

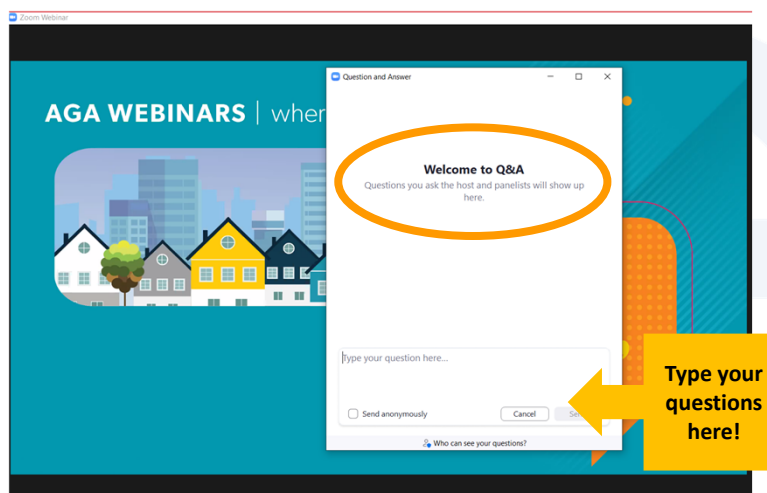


# FY2025 CEAR Program Preparer Training

August 11, 2025 | 2 – 4 p.m. ET | 2 CPEs | FOS: ACCG

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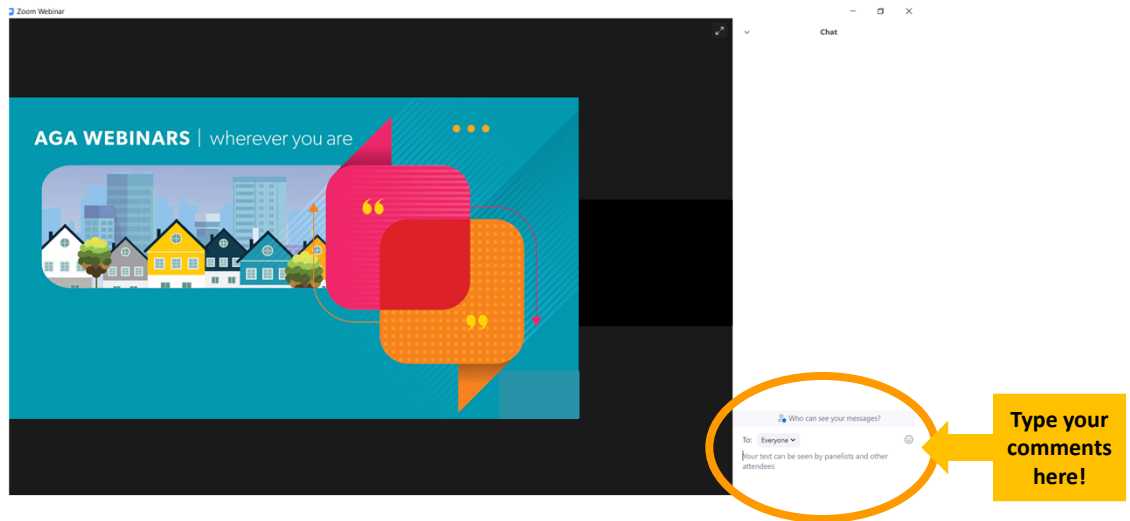
## Have Questions?



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2

## Want to Chat?



3

## CPE Credit

**\*enable pop ups!**

CPE Alertness Check: Click "Yes" to validate your participation.

Choose an option:

- ☐ Yes  
☐ No

Submit

Exit

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4

## Polling Question

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**I work for the following type of organization (please select one):**

- A. Federal Government
- B. State Government
- C. Local Government
- D. Non-profit/Higher Education
- E. Independent Public Accounting Firm
- F. Other



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5

## Polling Question

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**How familiar are you with the Certificate of Excellence in Accountability Reporting (CEAR) Program?**

- A. Very familiar
- B. Somewhat familiar
- C. Not at all – first time attending training



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6

## Today's Agenda

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**2:00 p.m.** Welcome/CEAR Program Overview – Andrew Lewis

**2:10 p.m.** AGA CEAR Guidelines – Andrew Lewis

- Overview of Guidelines
- Notable Changes to FY2025 CEAR Guidelines
- The Importance of MD&A

