

Form Name:
Submission Time:

Citizens Commission
February 14, 2019 11:41 am

[REDACTED]

[REDACTED]

Name William Kilmartin

Address [REDACTED]
[REDACTED]

Phone [REDACTED]

Email [REDACTED]

Citizenship Affirmation I am a U.S. Citizen

Residency Affirmation I am a resident of the Commonwealth of Massachusetts

Statement of Intent I intend to comply with and advance the policy established by this Act.

Statement of Interest

Protecting the integrity of our election process to encourage maximum civic engagement is a fundamental principle in which I believe and support. The prevalence of new digital technologies (such as artificial intelligence, social networking, robotics, etc) combined with the influx of election financing from artificial entities compels us to examine these issues to protect the efficacy of our elections, and thus our democracy. I envision the Citizens Commission as a non-partisan group of thought leaders who will collect the evidence and develop a modern point of view on the influence of artificial entities on elections. Furthermore, the Commission will develop recommendations and distribute their findings as described in Ballot Question #2..

My qualifications to serve on the Commission are demonstrated in my resume. To briefly summarize, I am committed to the objectives of the Commission, I am an expert in government, I am an expert on the types of issues (i.e. influence of money and technology) the Commission will examine, and I have demonstrated leadership and facilitation skills. My reputation in both my public sector and private sector careers is characterized as thoughtful, unbiased, evidenced based, collegial, and innovative..

It would be an honor to serve on the Commission. If selected, I would take time off from my employment and serve as a private citizen. Having served in the past with Governor Baker for many years I share his passion for good government.

Résumé or Summary of Qualifications Upload https://s3.amazonaws.com/files.formstack.com/uploads/3282862/71887710/478035213/71887710_william_kilmartin_long_version_2019.doc

Political Party Affiliation, if any, over the previous five years Unenrolled

City or Town where you reside WAKEFIELD

Employment Status Employed

Occupation consultant

Employer Accenture



William Kilmartin, CGFM



My lifelong personal and professional passion is to contribute my skills, talents, energy, and experience to organizations and issues that create value for our society. My experience reflects this commitment, as a high school teacher, State employee, and now a consultant to the public sector.

Public Sector Professional Experience

Commonwealth of Massachusetts, Office of the Comptroller, State Comptroller, 1989-1999. *Massachusetts is the 12th largest state with annual expenditures over \$55B. The Office of the Comptroller (OSC) is an independent entity within the executive branch. Its mission is to provide leadership and guidance in matters pertaining to state finance. The Comptroller is appointed by the Governor and serves independently.*

My duties as Comptroller included establishing accounting policy and procedures for all departments across all branches of government, operating the state accounting and payroll systems, managing the state single audit, producing the Comprehensive Annual Financial report (CAFR) and other authoritative financial reports, reviewing and approving certain transactions (for example all contracts), overseeing state agency internal control systems and compliance to regulations and laws, assisting the Governor and Legislature in proposing and reviewing changes to state finance law, and conducting special projects. With the support of an excellent staff, we accomplished several strategic goals.

- **Enhanced accountability and transparency.** I have been an active participant in the Governmental Accounting Standards Board (GASB) due process, organizing the Commonwealth's point of view and responding to discussion memoranda and exposure drafts. I was an active participant on the task force to develop the landmark accounting standard for measurement focus basis of accounting (subsequently GASB #34), including testifying at GASB Board meetings. In my first year as Comptroller I set the goal that the Commonwealth CAFR should earn the Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. The Commonwealth continues to earn the GFOA Certificate to this day.

- Institutionalized practices and behaviors to promote prudent stewardship and accomplish a favorable financial condition. The Commonwealth still follows many of the policies I promoted. There are dozens of examples, many of which relate to my strategy to leverage GASB and Generally Accepted Accounting Principles (GAAP), with a few highlights as follows:
 - Persuaded Legislative and Executive leaders to align GAAP accounting and reporting, state finance law, and the annual budget process to reduce “budget balancing gimmicks.”
 - Developed and persuaded the Legislature and Executive officials to enact statutory triggers based on principles of interperiod equity, which increased the “rainy day fund” from less than \$50M to over \$2B.
 - Promoted GAAP principles and reports to be understood, respected, and required by statute (whereas previously GAAP reporting was merely an administrative policy).

- Established the Office of the State Comptroller as the central and authoritative entity for fact-based, non-partisan, financial information. Prior to my administration, the Governor, Legislature, and various public interest groups each had their own definition of revenues, expenditures, and fiscal balance. I conducted an extensive education and advocacy campaign which directly resulted in changes to state finance law and consensus of all stakeholders on a “single source of truth”. All parties now rely upon OSC information, meaning the debate around the budget has shifted from “debating the numbers” to “debating the policy.” The quality and accuracy of the budget process has been vastly improved.

- Aggressively leveraged technology as both a change agent and enabler to improve financial management. In my administration I directed over 40 technology-based projects. A few examples include the following:
 - Implemented a statewide non-tax revenue accounting and collection system (which increased collections by over \$900M in my 10-year term);
 - Designed and implemented a comprehensive data warehouse;
 - Sponsored and directed projects to decrease paper checks, increase EFT, and transition all welfare and food assistance to Electronic Benefits Transfer (EBT);
 - Automated the provisions of the 1990 Federal Cash Management Improvement Act (CMIA);
 - Completed several eCommerce projects, including the first in the nation website for electronic purchasing and a self-service website for vendors and employees to obtain remittance information on payments.

- Professionalized the workforce. For certain positions I encouraged and assisted people to earn professional credentials such as CPA and CGFM. To provide a feeder system of new talent, I developed a very successful student intern program with local universities. I created ongoing educational and training programs to develop and increase knowledge in public accounting. Key elements of this strategy included

continuing professional education, a career ladder, and succession planning. A good example is my Deputy who succeeded me and served as Comptroller for many years.

- Promoted cross boundary coordination and cooperation. I have been one of the strongest proponents of the proposition that our government institutions have significant interdependencies and thus major opportunities for improvement can be accomplished through enhanced coordination. At the national level I spearheaded the interaction between the federal CFO council and the National Association of State Comptrollers (NASC), on issues like CMIA, OMB A-87, and the Single Audit Act. I testified before the U.S. Congress several times on legislation to improve the federal-state financial relationship. I led state representation on the federal EBT task force and subsequently the National Automated Clearing House Association (NACHA) EBT Council, resulting in rapid, nationwide deployment of EBT. At the Commonwealth level I promoted an unprecedented degree of interagency cooperation. I created the environment and systems whereby the University of Massachusetts and several independent public authorities produced audited financial reports with unqualified audit opinions earning the GFOA Certificate of Excellence.

Commonwealth of Massachusetts, Office of the Comptroller, Deputy Comptroller, 1987-1989.

Commonwealth of Massachusetts, Department of Mental Health and Retardation, Deputy Commissioner, 1984-1987.

Commonwealth of Massachusetts, Department of Social Services, Chief Financial Officer, 1980-1983.

Commonwealth of Massachusetts, Department of Mental Health and Retardation, Regional Fiscal Officer, 1979-1980.

Commonwealth of Massachusetts, Budget Bureau, Budget Analyst, 1977-1979.

Private Sector Professional Experience

Accenture, North America Industry Lead, Finance and Administration 2001-present. *Accenture is one of the largest consulting and systems integration firms in the world. I lead the state and local government consulting group for finance and administration in North America.*

My role is to provide strategic guidance on developing products and services that address the needs of state and local governments with an emphasis on driving financial, human resource, and procurement transformation. I work with public sector organizations to drive innovation by leveraging sophisticated strategies, tools, and methods, such as business process redesign, best practices, benchmarking, business case development, organizational change management, effective use of technology, and development of enterprise resource planning (ERP) solutions. A significant part of my job is to shape

Accenture's strategy for its consulting offerings, which includes conducting research, producing thought leadership, creating white papers, and delivering public presentations.

Examples of recent projects include:

- **State of Florida, Statewide Financial System:** As the Delivery lead I conducted numerous leading practice workshops.
- **Commonwealth of Massachusetts, Executive Office for Technology Services and Security, Back Office Transformation:** As the delivery lead, I directed several workstreams to redeploy budgets, develop a new procurement approach for telecommunications, and update the classification and compensation model for all IT staff in the Commonwealth.
- **Miami Dade County, ERP:** As the Delivery Lead I conducted the organizational readiness assessment, business process assessment, and several leading practice workshops.
- **State of Washington, ERP Business Case and Blueprint:** As the delivery lead, I developed the State's business case and the blueprint for a 7-year program to transform the state's finance, budgeting, human resource, payroll, and procurement processes.
- **City and County of San Francisco, Financial System:** As the Delivery Lead I conducted the organizational readiness assessment, business process assessment, and several leading practice workshops.
- **State Government Benchmarking Program for the National Association State Auditors, Comptrollers and Treasurers (NASACT):** As the program co-director, I worked with NASACT and Hackett Group to create the state government benchmark program. I helped 17 states complete benchmarks studies.
- **Commonwealth of Massachusetts, Massachusetts Budget Application:** As the executive advisor, I helped the Commonwealth transform its budgeting process. I also served as the senior consultant on the Legislative Special Commission on zero-based budgeting.
- **State of Wisconsin, ERP Benefits Realization:** As the Delivery Lead I worked with the State in value targeting and identified over \$300 million in "hard dollar" cost savings and revenue increases.
- **Commonwealth of Massachusetts, Human Resource Division:** As the Delivery Lead and Subject Matter Advisor I advised the team on leading practices for talent management, HR Transformation, self-service time and attendance, and led the team for HR analytics.

American Management Systems, Vice President, 1999-2001

AMS was acquired in 2005 and currently operates under the brand of CGI-AMS. AMS is a large consulting and systems integration firm focused on the US public sector.

My role was to create the eGovernment strategy and eProcurement line of business.

- I developed the AMS strategy for promoting and delivering eCommerce solutions to state and local government.
- I created and led a new line of business for eProcurement solutions.

Other Professional Experience

Visiting Nurse Association (VNA) of the South Shore, Vice President for Finance and Administration, 1983. The VNA was a non-profit corporation and the second largest organization of its kind delivering home based health services, including nursing, hospice, and home health aides. My responsibilities included managing all aspects of the financial, administrative, personnel, and logistical operations of the organization.

Pope John XXIII High School, Teacher, 1971-1977. This regional high school serves students from the urban communities north of Boston. This was my first professional position after graduating college. It was very rewarding teaching high school social studies, coaching the football and track teams, moderating several student activities such as the student government and seeing young people mature and become successful in their future endeavors.

Education

Cornell University, Bachelor of Arts, 1971

Suffolk University, Master in Public Administration, 1975

Certified Government Financial Manager, Association of Government Accountants

Certificates of participation from various professional seminars, training events, and conferences

Professional and Civic Affiliations

National Association of State Comptrollers (NASC), President and Chair of several committees

National Association of State Auditors, Comptrollers, and Treasurers (NASACT), Executive Committee and lifetime member

National Electronic Commerce Coordinating Council (NECCC), Founding member and Board of Directors

National Automated Clearing House Association, EBT Council, Founding member and Vice Chair

Pope John XXIII High School, Board of Trustees and Chair of the Finance Committee

National Intergovernmental Audit Forum

Association of Government Accountants (AGA)

National Association of State Budget Officers

Harvard Policy Group

Massachusetts Taxpayers Foundation

Massachusetts Association for Mental Health, Board of Directors

Boston Chamber of Commerce, Public Policy and Government Relations Leadership Committee

Town of Wakefield, Chair of the Capital Program Committee

Cornell University Alumni Ambassador Network

Suffolk University, Accounting Department Advisor

Sigma Alpha Epsilon social fraternity

Beta Alpha Psi accounting fraternity

Individual and Organizational Awards and Recognition

NASACT, Presidents Award (twice) for special contributions to advance the mission of the association
NASC, Best Practice Award (twice) for projects exemplifying innovation
NASC, Louis Goldstein Memorial Award, for special contributions to advance public sector finance
Government Finance Officers Association, Certificate of Achievement for Excellence in Financial Reporting
American Society for Public Administration and Academy for Public Administration, National Public Service Award
NACHA, George Mitchell Memorial Award, for leadership in electronic payments
AGA, Achievement of the Year Award
NECC, PK Agarwal Award (twice), for special contributions and leadership in the field of eGovernment
Council of State Government, Best Innovation Project
National Association of State Chief Information Officers, Best Use of Technology in the Administrative Area Award
CIO Magazine, Best Business Process Re-engineering Project
Data Warehouse Institute, Project of the Year Award
Federal Technology Council, Best Project Award for the use of technology to improve federal-state finance
Vice President of the United States, Special Contribution Award for promoting EBT
Harvard University, JFK School of Government, Innovations Award
Commonwealth of Massachusetts, Commendation for Outstanding Service Award (three times)
Suffolk University, Sawyer School of Management, Outstanding Alumni Award

Skills/Expertise

- Nationally recognized trusted advisor and strategist to public sector executives
- Expert facilitator and leader of public sector working groups
- Expert in state and local government financial management, budgeting, human resources, payroll, and procurement domains
- Expert in IT strategies for the administrative functions of state and local government
- Expert in leading effective organizational change management to drive business benefits
- Frequent speaker and prolific author in matters pertaining to public sector back office transformation

Personal

Married with two children and four grandchildren
Author of numerous articles, white papers, and training guides
Frequent presenter and lecturer at professional and educational events
Leisure activities include tennis, golf, and reading