for the purpose of enhancing the public's trust. Continuously we must assess our environments and strategically decide how to provide the most value with our limited resources. The life of a local government auditor is demanding. Take time to celebrate your successes.
Highlights

► The eleventh annual ALGA conference is held in Santa Fe, New Mexico from May 18 to May 19, 1999.

► The 1998 Knighton Award goes to the Office of City Auditor, City of Portland, Oregon for Telephone Customer Service Practices & Guidelines. The City of Portland's Office of City Auditor also receives the 1998 Special Projects Award for The City Review.

► In December, 1999 ALGA announces that three Knighton Awards will be presented for the best performance audit for small, medium, and large audit shops. Three Special Project Awards will be presented as well.

► A "list server" is established on the ALGA web site which allows a participant to send e-mail messages to all other participants.

► The Board discusses the sensitivity of the acronym "ALGA", but decides that the organization is too well established to change the name of the association. Instead ALGA will be used rather than NALGA.

► David Walker appoints Sam McCall, City Auditor, City of Tallahassee, Florida to the Advisory Council on Government Auditing Standards. (Two other local government auditors, Richard Tracy and Leslie Ward, are already serving previous appointments.)

► Jean-Pierre Garitte, Chairman of the Board of the Institute of Internal Auditors, attends the ALGA Board meeting to discuss strategic development of government sector auditing and certifications.

► The Education Committee releases a revised version of the ALGA “Guidelines and Model Legislation for Local Government Audit Functions.”

► The Peer Review Committee introduces their new brochure at the ALGA Peer Review Program
Officers & Board Members

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<td>President-Elect</td>
<td>James C. Squires</td>
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<td>Secretary</td>
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<td>Chesterfield County, Virginia</td>
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<td>Susan Croff</td>
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Alan's Message

As I had a hand in developing this History of ALGA, I have the unique advantage of detailing the events of my term as ALGA President. As the intent of this project is to chronicle the evolution of ALGA, I pondered over the best approach to presenting the evolution of significant events that occurred during 2000-2001. The best way I could convey this was to include excerpts from my Quarterly ALGA News articles. It is our hope that future ALGA Presidents will detail significant events of their administration in an Annual Report format in similar detail. You will note some degree of redundancy on several issues, but the evolution is more accurately tracked this way. Here goes.

JUNE 2000

Having just returned from the 12th Annual Conference in New Orleans, it's hard for me to believe that planning for the 13th Annual Conference is underway. The 2001 Annual Conference will be held in Long Beach, California on June 11 and 12, 2001.

In New Orleans a couple of our committees introduced new publications available at no cost to our membership through ALGA Member Services. The Education Committee (Deborah Taylor, Chair) unveiled the "Government Official's Guide to Establishing a Performance Audit Function", and the Peer Review Committee introduced their new brochure on the ALGA Peer Review Program. Both are extremely informative and useful when discussing related issues with
citizens, elected officials or management.

Don't forget that several other publications are also available at no cost to ALGA members including "Guidelines and Model Legislation for Local Government Auditors", a more detailed companion to the Government Official's Guide to Establishing a Performance Audit Function entitled "A Guide to Hiring a Performance Auditor", the N.A.L.G.A Peer Review Guide and of course the Membership Directory.

The ALGA List Server is another valuable tool that many of you have already discovered. At Conference time, I believe the number of subscribers was over 100. I receive an average of 4-5 inquiries per week and have found it to be an extremely valuable tool for compiling relevant information quickly. If your not already on it, get on the ALGA web site and follow the simple instructions to become a subscriber. You won't be disappointed.

SEPTEMBER 2000

The ALGA Board met in Detroit, Michigan on July 21 and 22. Among the topics on the agenda were discussions related to peer review, the ALGA Awards program, the member survey and an update on the status of implementation of our strategic plan initiatives. We also came to (near) closure on our long debated Logo. At this point, the selection has been made and J.C. Squires (Long Beach, CA) is working with an artist to put the finishing touches on it. Look for it soon on the ALGA website and in the next issue of the LGAQ. Planning for the 13th Annual Conference in Long Beach, California is coming along very nicely. J.C. is working tirelessly and based on the tentative agenda of topics and speakers, you won't want to miss this one. It promises to be one of the best conferences ever.

Another initiative of interest involves the hard work of Sherri Mahoney, Membership Committee Chair. Sherri is working on a project that provides for ALGA member representation from all 50 states. After reviewing our membership statistics, she determined that ALGA did not have representation in 12 states. The Member in Each State Strategy (aka MESS for lack of a better acronym) involves contacting members in those states neighboring the unrepresented state for assistance in contacting local government auditors in the unrepresented state. The member representing ALGA simply makes a call and describes a few of the benefits of ALGA membership and requests permission to send a promotional package which includes a copy of the latest Quarterly. For each new member, the recruiter receives a $50 discount off the registration fee for the Annual Conference. The first new member in each state receives a complimentary registration to the Annual Conference. Within two weeks of the inception of the Member in Each State Strategy a couple of prospective members had already indicated an interest in membership. Kudos to Sherri, Susan Reed, Elizabeth Moore, Al Scaperotto, Peter Babachicos, and Jerry Heer for their efforts on this project. Sherri's goal is to have a member in each state (with the possible exception of Idaho where there appears to be no local government auditors) by the Annual Conference in Long Beach (June 11 and 12).

Debbie Taylor (Education Committee Chair) is currently working on a project which involves
chronicling the history of the Association of Local Government Auditors. At the Board meeting in Detroit, members discussed the value of documenting the evolution of ALGA. Many times questions arise concerning the who, what, where, why and how of a given situation and folks are not quite sure where to turn for answers. So Debbie graciously accepted the responsibility for developing a document detailing significant events in ALGA history. Upon completion of this document, the Education Committee will prepare a report annually for presentation to the members at each annual conference.

DECEMBER 2000

The ALGA Board of Directors met October 21-22 in Long Beach on board the floating luxury liner Queen Mary. All I can say is...you've got to see it to believe it. It truly is remarkable. For those of you planning to attend the 13th Annual Conference in Long Beach, you won't be disappointed. This year the conference will include a one day pre conference workshop on peer review and a half day post conference workshop on the "The Auditor's Role in the Implementation of GASB 34". The peer review workshop is designed to familiarize participants with both preparing for a peer review and preparing to become a peer reviewer. The GASB 34 Post Conference Workshop will be very helpful in defining the internal auditors role in assisting management in implementing this very significant change to the financial reporting model.

In other news, the next time you visit the ALGA Website, you'll notice that we have finally adopted our new logo. There are many, many people to thank for the time, energy and thought that went into development of the ALGA logo and the list is too long to include here but among the key players who deserve our sincere gratitude are Brent Rangel (Oklahoma City), J.C. Squires (Long Beach), and Arlene Steuber (ALGA Member Services).

At the October Board meeting the Board also received progress reports from committee chairs regarding annual plans and key measures for articulating progress on goals and objectives. J.C. Squires provided a report on the organization of the Advocacy Committee. Five members have accepted appointment to the Committee and two members are pending. This Committee will implement the advocacy goals of the strategic plan and become the marketing arm of the organization. Susan McNitt provided a report on the progress of the Service Committee, and Mike Taylor provided a report on the progress of the Support Structure Committee. The work of these committees is essential to implementing the vision developed in N.A.L.G.A.’s long term strategic plan. The strategic plan committee chairs plan to submit a unified updated draft of the strategic plan to the Board by January 31, 2001 and the plan should be available at the Long Beach Conference.

R.D. MacLean presented a report on the ALGA Member Survey. Many thanks to R.D., Donna Maloy and Sherri Rowland of Member Services for their work on this project. The survey document has been provided to ALGA committee chairs for their review and use as input for future actions, and is available for review on the ALGA web site.

Education Committee Chair Debbie Taylor (Jackson County, Oregon) has been living on the edge
by drudging up every single LGAQ since creation to develop a living history of ALGA. The Project is chaired by Debbie Taylor, with assistance from Sherri Mahoney, Susan Reed, Steve Morgan, Susan Cohen, Mike Westfall, Joe Harris, Rol Malan and yours truly. Upon completion of this "living history", the Education Committee will provide annual updates in the form of an annual report each year. The "living history" is scheduled for completion prior to the Long Beach Conference and should be available at the ALGA exhibit booth.

Sherri Mahoney is working heroically along with Jerry Heer, Susan Reed, Elizabeth Moore and Al Scaperotto on the Member in Each State Initiative. At this writing, there are 11 states currently not represented in the ALGA membership. These ALGA members in neighboring states are working hard to contact a representative in each of the unrepresented states and encouraging local government auditors to join ALGA. Sherri also deserves our thanks for making literally hundreds of telephone calls to ALGA members to update the 2001 Member Directory with complete and accurate email addresses.

In other news, the AICPA requested ALGA representation in evaluating the updated version of "Audits of State and Local Government Units" a.k.a. "The Audit Guide". The Guide is being rewritten to reflect changes necessary due to the implementation of GASB 34. Assistant City Auditor Brent Godshalk, CPA (Gainesville, FL) is serving ALGA in this "wise guys" review of the Guide. Feel free to contact Brent regarding questions or comments concerning the "wise guys" review. I've heard it on good authority (GASB Chairman Tom Allen), that GASB 34 has taken much of the Board's attention over the past couple of years. With deliberations coming to a close on that issue we can look forward to GASB refocusing their efforts on other issues that have taken a backseat to GASB 34 such as reporting on service efforts and accomplishments. Keep an eye on future issues for news and related issues concerning local government auditors.

MARCH 2001

GAO Advisory Council, Member Directory, MESS, On-line Registration, Personal Property Assessors, Website Improvements and on and on...these may not make a whole lot of sense to you now...but read on...these are among just a few of the significant projects either underway or completed within the last three months.

GAO ADVISORY COUNCIL ON GOVERNMENT AUDIT STANDARDS

On January 24, 2001, I received a thank you letter from GAO Comptroller General David Walker for identifying new candidates for the Advisory Council on Government Auditing Standards. The purpose of the Advisory Council is to work with GAO to keep the auditing standards current through the issuance of revisions and guidance. Mr. Walker indicated that many excellent candidates were nominated making the selections difficult. Congratulations to Austin, Texas City Auditor Steve Morgan on his appointment to the Advisory Council. As many of you know, the Austin City Council recently appointed Steve to replace retiring City Auditor and Past President of ALGA Helen Niesner. Steve wasted no time in appointing Colleen Waring previously of the Texas Youth Commission as his Deputy City Auditor. Congratulations to Steve on all three counts...and to Colleen. By the way, ALGA members Sam McCall (Tallahassee City Auditor)
and Leslie Ward, (Kansas City, Missouri Deputy City Auditor) continue on as members of the Advisory Council.

**MEMBER IN EACH STATE STRATEGY (MESS)**

The Membership Committee has been hard at work recruiting members in states currently not represented in ALGA. Membership Chair Sherri Mahoney (City of Overland Park, Kansas) has taken the initiative on the ALGA Member in Each State Strategy (occasionally referred to as MESS) along with fellow Membership Committee members Susan Reed (Missoula, Montana), Al Scaperotto (Philadelphia, Pennsylvania), Elizabeth Moore (Memphis, Tennessee) and Jerry Heer (Milwaukee County, Wisconsin). There were 12 states not represented in the ALGA membership when the project began. The Committee's goal is to have a representative in each state by the annual conference in Long Beach.

**MEMBER DIRECTORY**

Speaking of Sherri Mahoney…ALGA members received a copy of the Membership Directory sometime during the month of January. If you've looked through the Directory you can't help but be impressed with the fact that every cell in the alphabetic section has an entry. Yes…you may see an occasionally "n/a or a "name withheld upon request” in the E-mail address column of the Alphabetic section…but let me tell you…a tremendous effort went into getting every cell filled. Once again, Sherri Mahoney deserves our thanks for making literally hundreds of telephone calls to ALGA members to update the 2001 Member Directory with complete and accurate email addresses. The Directory this year is really a nice piece of work.

**PERSONAL PROPERTY ASSESSORS**

John Ragan, Deputy Assessor for the City and County of Denver is working with the Membership Committee on recruiting more personal property professionals as ALGA members. Personal Property professionals are a sector of the local government audit community that are currently underrepresented in ALGA and are a good membership fit for us. John is currently a ALGA member and is undertaking an initiative to bring more of his colleagues into ALGA. If any of our current members are interested in helping John, or know of potential personal property professionals that may be interested in ALGA please feel free to contact John, Sherri or me. We're offering a special 50% reduction in the organizational membership fee for membership through June 30, 2002.

**ONLINE CONFERENCE REGISTRATION AND MEMBERSHIP RENEWAL**

For those of you planning to attend the 13th Annual Conference in Long Beach, don't forget about on-line registration. Go to www.ALGA.org and click on Annual Conference, then page down to the bottom of J.C.'s letter and click on On line Registration. Then simply complete the form. You can pay using your company check, personal check, VISA or Mastercard. Also, don't forget to register your guests and include information regarding special dietary or disability related needs you may have. This year you will have a couple of additional workshop options. The conference will include a one day pre conference workshop on peer review and a half day post
conference workshop on the "The Auditor's Role in the Implementation of GASB 34". The peer review workshop is designed to familiarize participants with both preparing for a peer review and preparing to become a peer reviewer. The GASB 34 Post Conference Workshop will be very helpful in defining the internal auditors role in assisting management in implementing this very significant change to the financial reporting model. I'm beginning to think Conference Chair and President-Elect, J.C. Squires was a Conference Coordinator in a previous lifetime as he seems to have handled conference planning efforts so seamlessly…By the way, we're working with our Webmaster Gary Blackmer and ALGA Member Services to make online membership renewal available…hopefully by April/May, 2001.

IIA GOVERNMENT RELATIONS COMMITTEE

We're expecting "company" at the annual conference in Long Beach. The IIA's Government Relations Committee (GRC) will be holding its committee meeting on June 7-9 aboard the Queen Mary. In general, IIA committee meetings are held in conjunction with the International and National Conferences. This year the IIA International Conference will be held in Argentina, so the GRC opted to hold its committee meeting at a more practical location. As a member of the GRC, I suggested the meeting be held in conjunction with the ALGA Annual Conference in Long Beach, and in one of those rare moments, the Committee accepted my recommendation. The GRC is made up of auditors representing the interests of government auditors from federal, state and local government agencies worldwide. This committee deserves the primary credit for influencing the IIA to amend the proposed definition of Internal Auditing to something more palatable to the government audit community. Several committee members will be staying on for the ALGA Annual Conference after the Committee meeting. Please make every effort to introduce yourself and make them feel welcome.

OTHER PROJECTS IN THE WORKS

Other projects in the works that should be complete and available at the annual conference include the Education Committee's ALGA History Project. Debbie Taylor, (Jackson County, Oregon), Susan Cohen, (Seattle, WA), Steve Morgan, (Austin, Texas), and Susan Reed (Missoula, Montana) have been hard at work pouring through every published issue of the Local Government Auditing Quarterly extracting significant issues and events that have marked ALGA's history and organizational development. Upon completion of the History Project, the Education Committee will be responsible for producing an annual report reporting on the events of each passing year. Another project scheduled for completion by the Annual Conference is the Board of Director's Long Term Strategic Plan. Susan McNitt (Oklahoma City, Oklahoma), Mike Taylor (Stockton, California) and J.C. Squires (Long Beach, California) are packaging the final results after many hours of hard work on the part of Board members (past and present). Copies will be available to the general membership in Long Beach.

Every year the annual conference reinforces my perception that this organization has an abundance of talent and is far and away the most relevant organization for local government auditors.
JUNE 2001

By the time this issue of the Quarterly goes to print, you should have received a letter jointly signed by me and NASACT Executive Director Relmond Van Daniker regarding an international training opportunity. If you gave the letter and accompanying brochure a quick scan and tossed it in the recycle, reach in there and pull it back out. This, my friends, is a once in a lifetime opportunity. The purpose of the program is to partner with NASACT, AGA and a "Big Five" accounting firm in providing technical training to auditors in other parts of the world. Notwithstanding the fact that all of your expenses are paid, it's an opportunity for you to convey your message to others that are hungry for western methods, tool, and concepts. Just as important, it's an opportunity for you to bring back ideas related to methods, tools and concepts that are working for our counterparts abroad. Two weeks abroad, all expenses paid…what's to think about.

On the MESS front, for those who haven't been paying attention to previous ALGA News articles, MESS is our Member in Each State Strategy. ALGA Membership Chair Sherri Mahoney and members Susan Reed, Jerry Heer, Al Scaperotto, Peter Babachicos and Elizabeth Moore have worked and worked and worked on recruiting in those states not represented in the ALGA membership. At the beginning of the year, there were 12 states without representation. Our goal was to have every state represented by the annual conference…an ambitious goal, I'm sure you'll agree. At this writing it doesn't look as if we'll make it with seven still remaining…But not because of a lack of effort. Because of the efforts of these fine folks we can welcome the following new members to ALGA:

✓ Jim Brownlee, North Dakota State Auditor's Office
✓ Kevin Buckley, City of Manchester, NH
✓ Brenda Demby, City of Wilmington, DE
✓ Norma Hicks, City of Columbia, SC
✓ Barbara Rogers, State of Wyoming

We're all hopeful that by the next annual conference in Lake Tahoe, we will have a ALGA member in each state.

As a result of our efforts to recruit Personal Property Professionals we can also welcome the following fourteen new members:

✓ City and County of Denver Assessor's Office, Denver, Colorado: John Ragan
✓ Weld County Assessor's Office, Greeley, Colorado: Raelene Anderson, Mary Hazen, and Duane Robson
✓ Boulder County Assessor's Office, Boulder, Colorado: Sandra Stiles, Lynn E. Bennett, Gayle C. Gallegos, Julie K. Kies, Henrick "Hank" Newton and Connie M. Sebastion
✓ City of Southfield Assessing Department, Southfield, Michigan: Barry N. Simon, Michael Racklyeft, Carol Alexandrou and Dennis Karas.
Thanks to John Ragan (Deputy Assessor for the City and County of Denver) and the Membership Committee for their efforts in bringing these fine professionals to ALGA

And now it's time to say "Goodbye"… It has been an honor, privilege and pleasure to serve as the Association's President this year. I will certainly miss the daily phone calls, emails and letters. I'll also miss the voices on the other end who convey their commitment to ALGA and the local government auditing community every time they pick up the phone, hit that send button or sign that letter. Just the act of getting involved by calling about a concern, preparing an email or letter regarding an issue speaks volumes about a person's commitment and dedication to their profession.

My heartfelt gratitude and appreciation to all of the ALGA members who stepped up to the plate and contributed to the initiatives and efforts we took on. I especially want to thank the people at ALGA Member Services particularly Joanne Norris, Sherri Rowland, Donna Maloy and Glenda Johnson for all of their assistance. ALGA is very fortunate to have selected such a fine group of professionals to help with the day to day operational issues of running this organization.

I look forward to serving another year on the Board and have all the confidence in the world that our current initiatives and long term goals are in the very capable hands of our incoming President, J.C. Squires.

Finally, I encourage all of our members to pick up the phone, send an email, or write a letter, when those thoughts of "why don't they do this" or "why are they doing that" come to mind. Your feedback is the only way we know what direction you would like the ship pointed. It's been a great year for me. Thanks again for the opportunity to serve what I believe is the most relevant organization for local government auditors…ALGA
The twelfth annual ALGA conference is held in New Orleans, Louisiana from May 18 to May 19, 2000.

The 1999 Knighton Award winners are:

- **Small Shop**: City of West Palm Beach, Florida for its audit of controls over the assignment and use of cellular phones, pagers, and radios and the associated costs to the City.
- **Medium Shop**: Multnomah County, Oregon for Roadway Capital Projects;
- **Large Shop**: City of Austin, Texas for its audit of the implementation of a new information technology project.

The 1999 Special Projects Award winners are:

- **Small Shop**: Snohomish County (Small Shop) for Law and Justice Survey;
- **Medium Shop**: Dallas-Fort Worth International Airport for Capital Budgeting Process & Related Issues;
- **Large Shop**: (Tie) Toronto, Canada for Review of the Investigation of Sexual Assaults;
- **Large Shop**: (Tie) City of Philadelphia for The New Urban Direction.

In June 2000, the Peer Review Committee reports that 41 audit shops have undergone peer reviews since 1991. (This figure only includes peer reviews coordinated by ALGA.)

In July 2000, the Board recognized the significant contributions made by Gary Blackmer in developing and maintaining the ALGA web site.

ALGA adopts new logo, thanks to the efforts of Brent Rangel (Oklahoma City), J.C.Squires (Long Beach), and Arlene Steuber (ALGA Member Services)

Mark Funkhouser, City Auditor of Kansas City, Missouri and a regular columnist for the Quarterly, has received the Association of Government Accountants’ Einhorn-Gary award. The award is presented to persons and organizations for outstanding contribution to advancing government accountability.

David Walker, U.S. Comptroller General appoints Steve Morgan (Austin, Texas) to the Advisory Council on Government Auditing Standards.

The Education Committee releases the “Government Officials Guide to Hiring a Performance Auditor.” Also released is the Board of Director’s “Vision for the Future,” the Membership Committee’s “Membership Information” brochure, and the Advocacy Committee’s “Resources, Benefits and Services” brochure.
The Pathways
LOCAL GOVERNMENT AUDITING QUARTERLY

Objectives

The objectives of the Quarterly, which was formerly known as the Local Government Auditor’s Newsletter, are to provide a cohesive network for local government auditors that includes:

- Quarterly abstracts of audit reports completed by local government auditors. Each abstract includes information regarding the scope of the audit, unique audit methodologies employed in the audit, material findings and an individual or office that can be contacted for additional information.

- Notices of training to be offered in the next quarter which might be useful to auditors working in local government.

- Input regarding relevant activities of major audit associations.

- News and articles of importance to the audit function and responsibilities such as information about pending or recently enacted legislation which will impact auditing at the local government level.

- Notice of auditing employment opportunities.

LGAQ Editors

There have been three editors of the Quarterly: Rol Malan, Mark Funkhouser, and Doug Jenkins.
Accomplishments

February 1994 - Local government auditors attending the National Intergovernmental Audit Forum raise prospect of a newsletter to report about local government activities.

Late 1985 - Joe Comtois, Executive Director of the National Forum supports idea of providing money to start a local government auditor's newsletter.

Mid 1986 - The National Forum provides $5,000 to establish a local government auditor's newsletter.

Winter 1986 - Rol Malan publishes the first Local Government Auditor's Newsletter.

Winter 1987 - Funding advanced to start the Local Government Auditor's Newsletter from the National Intergovernmental Audit Forum runs out. Government agency or individual subscriptions are $20/year, and private sector business pay $35/year.

Summer 1990 - Rol Malan transfers the Newsletter to the Association of Local Government Auditors.

Rol's Legendary Words

Winter 1986

The following is the first article in the first Local Government Auditor's Newsletter.

GREETINGS!

This is the first step in establishing a network for local government auditors.

Two years ago local government auditor representatives to the National Intergovernmental Audit Forum (NIAF) began to identify a series of issues bearing upon auditing in the local government environment. These issues included:

- A perceived lack of importance assigned to the audit function by managers in local government and elected officials.
Lack of information about available relevant training in close proximity to local government auditors.

Lack of knowledge regarding the nature and scope of audit work done by other local government entities.

A feeling that major associations were focusing on the needs of their majority members to the detriment of local government auditor members.

In 1984, discussion of these issues led to a survey of those local government auditors known to the intergovernmental audit forums. Major associations serving government participated by providing a copy of their membership roster. Pertinent results from that survey were:

- Nearly all those surveyed are members of at least one of: AGA (Association of Government Accountants), GFOA (Government Finance Officers Association), IIA (Institute of Internal Auditors), and AICPA (the American Institute of Certified Public Accountants). Multiple memberships are common.

When asked to rank the usefulness of their association memberships, the following result was found:

- 54% of those surveyed indicated satisfaction with the service provided by their affiliation.

- However, 83% indicated that they would support either a new organization or a strengthened affiliation with an existing organization in order to satisfy currently unmet needs and further that they could provide monetary support to such an activity.

Additionally, those surveyed provided substantive written responses which highlight the felt professional needs of the local government audit community. Those needs are:

- Identification of the full population doing audit work in local governments.

- Development of a network which would facilitate communications between local audit organizations.

- A means to identify and discuss emerging issues/problems of concern to local auditors.

- Continued work to develop and expand performance auditing standards and guidelines.

- An annual meeting (which could be held in conjunction with a national association's annual conference) to discuss and receive training on audit related matters affecting local governments.
During 1985, the local government auditor representatives to the NIAF contacted AGA, GFOA, and IIA in behalf of the local government audit community to discuss an affiliation and raised the interest and awareness of those organization. The local representatives to the forum did not feel that the associations' proposals would fully satisfy the needs identified by the respondents to the survey. Additionally, there were general feelings that: 1) the group lacked a definitive knowledge of the full population they portended to represent, and 2) they lacked any real authority to commit for any organization other than their own.

Because the needs expressed in the survey were clear and dramatic and because of a reluctance to make formal commitments with any association, it was agreed to initiate a quarterly newsletter designed to support local government auditors. The newsletter is a beginning to development of a network for an unknown population. It is also an attempt to satisfy some of the needs identified by respondents to the 1984 survey.

The Executive Board of the National Forum favorably viewed the decision to publish a newsletter and elected to provide initial funding for the project with the hope that, on a non-profit basis, it would become self supporting by the time the provided funding expires. Thus the first few copies are complimentary and at some time in the future you will be asked to contribute a minimal subscription fee if you find the service useful.

Aside from the purpose of developing a cohesive network for local government auditors, the newsletter will provide:

- Quarterly abstracts of audit reports completed by local government auditors. The abstract will include information regarding the scope of the audit, unique audit methodologies employed in the audit, material findings and an individual or office you can contact would you want specific information regarding the audit.

- Notices of training to be offered in the next quarter which might be useful to auditors working in local government. Training opportunities will be identified by geographic location so local auditors may take advantage of training relatively close to their offices.

- Input regarding relevant activities of major associations.

- News of importance to the audit function and responsibilities. For example, we will try to provide current information about pending or recently enacted legislation which will impact auditing at the local government level.

- Notice of auditing employment opportunities.
Finally, the publishing effort is a one person operation. Attention will be paid to substance at the cost of a slick appearance. (It will be proof read a couple of times, but typos, spelling errors and grammatical problems will, without question slip in. Any that you find, are the absolute fault of the contributing authors). Information contained in the newsletter will be supplied by auditors from around the country. Anything provided by 12/15, 3/15, 6/15 and 9/15 will be included in the following quarter’s edition (subject to editorial judgement). Contributions pertinent to the five items listed above are essential to make this a beneficial and continuing effort and they will be appreciated. The initial policy regarding contribution limits inclusion to information typically thought of as "news". At least initially, the newsletter will avoid publishing opinions, philosophy or conceptual presentations. The reason for this policy is that the first order of business is to provide practical information which will be helpful in daily audit work.

Autumn 1987
The Newsletter is still a one person effort. It is published out of the editor’s home, on personal time. Because of that, from time to time it may not arrive right on time and it may contain a typo or two. However, it is alive and well. Nearly 400 persons have subscribed and inquiries come in each week based on word of mouth. Increasing numbers of local auditing offices are submitting abstracts of their work and submitting offices consistently receive inquiries concerning the work they have done. And this issue, on a one time basis, is being sent to non-subscribing local government auditors so they will know the concept is growing and so that they will have the opportunity to participate: subscription information is on the inside of the back cover. As the Newsletter receives more readers and the readers become more involved in communicating with one another, additional features will be added. The best is yet to come.

Summer 1990
This issue, Summer 1990, Volume 3, Number 4, marks the transfer of the Newsletter to the Association of Local Government Auditors. From a personal perspective, it has been exciting to be a part of such a significant change in our industry. Looking ahead, ALGA is in its infancy and the Newsletter is one mechanism which will assist it in becoming a viable organization of significant use to its members. Communication and networking is a principal goal of ALGA and the association intends to use the Newsletter as a basis of achieving that goal. This transfer therefore is both appropriate and necessary. Please continue to support its function with your submission of articles and abstracts.
Accomplishments

December 1990 - Mark becomes the editor of the Local Government Auditor's Newsletter starting with this edition. An Editorial Board also is established. The members include: Elizabeth Levine, Assistant Auditor General, New York City School Board, Mike Hill, Audit Manager, City of Baton Rouge, Louisiana and Jerome Heer, County Auditor, Waukesha County, Wisconsin.

As of June 1991 - Editorial Board members are: Mike Hill, Audit Manager Baton Rouge, Louisiana, Jerome Heer, Deputy Director of Audits Milwaukee, Wisconsin, and Joanne White (Griggs), Internal Auditor Virginia Beach, Virginia.

September 1991 - Cornita Spears, Internal Audit Director, Charlotte, North Carolina, replaces Joanne White on the Editorial Board. Joanne was elected to the ALGA Board of Directors.

June 1992 - First photo is included in the Newsletter.

December 1992 - Milwaukee County Department of audit compiles a computer database of Newsletter abstracts. It is available to ALGA members who have an IBM compatible PC.

December 1993 - Due to an overwhelming response, more abstracts are received than can currently be published. There is a backlog of about 25 abstracts.

February 1994 - Board discusses the need to review all newsletter tasks for outsourcing possibilities.

February 1995 - a draft RFP for the selection of a firm/group to provide the Newsletter publication of our newsletter has been drafted.

May 1995 - The Board votes to accept the proposal presented by EFW for Newsletter publication services. They will publish the September 1995 edition.

December 1995 - The Local Government Auditor's Newsletter (LGAN) changes its name to the Local Government Auditing Quarterly (LGAQ).

June 1996 - Doug Jenkins replaces Jerome Heer on the Editorial Board. Doug is the Deputy Director of Audits for Milwaukee County, Wisconsin. Jerry is ALGA's President-Elect.
December 1998 - Mark Funkhouser steps down as editor of the Quarterly, but agrees to contribute regular articles known as “Funkhouser on Auditing.”

Mark’s Legendary Words

March 1991
The purpose of ALGA is to facilitate networking among local government auditors. This newsletter is the outlet for you to express your opinions and share your experiences. If you’ve got a viewpoint or a cause related to governmental auditing and financial management you’d like to further, use this as the forum.

June 1991
Someone told me in describing the tone and style of the Newsletter, "it's not the Journal of Accountancy." I took that as a compliment.

September 1992
Our reach is growing. We have audit abstracts in this issue from several audit organizations who have never submitted them before - including one faxed in by Denys Martin, the City Auditor of Perth, Australia. I'm glad to see that because I believe we can learn a lot from our counterparts in other countries.

June 1994
The masthead on the inside front cover of this issue of the LGAN shows the new leadership of ALGA. For the first time, no one from the original group that founded the organization is on the Board of Directors. But that original group did its work very well indeed. Having just come back from the best of a series of great annual conferences, I can tell you that ALGA is a thriving, vibrant organization. I sat in the audience, my head bobbing in approval, as I watched us elect an outstanding group of people as officers and board members.

The work we do as auditors is important, the challenges we face are daunting. Like everyone else in government today, we’re told we need re-inventing. Perhaps now, even more than in 1989, we need an organization like ALGA. Thanks to the good work of its founders and to the skill and commitment of its current stewards, we have one and I'm confident it’ll be here for us for a great while to come.
March 1995

Auditors are frequently accused of contributing to the erosion of public trust in government because we search out problems and bring them to the attention of policymakers, the media, and the public. I know ... we didn't create the problems we report. There are lots of good, logical reasons why we focus on problems, and I believe that our work leads to better government, which, in the long run, improves perceptions as well.

June 1995 - In a recent publication of the Canadian Comprehensive Auditing Foundation, a provincial auditor described his role as that of "an informed critic" of the government. I like that, even if it's not exactly reinvention-chic. In the "Positive Press" feature of this issue, Kansas City Star reporter Mark Morris refers to me as "an enlightening irritant" at city hall. I like that too, although in all honesty, I do try to accentuate the enlightening and minimize the irritant.

September 1995

Getting beyond "gotcha" and seeing audit as a force for organizational renewal is a key survival strategy for audit organizations today. The audit function must be seen to make a positive contribution, identifying opportunities for significant improvements in operations and providing solutions to problems that management recognizes as major. In the best cases, the audit outcome will in fact be a renewal of the audited organization. Management will have new insights into challenges and renewed courage and confidence to address them. And auditing will be valued.

March 1996

Metaphors are powerful, and one that I like lately is "editor". As every good writer needs an editor, every good manager needs an auditor.

June 1996

As a government auditor, I believe very strongly in what I do. I regard the pervasive negative stereotypes about government and about auditing and accounting that are so fashionable today as minor irritations that are transient simply because they are not built on enduring truths. In short, the stuff doesn't faze me. What does simply stun me from time to time is when I come upon government auditors and accountants who have themselves succumbed to this tripe. Accounting and auditing have enormous consequences in the real world. Francis Bacon was right: Knowledge itself is power. Auditing is about the generation and dissemination of information and the transformation of information into knowledge. This is the root of audit's ability to create accountability and value improvement.

Power, politics, and government auditing. Dave Helling, a reporter here in Kansas City, recently wrote "I like covering politics because it's the only news that makes a difference. Politics changes your schools. It paves your streets. It puts out your house fire and fills the public swimming
pools with water. And it takes money out of your pocket." I could say much the same about why I like auditing for government: it makes a difference.

**September 1996**

I note with some considerable satisfaction that you hold in your hands Volume 10, Number 1 of the Local Government Auditing Quarterly (AKA the newsletter). For ten years the enterprise that Rol Malan began so well has been chugging along. From what we hear from local government auditors, it's been a valuable resource for networking and a useful tool for thinking about audits.

**September 1997**

Lost in the rising tide of anti-government feeling and the erosion of trust in government that has been the most salient feature of the American political landscape for the last quarter century is a fundamental fact: the government is not a desperate entity apart from us. As Teddy Roosevelt said, "We are the government, the government is us, you and I". What can be done to restore our confidence in the ability of ourselves and our fellow citizens to govern our communities, states, and nation with fairness and competence?

Or more specifically what can be done by auditors? I would say that an aggressive system of performance audits can be an effective means of "broadening and strengthening" communication between the leaders and the people. And the ultimate outcome of such a program should be increased trust and confidence in our collective ability to deal with "problems that affect all in common" and to hold our communities together.

**December 1997**

In 1988, Richard Tracy, Audit Director for the Portland City Auditor's Office, published an article in Government Finance Review entitled "Performance Auditing: Catalyst for Change". This article is the first indication of a profound shift in the nature of government auditing which is evident even in the title of the piece. You would not expect, for example, to read "Financial Auditing: Catalyst for Change."

Jewel Lansing, the former Portland City Auditor, took the theoretical ideas of Lennis Knighton, the inventor of modern performance auditing, and put them into practice in Portland. Knighton intended performance auditing to alter the balance of power in government. In practice, performance auditing has worked not only to hold the executive accountable, but also to provide a mechanism for proactive improvement in government.
If government bureaucracies resist change and performance auditing is designed to bring about change, then some sort of political process is occurring. In 1991, political scientist Edward M. Wheat, published an article in Public Administration Review entitled "The Activist Auditor: A New Player in State and Local Politics." Wheat's article examined the new dimension that performance auditing brought to the political process and the role of the auditor in that process. On the whole, Wheat concluded that performance auditing was a positive development, writing... perhaps we should welcome the emergence of new players in the great game of state and local politics ... Wheat's article provoked considerable discomfort among auditors.

In 1993, a prestigious group put together by the Association of Government Accountants published a report on the state of performance auditing in The Government Accountants Journal. They sought to define "success" in performance auditing, and concluded that a successful audit is one that has impact. The group also concluded, however, that "while audit reports can have a significant political impact, it is extremely important that auditors not seek to become 'players' in the political process." Clearly, the impact that performance auditors seek to achieve is not supposed to be random. We must intend to control and direct our impact on the change process toward some end and manage our influence in some way. The end we seek is greater accountability, guided by principles of efficiency, effectiveness and equity.

December 1998
Funkhouser on Auditing - It is the end of an era. If you check the masthead, you will notice that things have changed a bit at the old LGAN. A new editor, Doug Jenkins, Deputy Director of Audits for Milwaukee County takes the helm. My run as editor which began with Volume 4, Number 1 in August 1990 has come to a close. It is a sign of the strength and stability of our young professional organization that I am only the second editor of our publication. The first editor of the Local Government Auditor’s Newsletter, which predates ALGA and was instrumental in its founding, was the inestimable Rol Malan. Rol, a pioneer of performance auditing left big shoes to fill. It was not without trepidation that I stepped into those shoes, and to tell the truth I probably would not have done so without the urging of my Deputy City Auditor, Leslie Ward. There were more than a few times I regretted that decision, but on the whole it has been a very good thing for me - and I hope for ALGA - and I am glad I did it.

It is the end of an era for the organization as well. Rol was editor before ALGA existed and helped bring it to life. I have been editor during the infancy of the organization. I have watched ALGA and local government auditing grow together. ALGA is a mature and thriving organization that has become, as we envisioned, a major force in the development of performance auditing and in the strengthening of the local government audit function.

Now was a good time for me to step down as editor. My principle concern has always been that the publication continue, and that concern having been met, I look forward to watching the
Quarterly grow and change under Doug Jenkins leadership. I am also looking forward to contributing to the Quarterly in a new capacity. Doug asked me to continue to write a column and I jumped at the chance. I appreciate the opportunity that it gives me to develop and clarify ideas about auditing and share them with an influential audience. Together we will all create the next era of building and strengthening local government auditing.

Rewards of the Journey

December 2000 - Mark Funkhouser received the Association of Government Accountants' Eithorn-Gary Awards. The award is presented to persons and organizations for outstanding contribution to advancing government accountability.
Accomplishments

December 1998 - Doug Jenkins becomes the third editor of the Local Government Auditing Quarterly. Jim Williamson, Oklahoma City Audit Manager, fills Doug's previous position on the Editorial Board.

September 1999 - Feedback on the Quarterly consistently reinforces the notion that readers' primary interest in this publication is the abstracts.

June 2000 - For the first time, the editor has been placed in a position where he had to drop or delay good material for lack of space - even after expanding the traditional 52 page layout. The editor considers this phenomenon an indicator of the vitality of our organization and a positive reaction to his continued requests for contributions from members.

Doug’s Legendary Words

When I assumed the role of Quarterly editor with the December 1998 issue, I knew the standard for excellence had been set at a very high level by my two predecessors. My goal was to maintain the level of quality established, enhanced and perpetuated by Rol and Mark since the inception of the publication as a newsletter in 1986. Operating under the guiding principle ‘if it ain’t broke, don’t fix it,’ I resolved to make only minor cosmetic changes and to concentrate on the ever daunting task of attracting relevant, insightful and interesting contributions toward content. With Mark agreeing to contribute as a regular columnist, launching ‘Funkhouser on Auditing’ with the December ’98 issue, I knew I had a solid foundation.

Member surveys before and after I came on board have reflected a high level of satisfaction with the Local Government Auditing Quarterly. What I find fairly amazing is that, among an organization of highly trained, professional critics, readership feedback is almost non-existent. Probably the greatest challenge I have experienced as the Quarterly editor is the relentless pressure to find new material that is satisfying to our strangely muted readers. So-o-o-o, whether it’s to request a resurrection of the semi-popular ‘Those Zany Auditors’ or just to comment on an article you found interesting (or, for that matter, to give the editor a piece of your mind), ‘keep those cards and letters coming,’ as they say.

Finally, as the relative rookie in this lineup of editors, I won’t presume to match war stories with the veterans. Instead, I must take this opportunity to acknowledge the hard work and dedication of Arlene Steuber, who takes care of layout and production of the Quarterly, and Donna Maloy of ALGA Member Services, who takes care of distribution. Their assistance is greatly appreciated.
ALGA Committees

Advocacy

Awards

Conference

Constitution and Bylaws

Education

Membership

Nominating

Peer Review

Professional Issues

Web Site
Objectives

Support the Association and its members by serving as an advocate for local government internal auditing.

Develop program and publicity material which creates public awareness of local government internal auditing, ALGA, and the accomplishments of its members.

Generate favorable interest in local government internal auditing and enhance its professional image.

Implement the advocacy goals of Board-approved strategic plans and serve as the marketing arm of the organization.

Accomplishments

- Richard Tracy, Director of Audits, City of Portland, Oregon was appointed to the Advisory Council on Government Auditing Standards in 1992 by Charles Bowsher, Comptroller General of the United States. He served on the Council for eight years and was Chair of the Council from December 1998 through December 2000.

- Nora Masters, City Auditor of Seattle, Washington was appointed to the Advisory Council on Government Auditing Standards in 1996 by Charles Bowsher, Comptroller General of the United States.

- Leslie Ward, Deputy City Auditor for Kansas City, Missouri was appointed to the Advisory Council on Government Auditing Standards in December 1998 by David M. Walker, Comptroller General of the United States. She is currently completing a three year term.

- Richard Tracy, Director of Audits, City of Portland, Oregon, was first appointed to the Governmental Accounting Standards Board in July 1999. He was reappointed on July 1, 2001 to serve a five year term.

- Sam McCall, Tallahassee, Florida City Auditor, was reappointed to the Advisory Council on Government Auditing Standards in January 2000 by David M. Walker, Comptroller General of the United States. He is currently serving a three year term, and previously served on the Advisory Council from 1991 - 1998.

Bob Johnson, Council Auditor for Jacksonville, Florida served as ALGA's representative to the National Intergovernmental Audit Forum from 1993 through 1997.

Costa Triantaphilides, City Auditor for Fort Worth, Texas began serving as ALGA Board approved representative to the National Intergovernmental Audit Forum in 1998.

Jim Stewart, Washington Metropolitan Transit Authority; Steve Morgan, Austin, Texas, Nora Masters, Seattle, Washington; Arnold Hodes, Ft. Myers, Florida; Mark Funkhouser, Kansas City, Missouri; Peter Babachicos, Massachusetts Water Resources Authority; Debbie Taylor, Jackson County, Oregon; Alan Ash, Gainesville, Florida; Susan Cohen, Seattle Washington; Sam McCall, Tallahassee, Florida, and Wayman Powell, Birmingham, Alabama either are serving or have served on the Institute of Internal Auditor's IIA Government Relations Committee.

Pat McNamee, Marcia Buchanan, and Bill Anderson of the U.S. General Accounting Office met with the ALGA Board in February 1992 to gain input on upcoming changes to Government Auditing Standards.

Pat McNamee and Marcia Buchanan of the U.S. General Accounting Office met with the ALGA Board in October 1993 to provide an update of the Yellow Book revisions.

Marcia Buchanan of the U.S. General Accounting Office met with the ALGA Board in October 1997 to discuss proposed revisions to the Government Auditing Standards.

David M. Walker, Comptroller General of the United States met with the ALGA Board in February 1999 to listen to issues facing local government auditors.

Jean-Pierre Garitte, Chairman of the Board of the Institute of Internal Auditors (IIA) attended the ALGA Annual Conference and the post-conference Board meeting in May 1999 to receive input about issues facing local government auditors. He also discussed strategic development of government sector auditing and certifications.
Objective

ALGA recognizes excellent auditing with its annual Knighton Award and quality special projects with its Special Projects Award. Independent judges evaluate submitted reports on the basis of their scope and potential for significant impact, the persuasiveness of their conclusion, the focus of their recommendations on effective and efficient government, their clear and concise communications style, and their innovation.

Accomplishments

► Fall 1994 - Multnomah County (Oregon) Auditors Kathryn Nichols and Gary Blackmer suggest that ALGA sponsor an annual award for the "best audit". They also propose that such an award be called the Lennis Knighton Award in honor of the man that is recognized as the father of performance auditing.

► May 1995 - ALGA begins a process for developing the annual Lennis Knighton Award for the best performance audit. Committee members are Gary Blackmer, Chair; Peter Babachicos, Arnold Hodes, and Debbie Taylor.

► December 1995 - Judges for the first Knighton Award for the Best Audit are: William Thompson, Deputy Auditor of the Arizona Auditor General’s Office, Barbara Hinton, Deputy State Auditor of Kansas, and Jay Fountain, Assistant Director of Research of the Governmental Accounting Standards Board.

► December 1997 - The awards program is expanded to include other awards for small project audits and special projects. The small project award applies to audits of less than 300 hours of audit resources. The special projects category includes any innovative non-audit report or product created by an audit shop.

► December 1998 - Due to lack of interest, the small project awards has been discontinued.
Knights Award for Best Audit

1995  King County Auditor's Office; Seattle, Washington
Management Audit - Department of Metropolitan Services, Temporary Contract Workers

1996  King County Auditor's Office; Seattle, Washington
Emerging Infectious Diseases and Laboratory Operations

1997  Office of the City Auditor; Kansas City, Missouri
Performance Audit - Public Works Department - Street Resurfacing Program Contracts

1998  Audit Services Division; City of Portland, Oregon
Telephone Customer Service Practices and Guidelines

In 1999, a Knighton Award was given to three audit shops, one for small-size, one for medium-size, and one for large-size shop.

1999  Small-size Shop
City of West Palm Beach, Florida
Adequacy of Controls Over Cell Phones, Pagers, and Radios, and the Associated Cost

1999  Medium-size Shop
Multnomah County, Oregon
Roadway Capitol Projects

1999  Large-size Shop
Officer of the City Auditor; Austin, Texas
Customer Information System

Special Projects Award

1997  Office of the Comptroller; City of Philadelphia, Pennsylvania
1997 Mid-Year Economic and Financial Report

1998  Audit Services Division; City of Portland, Oregon, The City Review

In 1999, a Special Projects Award was given to three audit shops, one each for small-size, medium-size, and large-size shop.

1999  Small-size Shop
Snohomish County, Washington
Law and Justice Survey

1999  Medium-size Shop
Dallas-Fort Worth International Airport
Capital Budgeting Process & Related Issues

1999  Large-size Shop - Tie - Two Winners
Toronto, Canada  City of Philadelphia, Pennsylvania
Review of the Investigation of Sexual Assaults  The New Urban Direction
Objectives

To coordinate and organize the Association's annual conference for the membership.

To provide a challenging educational program on subjects related to local government internal auditing with the purpose of improving the auditing competence and effectiveness of Association members.

Accomplishments

Annual Conferences:

<table>
<thead>
<tr>
<th>Year</th>
<th>Location</th>
<th>Dates</th>
<th>Theme</th>
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<tbody>
<tr>
<td>1989</td>
<td>Philadelphia, PA</td>
<td>June 14 - 16</td>
<td>Organizing Conference</td>
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<tr>
<td>1990</td>
<td>Boston, MA</td>
<td>September 21 - 22</td>
<td>Making A Difference: Local Government Auditing In The 90s</td>
</tr>
<tr>
<td>1991</td>
<td>Portland, OR</td>
<td>July 8 - 9</td>
<td>Catalyst For Change: A New Role For Local Government Auditors</td>
</tr>
<tr>
<td>1992</td>
<td>Denver, CO</td>
<td>May 15 - 16</td>
<td>Fourth Annual Conference</td>
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<tr>
<td>1993</td>
<td>Orlando, FL</td>
<td>June 17 - 18</td>
<td>Increasing Audit Impact: Making A Difference In Tough Times</td>
</tr>
<tr>
<td>1994</td>
<td>Scottsdale, AZ</td>
<td>June 3 - 5</td>
<td>Sixth Annual Conference</td>
</tr>
<tr>
<td>1995</td>
<td>Virginia Beach, VA</td>
<td>May 15 - 16</td>
<td>Changes in Local Government Auditing: Evolution or Revolution?</td>
</tr>
<tr>
<td>1997</td>
<td>Fort Worth, TX</td>
<td>June 8 - 10</td>
<td>The Best Of The West: Sharing Best Practices</td>
</tr>
<tr>
<td>1998</td>
<td>Chicago, IL</td>
<td>May 17 - 19</td>
<td>Winds of Change</td>
</tr>
<tr>
<td>1999</td>
<td>Santa Fe, NM</td>
<td>May 18 - 19</td>
<td>11th Annual Conference</td>
</tr>
<tr>
<td>2000</td>
<td>New Orleans, LA</td>
<td>May 18 - 19</td>
<td>The Big Easy: &quot;A Vision For The Auditor In The New Millennium</td>
</tr>
</tbody>
</table>

CONFERENCE COMMITTEE

J.C. SQUIRES
Chair
2000 - 2001
Objective

The objective of the Committee is to periodically review the Constitution and Bylaws and related procedures and propose revisions as necessary to the Board of Directors.

Accomplishments

- April 1998 - Proposed changes to Bylaws to reflect actions taken by ALGA as a matter of practice, but that had not been previously been incorporated into the Constitution and Bylaws. Changes included:

  - Recognition of worldwide interest/participation in the Association. The words "from around the world" were added to Article I, Section 2.a., and the word "national" was deleted from Article I, Section 2.e. to reflect the growing international interest and membership in ALGA.

  - Shift to organizational memberships. The words "or organizations from around the world" were added to Article II, Section 1 to move towards organizational memberships as well as to reflect the growing international interest and membership in ALGA. Organizational memberships would allow all members of audit organizations to receive the benefits of ALGA membership, as well as increase the number of members and reduce overall costs to audit organizations.

  - Establishment of staggered terms or office for the Secretary and Treasurer. Article V, Section 1.c. was added to state, "The Secretary and Treasurer shall be elected for staggered two-year terms as provided in Article VI." This was done to reduce the impact of having these two officers leave the organization simultaneously, and improve continuity during officer and Board transitions.

  - Official statement that one of the five at large members is the past president. This language was added in Article V, Section 2.a. to formalize past Association practice which improves the continuity of the Board.

  - Development of committee guidelines. "All standing committees shall develop operating guidelines for approval by the Board of Directors" was added to Article V, Section 3.b.
✓ Development of operating guidelines would assist future standing committee members with their responsibilities and improve continuity and consistency of standing committee activity.

✓ Clarification relating to filling vacancies. To Article VI, Section 3 was added the following: "The individual appointed to fill such a vacancy shall serve until the next election or end of the term, whichever comes first. Elections resulting from an unexpired term vacancy will be for a term of one year." This language was added to clarify the practice and intent of the initial Constitution and Bylaws as determined by the Board of Directors.

▶ May 1998 - Updated Bylaws as indicated after Association members voted to accept the change relating to organizational memberships at the annual meeting in May 1998.
Objectives

Educate auditors on the need for results oriented audits and promote an awareness of the government auditors' organizational values among the public, legislative bodies and management.

Educate the public, legislative bodies and management regarding the cost effectiveness of the internal audit function and the value of auditors in disclosing information regarding the efficiency and effectiveness of government operations.

Build support for adequate funding of the internal audit function to enable auditors to fulfill their mission as the public "watchdog".

Publish an annual report which provides annual updates each year.

Accomplishments

Published:

- Guide to Hiring a Performance Auditor
- Guidelines & Model Legislation for Local Government Audit Functions
- ALGA Informational Brochure
- Government Official's Guide to Hiring a Performance Auditor
- The History of The Association of Local Government Auditors
Objective

To promote the interest of prospective members in the Association and to maintain that of existing members.

Accomplishments

Membership Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>167 members</td>
</tr>
<tr>
<td>1990</td>
<td>220 members</td>
</tr>
<tr>
<td>1991</td>
<td>272 members</td>
</tr>
<tr>
<td>1992</td>
<td>Unavailable</td>
</tr>
<tr>
<td>1993</td>
<td>276 members</td>
</tr>
<tr>
<td>1994</td>
<td>325 members</td>
</tr>
<tr>
<td>1995</td>
<td>397 members</td>
</tr>
<tr>
<td>1996</td>
<td>441 members</td>
</tr>
<tr>
<td>1997</td>
<td>500 members (Approximate Number)</td>
</tr>
<tr>
<td>1998</td>
<td>Unavailable (Approximate Number)</td>
</tr>
<tr>
<td>1999</td>
<td>Unavailable (Organizational Memberships Initiated)</td>
</tr>
<tr>
<td>2000</td>
<td>1,000 members</td>
</tr>
<tr>
<td>2001</td>
<td>1,198 members, representing 398 organizations</td>
</tr>
</tbody>
</table>

Other Accomplishments

- An annually - Publishes & distributes a Membership Directory. The 2000 Directory included a reformatted presentation of demographic information. The 2001 Directory includes additional formatting enhancements and an e-mail address for each member.

- July 1999 - Organizational memberships were initiated. This allows memberships to remain very inexpensive for small audit shops, but allows larger audit shops to join as an organization and provides membership benefits to staff members.

- 2000 - 2001 - The committee initiates a Member in Every State Strategy (MESS) outreach program. The goal is to have a ALGA member in every state. As of May 1, 2001, ALGA has members in 43 states, plus Canada, Guam, Palau, Puerto Rico, South America, Spain, and Sweden.
STATES WITH ALGA MEMBERS

As of May 1, 2001

COUNTRIES WITH ALGA MEMBERS

- Canada
- Guam
- Palau
- Puerto Rico
- South Africa
- Sweden
- United States
Objective

The objective of the Nominating Committee is to submit formal nominations for all Association officers to the membership, as provided for by the Association Bylaws.

Accomplishments

- Included articles in the Quarterly to solicit interest in serving ALGA
- Included questions in 2000 Membership Survey to identify members with interest in serving ALGA
- Through conference calls and e-mails evaluated candidates who were identified as being viable candidates. The following criteria were used: history of participation in the Association, geographic representation, leadership skills and abilities, general/diversity representation, as well as personal qualities such as team oriented, industrious, good interpersonal skills.
- Provided candidates with copies of Board position duties and confirmed with them their availability and willingness to accept positions for which they were being considered.
- Selected candidates for President, President-Elect, Secretary, and Treasurer, and candidates for members of the Board.
Objectives

The objective of the Peer Review Committee is to assist members in meeting the Government Auditing Standards requirement that audit organizations have an external quality control review at least once every three years.

Accomplishments

► June 1989
The need for a Peer Review Committee was proposed by leaders at ALGA's first annual conference in Philadelphia, PA.

► November 1989
The ALGA Board appointed Doug Norman, City of Portland, OR to head a committee to address the needs of ALGA members in complying with the external quality control review (peer review) requirement of Government Auditing Standards.

► January - February 1990
A Peer Review Committee was formed:

Doug Norman, Chair
Carol Block, City of Aurora, CO
Harry Brooks, Milwaukee County, WI
Kamal Doshi, City of Richmond, VA
Wanda Towler, City/County of Mecklenberg, NC
Richard Wallace, City of Jacksonville, FL

► February - April 1990
The Committee conducted research on existing peer review programs, and the Committee and Board decided ALGA needed its own program geared to the local government auditor.

May - September 1990
► The Committee drafted a self-assessment checklist which was expanded to a peer review guide. An exposure draft of the guide was presented at the ALGA conference in Boston, MA.

October - December 1990
The Committee received feedback on its exposure draft from the U.S. General Accounting Office, ALGA members, and other interested parties.

December 1990
The first ALGA peer review was conducted in Milwaukee County, WI, using the ALGA Guide exposure draft. The reviewers were: Leslie Ward, Kansas City, MO; Kathleen Lucas, City of Cincinnati, OH; and Richard Wallace, Jacksonville, FL.

May 1991
Doug Norman and Joanne Griggs, Virginia Beach, VA served as review team members on a peer review of the New York State Comptroller's Office. Doug and Joanne were invited to participate in this review conducted by the National State Auditors Association (NSAA), at the request of Rol Malan of the New York State Comptroller's Office. It had been decided to pattern ALGA's program after NSAA's program, and this experience provided the Committee with valuable insight into NSAA's peer review process.

October 1991
The Committee/ALGA issued its first peer review guide, entitled the ALGA Quality Control Review Guide.

November 1991
Carol Block, Kamal Doshi, and Wanda Towler were replaced on the Committee by Leslie Ward, Kansas City, MO, and Jane Andrew, New York City Public Schools. In addition, Committee members were assigned as Region Coordinators to help administer reviews in various regions of the United States, as follows:

West Region: Doug Norman
Central Region: Harry Brooks
Southwest Region: Leslie Ward
Southeast Region: Richard Wallace
Northeast Region: Jane Andrew

December 1992
Joanne Griggs replaced Jane Andrew as the Committee's Northeast Region Coordinator.

May 1994
The Committee prepared a memorandum for the ALGA Board in which ALGA's peer review program was contrasted with the Institute of Internal Auditors' Quality Assurance Program.

June 1994
A statement was added to Government Auditing Standards, 1994 Revision (page 29) indicat-
ing that ALGA’s peer review program satisfied the external quality control review requirements set forth in the Quality Control standard.

**May 1995**
The Committee/ALGA issued a revised Quality Control Review Guide. The revision made the Guide's checklists consistent with the revised standards in Government Auditing Standards, 1994 Revision. The 1995 Guide included some changes: (1) reciprocal reviews were no longer allowed; (2) off-site reviews were no longer allowed; (3) dispute resolution by the Peer Review Committee was eliminated; (4) all peer review team leaders must have served on a previous ALGA peer review; and, (5) peer review teams must be approved by a ALGA Region Coordinator. The Committee presented a breakout session at the annual conference in Virginia Beach, VA, outlining the changes in Government Auditing Standards and ALGA's peer review process.

**September 1995**
Doug Norman and Joanne Griggs presented a two-day training session on peer review to the Association of Pacific Island Public Auditors (APIPA) in Honolulu, HI. Doug and Joanne assisted APIPA in establishing a peer review program patterned after ALGA's program.

**May 1996**
Bob Melton, City of Dallas, TX replaced Leslie Ward as the Committee's Southwest Region Coordinator.

**June 1996**
The Committee wrote a letter to Gene Dodaro of the U.S. General Accounting Office requesting that CPE credit be granted to auditors who serve on external quality control reviews.

**June 1997**
Susan Cohen, City of Seattle, WA and Debbie Taylor, Jackson County, OR were appointed as at-large members of the Committee.

**May 1998**
David Jones, City of Seattle, WA replaced Susan Cohen as an at-large member of the Committee.

**April 1999**
The Committee prepared a ALGA position paper that was sent to the U.S. General Accounting Office and the Advisory Council on Government Auditing Standards. The paper stated ALGA's belief that CPE credit should be granted to auditors who serve on an external quality control review.

**May 1999**
Jim Williamson, Oklahoma City, OK replaced Bob Melton as the Committee's Southwest Region Coordinator.
The Committee conducted an assessment of its peer review program. Feedback was solicited from ALGA members in the March 1999 Quarterly. A breakout session was held at the May 1999 conference in Santa Fe, NM in which participants were invited to give feedback to the Committee. Results of these assessment efforts were published in an article written by Doug Norman in the June 1999 Quarterly (pages 4-5).

October 1999
Joanne Griggs presented a session on ALGA's peer review program at the Pennsylvania Local Government Auditor's 1999 Fall Government Conference in West Chester, PA.

March 2000
Doug Norman and Joanne Griggs presented a two-day training session on peer review to the California Association of State Auditors (CASA). Doug and Joanne assisted CASA in establishing a peer review program patterned after ALGA's program.

May 2000
The Committee issued a peer review brochure at ALGA's annual conference in New Orleans, LA.

August - September 2000
Joanne Griggs and Doug Norman presented an overview of ALGA's peer review program at the 2000 AICPA National Government Accounting and Auditing Update Conference, held in Washington, DC and Tempe, AZ.

May 2001
Amanda Noble replaces Harry Brooks as the Central Region Coordinator.

June 2001
The Committee conducts its first full-day training session on peer review to ALGA members at the annual conference in Long Beach, CA. The course is be entitled "Conducting a ALGA Peer Review."

December 1990 - March 2001
The following jurisdictions have received a ALGA peer review (an asterisk indicates more than one review):
### PEER REVIEW COMMITTEE (continued)

| City of Austin, TX* | City of Richmond, VA* | Northampton County, PA* |
| City of Berkeley, CA* | City of Roanoke, VA* | Suffolk County, NY* |
| City of Chesapeake, VA | City of San Antonio, TX | Travis County, TX |
| City of Cincinnati, OH* | City of San Jose, CA* | Wayne County, MI |
| City of Dallas, TX | City of Scottsdale, AZ* | METRO, Portland, OR |
| City of Ft. Worth, TX* | City of Stockton, CA* | Palm Beach Co. School Bd., FL |
| City of Gainesville, FL* | City of Tampa, FL | Dade County School Bd., FL |
| City of Independence, MO | City of W. Palm Beach, FL* | S. Florida Water Mgt. Dist., FL |
| City of Jacksonville, FL | Chesterfield County, VA* | Dallas-Ft. Worth Airport, TX* |
| City of Kansas City, MO* | Clark County, NV* | NYC Board of Educ., NY |
| City of Oklahoma City, OK | Erie County, NY | NYC Human Res. Dept., NY |
| City of Orlando, FL | Fairfax County, VA | State Comm. Affairs Dept., GA |
| City of Palo Alto, CA | Frederick County, MD | State Dept. of Human Res., NJ |
| City of Portland, OR* | Milwaukee County, WI* | Arizona Board of Regents, AZ |

The Navajo Nation, Multnomah County, OR*
Objectives

Identify issues of interest to Association members, conduct or participate in research of issues identified.

Communicate results to the Committee, Board of Directors, and Association members.

Assist Association members with their professional issues and concerns.

Accomplishments

- October 1991 - Susan Nicewander, Chair of the Standards Review Committee, developed a format letter to be submitted to the U.S. General Accounting Office concerning ALGA’s official positions on proposed exposure drafts, discussion memoranda and regulations.

- February 1993 - Helen Niesner, City Auditor of Austin, Texas becomes chair of the Standards Review Committee.

- November 1993 - Responded to the U.S. General Accounting Office’s proposed changed to Government Auditing Standards.

- Bob Melton becomes chair of the Professional Issues Committee


- March 1999 - Prepared position paper on the Institute of Internal Auditors’ proposed definition of internal auditing.

- June 2000 - Responded to proposed changes to Government Auditing Standards concerning the issue of organizational independence.
Objective

To support the Association and its members by assisting with the maintenance of a web site dedicated to local government internal auditing.

Accomplishments

- 1995 - 1996 Jim Kaplan works on establishing a World Wide Web for use by ALGA members.
- Fall 1996 - Jeannette Dewey, City of Philadelphia starts the Web page.
- Spring 1998 - Gary Blackmer, Multnomah County Auditor assumes responsibility for the web page. His passion for local government auditing has yielded an exceptional web site that connects auditors to each other all across the world. The address is www.nalga.org
- June 2000 - ALGA's list server is established courtesy of the efforts and hard work of Mark Whitney, Tempe, AZ. The list server helps members get quick answers to audit questions. It allows them to communicate instantly with hundreds of other members with a single e-mail question, announcement, or other mail message.
- July 2000 - The ALGA Board acknowledges Gary Blackmer for the significant contributions he has made in developing and maintaining the Web site.
- December 2000 - The Web site collects ten years of audit abstracts (1,499) from past issues of the LGAQ, providing auditors with examples from other jurisdictions.
Special Projects

Benchmarking & Best Practices Survey

Operations Manual & Strategic Plan

Task Force on NALGA’s Future

Membership Survey
ALGA Operations Manual and Strategic Plan

September 1998 - The ALGA Board meets at the Hyatt Regency Tech Center in Denver, CO. ALGA President Jerry Heer presents a working draft of an Operations Manual which includes officer and committee responsibilities. The intent of the manual is to formalize operating policies and procedures currently in place. The Board discusses additional ideas for the Manual. Jerry also presents an example of a strategic plan used by another professional organization.

February 1999 - The ALGA Board meets in Fort Worth TX at the Radisson Hotel and continues to discuss the most efficient approach for developing the ALGA Strategic Plan. The Board decides to hold a retreat in July 1999 fully devoted to the development of the Association's Strategic Plan. Further input on the draft Operations Manual is also obtained from Board members.

February 1999 - The ALGA Board meets in Fort Worth, Texas among the beautifully landscaped setting of the Botanical Gardens to develop a blueprint for the ALGA Strategic Plan. ALGA President Helen Niesner leads the Board through two days of guided discussion regarding the Association's Strengths, Weaknesses, Opportunities and Threats.

January 2000 - The ALGA Board meets in New Orleans and further develops the individual components of the Strategic Plan. With President Helen Niesner chairing the meeting, J.C. Squires facilitates the discussion on the "Advocacy and Awareness" component, Susan McNitt directs the Service component, and Mike Taylor takes responsibility for the discussion on the "Support Structure". Susan's "Service" component discussion includes a conference call with three members of the Peer Review Committee. The Strategic Plan is now beginning to take shape in a meaningful manner. The Draft Operations Manual continues to evolve with only minor corrections required.

July 2000 - The ALGA Board hold its' regularly scheduled summer meeting in Detroit, MI.
and refines the Strategic Plan further. ALGA President Alan Ash discusses the concept of developing performance measures to evaluate progress on the implementation of the plan over the long term. The members of the Strategic Plan sub-committees agree to develop draft performance measures for review at the October Board meeting in Long Beach.

October 2000 - The ALGA Board holds it regularly scheduled fall meeting in Long Beach, CA aboard the floating luxury liner "Queen Mary". The Strategic Plan is discussed at length and draft performance measures are included in the discussion. The ALGA Board agrees to complete the plan and associated performance measures by January 2001 with a plan to have the Operations Manual and Strategic Plan complete by the Annual Conference.

June 2001 - The ALGA Strategic Plan and Operations Manual is complete. The Board prepares a condensed version of the Strategic Plan in the "Vision for the Future" Brochure which is included in the folders provided to Annual Conference attendees in Long Beach.
For almost four years, ALGA’s administrative functions were performed by Board and other members on a voluntary basis. As the association grew, these tasks became too overwhelming for this type of effort. The following chronicles the evolution from volunteer administrative efforts to paid professional administrative services.

- **February 1993** - ALGA Board examines need to outsource administrative tasks. Gary Blackmer chairs an Administrative Functions Committee.

- **January 1994** - ALGA Board approves a contract for administrative services with Beamer & Associates, Inc. Services include: Membership/subscription renewal; membership list maintenance; communications; and financial services.

- **September 1995** - ALGA Board votes to accept a proposal presented by EFW for Newsletter publication services.

- **January 1996** - N.A.L.G.A. Board approves a new agreement with Beamer Associates that includes expanded scope of services.

- **July 1998** - N.A.L.G.A. Board invites qualified vendors to submit proposals to provide consolidated membership, publication, conference planning and other administrative services.

- **October 1998** - ALGA Board contracts with the National Association of State Auditors, Comptrollers and Treasurers (NASACT) for association membership. Services to be provided include: membership, publications, and conference planning services.

- **May 1999** - ALGA Board approves expanding the contract with NASACT to include financial services.

- **July 2000** - The Board approves a new contract for Member Services with NASACT.
Since 1996, over one hundred different ALGA audit organizations participated in the Benchmarking and Best Practices study. The following chronicles the evolution of this continuing special project.

- January 1996 - Peter Babachicos proposes that ALGA support a benchmarking project to collect, compile and maintain key information regarding ALGA member organizations. He and Nora Masters agree to develop a questionnaire to collect various audit practices and measures currently used by the membership.

- May 1997 - First Benchmarking and Best Practices Survey is issued. The report analyzes performance data for 52 audit organizations, grouped by size of operation, which provides a comprehensive set of indicators on audit inputs, outputs, and measures of effectiveness and efficiency. The report also looks at the use of techniques considered innovative or "best practices" in the audit profession.

- April 1998 - Second Benchmarking and Best Practices Survey report is issued, including results provided by sixty-seven local government audit organizations.

- December 1998 - Third Benchmarking and Best Practices Survey report is issued, including results provided by fifty-eight local government audit organizations.

- December 2000 - Fourth Benchmarking and Best Practices Survey report is issued, including results provided by sixty-seven local government audit organizations.
When ALGA was first formed in 1989, membership services was about 80 local government auditors. As the association approached its ninth anniversary, membership was creeping toward 500. Growth over the years resulted in the need to seek outside contractual support for membership services and production of the quarterly. In spite of this support, the ALGA Board did not have time to step back and look at the big picture. Rather, board meetings were consumed by work on the annual conference, peer review, publications, membership and other committee activities.

Therefore the Board decided to create a task force to address questions about how ALGA could best meet the future needs of its members. Five areas were addressed: administrative services (including conference support), by-laws, publications (including the website), dues structure, and next steps.

The task force completed its work in May 1998 and made the following recommendations to the ALGA Board.

▶ Administrative Support - Consolidate membership services, Quarterly production services, and conference planning under a single contract.

▶ Bylaws - Revise wording to recognize ALGA's international membership and recognize both individuals and audit organizations as members. Make revisions to reflect current practices, including composition of the board of directors, terms of office, and filling vacancies.

▶ Publications - Develop a comprehensive publications policy for ALGA, including 1) guidance for the acceptance or rejection of material submitted for inclusion in the Quarterly, and 2) guidance to accept, accept with modifications, or reject proposals for various studies, guides, pamphlets, to be sponsored by ALGA.

▶ Dues Structure - Develop a dues structure that allows for both individual and organizational memberships. This would allow memberships to remain very inexpensive for individuals and small audit shops, but allow larger audit shops to join as an organization and provide membership benefits to several staff members.

▶ Next Steps - Far-reaching changes for future consideration include: organizing local, state, regional, or country chapters of ALGA; providing more training services; revising the nomination and election process, and strengthening our advocacy role for independent audit functions in local government.

Leslie Ward
Project Chair
Deputy City Auditor
Kansas City, MO
A membership survey was forwarded to all member organizations with the 2000 membership renewals.

**Objectives**

The objectives of this survey were to measure member satisfaction; gather members' verbatim feedback on overall experiences and suggestions for improvement; identify strengths to build on and identify areas where products and services need to improve for future planning and resource allocation; and assess members' needs and preferences.

**Methodology**

Surveys were mailed to 350 member organizations. Of the surveys, 135 were returned, yielding a response rate of approximately 40%.

**Survey Results and Recommendations**

Overall ALGA has been successful in creating overall satisfaction for its members. Of respondents, 94% feel they are receiving benefits from their membership. Overall member satisfaction stands at 80% “very satisfied” and 20% “somewhat satisfied.”

Upon examining the survey results, some general recommendations can be made to improve the level of satisfaction among ALGA members:

- The strengths of the association fall in the areas of quality of peer review experiences, the list server/on-line discussion system, the annual conference and the Local Government Auditing Quarterly.

- Although there are some concerns with the Knighton Awards Program, 93% of respondents feel it should continue. Some minor modifications will increase satisfaction in this area.

- Members expressed interest in proposed new services relating to audit plans, program and preliminary surveys and the possibility of regional training.

- Training formats should focus primarily on seminars.

- Regarding the ALGA Conference, only 30% have attended training sessions, however 73% stated they would consider attending in the future. The largest preference for training session format is half-day sessions held before the conference.

- Of the overall sample, 60% are willing to pay increased member fees for added services.

- Small audit shops in smaller organizations are more willing to pay than others.

- Of respondents, 62% are very satisfied with the website, with the remainder being somewhat satisfied.

- The list server system has a more favorable response than the website overall - 83% of respondents are very satisfied with the list server. Most users feel it is an excellent resource.
Epilogue
Little did I know that my simple request to become a recipient of the dream, typos and all, would lead full circle with me chairing an effort to write the History of ALGA. Nor that my simple little cameras would be so instrumental in capturing the candid memories... but alas they did.
Appendix Items

Appendix A - Original Constitution and Bylaws

Appendix B - Current Constitution and Bylaws
Appendix A

The Original

CONSTITUTION AND BYLAWS

FOR

THE NATIONAL ASSOCIATION OF LOCAL
GOVERNMENT AUDITORS

As Adopted At

FIRST ANNUAL MEETING
PHILADELPHIA, JUNE 14-16 1989
ARTICLE I
Section 1.
Section 2.

ARTICLE II
Section 1.

ARTICLE III
Section 1.
Section 2.

ARTICLE IV
Section 1.
Section 2.

ARTICLE V
Section 1.
Section 2.
Section 3.

ARTICLE VI
Section 1.
Section 2.
Section 3.

ARTICLE VII
Section 1.
Section 2.
Section 3.
Section 4.

ARTICLE VIII
Section 1.
Section 2.

NAME AND OBJECTIVES
Name
Objectives

MEMBERSHIP
Classes of Membership

VOTING
Voting Rights
Voting Actions

MEETINGS
Meetings of Members
Rules of Procedures

ASSOCIATION ORGANIZATION
Officers and Directors
Board of Directors
Committees, Subcommittees and Task Forces

NOMINATION, ELECTION AND FILLING OF VACANCIES FOR OFFICERS AND MEMBERS OF THE BOARD OF DIRECTORS.
Nominations
Voting
Filling Vacancies

FINANCIAL ADMINISTRATION
Dues
Financial Responsibilities
Dissolution
Fiscal Year

Origination of Amendments
Processing Procedure
ARTICLE I - NAME AND OBJECTIVES

Section 1: Name

The name of this organization shall be the Association of Local Government Auditors (ALGA).

Section 2: Objectives

The objectives of the Association are:

a. To bring together local government professionals whose primary duties involve financial or performance (operational) auditing.

b. To encourage an provide opportunities for the free interchange of information and ideas among local government audit professionals.

c. To contribute to the improvement of education and training available to local government auditors.

d. To improve the quality of auditing in local government.

e. To provide for a national forum for the dissemination and discussion of issues concerning auditing in local government.

f. To encourage and uphold the highest standards of professional ethics.

ARTICLE II - MEMBERSHIP

Section 1: Classes of Membership

a. Full Membership - Full members shall be local government auditors, career service, appointed or elected, having as their primary function the audit responsibilities for or of the local government entity. Local government shall be defined to include all units of government except state and federal. The term local government shall be further defined to include such entities such as school districts, transit authorities and other local public boards and authorities.

b. Associate Membership - Federal and state auditors and other interested persons not eligible for full membership may be accepted as associate members as the Board of Directors may determine.

ARTICLE III

Section 1: Voting Rights

Each full member in good standing shall have one vote. Associate members shall not have voting privileges.
Section 2: Voting Actions

Amendments to this constitution and bylaws shall require a two-thirds vote of members present. All other matters requiring a vote shall be decided by a majority of votes. In either case, votes may be made in person or by mail if appropriate.

ARTICLE IV - MEETINGS

Section 1: Meetings of Members

a. Meetings of the full membership to advance the purposes and objectives of the Association shall be held at least annually, on such date and at such time and place as may be designated by the President with the approval of the Board of Directors.

b. Notice shall be sent to each member of the Association at least 30 days before the date of each meeting.

c. Attendance at all meetings shall be open to all interested parties based upon payment of appropriate registration fees.

Section 2: Rules of Procedure

In transacting official business, the rules of parliamentary procedures contained in the most recent revision of "Robert's Rules of Order" shall govern all meetings of the Association.

ARTICLE V - ASSOCIATION ORGANIZATION

Section 1: Officers and Directors

The Association officers shall be the President, President Elect, Secretary, and Treasurer.

a. The President shall be the prior year's President Elect and shall serve on term of office in addition to any period in which he/she filled a vacancy in the Office of the President.

b. The President Elect, the Secretary and the Treasurer shall be elected for a one year term as provided in Article VI.

c. Officers shall continue in office until their successors are elected at the next annual meeting.

Section 2: Board of Directors

a. The Board of Directors shall be the governing body of the Association and shall be comprised of the following:

1. The President;
2. The President Elect;
3. The Secretary;
4. The Treasurer; and
5. Five additional members at large, elected by the general membership for a two year staggered term office. The initial term of office for each of the members at large shall be determined by lot.

b. Meetings of the Board of Directors shall be held at the call of the President or any three members of the Board. A quorum shall be a simple majority of board members.

c. The President shall preside at all meetings. In the President's absence, the officer to provide shall be determined in the following succession: President Elect, Secretary, Treasurer.

d. The Board of Directors shall:

1. Promulgate the policies and programs of the Association,
2. Adopt an annual financial plan, receive the reports of the Secretary and the Treasurer, and take such actions as are considered appropriate,
3. Establish Association dues for all members,
4. Review all actions of the Association's Committees and Task Forces, and
5. Such other business as may be deemed appropriate.

Section 3: Committees, Subcommittees and Task Forces

a. The President, with the approval of the Board of Directors, may establish Committees, Subcommittees and Task Forces to assist in carrying out the programs and operations of the Association.

b. The President shall determine the number of persons to be assigned to each Committee, Subcommittee and Task Force and designate the Chairperson.

c. All members of a Committee, Subcommittee, or Task Force shall be members of the Association and shall serve at the pleasure of the President.

d. The Nominating Committee shall consist of the President Elect, a Past President (when available) appointed by the President, and three Association members selected by the Board (four whenever a Past President is not available) to make a committee of five. The President shall appoint the Chairperson of the Committee from among its members.

ARTICLE VI - NOMINATION, ELECTION AND FILLING OF VACANCIES FOR OFFICERS AND MEMBERS OF THE BOARD OF DIRECTORS

Section 1: Nominations

The Nomination Committee shall select from the full members one candidate for each of the offices of President, President Elect, Secretary and Treasurer, and candidates for members of the Board of Directors, not later than ten days before the meeting at which a new Board is to be elected. Nominations for all offices will be accepted from the floor during the meeting after the presentation of the Nominating Committee's report.
Section 2: Voting

When there is a contest for an elective office, voting shall be by a secret ballot of full members present.

Section 3: Filling Vacancies

In the event of a vacancy occurring in the office of President, the President Elect will succeed. In the event of a vacancy in the office of the President Elect, the office will remain vacant until a special or regular election is held. Any special election will be prescribed by the Board of Directors and will involve all voting members. In the case of a vacancy in any other elected position, the Board of Directors shall fill the vacancy.

ARTICLE VII - FINANCIAL ADMINISTRATION

Section 1: Dues

Association dues shall be established by vote of the Board of Directors.

Any member who is delinquent in the payment of dues for four months from date shall automatically cease to be a member unless excused by the Board. Reinstatement must be approved by the Board.

Section 2: Financial Responsibilities

a. The Board of Directors shall have the authority to prescribe such procedures as it deems appropriate to assure adequate budgetary and financial controls.

b. Approval of the financial plan by the Board of Directors shall constitute authority for appropriate officials of the Association to expend funds as provided by the plan.

Section 3: Dissolution

In case of dissolution of the Association and liquidation of its affairs, any money or other assets remaining after the payment of all obligations shall be distributed in such manner as the Board of Directors may determine and direct -- either to another nonprofit organization or to all the members then in good standing.

Section 4: Fiscal Year

The fiscal year of the Association shall end at the close of business on the thirtieth day of June each year.
ARTICLE VIII - AMENDMENTS TO CONSTITUTION AND BYLAWS

Section 1: Origination of Amendments

Proposed changes in the Constitution and Bylaws shall be submitted in the following manner:

a. By proposal in writing from any committee to the President or by proposal in writing to the President signed by 20 full members.

b. By proposal in writing from the Board of Directors

Section 2: Processing Procedure

Proposals shall be submitted to a Constitution and Bylaws and Procedures Committee. After review and coordination with the initiator, the original proposals along with Committee analysis shall be submitted to the Board of Directors who shall submit Constitution and Bylaws changes to the Association membership for vote at the next annual meeting.
CONSTITUTION AND BYLAWS

FOR

THE NATIONAL ASSOCIATION OF LOCAL
GOVERNMENT AUDITORS
ARTICLE I

NAME AND OBJECTIVES

Section 1. Name
Section 2. Objectives

ARTICLE II

MEMBERSHIP

Section 1. Classes of Membership

ARTICLE III

VOTING

Section 1. Voting Rights
Section 2. Voting Actions

ARTICLE IV

MEETINGS

Section 1. Meetings of Members
Section 2. Rules of Procedures

ARTICLE V

ASSOCIATION ORGANIZATION

Section 1. Officers and Directors
Section 2. Board of Directors
Section 3. Committees, Subcommittees and Task Forces

ARTICLE VI

NOMINATION, ELECTION AND FILLING OF VACANCIES FOR OFFICERS AND MEMBERS OF THE BOARD OF DIRECTORS

Section 1. Nominations
Section 2. Voting
Section 3. Filling Vacancies

ARTICLE VII FINANCIAL

ADMINISTRATION

Section 1. Dues
Section 2. Financial Responsibilities
Section 3. Dissolution
Section 4. Fiscal Year

ARTICLE VIII

AMENDMENTS TO CONSTITUTION AND BYLAWS

Section 1. Origination of Amendments
Section 2. Processing Procedure
ARTICLE I - NAME AND OBJECTIVES

Section 1: Name

The name of this organization shall be the National Association of Local Government Auditors (ALGA).

Section 2: Objectives

The objectives of the Association are:

a. To bring together local government professionals from around the world whose primary duties involve financial or performance (operational) auditing.

b. To encourage and provide opportunities for the free interchange of information and ideas among local government audit professionals.

c. To contribute to the improvement of education and training available to local government auditors.

d. To improve the quality of auditing in local government.

e. To provide for a forum for the dissemination and discussion of issues concerning auditing in local government.

f. To encourage and uphold the highest standards of professional ethics.

ARTICLE II - MEMBERSHIP

Section 1: Classes of Membership

a. Full Membership - Full members shall be local government auditors or organizations from around the world, career service, appointed or elected, having as their primary function the audit responsibilities for or of the local government entity. Local government shall be defined to include all units of government except state and federal. The term local government shall be further defined to include such entities as school districts, transit authorities and other local public boards and authorities.

b. Associate Membership - Federal and state auditors and other interested persons not eligible for full membership may be accepted as associate members as the Board of Directors may determine.

ARTICLE III - VOTING

Section 1: Voting Rights

Each full individual or organizational member in good standing shall have voting privileges. Associate members shall not have voting privileges.

Section 2: Voting Actions
Amendments to this constitution and bylaws shall require a two-thirds vote of members present at the annual meeting. All other matters requiring a vote shall be decided by a majority of votes. In the latter case, votes may be made in person or by mail, as determined by the Board of Directors. Each vote from a member organization, up to the maximum number of votes for such organization membership, shall be cast by a separate individual.

**ARTICLE IV - MEETINGS**

Section 1: Meetings of Members

a. Meetings of the full membership to advance the purposes and objectives of the Association shall be held at least annually, on such date and at such time and place as may be designated by the President with the approval of the Board of Directors.

b. Notice shall be sent to each member of the Association at least thirty (30) days before the date of each meeting.

c. Attendance at all meetings shall be open to all interested parties based upon payment of appropriate registration fees.

Section 2: Rules of Procedure

In transacting official business, the rules of parliamentary procedures contained in the most recent revision of "Robert's Rules of Order" shall govern all meetings of the Association.

**ARTICLE V - ASSOCIATION ORGANIZATION**

Section 1: Officers and Directors

The Association officers shall be the President, President Elect, Secretary and Treasurer.

a. The President shall be the prior year's President Elect and shall serve one term of office in addition to any period in which he/she filled a vacancy in the Office of the President.

b. The President Elect shall be elected for a one-year term as provided in Article VI.

c. The Secretary and Treasurer shall be elected for staggered two-year terms as provided in Article VI.

d. Officers shall continue in office until their successors are elected at the next annual meeting.

Section 2: Board of Directors

a. The Board of Directors shall be the governing body of the Association and shall be comprised of the following:

   1. The President;

   2. The President Elect;
3. The Secretary;
4. The Treasurer;
5. The Past President; and
6. Four (4) additional members, at large, elected by the general membership for a two-year staggered term of office.

b. Meetings of the Board of Directors shall be held at the call of the President or any three (3) members of the Board. A quorum shall be a simple majority of board members.

c. The President shall preside at all meetings. In the President's absence, the officer to preside shall be determined in the following succession: President Elect, Secretary, Treasurer.

d. The Board of Directors shall:

1. Promulgate the policies and programs of the Association,
2. Adopt an annual financial plan, receive the reports of the Secretary and the Treasurer, and take such actions as are considered appropriate,
3. Establish Association dues for all members,
4. Review all actions of the Association's Committees and Task Forces, and
5. Such other business as may be deemed appropriate.

Section 3: Committees, Subcommittees and Task Forces

a. The President, with the approval of the Board of Directors, may establish Committees, Subcommittees and Task Forces to assist in carrying out the programs and operations of the Association.

b. The President shall determine the number of persons to be assigned to each Committee, Subcommittee and Task Force and designate the Chairperson. All standing committees shall develop operating guidelines for approval by the Board of Directors.

c. All members of a Committee, Subcommittee, or Task Force shall be members of the Association and shall serve at the pleasure of the President.

d. The Nominating Committee shall consist of the President Elect, a Past President (when available) appointed by the President, and three (3) Association members selected by the Board (four (4) whenever a Past President is not available) to make a committee of five (5). The President shall appoint the Chairperson of the Committee from among its members. The Nominating Committee's operating guidelines should address composition of the Committee, solicitation of input from members, consideration of applicants, selection process, and preparation of a slate of officers.
Section 1: Nominations

The Nominating Committee shall select from the full members one (1) candidate for each of the offices of President, President Elect, Secretary and Treasurer, and candidates for members of the Board, not later than ten (10) days before the meeting at which a new Board is to be elected. Nominations for all offices will be accepted from the floor during the meeting after the presentation of the Nominating Committee's report.

Section 2: Voting

When there is a contest for an elective office, voting shall be by a secret ballot of full members present.

Section 3: Filling Vacancies

In the event of a vacancy occurring in the office of President, the President Elect will succeed. In the event of a vacancy in the office of the President Elect, the office will remain vacant until a special or regular election is held. Any special election will be prescribed by the Board of Directors and will involve all voting members. In the case of a vacancy in any other elected position, the Board of Directors shall fill the vacancy. The individual appointed to fill such a vacancy shall serve until the next election or end of the term, whichever comes first. Elections resulting from an unexpired term vacancy will be for a term of one year.

ARTICLE VII - FINANCIAL ADMINISTRATION

Section 1: Dues

Association dues shall be established by vote of the Board of Directors.

Any member who is delinquent in the payment of dues for four (4) months from the date shall automatically cease to be a member unless excused by the Board. Reinstatement must be approved by the Board.

Section 2: Financial Responsibilities

a. The Board of Directors shall have the authority to prescribe such procedures as it deems appropriate to assure adequate budgetary and financial controls.

b. Approval of the financial plan by the Board of Directors shall constitute authority for appropriate officials of the Association to expend funds as provided by the plan.

Section 3: Dissolution

In case of dissolution of the Association and liquidation of its affairs, any money or other assets remaining after the payment of all obligations shall be distributed in such manner as the Board of Directors may determine and direct -- either to another nonprofit audit organization or to all the members then in good standing.
Section 4: Fiscal Year

The fiscal year of the Association shall end at the close of business on the thirtieth (30th) day of June each year.

ARTICLE VIII - AMENDMENTS TO CONSTITUTION AND BYLAWS

Section 1: Origination of Amendments

Proposed changes in the Constitution and Bylaws shall be submitted in the following manner:

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