

**ASSOCIATION of
GOVERNMENT
ACCOUNTANTS**

THE WASHINGTON CONNECTION

Washington Chapter • P.O. Box 423 • Washington, D.C. 20044-0423 • (703) 758-4080 • February 1997

WASHINGTON CHAPTER LUNCHEON MEETING

THURSDAY, February 6, 1997

Grand Hyatt Hotel
1000 H Street, NW
(At Metro Center - 11th Street Exit)

Social: 11:30 - Luncheon: 12:00 Noon

Cost: Members \$17.00; Nonmembers \$22.00

New members - your first luncheon meeting is
free!

**Please call (703) 758-4080 for reservations
or to request a sign language interpreter
by MONDAY, February 3, 1997**

LUNCHEON SPEAKER



Angela L. Avant, CPA
Inspector General, District of Columbia
Government

Angela L. Avant is the Inspector General of the District of Columbia. She was appointed to this position in December 1995, after nomination by the Mayor and confirmation by the

District of Columbia Financial Responsibility and Management Assistance Authority. In this capacity, she is responsible for the review and oversight of District operations; the investigation of fraud, waste, and abuse in government programs; and external audits of the government's programs, operations, and financial statements.

Prior to joining the District of Columbia government, she was the Mergers and Acquisitions Manager in the Opto-Electronics Business Group of Corning Incorporated in Corning, New York. Prior to this position, she served as Corporate Director of Internal Audit and Manager, Mergers and Acquisitions Accounting Department. Prior to joining Corning in 1992, Ms. Avant served as a Senior Audit Manager with Arthur Andersen L.L.P., Washington, D.C. office. During her tenure with the firm, in addition to her client responsibilities in the utilities Federal, state, and local governments, non-profit, and publishing industries, she assisted in the development of the firm's Federal government audit practice and provided firm-wide consultation for state and local and non-profit clients. In addition, she was responsible for recruitment activities at several universities and was a frequent lecturer and course instructor, internally and externally.

In addition to her responsibilities as Inspector General, Ms. Avant is serving her third term as National President of the National Association of Black Accountants (NABA) where she is responsible for leading the 5,000 member organization. Ms. Avant is a member of the American Institute of CPAs, the Institute of Internal Auditors, the Virginia and New York State Societies of CPAs, the NAACP and the Ebenezer Baptist Church. Ms. Avant is a Cum Laude graduate of Virginia State University where she received a Bachelor of Science Degree in Accounting. She is a native of Portsmouth, Virginia, and currently resides in Washington, D.C.

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President's Message



Gary Amlin, President

Although the weather kept a few people from making our January luncheon, we still had an excellent turnout to hear Mr. Gerry Riso, consultant and the first chief financial officer of the United States. Gerry was very entertaining and informative in his discussion about his experiences from previous positions he held and how he saw the relationship to what the current administration must deal with over the next four years. We have been very blessed to continue to get these outstanding speakers. A write-up of Mr. Riso's remarks is presented on page three of this newsletter. If you were unable to attend please refer to this article for coverage.

Our January luncheon was cosponsored by the Washington Chapter of the Institute of Internal Auditors. I would like to thank Ed Gekosky, Chapter President, for the excellent support his chapter provided for the luncheon. It is always good to share our experiences with other professional organizations.

Although it seems to have gotten here so fast, we will be electing new officers and some new directors for the upcoming 1997-1998 year. Please make sure you review the nominations and send in your vote so we can provide the very best support to you, our members. Also, we have several educational events coming up that you may want to participate

in. All of the educational events that we sponsor will be highlighted in this newsletter or in future letters. Please take advantage of these opportunities, or let us know if you think there is something we should be covering with our events that has been missed.

Looking forward to seeing you at our February luncheon.

Gary Amlin, CGFM

Highlights of the December 16th, 1996 Executive Council Meeting

- Joe Donlon, Program Director, announced that Kathy Adams, Associate Commissioner for Systems Design and Development, Social Security Administration, will be our speaker for the March 6th luncheon meeting. Her topic will be on the Year 2000. Virginia Murphy, Education Director, is planning an education event after the luncheon dealing with the problems related to the Year 2000.
- Harvey Wiley, Community Outreach Director, reported that he is busy working on the VITA program, the Small Business Symposium, and Career Day.
- Bill Anderson, President-Elect, reported that a nominating committee has been established to develop a slate for next year's Chapter officers and directors.
- Germaine Rowley, Director of Administration, announced that the Chapter has earned 7,176 points in the Chapter Recognition Program, and she provided a breakdown of points by specific category.
- Marcia Caplan, Director of Budget and Finance, reported on the success of our participation in the Marine Corps Reserve Toys for Tots Campaign. We collected over 100 toys and \$700 to purchase additional toys.
- The executive council scheduled its next meeting for January 22, 1997, at 11:30 a.m. at the Department of Veterans Affairs headquarters building.

Marianne Morahan, Secretary

Summary of Luncheon Speaker's Remarks: The First CFO of the U.S. Speaks on Future of Financial Management in Government

By Edward Baxter, Assistant Editor

January's luncheon featured the first Chief Financial Officer (CFO) of the United States, Mr. Gerald Riso, who spoke on the recent presidential and congressional elections and the impact they may have on government financial management in years to come. Mr. Riso shared his unique insight as a distinguished financial manager and long-time management consultant to highlight the challenges faced by the current and future administrations. The Washington Chapter has certainly been fortunate in attracting such distinguished speakers to our luncheons. Mr. Riso currently serves as a partner in Riso & Riso, a Washington-based management consulting firm specializing in strategic planning, performance measurement, and management control in public agencies and corporations. Over his career, Mr. Riso has held several key positions in both the government and in the private sector.

When addressing the question of the impact this election may have on financial management in government, Mr. Riso stated simply that he felt there probably will not be any at all. "There is no impact because one of the realities of life is that senior administration officials and senior congressional leaders frequently don't know very much about financial management, and they care even less," said Mr. Riso. That said, Mr. Riso chose to broaden the topic into a more detailed discussion of financial management in government and, from his vast experience and expertise, examine the methodology for which this may be improved.

In 1988, Mr. Riso worked in the political leadership of the Office of Management and Budget (OMB) under then President Ronald Reagan. The Bush administration was coming in and Mr. Riso and other political appointees were planning to leave their offices. At this time, Mr. Riso was working on the 1990 budget submission and the management report which accompanied it. OMB outlined its accomplishments in aspects such as credit management, financial management improvement (both in structure and systems) debt collection, cash management, and productivity improvement. Also outlined was "unfinished business" and future issues that the govern-

ment ought to address—most prominent of which are the following three items. First, elevate the annual budget cycle with a sense of strategic planning. Second, integrate the planning, budgeting, and accounting systems of Federal agencies. Third, change the basic structure of programs by reducing

layers of supervision and current controls and measure the performance of program managers by the results they achieve. Unfortunately, specific proposals on each of these ideas lasted only about six weeks in the budget as the new administration sought to cut expenditures. Ironically, eight years later we are still debating these very same issues. The challenge we face as a government, as we enter the next century, remains largely focused on these fundamental issues and

whether they can be successfully addressed.

Perhaps most significant, the Government Performance Results Act (GPRA) must work. First, what makes GPRA difficult is that it adds fiscal pressures to agencies already under increasingly tight budgets. Therefore, the way agencies direct their spending will be critical for the future of financial management in government. Second, the GPRA is designed to allow Congress and the Executive Branch to directly address fiscal planning matters at their level. The questions remains, will they do that? No one knows for certain. "You have to have reasonable Congressional involvement," Mr. Riso added. "Read the law, consultation is required. My hope would be that Congress would take it seriously." Within the agencies themselves, management has to take the planning process seriously. We must, ensure that strategic planning is formulated by top management, so that employees know exactly what management expects them to accomplish. We need to give ownership of the performance measurement systems to the program managers rather than to the CFOs. "I'm told that two-thirds of all performance measurement systems at executive agencies are being implemented by CFOs. I don't have a problem with them running the system, I have a problem with them owning it," Mr. Riso went on to say. The ramifications are twofold. First, program managers will



Chapter President, Gary Amlin, welcoming the luncheon attendees prior to Mr. Riso's speech.

(See Speaker's Remarks, next page)

(Speaker's Remarks, continued from previous page)

not give enough attention to performance measurement if they depend only on the CFOs to make critical measurement evaluations on their behalf. Second, the Inspectors General (IGs) and the CFOs may, at least to some degree, begin to build a bilateral relationship. Therefore, performance measurement may become increasingly useless to the program manager. The CFOs and the IGs each have their own distinct organization. Who speaks for the program manager?

Mr. Riso added that he would like to see a wider use of financial statements and emphasize the value of audited financial statements in the overall budget process. However, Mr. Riso went on to add that audited financial statements

are not being utilized effectively. "I think the financial community has to educate a lot of people on what these audited financial statements are," Mr. Riso said. He added, "Based upon how they're being used, it's questionable." Having served as a member of the Chief Financial Officer's Council in the late 1980s, Mr. Riso praised its progress over the years. Most importantly, management controls are finally heading in the right direction, resulting in effective standardized policies. One aspect about the CFO Council that Mr. Riso was concerned over, is that the Council must maintain its unique identity. It should take care not to become a trade association and should remain an independent professional organization.

The use of information technology to manage resources represents perhaps the most tangible and viable aspect of future financial management in government. Information technology is a very powerful tool provided it is used in a pragmatic manner. Increasingly, a smaller percentage of people in an organization are involved directly in producing goods and services and a larger percentage are involved in handling, analyzing, and interpreting information. Using technology instead of people to process these data provides opportunities for cost reduction, flatter organizations, and fewer "coordinators, expeditors, and assistants." They tend to clutter the decision-making process and confuse the difference between those who add value and those that do not.

Mr. Riso expressed his concern over the use of the word "empowerment." As levels of supervision are reduced by downsizing, "empowerment" must be clearly defined. Empowerment refers broadly as the capacity to authorize or invest with unprecedented legal power. Empowerment was adopted in the government and elsewhere without any sense of clarity and without any sense of how it should be used. Foremost, we question whether empowerment could work in large organizations, particularly in the government. In the true sense, empowerment requires more and more sophisticated controls than the way we operate today. "If you are

going to empower successfully you better have unquestionable allegiance to the core values of that organization," Mr. Riso said. "You are relying on one another for what you are trying to be. You had better start thinking about different personnel systems. In a real empowered environment, you set boundaries and you begin to talk about what you will not allow people to do. And, unless you specifically tell them what you cannot do, they have a license to do it."

"The use of information technology to manage resources represents perhaps the most tangible and viable aspect of future financial management in government."

- Gerald Riso

In terms of government, Mr. Riso recommended ceasing the process of defining personnel systems and evaluating systems in terms of the duties people perform and emphasizing the results they produce. Interactive man-

agement systems need to be in place, and employees need to consult with top management on strategic planning issues—if agencies are to operate to their full potential. We need to ensure there is a performance measurement system in place which carefully records the goals and objectives of the agency—simply, make sure you know who's doing what. Finally, if management controls are holding back productivity, take a hard look at them and find alternatives. "Each of these is a fight. Sometimes there are no survivors," said Mr. Riso. "Let's have a discussion about what it takes to manage government today, and let's create an environment to do that." Clearly, budget issues will continue to dominate the political environment for many years to come. Indeed, defending budgets on the Hill has become increasingly arduous. When he worked at OMB, Mr. Riso termed defending his budget on the Hill as "like being hit on the head with a hammer." Finally, OMB should take a more proactive role in the overall management improvement process. The government needs leadership in this area.

The impact that this election will have on financial management in government probably will not be overly significant. The leadership of government must be better informed of financial management issues and direct more attention to improvement. Above all, the current administration faces highly complex budget issues. Unless they can address these issues and create viable solutions they will continue to burden future administrations. More efficient management strategy and controls, the use of audited financial statements in preparing budget submissions, coupled with the efficient use of information technology would clearly set a new and positive path for our government.

Next month...

Kathy Adams, Associate Commissioner for Systems Design and Development, Social Security Administration...on the Year 2000...followed by an educational event on the problems related to the Year 2000...join us on March 6th at the Grand Hyatt Hotel...

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State, Mattie Harms
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Education, Eileen Parlow
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VA, Jack Gartner
(202) 273-5528

FASAB, Lucy Lomax
(202) 512-7359

USIA, Len Domyan
(202) 619-4320

FCA, Robert Coyle
(703) 883-4309

For more information contact liaison coordinator, Renee Barry at (202) 606-5000 extension 374 or Jolene Romanyshyn at (202) 501-1084.

February - April 1997 Courses at The Inspectors General Auditor Training Institute

February 1997

10-14	Fraud Auditing
24-March 14	Introductory Auditor Training
25-28	Financial Statement Auditing

March 1997

17-21	Intermediate Auditing
18-20	Advanced Audit Tools and Techniques: Practical Applications

April 1997

9-10	Advanced Audit Tools and Techniques: Audit Managers
21-25	The New Auditor-In-Charge
30-May 1	Making Effective Audit Presentations

To register for any of these courses or if you have any questions, please call Gale Moore, Registrar at (703) 805-4501. An SF-182, SF-1556, other training authorization forms, or personal checks may be sent to Registrar, IGATI, P.O. Box 518, Ft. Belvoir, VA 22060 or faxed to (703) 805-4502. All classes are held at 5500 21st Street, Ft. Belvoir, VA. Special arrangements can be made to have dedicated classes given on-site. Please call for details.



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- **IMPLEMENTATION:** JFMIP, FASAB, GAO, Treasury financial regulations, OMB Circulars A-11, 34, 123, 127, 130, GPRA, ITMRA, and SDLC
- **SOFTWARE:** CASE tools, GUI, RDBMS, client/server, and Web-browsers

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A Practical Approach to GPRA

Monday, February 24, 1997

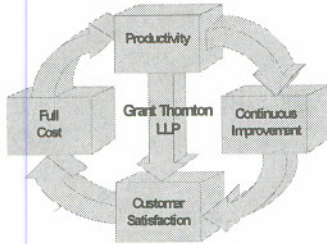
Sponsored by AGA Capital Region—Montgomery/Prince Georges, Northern Virginia, and Washington DC Chapters, in cooperation with the CFO Council GPRA Committee.

George Washington University
Cloyd Heck Marvin Center
800 21st Street NW
Washington, DC

Metro Stop: Foggy Bottom (Blue or Orange Line) - Recommended 7.5 hours of CPE
Cost: \$100 for AGA members and \$125 for others

- 7:30 am Registration
- 8:00 am Welcome—Ronell Raaum, AGA , Capital Region Vice President. Opening Remarks—Steven App, Deputy Chief Financial Officer, Department of the Treasury
- 9:00 am Keynote Address—D. Mark Catlett, Assistant Secretary, Management and CFO, Department of Veterans Affairs
- 9:45 am Integrating Performance Measures into the Budget Process
Led by Carl Erickson, Department of the Treasury
Jean Butler, Department of Transportation
Frank Burns, Department of Health and Human Services
Nancy Fitzgerald, Financial Management Service
Thom Rochford, Department of Veterans Affairs
Beth Whiteley, Financial Management Service
- 11:45 am Lunch
- 1:00 pm Becoming a Performance-Based Organization
Led by Mary Mozingo, National Performance Review
Brad Huther, Patent and Trademark Office
John McGowan, Defense Commissary Agency
- 2:00 pm Case Studies on GPRA—What Works
Led by Joseph Wholey, General Accounting Office and University of Southern California
Barbara Fagin, Department of Transportation
Ron Shaffer, Environmental Protection Agency
- 3:30 pm Next Steps for Implementation
Led by C. Morgan Kinghorn, NAPA Fellow
Steven App, Department of the Treasury
Carl DeMaio, Congressional Institute
J. Christopher Mihm, General Accounting Office
Arthur Wu, House Committee on Veterans Affairs
- 5:00 pm Program concludes

Grant Thornton LLP



Reinventing Your Organization Through Activity-Based Cost Management

Do you really know the full cost of doing business? The effectiveness of your business? How to streamline your operations? How to maximize customer satisfaction? If you answered "no" to any of these questions, then *Grant Thornton LLP* has a seminar for you!

To help you address today's challenges of cost management, *Grant Thornton LLP* will host a free breakfast seminar designed for managers and executives on Thursday, March 27 from 8:00am - noon at the Washington Court Hotel on Capitol Hill (525 New Jersey Avenue, Washington, DC). The seminar will focus on cost management solutions that will:



- ▶ Increase cost awareness
- ▶ Improve understanding of business processes
- ▶ Improve organizational change management
- ▶ Facilitate implementation of FASAB Cost Accounting Standards
- ▶ Establish baselines for current operations and identify opportunities for improvement and reengineering
- ▶ Develop an understanding of the relationship between cost, cycle time, and customer service in improving your business

Grant Thornton LLP is the seventh-largest U.S. accounting and management consulting firm. We are dedicated to helping our clients change in ways that will produce long-lasting advantages — not just short-term fixes. We help our clients manage the process of change through a full range of management consulting services — providing solutions which enable you to achieve and retain competitive advantage in your business environment. Let *Grant Thornton LLP* help you with the challenges of today's cost management needs. For registration information, contact Liane Barrett at 703/847-7612.

Space is limited, so register today!

Shanghai Auditors Visit U.S.



The Director of Shanghai Municipal Audit Bureau, Mr. Jin Zeng De led a delegation of twenty city auditors to the United States for a three-week study tour. They spent two weeks in Washington, D.C. and former AGA Washington Chapter President Samuel T. Mok hosted their visits here and arranged for their meetings with various auditing experts. Director Jin, accompanied by Mr. Mok, visited with Valerie Lau, Inspector General of the U.S. Department of Treasury, and they exchanged views on performance auditing and audit report preparations.

At left are Samuel T. Mok of The Phoenix Group; Valerie Lau, IG Department of Treasury; and Jin Zeng De, Director of Shanghai Municipal Audit Bureau.

In Memoriam...

It is with great sadness that we report the death of Thomas D. (Dennis) Lynn, long-time chapter member and active professional. Dennis was USDA Working Capital Fund Manager, Treasurer of the Agriculture Federal Credit Union, and frequent speaker at AGA national programs.

..... **Upcoming Financial Management Courses**

**February - March 1997 Courses at
The Center for Applied Financial Management**

February 1997

3-4	Implications of Federal Appropriations Law
6-7	Managerial Cost Accounting
10-11	Understanding and Using the Standard General Ledger (Basic)
12-13	Advanced Standard General Ledger
25	Fundamentals of Cash Management
26-27	Accrual World

March 1997

10-11	Accounting for Revenue
12-13	SF 224: Statement of Transactions
14	Reconciling the Statement of Differences
17-18	Property, Plant, & Equipment/Stewardship Reporting
20-21	Unlocking Key Reports
24	Basic Accounting Concepts
25-26	Direct Loans and Loan Guarantees
27-28	Dollars and Sense

Contact Kimberly Pringle at (202) 874-9560 for more information or fax requests to (202) 874-9629. To register for Center courses, submit an SF-182 to the Registrar, The Center for Applied Financial Management, 401 14th Street S.W., Suite 1100 KSB, Washington, DC 20227. All courses are held at 1411 K Street, N.W., 11th floor, unless otherwise noted.

**February - March 1997 Courses at
The National Capital Training Center, Graduate School, USDA**

February 1997

3-5	Federal Appropriations Law
6	Federal Appropriations Law Update
4-5	Performance Measurement: Financial and Program Evaluation
10-12	Budget Justification and Presentation
12-14	Cost Accounting Concepts in Federal Government Operations
19-21	Defense Business Operations Fund
24-26	Budget Analysis Workshop
27-28	Federal Budget Process

March 1997

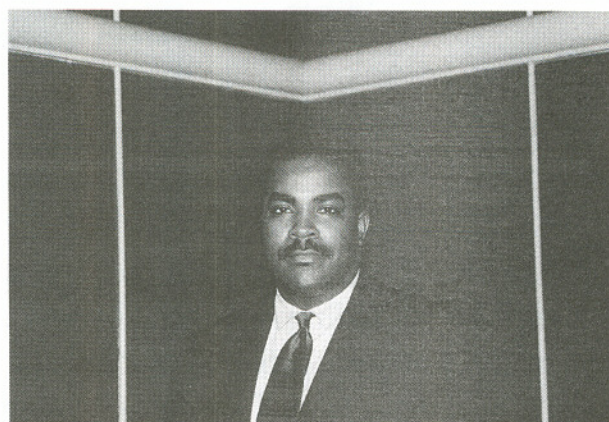
3-6	Budget Execution
5-7	Budgeting and Accounting for Revolving Funds
10-13	Budget Formulation
13-14	Activity-Based Costing
17-19	Introduction to Financial Management
24-27	Introduction to Federal Budgeting
27-28	Federal Budget Process
31-4/2	Federal Accounting Standards

To register for these courses, fax or mail your training form to The National Capital Training Center, Graduate School, USDA, 600 Maryland Avenue SW., Room 108, Washington, DC 20024-2520 Voice (202) 401-9194, Fax (202) 401-9417, TDD (202) 447-3247 ext. 8123.

..... **New Members in Attendance at the January Luncheon**



**Christina L. Quattrociochi,
General Accounting Office**



**Paul A. Wells,
Unisys Corporation**



**Timothy Gatts,
Coopers & Lybrand LLP**

Central Union Mission Receives AGA Donation

Just before Christmas last year, Harvey Wiley, Director of the chapter's Community Outreach Program, presented a \$250 donation to the Rev. Billy Fox, Executive Director of the Central Union Mission located here in Washington, D.C. The Central Union Mission is an inter-denominational, Christian rescue mission providing shelter, food, clothing, and other programs and services for the homeless, hungry, and poor of the nation's capital.

Each month the mission provides over 10,000 meals, donates over 20,000 items of clothing and personal care products, and over 4,000 nights of shelter for homeless men and women.

The Mission is always in need of donations and volunteers. Should you or someone you know be interested in helping the Mission, please contact Roger Von Elm of the Community Outreach Committee at (202) 296-2020 or contact the Mission directly at (202) 745-7116.

EMPLOYMENT OPPORTUNITIES***Federal Government Systems Accountants***

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Budget Execution & Fund Control
Standard General Ledger
Accounts Payable
Accounts Receivable
Management Controls
Financial Management Systems
Federal Accounting Business Processes
Accounting Packages including: ORACLE Financials, AMS, CDSI, DBS,
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New on FinanceNet in November and December 1996

NEW GOPHER LIBRARY POSTINGS
(gopher.financenet.gov)

NEW HAPPENINGS IN FINANCIAL MANAGEMENT:

Meeting Minutes and Highlights:

- Environmental Cleanup Cost Subgroup Meeting Minutes 12/12/96
- Minutes - Board of Directors Meeting Governmentwide Cost Accounting Work Group - September 24, 1996
- Environmental Cleanup Costs Subgroup Meeting Minutes 11/1/96

Newsletters, Articles and Information:

- Sacramento CA, January Newsletter
- Sacramento CA, December Newsletter
- Sacramento CA, November Newsletter
- Sacramento CA, October Newsletter
- FASAB - November, 1996 Newsletter

Education and Training:

- GFOA Training Schedule - April 1997 - March 1998
- Calendar of Financial Management Training

Employment:

- GFOA Newsletter Employment Opportunities
- Executive Connection Job Postings

NON-FEDERAL POSTINGS AND RESOURCES:

NYC Office of the Comptroller (NYComptNet):

- Testimony on The Fresh Kills Task Force Report, December 1996
- Hevesi Audit Finds 2 HRA Supervisors Stole More Than \$100,000
- Testimony on The Community Mental Health Reinvestment Act

Association of Government Accountants (AGA):

- Sacramento CA, January Newsletter
- Sacramento CA, December Newsletter
- Sacramento CA, November Newsletter
- Sacramento CA, October Newsletter

Government Finance Officers Association (GFOA):

- GFOA Training Schedule - April 1997 - March 1998
- GFOA Certification Program Update (11/27/96)
- GFOA Newsletter Employment Opportunities (12/27/96)
- GFOA Newsletter Employment Opportunities (12/13/96)
- GFOA Newsletter Employment Opportunities (11/22/96)

Government Accounting Standards Board (GASB):

- Notice of Meeting of The Governmental Accounting Standards Advisory Council
- New Purchasing Document
- GASB News Releases
- GASB Publications

International Institute of Municipal Clerks (IIMC):

- Calendar of Events, November 1996

NEW WWW RESOURCES (<http://www.financenet.gov/>)

New FinanceNet Resources:

- DOI - FY 1995 Statements
- DOI - FY 1995 Annual Report
- DOI - FY 1994 Statements
- DOI - FY 1994 Annual Report

New State, Local and International Resources:

- Home Page of the Peruvian CGR
- Local Government Institute (LGI)

..... Technical Articles Wanted

One of the principal reasons for publication of a Chapter newsletter is to help keep Chapter members informed on current governmental financial management topics and emerging issues. We would very much like to publish *your* technical article. Or, if you could provide us an article for reprint that you have seen elsewhere or point us to an article source, that would be great too. You may fax articles to Bob Buchanan at (703) 246-0294, Michael Sciortino at (703) 908-1695, or Edward Baxter at (703) 607-0588. We would prefer to receive material electronically, however, at any of the following internet addresses:

rbuchanan@anteon.com
msciort00@colybrand.com
ebaxter@cleveland.dfas.mil

The deadlines for the next two issues are February 10th for the March issue and March 10th for the April issue.

Virginia Robinson, Executive Director, Joint Financial Management Improvement Program (JFMIP), will retire from the Federal government on February 1, 1997. She is Past AGA National President and past Washington Chapter President.

FIRST CLASS



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