

# VITA

## Richard F. Keevey

Rich held senior positions in the federal and state governments; in the private sector; and in academia.

Currently, he is an Executive in Residence, Bloustein School School of Planning and Policy, Rutgers University and a Visiting Lecturer at the School of Public and International Affairs - Princeton University.

Rich has written numerous journal articles and opinion pieces and has spoken at many conferences -- both nationally and internationally. He is a FELLOW of the National Academy of Public Administration in Washington, DC

### SUMMARY OF WORK and EXPERIENCE

- Assistant Secretary and Chief Financial Officer, U.S. Department of Housing and Urban Development. (Presidential Appointment w/ Senate Confirmation)
- Deputy Undersecretary, U.S. Department of Defense (Presidential Appointment).
- Director, Defense Finance and Accounting Agency, U.S Department of Defense
- OMB Director – (State Budget Director and State Comptroller) --State of New Jersey (Appointed by 2 Governors -- each political party.
- Director, Policy Research Institute for the Region, Princeton University.
- Director, Performance Management, National Academy of Public Administration
- Practice Director, Arthur Andersen, LLP.
- Practice Director, Core Administration Programs-- Unisys Corporation
- Executive Officer, Nuclear Missile Unit, U.S. Army, Germany
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- President (8 years) of Local School Board – School District of Cinnaminson, NJ.
- Member, Board of Directors, Zurbrugg Hospital, Willingboro, NJ.
- Author of (28) published articles; Chair or presenter at (70) professional forums; and author of 100+ public opinion pieces.
- Appointments by Governor(s) to: Council of Economic Advisors; Government Efficiency Commission; Task Force on Allocation of Federal Stimulus Funds
- International Presentations in Dubai & Abu Dhabi in the United Arab Emirates; and to Nigerian, Chinese, French & British Executives in U.S.A.
- Member of the “State Budget Crisis Trask Force”—co-chaired by Paul Volcker

### I. ACADEMIC BACKGROUND:

---BA – La Salle College, Philadelphia

---MPA -- Wharton Graduate School--- University of Pennsylvania, Philadelphia, PA

### II.WORK HISTORY:

#### PART-TIME POSITIONS – (since 2010):

**July 2013 to Present**                    **Executive in Residence, Bloustein School of Planning & Policy -- Rutgers University-New Brunswick, NJ**

**July 2010 – July 2013**                **Distinguished Practitioner, School of Public Affairs & Administration, Rutgers University-Newark**

Teach graduate courses in federal /state budgeting and policy; and management of public organizations. Develop and chair forums, and conferences.

**Since, July 2002 - Present**   **Visiting Lecturer, School of International and Public Affairs, Princeton University.**

Teach graduate and undergraduate course in State and Local Finance and US Debt Crisis

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**FULL-TIME POSITIONS (1967-2010)**

**August 2007-July 2010**                **Director, Policy Research Institute for the Region  
Princeton University**

Responsible for bringing the research resources of the University to bear on regional policy issues facing New Jersey, New York, and Pennsylvania. Engage and connect students with executives in the region. Design and execute research initiatives, conduct policy seminars and conferences for faculty, students and public -- teach related courses.

**January 2004-  
August 2007**                                **Director of the Performance Management Consortium  
and Director of State Government Operations  
National Academy of Public Administration  
Washington, DC 20005**

The National Academy of Public Administration (NAPA) is the nation's preeminent congressionally chartered organization established to improve the management performance for federal, state and local government. Provided thought leadership, program direction and consulting services.

**July 2002-  
January 2004**                                **Director, Core Administration Programs  
Unisys Corporation – Global Public Sector  
McLean, Virginia 22102**

Provided subject matter expertise on management issues in the federal, state and local markets, including business case analyses, systems implementation, e-government, and business process re-engineering. Defined market opportunities and participated/led bid decisions and made client presentations; and provided implementation expertise.

**March 1999-  
July 2002**                                    **Practice Director  
Public Financial Management  
Arthur Andersen, LLP  
Washington, DC 20036**

Provided expertise in policy formulation, financial management and business process re-engineering for clients. Developed a new client base in three markets—federal defense, federal civilian, and state and local government. Exceeded marketing targets in each year.