**2:30 p.m.** How to Present MD&A in FY2025 – Robin Gilliam

**2:45 p.m.** Award-Winning Practices and Pitfalls – Diane Dudley

- Special Awards

**3:00 p.m.** Tips from Best-In-Class Award Winners

**3:50 p.m.** CEAR Program timeline, logistics, CPEs – Stephanie Shaer



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7

## Speakers

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- **Andrew Lewis, CGFM, CPA, PMP**, CEAR Board Chair
- **Diane Dudley, CGFM, CPA**, CEAR Lead Reviewer
- **Robin Gilliam, CPA, PMP**, Assistant Director, Federal Accounting Standards Advisory Board (FASAB)
- **Colette Alexander**, Senior Policy Advisor, U.S. Government Accountability Office
- **Jessica Davis**, Branch Chief, External Reporting Branch, National Aeronautics and Space Administration
- **Migdali Delgado**, Program Analyst, Office of the Chief Financial Officer, Architect of the Capitol
- **Takiylia Middleton, RIMS-CRMP-FED**, Senior Financial Analyst, Office of the Chief Financial Officer, Architect of the Capitol
- **Stephanie Shaer, PMP**, AGA Meetings & Programs Manager



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8

## Welcome & CEAR Program Overview

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**Speaker: Andrew Lewis**

- CEAR Program Background
- Benefits of the CEAR Program
- CEAR Awards



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9

## Reasons Why Agencies Participate

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- “We participate in the CEAR program because we believe it is important to present the most informative, interesting, useful, and readable financial and performance information possible. And we believe in continuous improvement.”
- “The CEAR program provides our team with inspiration and motivation to prepare the very best document that they can. Otherwise, the summary of best practices is very beneficial. Also very beneficial are the summaries of special Best-in-Class awards across all winning agencies”.
- “We participate to demonstrate our commitment to excellence and to challenge ourselves to continuously improve our AFR. The review comments are helpful (suggestions for improvement) and encouraging (highlighting what is done well). It is also a pleasure to celebrate excellence during the Awards Dinner.”
- “To get an unbiased and quality review of our report, with recommendations on how to improve.”



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10

## AGA CEAR Guidelines

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- Overview of the Guidelines
- Notable changes for FY2025



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11

## The Importance of MD&A

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“ MD&A provides an opportunity to *tell the high-level story* of the agency”

- Mission and organizational structure
- Performance goals and results....and funds spent to achieve them
- Discussion of systems, controls and legal compliance
- A look to the future – new demands, risks, uncertainties, events, and trends



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12

# MD&A Reporting Options for FY 2025

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Robin M. Gilliam, CPA, PMP  
Assistant Director  
Federal Accounting Standards Advisory Board (FASAB)

13

13

## FASAB Disclaimer

- Information presented in this presentation is not authoritative. Therefore, it does not reflect authoritative views of the Board.
- Official positions of the FASAB are determined only after extensive due process and deliberations.



14

14

## Background Information

- From February – May 2025, FASAB staff trained over 35 agencies on how to transition from SFFAS 15 to SFFAS 64.
- Collected questions, listened to concerns, and learned how agencies might transition.
- Worked with OMB (A-136) & GAO (FAM) to synchronize with SFFAS 64



15

15

## Options for Reporting MD&A in FY2025

The requirements of SFFAS 64 are effective for reporting periods beginning after September 30, 2025 (FY 2026). Early implementation is permitted.

1. Report according to SFFAS 15
2. Hybrid - Report according to SFFAS 15 with some SFFAS 64 practices
3. Report according to SFFAS 64

### References

- A-136 – encourages SFFAS 64
- Financial Audit Manual (FAM) – audit checklist – allows hybrid

Note - CEAR Guidelines were updated to allow any of the above options



16

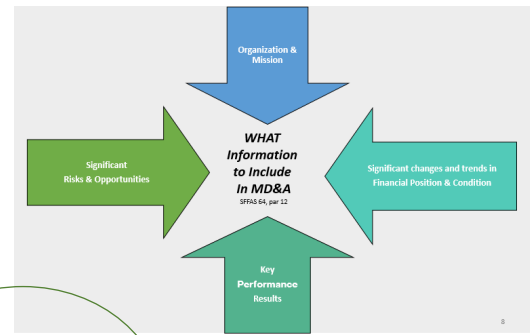
16



## FAM Draft Check List Allows for a Hybrid MD&A

### FAM - Footnote 11

An entity not early implementing SFFAS 64 for FY 2025 may nonetheless discuss and analyze information described in paragraphs 12-13 of SFFAS 64, to the extent the MD&A also meets the requirements of SFFAS 15.



**SFFAS 64, par 13:**  
A summary assessment of compliance with applicable laws, regulations, contracts, and grant agreements that are relevant to financial reporting



17

17

## OMB A-136

### Where OMB A-136 May Require Additional Information:

- II.2.2. Performance Information in the MD&A
- II.2.4. Analysis of Systems, Controls, and Legal Compliance

### How OMB A-136 Supports SFFAS 64:

II.2.1. Purpose and Scope states - the MD&A should be balanced (presenting positive and negative results), integrated, concise, and understandable (which is consistent with paragraphs 8-11 of SFFAS 64)

**Suggestion:** Information required by SFFAS 64 could be integrated [in accordance with SFFAS 64, par. 10] with the additional information required by OMB circulars.

**NOTE:** Management is responsible to understand the different requirements and report accordingly.



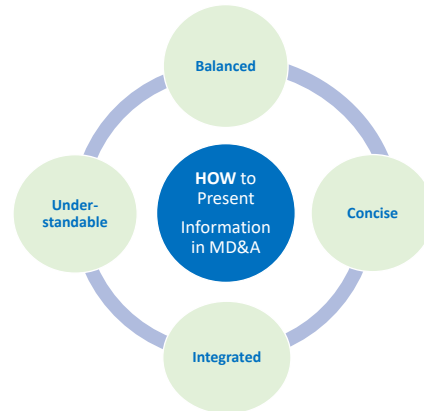
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18

## Differences between SFFAS 15 & SFFAS 64

- SFFAS 64 is intended to reduce agency reporting burden
- SFFAS 15 is prescriptive – sections
  - Causing duplicative and dense information
- SFFAS 64 is principle based with four characteristics to guide management in how to tell a streamlined story by focusing on:
  - **summarizing** information &
  - linking to details, such as to the Annual Performance Report

SFFAS 16, pars 8-11



## Information about Mission and Organization

*Differences between SFFAS 15 and SFFAS 64*

### **SFFAS 15 requires**

- A separate *Mission and Organization Structure* section
- Organizational charts

### **SFFAS 64, par 12.a requires**

#### A brief description of:

- KEY organizational components (*recommend referring to your Statement of Net Costs for a concise break out*)
- and related missions

#### Links

- to detailed information such as history, org charts, and management information

## Financial Information

*Differences between SFFAS 15 and SFFAS 64*

### SFFAS 15 requires

- A separate *Financial Statements* section
- A discussion and analysis of each financial statement

### SFFAS 64, pars 12.b. & c.

**Focuses** on concisely explaining **causes of significant changes and trends** in:

- **Financial Position** i.e. for assets, liabilities, net position, costs, revenues, budgetary resources and financing sources
- **Financial Condition** i.e. for business type activity, social insurance, long-term fiscal projections, and RSI

### **Includes**

- References (links) to detailed information such as financial reports or RSI



21

21

## Information about Performance

*Differences between SFFAS 15 and SFFAS 64*

### SFFAS 15 requires

- A separate *Performance Goals, Objectives, and Results* section
- Detailed Strategic Goals
- Detailed Government Performance and Results Modernization Act (GPRA-MA) reporting
- Detailed % percentage-based information

### SFFAS 64, par 12.d. requires

- Performance results key to the reporting entity
- \$\$\$ Actual costs incurred to accomplish key performance results
- Any cost savings with the accomplishment of key performance results
- Link to GPRA-MA/strategic goal details (APR)



22

22

## Information About Opportunities & Risks

*Differences between SFFAS 15 and SFFAS 64*

### SFFAS 15 requires

- A separate *Forward-looking Information* Section
- Possible future effects or anticipated future demands of the most important existing, currently-known demands, risks, uncertainties, events, conditions and trends.

### SFFAS 64, pars 12.e. & f. requires

- Significant opportunities identified by management that **enhance key performance** results,
  - plans to leverage such opportunities, and the
  - potential effect on financial and budgetary results of carrying out those plans
- Significant risks identified by management that have a **potentially negative effect** on key performance results,
  - plans to mitigate such risks, and the
  - potential effect on financial and budgetary results of carrying out those plans.



23

23

## Information about Internal Controls

*Differences between SFFAS 15 and SFFAS 64*

### SFFAS 15 requires

- A separate systems, controls, and legal compliance section
- A discussion of compliance requirements (often resulting in a detailed list that repeats compliance content, for example, from laws, acts, regulations)

### SFFAS 64, par 13 requires

- A **summary assessment** of compliance with applicable laws, regulations, contracts, and grant agreements that **are relevant to financial reporting.**
- **Address**
  - internal control weaknesses,
  - systems deficiencies, and
  - instances of noncompliance
- **Include**
  - What has a significant effect on the reporting entity's financial and performance reporting, and
  - Management's plans to address them.
- **Link** to detailed information, such as FFMIA and FMFIA



24

24

## Hybrid Option

### Following SFFAS 15 while streamlining with SFFAS 64

Agencies would

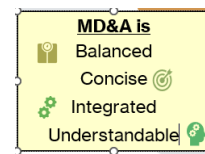
- Use the section headers required in SFFAS 15

And then could

- **Streamline by summarizing**

for example:

- Remove organization chart, location details, headshots, milestones, and history details
- Remove GPRA-strategic goal details [this will reduce much time/labor in reconciling between budget & FS reporting] (review A-136 instructions on how to report performance (summarize and link)
- Links to details on website, APR, etc.



25

25

## Additional FASAB Resources for Transitioning to SFFAS 64

- **Visit the FASAB [MD&A project page](#) for available resources:**
  - Training slides
  - DOD & HHS slides from FASAB Annual Update in May 2025
  - DOD SFFAS 64 shell
- **FASAB staff is offering continual training/analysis for transitioning to SFFAS 64 through Sept 2026**
- **Send a request Email to:**
  - Robin Gilliam at [Gilliamr@fasab.gov](mailto:Gilliamr@fasab.gov)
  - Include a cc to Brian Robinson at [robinsonbm@fasab.gov](mailto:robinsonbm@fasab.gov)
- **FASAB is developing a Staff Implementation Guidance (SIG 64.1)**
  - September 4, 2025, Public meeting to review draft SIG and answer questions.
  - GAO in person/virtual (Free)
  - Sign up for the FASAB [listserv](#) to get updates about registration.



26

26

## Q&A

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27

## Award Winning Practices & Pitfalls

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**Speaker: Diane Dudley**

- Report Elements Not to Overlook
- Overview of FY2024 Results – access at [agacgm.org](https://agacgm.org)
- Special Awards/Best-in-Class Awards



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28

## Report Elements Not to Overlook

- Agency Head Message
- Performance Information
- Customer Service
- Risk Information
- Resolving Audit Findings
- Inspector General Summaries of the Most Serious Management and Performance Challenges
- Editorial Matters
- Responsiveness to Prior Year CEAR Comments



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29

## Best-In-Class Awardees – FY2024 AFRs/PARs

1. Informative introductory information on the agency's mission and organization (CFTC)
2. Outstanding messages from the Agency Head and Chief Financial Officer that exemplify a commitment to customer service (IRS)
3. A Management's Discussion and Analysis that tells a compelling story (DOI)
4. Providing an invaluable resource to the public (Treasury)
5. Outstanding discussion of the entity's enterprise risk management program (AOC)
6. Clear and insightful analysis of financial statements (NASA)
7. Informative analysis of systems, controls, and legal compliance (NCUA)
8. An excellent presentation of performance in an Agency Financial Report (VA)
9. Conveying performance information in a clear, understandable, and informative way (FAA)
10. Clear and concise financial and performance highlights section (GAO)
11. Clear integration of cost and performance data, as well as other metrics (FTC)
12. Informative lease disclosures and effective implementation of SFFAS 54, Leases (State)
13. Best integration of Inspector General Management and Performance Challenges throughout the report (SSA)



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30

## Tips from Best-In-Class Award Winners

**Speaker: Colette Alexander**, Senior  
Policy Advisor, U.S. Government  
Accountability Office

**Best-In-Class Award in recognition of:**  
  
**Clear and concise financial and  
performance highlights section**



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31



## Fiscal Year 2024 Performance and Accountability Report AGA Best-in-Class Award

**Colette Alexander**  
**Senior Policy Advisor**  
**U.S. Government Accountability Office**

32





## Mission and Performance

- [GAO's](#) mission is to support the Congress in meeting its constitutional responsibilities and help improve the performance and ensure the accountability of the federal government. We provide Congress with timely information that is objective, fact-based, nonpartisan, nonideological, and balanced.
- GAO's Performance and Accountability Report (PAR) describes the agency's performance measures, results, finances, and accountability processes for the fiscal year.



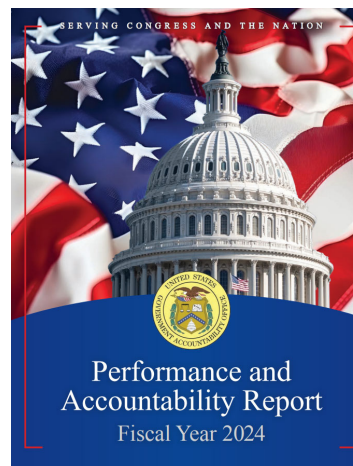
Page 33

33



## AGA Best-in-Class Award

- GAO was awarded AGA's Best-in-Class award for a "clear and concise financial and performance highlights section" in its [FY 2024 Performance and Accountability Report](#).



Page 34

34



## Best-in-Class Award Description

- “This agency’s performance is highlighted with many visuals, notes, and supplementary information, making it easy to comprehend the vast material. The FY 2024 Snapshot section is easy to follow, summarizes key highlights from the year, and consistently does a good job of telling the story of the agency and its impact on federal agencies and the public. The agency provides transparency into its own performance and the financial risks to the federal government.”



Page 35

35



## Performance and Financial Snapshot

- Our PAR includes a 4-page performance and financial “snapshot” for the reader.
- In assessing our performance, we compare actual results against targets and goals set in our annual performance plan and performance budget, and that were developed to help carry out our strategic plan.
- Highlights the impact of GAO’s work in serving the Congress and American people.

Page 36

36



## Performance and Financial Snapshot (Continued)

- In presenting our results, we focus on:
  - being clear and concise;
  - leveraging figures and tables to highlight key performance data/information;
  - adhering to plain language standards;
  - using complimentary colors to link data/information (e.g., blue, yellow, green); and
  - using notes to provide additional context/information and link to other PAR sections.

Page 37

37



## Agency Overview and Key Accomplishments

- Provides an overview of **who we are, what we do, and our results.**
- Summarizes key fiscal year (FY) accomplishments to emphasize:
  - impact of agency's work (legislative impacts and across the federal government)
  - service to the Congress and American people
  - agency's commitment to its employees ("best place to work" ranking)

### GAO's FY 2024 Snapshot

A FY 2024 Performance and Financial Snapshot for the American Taxpayer



**Government Accountability Office**  
 Who We Are: Created in 1921, GAO is an independent, nonpartisan professional services agency in the legislative branch of the federal government.

**What We Do:** Commonly known as the "congressional watchdog," we examine how taxpayer dollars are spent, we develop nonpartisan, objective, and reliable information to advise lawmakers and agency heads on ways to make government work better.

**Our Results:** Since 2002, GAO's work has resulted in about \$1.45 trillion in financial benefits and almost 29,000 program and operational benefits that helped change laws, improve public safety and other services, and promote better management throughout the government. Dollars invested in GAO since 2002 equal \$2.4 billion. For the past 6 years, we have had an average return on investment of 202 to 25.

### Did you know?

- In FY 2024, the Congress used GAO's work extensively to identify legislative solutions to emerging problems, achieve cost savings, and enhance efficiencies in federal agencies and programs.
- GAO's work yielded about \$475 billion in financial benefits—a return of about 57% for every dollar invested in GAO.
- GAO also identified 5,232 other benefits—those that cannot be measured in dollars but that led to program and operational improvements across the government.
- GAO reported on 37 areas designated as high-risk due to vulnerabilities to fraud, waste, abuse, and mismanagement, or because they face economy, efficiency, or effectiveness challenges. This work yielded 164 reports, 29 testimonies, 546 letters to financial benefits, and 466 other benefits.
- GAO received requests for work from 16 percent of the full committees of the Congress.
- Senior GAO officials were asked to testify 40 times on a wide range of issues that touched virtually all major federal agencies.
- In May 2024, the Partnership for Public Service ranked GAO as the first among mid-size federal agencies as a "best place to work" for the fourth consecutive year.

Accountability ★ Integrity ★ Reliability

GAO-23-000070

2024 Performance and Accountability Report

Page 38

38



## Impact of Agency's Work

- Summarizes the agency's impact using figures to provide data on key agencywide performance measures for the current FY and prior 5 FYs.
- Includes target and actual for current FY results (using different color scheme than for prior FYs).
- Includes note to point reader to additional details on results and data sources.

### Results Measures

- Financial benefits
- Other benefits
- Percentage of past recommendations implemented
- Percentage of new products with recommendations

### Client Measures

- Testimonies
- Timeliness

#### GAO's FY 2024 Snapshot

Figure 1: Financial Benefits GAO Recorded

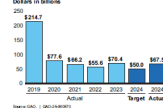


Figure 4: Percentage of New Products with Recommendations



Figure 2: Other Benefits

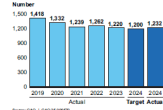


Figure 5: Testimonies



Figure 3: Percentage of Past Recommendations Implemented

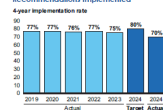
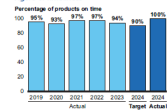


Figure 6: Timeliness



Note: See Part IV of this report for further details on these results, and Part IV for the updated information on data sources used to assess each measure, steps taken by independent reviewers, and steps taken to verify and validate the data.

iv 2024 Performance and Accountability Report GAO-25-900070

Page 39

39



## Reporting and Financial Highlights

- Summary of reporting and financial information using tables and figures (e.g., opinion on financial statements, budgetary allocation)
- Minimal additional text to improve readability
- Complimentary colors for visual appeal (blue, green, yellow)
- Note on additional information/links to sections on performance and financials

#### GAO's FY 2024 Snapshot

Table 1: GAO Reporting Summary

	FY 2024	FY 2023
Clean opinion on financial statements	Yes	Yes
Clean opinion on internal control over financial reporting	Yes	Yes
Timely and accurate Treasury reporting	Yes	Yes
Material weaknesses in internal control	None	None
Significant internal control deficiencies	None	None

Figure 7: Use of FY 2024 Funds by Category

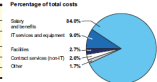


Table 2: GAO's Financial Summary (Dollars in Millions)

	FY 2024	FY 2023
Total Assets	\$214.8	\$185.4
Total Liabilities	\$107.1	\$102.9
Total Net Position	\$107.7	\$82.5
Net Cost of Operations by Goal		
Goal 1: Help Strengthen Financial Security of American People	\$107.0	\$105.7
Goal 2: Changing Security Posture/Challenges of Global Interdependence	\$75.7	\$54.5
Goal 3: Help Transform the Federal Government to Address National Challenges	\$26.8	\$11.3
Goal 4: Maximize the Value of GAO	\$1.4	\$7.3
Other Costs in Support of the Congress	\$1.4	\$7.3
Reimbursable services not attributable to above cost categories	\$14.4	\$10.2
Total Net Cost of Operations	\$195.8	\$181.6
Actual Full-time Equivalents (FTE)	3,576	3,483

Note: Information on GAO's performance is included in Part I and Part II of this report. Detailed information on GAO's financials is included in Part III. Part IV includes information on the IG's view of GAO's management challenges. Part V describes how we set and calculate our performance measures.

GAO-25-900070 2024 Performance and Accountability Report v

Page 40

40



## Future Challenges and Priorities

- Includes banner image that aligns with topic
- Summarizes information using plain language
- Points reader to full section for additional information

### GAO's FY 2024 Snapshot



#### What's Next? Future Challenges and Priorities

##### The Nation's Unsustainable Fiscal Future

The federal government faces an unsustainable long-term fiscal future. Projections from the Congressional Budget Office, the U.S. Social Security Administration, and GAO all show that current fiscal policy is unsustainable over the long term. In February 2024, we reported that debt held by the public was about 87 percent of gross domestic product (GDP) at the end of FY 2023. GAO projects that debt held by the public will reach a historical high of 106 percent of GDP by 2033. GAO also projects that debt held by the public will grow more than twice as fast as the economy (GDP) in the next period, reaching 200 percent of GDP by 2050, absent any changes in revenue and spending policies.

GAO has previously suggested that the Congress develop a plan to address the government's fiscal outlook and promote fiscal sustainability. A sustainable fiscal policy would lead to debt held by the public growing at the same-or slower-rate than the economy. In the interim, we will continue to monitor the nation's fiscal health and provide near-term options for improving the nation's fiscal condition.

##### Impacts of Evolving Science and Technology

Innovations in science and technology can provide tremendous benefits to the American people. For example, artificial intelligence (AI) could transform virtually all sectors of American life by speeding up decision-making and automating tasks. However, such changes can also lead to negative effects on privacy, equity, cybersecurity, and job security.

Since its establishment in 2019, our Science, Technology Assessment, and Analytics (STAA) team has served as a crucial resource for the Congress in understanding both the promise and the risks of emerging innovations. Its growing portfolio of work includes technology assessments on generative AI, weather modification, and in-space servicing; (2) performance audits on funding and subsequent federal research, federal use of generative AI, and patent system oversight; and (3) 5-page Science & Tech Spotlights exploring the latest trends, including facility recording and airborne diagnostic tools for Alzheimer's and Parkinson's disease. GAO's Innovation Lab continues to apply a hands-on approach to explore data science and emerging

technology through experiments. By adapting generative machine learning models, applying innovative technologies, and using other data-centric tools, the Innovation Lab is working on issues related to insurance payments, improving information and evidence collection, and increasing efficiency.

##### Cybersecurity of Systems, Critical Infrastructure, and Sensitive Data

Escalating threats, including new and more destructive attacks from abroad, highlight the critical and persistent need for effective cybersecurity. Our work will continue to assess multiple priorities, including the development and execution of a comprehensive national cybersecurity strategy and the security of federal information systems.

##### The Federal Government's Fiscal Exposure

###### Due to Climate Change

Climate change poses risks to many environmental and economic systems and creates a significant fiscal risk to the federal government. For example, in FY 2019 to 2024, special appropriations for disaster assistance totaled about \$44 billion. Our work will assist the Congress by evaluating government-wide action to reduce fiscal exposure and providing oversight of infrastructure resilience programs.

##### Department of Defense and Health Care Challenges

We will continue to analyze military personnel funding, military health system reforms, factors affecting the working environment, and aspects of the military justice system and factors affecting the military justice system and factors affecting the military justice system. We will also continue to evaluate the Department of Defense's (DOD) cybersecurity operations, efforts to protect classified information, structure and governance of the nuclear deterrent forces, and capacity for planning and conducting space operations.

Health care spending now accounts for around 27 percent of the federal budget and is one of the fastest growing federal expenditures. Our work will examine the sustainability and integrity of Medicare and Medicaid, and oversee health care delivery through other federal programs. See Future Challenges and Priorities for more information.

ii

2024 Performance and Accountability Report

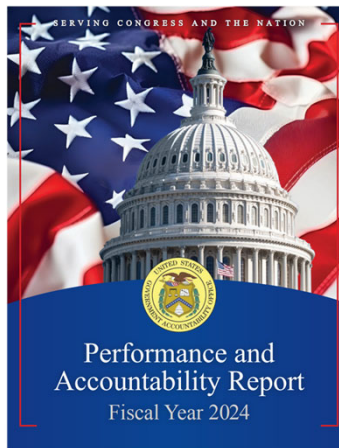
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Page 41

41



## Questions?



8/11/2025

Page 42

42

## Tips from Best-In-Class Award Winners

**Speaker: Jessica Davis**, Branch Chief,  
External Reporting Branch, National  
Aeronautics and Space Administration

**Best-In-Class Award in recognition of:**  
**Clear and insightful analysis of  
financial statements**



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43

## NASA

NASA has been awarded the AGA CEAR award 11 times

FY24 CEAR Special Best-in-Class Award:

**Clear and insightful analysis of financial statements**

*“This agency presents an easy-to-understand analysis of its financial statements and incorporates informative graphs and charts. It also includes an analysis of the sources of its funding and aligns gross costs by strategic goal to provide additional insights into the agency’s operations.”*



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44

## Background

**Timeline:** Process begins annually in May/June.

Monthly check-in meetings with all stakeholders



### Continuous Improvement:

- Benchmark against CEAR Best-In-Class Award winners
- Identify and incorporate best practices
- Review, disposition, and implement CEAR review comments into subsequent year AFR



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45

## Analysis of Financial Statements

### Requirements:

- OMB Circular A-136, Section II.2.3
- SFFAS 64, