



The Working Papers

Chapter Newsletter

Advancing Government Accountability

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AGA National Web Site
www.agacgfm.org

Financial Reporting to State Controller's Office: Compliance, Requirements & Common Deficiencies

PROFESSIONAL DEVELOPMENT MEETING

Wednesday
September 15, 2010

Topic: Financial Reporting
to State Controller's Office

Speaker:

Michael Adams,
Manager of Local
Government Policies
Section, State
Controller's Office

Time: 11:30 AM - 1:00 PM
1 hour CPE credit

Meeting Place:

Pedro's Restaurant
3935 Freedom Circle
Santa Clara, CA 95054
(408) 496-6777
(off Freeway 101 &
Great America)

See page 9 to register

www.agasiliconvalley.org

Our invited guest speaker for September 15, 2010 Professional Development Luncheon Meeting is **Michael Adams**, Manager of Local Government Policies Section of the California State Controller's Office.

Michael Adams is the manager of the Local Government Policies Section. Michael has been working with local government agencies since joining the State Controller's Office in October 1981. His section publishes the Cities, Counties, and Assessed Valuation Annual Reports. In addition to the annual reports, he oversees the staff that supports various committees and a commission, reviews and approves county cost plans, and updates various guidelines and manuals for local government.

Prior to working at the State Controller's Office, he worked at Franchise Tax Board and the Employment Development Department. Michael attended Christian Brothers High School, Sacramento City College and California State University Sacramento. His concentration was in accounting and finance.

Michael resides in West Sacramento with his wife, Joyce. His favorite activities include visiting with family and friends, attending air shows and museums, camping, traveling, and bowling.

At this meeting, Michael will focus on the annual financial reports submitted by Cities, Counties, and Special Districts/Agencies to the State Controller's Office.

Join us at this month's Professional Development Meeting, as this is an opportunity to meet and network with other government finance professionals in the Silicon Valley area while enjoying lunch, learning new things and earning CPE credit – a tool to improve professional competence.

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"Making a contribution to others enhances the length of our own lives, our immune functions, our mental health and our spiritual well being." - Douglas Lawson

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PRESIDENT'S MESSAGE

Account-ability 2010



Welcome to the Silicon Valley Chapter of the Association of Government Accountants! I am delighted that you are interested in government accountability and want you to know that we are ready, willing, and able to help you achieve your

professional goals.

For years, I have been involved in training Bay Area accounting professionals to help build technical competency and support their career growth. I joined the Silicon Valley Chapter of the Association of Government Accountants to further that purpose. My goal, as President, is to make this organization your preferred way to obtain the latest in technical information and practical guidance to fulfill your day-to-day responsibilities in government accounting. I would also like to challenge our membership to demonstrate your technical competency by obtaining such designations as Certified Government Financial Managers.

The accounting profession continues to evolve and change, thus we must change. We must continue to learn and develop and to foster effective change in the public organizations we serve. We're excited about your future and sincere about our mission to serve you by providing quality education and networking opportunities for your professional development. This is a time of great challenge in every business and every public organization – let's embrace the challenge and focus on improving our professional skillset to meet those challenges head on.

So, take a look at our award-winning website, attend the fabulous upcoming trainings, and let us help you develop your expertise in the accounting profession!

*David G. Bullock, CPA
President*

A Look Ahead to the Next 10 Years

By: *William A. Morehead, Ph.D., CGFM, CPA*



William A. Morehead, Ph.D., CGFM, CPA, a member of AGA's Jackson Chapter, was the Association's 60th National President in 2009–2010. He is chair of the Accountancy, Computer Information Systems and Finance Departments at Delta State University in Cleveland, MS.

At the turn of the millennium, government financial managers around the world were concerned with the potential effects of Y2K. Even though the impact was minimal, how many of us truly envisioned the impact technology would have on the first decade of this millennium? In 2000, Google was only 15 months old. We had not heard of iPod, YouTube, MySpace, Facebook or Wii. There was no such thing as Wikipedia, Twitter, GoTo Meeting, LinkedIn or Kindle, nor were we prepared for the horrific events of September 11, 2001 or the wars in Iraq and Afghanistan. We did not envision the tsunami in 2004, Katrina in 2005 or the Gulf oil spill in 2010.

We were unaware of the problems “hanging chads” would create in the 2000 presidential election, and not many would have predicted that the American people would make the historic decision in 2008 to elect an African-American candidate to the highest office in U.S. government. It would have been hard to imagine an individual planting a bomb in his underwear in an attempt to blow up a plane full of people on Christmas Day in 2009. Yet all these things have been created, perfected or occurred in this first decade. During this same decade, we saw the collapse of one of the world's most respected accounting firms—Arthur Andersen—in 2002. We saw ethical failures and the collapse of the world's largest energy firm (Enron) and world's largest telecommunications firm (WorldCom) in 2002. We also witnessed the near collapse of the global economy in 2008. Our profession created and defined new acronyms: TARP (Troubled Asset Relief Program) and ARRA (American Recovery and Reinvestment Act). At the close of Fiscal Year 2009, the U.S. government's financial statements reported record debt and a record deficit. At the same time, U.S. citizens are becoming more and more concerned about the future of Social Security and Medicare. State and local governments are again facing the threat of bankruptcy. And for nearly a year recently, our federal government held the controlling interest in General Motors. What happened? Where does our country, and more specifically, AGA, go from here?

In 2000 it was virtually impossible to predict the events of the first decade. Therefore, it's safe to assume that predicting the events of the second decade will be equally challenging. Future effects of technology are sure to amaze us. Ethical dilemmas will increase as we face challenges never before seen because of new technologies. How many of us, 10 years ago, really envisioned we would be facing hundreds of thousands of copyright infringement cases as a result of downloading music on wireless devices that fit in the palm of our hands? Technology made such an impact on our lives in the past decade that by 2006, one out of every 10 couples met online.¹ Today, those of us in higher education are preparing students for jobs that do not exist, using technologies that have not been invented, to solve problems we do not even know yet are problems.²

U.S. Department of Labor statistics show that today's top 10 jobs did not exist in 2004 and that recent college graduates will have 10–14 jobs by the time they are 38 years old. DOL statistics

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AGA: A Look Ahead to the Next 10 Years

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also show that 25 percent of all individuals have been employed at their current job less than a year and, 50 percent have been at their current job fewer than five years.⁴ Yet, in 2010, the national unemployment rate hovers around 10 percent, and employers are bracing for a mass exodus as baby boomers reach retirement age.⁵

Can we deduce we are headed for a future with fewer long-term employees doing more work electronically while facing even greater ethical challenges? I am not sure. With the advances in technology and increasing availability of information comes an even greater citizen demand for accountability and transparency from our governments. ARRA reporting catapulted government financial management reporting into cyberspace in October 2009 with the advent of *Recovery.gov*. Over the past year, as the reporting became more efficient, complete and accurate, and with the public becoming more aware of the data's existence, the demand for even more online government financial management data surged.

These are exhilarating times for those of us in the government financial accountability profession. The public is beginning to demand financial information rather than wait for us to publish data that used to sit for too long on a shelf. No one really seemed to care that it existed. As our governments are reducing expenditures, becoming more efficient and more effective, citizens are becoming more savvy and interested in performance outcomes of their tax dollars. We in the profession must be able to deliver.

AGA's 2010 Public Attitudes Toward Government Accountability and Transparency Poll (www.agacgfm.org/poll) found that almost 50 percent of citizens are not satisfied with and do not understand the government financial management information they receive from all levels of government. We in the profession must be able to deliver easily understandable and timely information in a format that is citizen-focused.

AGA is poised at the precipice of this change. We have advocated Citizen-Centric Reporting over the past few years. We have demonstrated the need to put timely, accurate and concise financial information into the hands of our citizens. This information, once inaccessible or only accessible in print media, is now digitized and available with a touch of a button.

AGA must capitalize on the newest technological advances. Cloud computing, the allowed sharing of software applications, hardware capabilities, and virtualized computing and storage infrastructure, represent a fundamental shift in how organizations access computing capabilities. We are living in a new reality where physical and virtual realities have blended and where it is quite difficult to determine the boundaries between the two.

Social networking is bringing the world together and allowing many with similar interests to connect with ease without the barriers of distance, language or culture. We must harness the energy created through social media to create greater networking opportunities for our members. Smarter technologies are increasingly available that lead to innovations in gathering knowledge, making decisions and predicting future behaviors.⁶ What an exciting decade lies ahead!

What does the future hold for AGA? The world changed so rapidly during the past decade that one thing we can count on is the continuation of exponential change over the next 10 years. Never before has AGA been so respected by all levels of government. Never before have we been "at the

AGA: A Look Ahead to the Next 10 Years

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table” for so many government financial management discussions. AGA must wisely guard its place in the profession while continuously shaping its vision for the future.

AGA’s success lies in remaining a positive influence for change. AGA must maintain its clear and resounding voice in the governmental financial management profession. AGA is continuously defining the accountability profession. We are leading the way. We are at the head of the pack. Sixty years ago, our founding members created an organization dedicated to government financial management excellence. AGA continues to build on this foundation. We must harness the technology, human capital, energy and momentum to raise government financial management transparency, accountability and reporting to never-before-seen levels. AGA must continue to focus on those “early career members” who will lead the way in using these newer technologies. These younger members will soon be our leaders. As such, we must welcome and mentor them. They are our future.

AGA must continue to build strong chapters and strong chapter leaders. By doing so, we can leverage our members toward broader organizational goals. By using the skills and talents of our entire organization, we can, together, make a marked difference on our profession and society.

AGA should work to harness the technology of telepresence, the realistic virtualization application that is a major evolution of and step up from videoconferencing. By doing so, we can connect our chapters, members and other stakeholders to each other without the high costs of travel to face-to-face meetings. As financial leaders, we must be at the decision table to continuously make a difference in our governments and our society. We must look for and champion ways to get the “financial” discussions out of the back rooms and into the board rooms.⁷ Our roles are expanding and shifting appreciably. We must capitalize on this evolution.

Increasing intergovernmental financial dependencies among federal, state and local governments have created great risks for our states and localities. In many cases, 25 percent or more of a state or local governments’ revenue comes from the federal government. As our governments become more dependent upon each other, “recipient” governments must be prepared for the fiscal challenges facing “donor” governments. A sudden withdrawal of those funds could spell financial disaster for the “recipient” government, which makes AGA’s role in the intergovernmental dialogue that much more urgent.⁸

The Certified Government Financial Manager (CGFM) designation is an important tool in AGA’s arsenal. Recognition of professional expertise through certification is a mark of excellence. Organizations and governments throughout the country use the CGFM as a mark of distinction for hiring and attracting employees. AGA must continue its hard work and dedicated effort to ensure the certification’s continued success and growth.

Finally, a strong, deliberate and focused strategy combined with visionary leadership and organizational partnership at all levels of government will take AGA and our profession to the next level. We must all work together to achieve success. The second decade of this millennium will no

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AGA: A Look Ahead to the Next 10 Years

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doubt bring about even more dramatic change than we saw in the first one. AGA has boldly identified itself as the premier leader in Advancing Government Account-ability. By doing so, we must stay focused, we must stay alert, we must act strategically and we must stay on top. We must "Think Big! Act Courageously! and Make a Difference!" - *Reproduced from AGA's JOURNAL OF GOVERNMENT FINANCIAL MANAGEMENT, Fall 2010 Issue.*

End Notes:

1. http://money.cnn.com/magazines/fortune/fortune_archive/2006/08/07/8382578/index.htm.
2. www.marquette.edu/magazine/winter06/frontier.shtml.
3. www.bls.gov/news.release/pdf/nlsoy.pdf.
4. <ftp://ftp.bls.gov/pub/news.release/History/tenure.09212004.news>.
5. www.bls.gov/bls/unemployment.htm.
6. Trends in Technology: 2009 Review, AGA, www.agacgfm.org.
7. In a Time of Fiscal Challenge: Moving the CFO from the "Back Room" to the "Board Room," 2009, Jeffrey Steinhoff, CGFM, CPA, CFE, KPMG LLP.
8. Inter Governmental Financial Dependency and Related Risks, Edward J. Mazur, Cherry, Bekaert & Holland, LLP, www.cbh.com/inter-governmentalreport.

Call for Nominations: You Are Invited to the Challenge of AGA National and Regional Leadership

Nominations due Friday, October 29, 2010

AGA's National Nominating Committee is currently seeking members for volunteer leadership positions as:

- **National President-Elect**
- **National Treasurer-Elect**
- **Senior Vice President for Regional Services—Section III***
- **Senior Vice President At-Large**
- **Fifteen Regional Vice Presidents (RVP)-Elect**



(*Section III consists of the California, Northwestern, Pacific Rim and Rocky Mountain regions.)

Term - Those elected will take office on July 1, 2011 and will serve a three-year term of office. The National President, National Treasurer and RVPs serve year one as "elect," year two as "current" and year three as "immediate past."

Silicon Valley Chapter Membership Drive

If you are not a member of AGA yet, you can sign-in as new member at this month's Professional Development Meeting or when you register to attend the meeting. You will then receive a \$20 or 21% discount on your membership dues. Once you sign-in as new member, you are entitled to pay the member's meeting registration rate, which is additional \$15 saving. Overall, you will save \$35.

In five meetings you will recoup your membership dues by paying only the member's registration fee. Take advantage of this month's membership drive. This is a good deal! See application form and member's benefits list, which are included in this Newsletter, and send an email to Jerry Gandara, Director of Membership at rose101@ix.netcom.com

WELCOMING AND INTRODUCING NEW AGA MEMBERS

We would like to welcome four new AGA members, who recently joined AGA membership:

1. Christian S. Guiang
2. Ellen Porshneva
3. Victor Ragni
4. Joseph T. Smith

Ellen, Victor and Joseph joined AGA - Silicon Valley Chapter membership after attending the 1st Social Event that was held on May 5, 2010 at the Biltmore Hotel. The Social Event, which was spearheaded by Grace Salandanan, the Chapter President at that time, was held to make awareness of the existence of AGA Silicon Valley Chapter in the area and to promote networking opportunity within the government financial community.

Christian is a senior accounting student at San Jose State University (SJSU) and an officer of Delta Sigma Pi, a professional co-ed business fraternity at SJSU. He decided to join AGA to explore and prepare himself to work in the field of government finance and/or government auditing. He is currently an intern at a federally funded contract company helping in implementing SOX requirements and system's internal control. Ellen is the Office Manager for Ibota, Inc. where she coordinates the bookkeeping and administrative office operations. Ellen also joined the Chapter's Board of Directors as the Secretary. Victor works for a private organization. Joseph is the Chief Financial Officer for the Santa Clara Valley Transportation Authority.

Please join us in welcoming the new AGA & Chapter Members!

From the Editor

AGA Silicon Valley members are encouraged to send news articles for the Newsletter - *The Working Papers*. We also want to know what you are doing (i.e. promotion, new job, community service, etc.). Email your article(s) by the first day of the month to the Editor, Dat Nguyen, at dnquyen@agasiliconvalley.org.

**AGA Silicon Valley Chapter
Treasurer's Report
July 31, 2010**

Cash in Bank, June 30, 2010*	\$ 2,387
Sources:	
Interest	1
Uses:	
AGA PDC Community Service Raffle	(100)
Meeting Expenditures	(39)
Cash in Bank, July 31, 2010*	<u>\$ 2,249</u>

* \$1,000 has been restricted as an emergency reserve.

Outgoing message from AGA Regional Vice President for California Region

June 30, 2010

Dear AGA California Chapter Presidents, Regional Coordinators, and chapter members:

A year has passed and my term as the AGA Regional Vice President of California Region ends on June 30, 2010.

It has been an exciting year. I had tremendous and fun experience – learning on what other chapters do and networking with chapter leaders. Communication is important to connect with every AGA Chapter in our region and I am glad we had many successes. I was able to visit two chapters (LA Civic Center and Inland Empire) and had the opportunity to speak at their April 2010 Professional Development Meeting. Our chapters in the region accomplished so much for their members. California Chapters participated in the AGA Chapter Recognition Program and I would like to extend my congratulations to the six chapters below for earning the award and exceeding their program goals:

Gold Chapter Level Award

- ❖ Inland Empire of CA Chapter – Sue Maxinoski, CGFM, President
- ❖ Los Angeles Civic Center Chapter –Victoria Santiago, President
- ❖ Silicon Valley Chapter –Grace Ragni, CGFM, CPA, President

Silver Chapter Level Award

- ❖ Los Angeles Chapter – Luke Baey, CPA, President

Met Program Goals

- ❖ Central Coast Chapter - Nerahoo Hemraj, CGFM, President
- ❖ Sacramento Chapter - Denise Callahan, MPA, President

I also would like to congratulate the three California Chapters below for winning the AGA Newsletter Competition Award:

- ❖ **Inland Empire Chapter** - 1st Place Newsletter Award (Group B, 22 chapters competing)
- ❖ **Silicon Valley Chapter** - 1st Place Newsletter Award (Group E, 29 chapters competing)
- ❖ **LA Civic Center Chapter** - Honorable Mention Newsletter Award (Group C, 17 chapters competing)

AGA National Office presented the above awards to the Chapter President or representative at the 59th Annual Professional Development Conference (PDC) in Orlando, Florida at a Breakfast Awards Ceremony on July 14, 2010.

I would like to take this opportunity to thank each one of you for your support, for all your hard work, and for your service to your AGA Chapters. We all have increased the bar in promoting advance government accountability in our California Region.

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AGA Regional Vice President for California Region

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Because of these, I had the opportunity to receive the Regional Vice President Award, Platinum Level at the Orlando PDC Luncheon and Awards Ceremony on July 13, 2010 from our AGA National President William (Billy) A. Morehead, Ph.D., CGFM, CPA.

I also would like to extend my thanks to Robert Bond, Senior Vice President for Regional Services, for his support throughout the year and to Jessica Jones of AGA National Office for responding to all our requests.

Lastly, I thank my wife, Gloria, and my three children for supporting me.



It's an honor to serve you and AGA as your Regional Vice President.

Alex Guiang, CGFM

AGA Regional Vice President – California Region

Planning to attend the September 15, 2010 Professional Development Meeting

Topic: Financial Reporting to State Controller's Office: Compliance, Requirements & Common Deficiencies

Make reservation by contacting:

Ellen Porshneva, Email: elporshy@gmail.com, (408) 393-4181 or
Jerry Gandara, rose101@ix.netcom.com, (408) 499-5766

Cost: AGA Member/Retiree - \$20, Non AGA member - \$35, Student - \$10

To cancel registration, please provide 24-hour notice to any of the contact persons above or you will be billed for a "no show".

Food Selection:

1. Chicken burrito
2. Chile Verde (Pork)
3. Chile Colorado (Beef)
4. Beef tostada
5. Veggie burrito

SILICON VALLEY CHAPTER RECEIVED NATIONAL AWARDS

congratulations

AGA Silicon Valley Chapter was honored with national awards together with other chapter awardees at the 59th Annual Professional Development Conference and Exposition (PDC) in Orlando Florida on July 11-14, 2010, Orlando World Center Marriott.

Three from Silicon Valley Chapter - Chapter Past President **Grace Ragni**, **Jerry Gandara** and **Alex Guiang** – attended the Breakfast Award Ceremony. The three were able to attend the Orlando PDC as members of the PDC Host Committee. Host Committee members played an essential role at the PDC by assisting with bag stuffing, session monitoring, registration, etc. during the conference.



At the Breakfast Award Ceremony, over 2,000 PDC attendees warmly watched individual awardees and chapters receiving several awards.

Grace S. Ragni, CGFM, CPA, received the Gold All-Star Chapter Level Award from **AGA National President Billy Morehead, CGFM, CPA**, for leading Silicon Valley Chapter to another year of success in the last program year 2009-2010.

Alex Guiang, CGFM, also received the 1st Place Award for the Newsletter Competition Award in the Group E category level - surpassing 29 chapters in the group. This is the 5th consecutive years that Alex, as Chapter Newsletter Editor, received the 1st Place Newsletter Award. AGA Chapters all over the nation are group into A to F according to the size of memberships. Silicon Valley Chapter is categorized to Group E.

Gold All-Star Chapter Award – This is a Gold Chapter Designation to recognize AGA Chapter for promoting and accomplishing AGA’s mission, and for operating basic structure needed in developing and maintaining a well-rounded AGA chapter. A Chapter President’s Plaque is awarded to the chapter in the name of the chapter president for achieving Gold status.

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CHAPTER RECEIVED NATIONAL AWARDS

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NEWSLETTER AWARD - A Chapter competition for the best newsletter in each of the six chapter level (A to F). Each Newsletter in the Chapter Category Level is judged by past award winning newsletter editors and several members of the AGA Journal Editorial Committee. Details on participation in this competition, including criteria against which entries are judged, are distributed to each chapter at the beginning of the program year.



AGA's 59th Annual Professional Development Conference & Exposition

The 59th Annual Professional Development Conference & Exposition (PDC) was held on July 11-14, 2010 in Orlando, Florida – Orlando World Center Marriott.

There were 75 educational sessions to choose from and attendees were able to earn 24 CPE hours in specific areas of study that best suited their interest. The educational sessions addressed participant's current and future professional plans, current knowledge and skills level, and desired for required additional competence to achieve future work opportunities and/or professional responsibilities.

Keynote speakers were also invited and they separately addressed attendees at the breakfast and luncheon events. As a service to AGA Silicon Valley members and government finance professionals in the area, below is a reproduction of keynote speaker's highlights, which were written for the AGA PDC Daily Blog by Christina Camara, Marie S. Force and Jennifer I. Curtin of AGA National Office – Communications Department.

PDC Attendees Receive Lessons on Leadership

July 12, 2010

Pat Williams, senior vice president of the Orlando Magic, spoke to the PDC luncheon crowd Monday, bringing his motivational speaking skills to the 2,200 attendees.

Bounding onto the stage, Williams spoke of the seven keys to leadership, bringing lessons not only from the rollercoaster of the NBA, but also from his studies of great leaders.

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PDC Attendees Receive Lessons on Leadership

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Williams is an impressive leader himself. As co-founder of the Magic, he has managed great talents, Shaquille O'Neal to name one, to exceptional achievements. He has written more than 50 books. He has run the Boston marathon 11 times, and he is father to 19 biological and adopted children.

Williams asked the audience to answer the question often posed by Ralph Waldo Emerson: "What has become clear to you since we last met?" He said he would answer, "Everything rises and falls on leadership. It always has and it always will." The issue of leadership has become an industry unto itself, he said. So much of it is built on personalities, with books on leadership from the viewpoints of Robert E. Lee, Eisenhower, Churchill, and on and on. He joked, "You can't be in my business of sports without writing a leadership book."

He said he owns 650 books on leadership and has "extracted all the good stuff." He said leadership is built on seven principles. It doesn't matter if you are leading in the Civil War or leading today. He asked attendees to take out a piece of paper and pen to write down principle No. 1: vision. He said a visionary leader sees first, sees farther and sees more than others. Leadership is always about the future and change, about the ability to peer into the future and plan for it.

"When you have a vision it will do three things for you. First of all, the vision will keep you focused." He went on, "The second thing vision does is keep you fueled." The third thing, he said, is vision gets you to the finish line. He said in his business, it's all about wins and losses, so you have to finish well in sports or you'll get fired. When you've got vision it will keep you going through the hard times.

Closely linked to vision is the second building block: communicating your vision. If you can't communicate your vision effectively, nothing will happen, he said. "You've got to do it in person," he said. "It's awfully important to have direct communication." Be clear, concise and correct, he said, and communicate optimism. You can choose every day to be an optimistic leader, and you should give people hope to make good things happen in your organization. You've got to inspire people and motivate them every day, and you have to be a student on how to do it as everyone is different, Williams said. Learn about public speaking, he said. The reason we remember great leaders is because they communicated their vision in a memorable way over generations, he said, quoting Abraham Lincoln, Franklin Delano Roosevelt, John F. Kennedy, Lou Gherig and Ronald Reagan, among others.

The third key is people skills. Great leaders love people. "If it wasn't for people, leadership would be pretty easy," he joked. Special leaders understand that we're all in the people business. One skill he said to work on is to be visible and available, also known as "managing by walking around." Martin Luther King led marches. Abraham Lincoln conferred with his military leaders on the field. Leaders must also listen. "Listening leaders are so rare." When you listen, you learn a lot and knowledge is power. "The highest compliment you can pay anybody is to listen to them, and I mean really listen to them." Leave people feeling empowered. Ask people what they think. Most leaders never ask this. If you want to empower people, give them decision-making power, he said. Delegation is also important, he said, as long as it's not abandonment." I'm bullish on delegation." What you're really doing is getting the next generations ready to lead.

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PDC Attendees Receive Lessons on Leadership

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Building block No. 4 is character. Honesty is critical, as is integrity. If you talk one way as a leader and walk the other, you will really confuse your people. Leaders of character take responsibility, no matter the outcome. A humble spirit exists among great leaders. If leaders feel like they deserve their wealth or perks, they will not last. Absence of arrogance is a key quality, Williams said.

Competence is building block No. 5. Great leaders know how to solve problems, attract talent, build strong teams, and they know that they are full-time sales people. Leaders are also lifelong teachers and learners. "You can't be a lifelong teacher unless you make a commitment to be a lifelong learner." He suggested earning a master's degree or reading voraciously. "It concerns me deeply that we are so locked into screens." All great leaders must be readers. He asked the crowd to make a commitment to read one hour every day.

The sixth foundational building block is boldness, he said. "Leaders have to be deciders," Williams said. Be the boss. You get one crack at being a leader, and the worst feeling in the world is looking back and realizing that you were tiptoeing around the edges because you wanted everyone to like you. "Step up and lead. Don't wait. Move." He urged the attendees to lead in some area of their life.

To be a leader for the ages, one that will not be forgotten, is to have a serving heart—building block No. 7. Williams said he has learned from his children, many of whom have been adopted from around the world, that their attitude as babies is "it's all about me." Leaders decide to change that attitude to one that is all about serving others.

He closed the speech asking the crowd to stand. He asked the group, "Who's going to lead today?"

Employment Opportunities

Federal Jobs, visit <http://www.usajobs.gov/>

Financial Analyst – City of Oakland, \$7,252-\$8,904/month, 37.5 hour work week
(www.oaklandnet.com) Deadline: September 17, 2010

Budget Analyst I – City of Sunnyvale, \$82,210 - \$96,717 annually
(www.sunnyvale.ca.com) Deadline: September 22, 2010

Chief Financial Officer

City of Stockton

<http://www.ralphandersen.com/> Deadline: September 24, 2010

"I am personally convinced that one person can be a change catalyst, a "transformer" in any situation, any organization. Such an individual is yeast that can leaven an entire loaf. It requires vision, initiative, patience, respect, persistence, courage, and faith to be a transforming leader." Stephen Covey