**July 1997 - Chief Financial Officer (Presidential appointment –with Senate confirmation)**  
**March 1999 U.S. Department of Housing and Urban Development Washington, DC 20410**

Provided strategic planning, management and financial advice to the Secretary. Responsible for all financial activities of the department’s \$35 billion, including annual budget; implementation of financial systems; and preparation of annual financial statements. The department received an unqualified audit opinion for its first time under my leadership. This job was recognized as one of the 45 most difficult finance and policy positions in the federal government.

**February 1995 - Director, Defense Finance and Accounting Agency**  
**June 1997 Department of Defense - The Pentagon**

Chief Executive Officer of the world’s largest finance and accounting organization. Responsible for streamlining finance and accounting operations of the \$400+ billion defense financial enterprise. Directed a worldwide staff of 23,000 employees at a Washington Headquarters, five regional Centers and 300 satellite offices (Consolidated to 17 offices during my tenure). The job was recognized as one of the 45 most difficult finance and policy positions in the federal government.

**January 1994 - Deputy Under Secretary of Defense for**  
**February 1995 Financial Management**  
**Department of Defense - The Pentagon**

Responsible for strategic planning to improve financial management systems, and develop related policies and procedures throughout the Department of Defense.

**October 1989 - Director, Office of Management and Budget**  
**January 1994 (State Budget Director and State Comptroller)**  
**State of New Jersey**

**September 1983- Deputy Director, Office of Management and Budget**  
**October 1989 (Both are Gubernatorial Appointments)**

Provide management, policy and fiscal advice to the Governor. Responsible for all financial management functions related to budget and comptroller activities of the State, including planning, preparation, justification, execution and control of the State’s annual and capital budgets; accounting operations; annual financial statement preparation; cash management; program evaluation; payroll operations; and tax and revenue analyses.

**January 1967-  
September 1983**

**State of New Jersey, Office of Management and Budget  
State of New Jersey, Department of Community Affairs  
State of New Jersey, Division of Local Government**

During this period held various senior level positions in the State of New Jersey, including:

- Assistant OMB Director for Budget Planning
- Director of Administration, Department of Community Affairs
- Director, Research and Analyses, Division of Local Government.

Project Director and/ or senior staff to three major statewide tax policy commissions.

### **111.MILITARY SERVICE**

#### **First Lieutenant, United States Army**

Executive Officer of a nuclear artillery missile battery in Germany

### **IV. TEACHING EXPERIENCE**

#### **2002-PRESENT**

Lecturer

**(FT faculty 2007-2010)**

#### **Princeton University**

##### **Woodrow Wilson School**

Graduate courses in state & local finance; federal Budgeting; management of public organizations

#### **2013-PRESENT**

Executive in Residence

#### **Rutgers University**

##### **Bloustein School of Planning & Policy**

Courses on state and federal budgeting

#### **2010-2013**

Practitioner in Residence

#### **Rutgers University - Newark**

##### **School of Public Affairs and Administration**

Graduate courses to Finance and Management

#### **2005-2007**

Adjunct Professor

#### **American University**

Graduate course in Public Finance

#### **2006- 2007**

Adjunct Professor

#### **University of Maryland**

Graduate course in Financial Management

#### **2000- 2001**

Adjunct Professor

#### **George Mason University**

Graduate Course in Budgeting Systems

#### **1990 – 1993 & 2004**

Adjunct Professor

#### **Seton Hall University, South Orange, NJ**

Graduate course in Public Finance

#### **2014 and 2019**

Adjunct Professor

#### **The College of New Jersey, Lawrenceville, NJ**

Course in organizational Management

## **V. COMMUNITY & GOVERNMENT AFFILIATIONS**

<b>2007- Present</b>	FELLOW, National Academy of Public Administration, Washington, DC
<b>2011-Present</b>	Vice Chair, Planning Board, Plainsboro Township.
<b>2012-2013</b>	Member, State Budget Crisis Task Force, Chaired by Paul Volcker & Richard Ravitch.
<b>2010-2018</b>	Member -- NJ Governors' Council of Economic Advisors
<b>2009-2013</b>	Member, NJ Governors' Task Force to Oversee the Allocation of Federal Stimulus Funds
<b>June, 2009</b>	Nominated Participant -- National Security Seminar, U.S. Army War College, Carlisle, PA
<b>2008- 2016</b>	Member, Board of Trustees, Center for Health Care Strategies, Inc.
<b>2009-2014</b>	Member, Board of Directors, Mercer Alliance to End Homelessness
<b>2007- 2009</b>	Member, NJ Governors' Commission on Efficiency
<b>2003, 2007 and 2011</b>	Gubernatorial Transition Team for 3 governors.
<b>1998- 2010</b>	FELLOW, Council for Excellence in Government Washington, DC
<b>1989 – Present</b>	FELLOW, Leadership New Jersey, Trenton, NJ
<b>1995 -- Present</b>	FELLOW, MIT Seminar Century XXI Program on Foreign Policy, Washington, DC
<b>1981 - 1990</b>	President, Board of Education Township of Cinnaminson, NJ
<b>1985 - 1988</b>	Member, Board of Directors Zurbrugg Memorial Hospital---Willingboro, NJ
<b>1980 - 1984</b>	Member, Board of Editors Public Administration Review Magazine

- 1983 - 1987** Member, Advisory Committee  
Rider College Graduate Program in Finance
- 1984 - 1987** Member, Council of President's Advisory Board  
LaSalle University, Philadelphia, PA
- 1977-1985** Soccer and Baseball Coach for local sports teams

## **VI. PROFESSIONAL AWARDS & ACHIEVEMENTS**

- Life Time Achievement Award -- Budgeting and Financial Management. (Kenneth Howard Career Award), National Association- Budgeting & Financial Management.
- Outstanding Service Medal, U.S. Department of Defense.
- Distinguished Service Medal (twice,) U.S. Department of Defense
- Certified Federal Government Financial Manager (CGFM)
- Member of "Who's Who in America" .
- Member, Council of Chief Financial Officers –U.S. Federal government.
- The Annual Financial Statements & the Annual Budgets for New Jersey achieved (for the first time), the "Certificate of Achievement for Excellence in Reporting" from the National Government Finance Officers' Association.
- The Annual Financial Statements for the U.S. Department of Housing and Urban Development received an unqualified audit opinion (first time) during my tenure.
- Public Administrator of the Year in New Jersey by the American Society for Public Administration, New Jersey Chapter.
- Distinguished Leadership Award from the Association of Government Accountants, New Jersey Chapter.
- National President of the American Society for Military Comptrollers.
- Author of twenty-four (25) published articles / reports on finance and administration; One-hundred (100+) opinion pieces; and Chair and / or Presenter at numerous forums and conferences
- Member of Government Finance Officers' Association technical group to review governmental budgets for the National Award Certification Program.
- Member of the following New Jersey Commissions/Boards:

- Governor's Council of Economic Advisors
  - New Jersey Transit Corporation
  - New Jersey Commission on Capital Budgeting and Planning
  - New Jersey Building Authority
  - New Jersey Commission on Pensions and Health Benefits
  - New Jersey Commission on Government Costs and Tax Policy
- Member of the following Pentagon Boards:
    - Chairman, Defense Department's Financial Management Steering Committee
    - Vice Chairman, Oversight Board, Defense Business Operations
  - Member (former) of several national organizations, including National Association of State Budget Officers, National Association of State Comptrollers, American Society for Public Administration, Association of Government Accountants, and American Society of Military Comptrollers.

## VII. PUBLICATIONS & SPEECHES & OPINION COLUMNS

### A. PUBLICATIONS:

- *Thank God for Medicaid & Affordable Care Act, Public Administration Times, Fall, 2020 Vol 6, Issue 2*
- *Remembering Unselfish Sacrifice. Public Administration Times, Summer, 2019, Vol 5, Issue 2.,*
- *Social Security: Problems and Solutions: Public Administration Times, Spring 2019, Vol 5, Issue 1.*
- *"Infrastructure: Issues and Solutions, Public Administration Times, Spring, 2018, Volume 5, Issue 1.*
- **"Debt Crisis or Funding Safety Net Programs: Journal of Government Financial Management, Spring, 2016, Vol. 65, No. 1.**
- **"Public Policy v. Public Administration: Different in Character –Both Critical for Success."** **Public Administration Times, Winter-2015-2016, Volume 2, Issue 1.**
- **"All Government Debt Is Not the Same: Different Problems Require Different Responses."** **Public Administration Review (PAR) Magazine, Volume 75, November/December 2015,**
- **"NJ Laws and Fiscal Safeguards Make Municipal Bankruptcy Unlikely," NJ Spotlight Publications, October 28/29, 2013.**
- **"Infrastructure Needs in NJ: Roads, Water, Sewer, Dams, and Energy" Monograph prepared for Council of Grant Managers -- released April, 2013.**
- **"Report on New Jersey Budget Crisis" section off the State Budget Crisis Task Force, December, 2012 – researcher and author.**

- *“Report of the State Budget Crisis Task Force,”* **Co-Chaired by Paul Volcker and Richard Ravitch**, July, 2012 – **author and contributing state partner.**
- *“Facing Our Future – Part II – a report on the Fiscal Future and Options for Solutions for New Jersey,* Author and Researcher of the state finance and budget section –**published by the Council of Grant Makers**, February, 2012.
- *“New Jersey Faces Long-Range Fiscal Challenges,”* **Legally Speaking -- NJ School Law Magazine.** Spring, 2011.
- *“Facing Our Future” – Part I -- A Report on the Fiscal Future of the State of New Jersey,* Author and Researcher of the state finance section – **published by Council of New Jersey Grant Makers**, January 2011.
- *“Maximizing Federal Performance with State and Local Partners,”* chapter in the book entitled: **Performance -Based Management and Budgeting: How Government Can Learn from Experience.** M.E. Sharpe, 2008.
- *“Creating Stronger Linkages between Community Indicators and Government Performance,”* Contributor. **A report by the Alfred P. Sloan Foundation**, April, 2007.
- *“Moving from Scorekeeper to Strategic Partner: Improving Financial Management in the Federal Government,”* editor & principal author. A report by the **National Academy of Public Administration** for the U.S. House of Representatives, Committee on Government Reform. October, 2006
- *“Ensuring the Future Prosperity in America: Addressing the Fiscal Future,”* Project Director, and co-editor. A report by the **National Academy of Public Administration.** November 2005
- *“Achieving Results with State and Local Partners,”* chapter in the book: **Getting Results: A Guide for Federal Leaders and Managers.** Management Concepts, 2005.
- *“Reengineering A Large-Scale Finance Department,”* **Government Finance Review**, Vol 5, # 4, August 1999.
- *“The Bottom Line at Defense: Service, Cost, Accuracy and Efficiency,”* **Defense Magazine**, Issue # 2, 1997.
- *“Department of Defense’s Financial Management Challenges,”* **Armed Forces Comptroller Magazine**, Winter 1995.
- *“State Challenges: The Long Road From Planning to Implementation,”* **Public Budgeting and Finance**, Winter 1981.
- *“State Productivity Improvements: Building On Existing Strengths.”* **Public Administration Review**, # 5, September/October, 1980.
- *“Fiscal Resources and Public Programs,”* chapter in the book, **The Outlook for New Jersey**, Silvio R. Laccetti, ed. William S. Wise, Union City, NJ, 1979
- *“Intra-Municipal Authorities: Are The Justified.”* **New Jersey League Of Municipalities Magazine**, May 1974.



- *“Community Development Revenue Sharing: A Challenge for Local Government,” New Jersey League of Municipalities Magazine, November 1973.*

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**B. SPEECHES & PRESENTATIONS – 2000- 2020**

**“Pension Problems Facing States and Solutions,** Presenter, Annual Conference of National Association of Budgeting and Finance, October, 2019, Atlanta, Georgia

**“Budget and Infrastructure Problems Facing New Jersey,** Presenter, Annual Redevelopment Forum, sponsored by New Jersey Future, New Brunswick, NJ March, 2019

**“U.S Debt Crisis and the Need to Fund Safety Net Program: What has to Give,”** Presenter, Annual Conference of the National Association of Finance and Budgeting, October 6, 2018, Denver, Colorado

**“Options to Address Long Term Pension Issues in New Jersey,** Presenter, Conference at Monmouth University, September 28, 2018, 2018

**“Short and Long Term Fiscal Problems Facing the United States. ”** Lead Presenter and Moderator – presentation at the Annual Conference of the American Society for Public Administration. Atlanta, Georgia, March 18, 2017

**“Infrastructure Problems and Solutions”.** Lead presenter for panel of governors at” Governor’s Forum on Presidential Transition.” Sponsored by National Governors Association and National Academy of Public Administration, Washington, DC. September 22, 2017.

**“A Divided Government & a Changing Media,** Panel member, Eagleton Institute, Rutgers University, December 1, 2015

**“Fiscal Woes in the States”,** Lead Presenter, Leadership NJ Conference, Thomas Edison College, January, 2014.

**“Are We in a Fiscal Death Spiral?”** Luncheon Presenter, Annual Conference of Schools of Public Administration in the Northeast, University of Delaware, November, 2013

**“Protecting Tax Exempt Bonds, Infrastructure & Jobs,”** Panel Member, New Jersey Law Center. Constitution Square. New Brunswick, NJ, October 3, 2013

**“Emergent Issues in Higher Education,”** Conference Organizer & MC, Rutgers University Law School, Newark, NJ. April, 2013.

**“Budget Actions Leading to Long Range Fiscal Problems”** Luncheon Speaker Annual Conference of the NJ Association of Government Financial Managers, Trenton, NJ April 20, 2013.

**“State Budget Crisis and School Districts”** Key Note Speaker, NJ School Development Council & Coalition of Schools, Douglas Conference Center, Rutgers University, - New Brunswick, NJ April 10, 2013

**“Key Elements of Financial Management.”** Global Mini-Seminar for Nigerian Public and Corporate Officials. New Brunswick, NJ December, 2012

**“Budget Crisis Facing New Jersey”**. Key Note Presenter on behalf of the State Budget Crisis Task Force. Marriott Hotel Complex. Trenton, NJ, December, 2012.

**“Education & Finance Challenges Facing NJ School Districts and Municipalities,”** Annual Conference of the Executive Committee of the NJ school Boards Association, November, 2012

**“Treatment Alternatives for Drug Addiction for the Incarcerated,”** Conference Organizer, & MC -- Rutgers University-Newark, May 23, 2012

**“State Fiscal Challenges & One State’s Approach.”** Presenter. Annual Conference, National Association for Budgeting and Financial Management. New York, New York. October, 2012.

**“A Public Forum on New Jersey’s Financial Future.** Presenter. Woodrow Wilson School, Princeton University. Princeton, New Jersey. December, 2011.

**“Cost Savings & Efficiencies through New Organizational Structures & Techniques”** Second-Franco-U.S. Dialogue. Rutgers University. Newark, New Jersey. December, 2011

**“Long Range Fiscal Problems Facing U.S. Federal, State and Local Governments,”** a presentation to Visiting Senior Public Sector Administrators in the French Government. Rutgers University, November, 2011

**“Looking Beyond Short-Term Solutions for Federal & State Fiscal Problems,”** Luncheon Speaker at Conference sponsored by the Defense Contract Audit Agency & the Northern Chapter of the Association of Government Accountants -- Stevens Institute of Technology, November, 2011.

**-“Local Leadership & Innovation During Times of Crisis,”** Conference sponsored by the German Marshall Fund & the Urban Land Institute, Washington, DC, September, 2011.

**“Has New Jersey Solved its Pension Financing Problems,”** Conference Organizer and Presenter, Rutgers University-Newark, September 30, 2011.

**-“Preparing for Reform.”** Keynote Speaker, Annual Conference of the NJ Chapter of the Association of Government Accountants, Marriott Hotel, Trenton, NJ, April, 2011.

**“Facing the Fiscal Future of New Jersey and Its Cities.”** Presented to employees of the City of Newark. Newark City Hall, Newark, NJ. March, 2011.

**“Gaming Industry in New Jersey: Past, Present and Future.”** Conference Organizer and Presenter. Rutgers University, Newark, New Jersey, March, 2011.

**“Survival of New Jersey’s Cities & Inter-Ring Suburbs.”** Panel presenter at annual Redevelopment Conference sponsored by New Jersey Future, New Brunswick, NJ, March, 2011.

**“Strategies to End Homelessness and Strengthen Housing.”** Conference Organizer and Presenter, Rutgers University, Newark, New Jersey, November, 2010.

**“Dramatic Changes within a Changing Government Environment”**, Key Note Speaker, Annual Northeast Conference on Public Administration, Rutgers University. Newark, NJ, October, 2010.

**“Property Tax Caps: Massachusetts Experience Informing the NJ Discussion.”** Panel Forum Presenter, Bergen County Community College, June, 2010.

**“How to Fix a Broken System: Funding Public Higher Education and Making it More Productive.”** Conference Co-Organizer with the NJ Association of State Colleges and Universities, Princeton University, April, 2010.

**“Overview of the Fiscal Situation Facing New Jersey: Issues and Action Items.”** Presenter at Politics and Government Seminar for Leadership New Jersey, LLP. Princeton, NJ April, 2010.

**“New Jersey International Life Sciences Workshop Summit.”** Conference Co-organizer with NJ association for Biomedical research, Princeton University, April, 2020.

**“Reforming the Correctional Environment: We Can’t Keep Paying these Costs—Can We?”** Conference Organizer and Presenter, Princeton University, March, 2010.

**“Understanding the Dynamics of the NJ Budget Process.”** Panel Presenter, Council of Grant Makers. Robert Wood Johnson Foundation. February, 2010.

**“Preserving Programs that Prevent Child Abuse and Neglect during a Time of Economic Crisis”** Conference Co-Organizer with the Association of Children and Presenter, Princeton University, November, 2009.

**“Where Are We Growing? Planning for New Jersey’s Next Twenty Years.** Conference Co-Organizer with NJ Future Organization and Presenter, Princeton University, October, 2009.

**“Sustainability and the Obama Stimulus Agenda: Engaging and Connecting with Governments.”** Conference co-organizer with the Earth Institute of Columbia University and Presenter. Princeton University, September, 2009.

**“Managing in Complex Government Organizations: Issues and Pitfalls.”** Presenter, MPP Student Seminar, Princeton University. Princeton, NJ August, 2009.

**“Aligning Strategic Planning with Budget and Performance.”** Presenter, Department of Finance, Government of Abbu Dhabi, United Arab Emirates, June, 2009

**“The Crisis in the Newspaper Industry.”** Conference Organizer, Princeton University, May, 2009.

**“Emergency Preparedness in the Region: What have We Done & What Still Needs to be Done?”** Conference Organizer and Presenter, Princeton University, April, 2009.

**“How to Improve the Strategic Position of the NJ Hospital Association within the NJ State Budget Context.”** Presenter, Chairman’s Advisory Commission of the NJ Hospital Association, Sussex, NJ. March, 2009.

**“The Financial Crisis in the United States.”** Conference Organizer and Presenter, Princeton University, March, 2009.

**“The Need for Government Accountability and Management.”** Video-telecast with Comptroller General David Walker – sponsored by the Association of Government Accounts. Washington, DC, March, 2009.

**“Transportation and Infrastructure Issues for the Next Decade.”** Conference Organizer and Presenter, Princeton University, March, 2009

**“The “E” in Thorough and efficient: How Can We Insure Efficiency in Spending School Tax Dollars.”** Conference Co- Organizer with the NJ School Boards Association and Presenter, Princeton University, February, 2009

**“Blue Cross/ Blue Shield Health Plan Conversion Summit,”** Conference Co-Organizer with the NJ Health Care Quality Institute, Princeton University, December, 2008

**“Vulnerable Populations in the Juvenile Justice System.** Conference Co-organizer with the Association for Children, Princeton, University, November, 2008.

**“Regional and National Financial Crises: Roots, Results and Responses.”** Conference Organizer and Presenter, Princeton University, November, 2008.

**“It takes a District to Educate a Student: How High School Reform Misses the Point.”** Forum Coordinator, Princeton University, November, 2008.

**“Summit for Children’s Health in New Jersey.”** Conference Organizer and Presenter, Princeton University, October, 2008

**“Access to Universal Health Care: NJ, the Nation & the Globe.”** Conference Organizer and Presenter, Princeton University, September, 2008.

**“How to be an Effective Chief Executive & CFO** “Department of Finance and Budget. Government of Dubai, United Arab Emirates. May, 2008

**“Campus Safety in Focus: Advances and Ongoing Challenges –One year Later.”** Conference Co-Organizer with the International Association of campus Law Enforcement Administrators, April, 2008.

**“Regional Models for Economic Development: Planning, Implementation and Financing.”** Conference Co--Organizer with the Regional Plan Association, Princeton University, February, 2008.

**“Mount Laurel II Decision: The Unfinished Agenda for Fair Housing.”** Conference Organizer and Presenter, Princeton University, February, 2008

**“All You Need to Know About the New Jersey Budget.”** Symposium for Newly Elected New Jersey Legislators. Princeton, New Jersey, January, 2008.

**“A Conversation with Former NJ Governor’s about Abbott v. Burke.”** Conference Co-Organizer with the Center for Effective Education, Rutgers University. Princeton, University, December, 2007

**“The Status of the Finances of the State of New Jersey.”** Presenter, Citizen Action Annual Conference. Rutgers University, New Brunswick, New Jersey. November, 2007.

**“Land and Power: The Impact of Eminent Domain in Urban Communities.”** Conference Co-Organizer with University of Pennsylvania’s Institute for Urban Research. Princeton University, November, 2007.

**“CFO of the Future.”** Key Note Speaker, U.S. Department of Commerce’s 6<sup>th</sup> Annual Financial Management Conference. Cambridge, MD. May, 2007

**“Business Transformation in the Department of Defense – One Year Later.”**  
Panel Moderator. 2007 National Capital Region of the American Society of Military Comptrollers. Washington, DC. March 2007

**“New Initiatives to Improve Financial Management in the Federal Government.”** Key-Note Speaker, 7<sup>th</sup> Annual Financial Systems Symposium of the US Department of the Treasury. Washington, DC. May, 2006

**“The Role of the Program Manager in the PART Process”** Panel Presenter, Excellence in Government Conference. Washington, DC. July, 2005”

**“Performance Budgeting and the PART Process.”** Panel Presenter, AGA Conference— Washington Chapter. Washington, DC 2005

**“Achieving Results with State and Local Partners”.** Key Note Speaker, Department of Education Seminar on Managing for Results. Washington, DC. April, 2005

**“Results Based Management.”** North Carolina State University. Presenter, to the senior managers and executives from Denmark, attending the Forum: Management Excellence in the Knowledge Society. Raleigh, North Carolina. February, 2005

**“The Price of Government”** Panel Presenter, Fall Symposium of the American Association for Budget and Program Analysis, November, 2004

**“Aligning Organizational and Individual Performance.”** Panel Presenter, Excellence in Government Conference. Washington, DC. July, 2004

**“Managing Government with the Assistance of E-Commerce.”** Key-Note Speaker, Michigan Institute of Accountants, Ann Arbor, Michigan, October 2002.

**“Dilemmas Facing a New Governor.”** Panel Presenter, Spring Symposium of the. NJ Society for Public Administration, Princeton, New Jersey, May 2002.

**“Managing State Government in Times of Limited Dollars.”** Panel Presenter, National Association of Budget and Financial Management, Washington DC, January 2002.

**“Future Trends in Management.”** Panel presenter, Annual Management Symposium for the U.S. Treasury Department, Washington DC, May 2001.

**“Career Achievements in Financial Management.”** Award Acceptance Speech, Annual Meeting of the American Society for Public Administration, Kansas City, Missouri, October 2000.

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C. **OPINION PIECES (2007-2021)**

**3/12/21 Budget Riches and Ample Opportunities to Squander Them** NJSPOTLIGHT

**1/4/21 The Good and the Bad of Corporate Tax Breaks** NJSPOTLIGHT

<b>8/25/20 Please Governor' &amp; Legislature, Don't Borrow to Balance Budget</b>	NJSPOTLIGHT
<b>7/16/20 Selling Bonds to Balance the Budget is a Big Mistake</b>	NJSPOTLIGHT
<b>6/27/20 Balancing BJ's Budget with Bonds Have Negative Implications</b>	USA TODAY
<b>5/14/20 Thank Goodness for the ACA and Medicaid</b>	NJSPOTLIGHT
<b>4/23/20 Property Tax Payments are Due -- What Will Happen</b>	NJSPOTLIGHT
<b>3/25/20 In Troubling Times, We Still Need to Consider Fiscal Issues</b>	NJPOTLIGHT
<b>2/2/20 Tax Expenditures: Good or bad public Policy</b>	NJSPOTLIGHT
<b>01/22/20 The Bond Prospectus: What It Is and What It Tells the Reader</b>	NJSPOTLIGHT
<b>10/20/19 Fixing Lead in the Water and Other Mounting Debt Issues</b>	The Record
<b>10/18/19 States Ca Teach Feds Something About Budgeting &amp; Finance</b>	NJSPOTLIGHT
<b>9/17/19 Commemorating Constitution Day: Remembering Its Architects</b>	NJSPOTLIGHT
<b>8/2/19 Can We Afford All This Health Care Spending</b>	NJSPOTLIGHT
<b>8/1/19 Medicare, A Bulwark of Elderly Care: Now and Tomorrow</b>	NJSPOTLIGHT
<b>7/31/19 Medicaid, An Indispensable Program for the Poor</b>	NJSPOTLIGHT
<b>7/30/19 Happy Birthday: Medicare and Medicaid</b>	NJSPOTLIGHT
<b>Summer,19 Remembering Unselfish Sacrifices</b>	PA TIMES
<b>7/19/19 Health Benefit Liability Increased by \$90 B --Why &amp; What to Do?</b>	NJSPOTLIGHT
<b>6/10/19 NJ Budget Needs Long-Term Solutions --- Not Politics</b>	NJSPOTLIGHT
<b>4/23/19 A Surplus Account is Not the Same as a Rainy-Day Fund</b>	NJSPOTLIGHT
<b>Spring/19 Social Security: Problems and Solutions</b>	Public Administration Times
<b>3/20/19 Our Fiscal House is Fragile: On Two Counts</b>	NJSPOTLIGHT
<b>3/5/19 NJ Needs to Change Its Revenue Forecasting Methods</b>	Record of New Jersey
<b>2/26/19 Trump Budget Cuts are Deep, But Will Never Happen</b>	NJSPOTLIGHT
<b>1/11/19 Federal Aid to NJ is Negative but Not Because of Shutdown</b>	NJSPOTLIGHT
<b>12/12/18 Take Always from Volcker's New Grades for States</b>	Route 50
<b>11/12/18 Bipartisan legislative Initiative to Address NJ Budget</b>	Route 50

10/18/18 <b>A Good Start toward a Multi-Year Budget Strategy</b>	NJSPOTLIGHT
9/18/18 <b>Pension Discount Rate and Investment Rate are Different</b>	Route Fifty
8/11/18 <b>Trump and Grant: A Study in Contrasts</b>	Asbury Park Press
7/28/18 <b>Lessons From Korea</b>	The Record
6/17/18 <b>A Better Budget Plan is Needed for New Jersey</b>	The Record
6/16/18 <b>State Government Forecasts Could Shift a Big Way</b>	Route Fifty
5/12/18 <b>Remembering Our Heroes on Memorial Day</b>	NJSPOTLIGHT
5/21/18 <b>Explaining the Complexities of Property Tax Calculations</b>	Route Fifty
5/20/18 <b>NJ Tangled History of Debt</b>	NJSPOTLIGHT
5/02/18 <b>Capital Planning and Budgeting Does Not Exist in NJ</b>	NJSPOTLIGHT
3/29/18 <b>Federal Aid to New Jersey is Secure</b>	NJSPOTLIGHT
3/15/18 <b>First Murphey Budget: A Dickey Proposal</b>	NJSPOTLIGHT
Spring/18 <b>Infrastructure Financing: Issues and Counterpoints</b>	PA TIMES
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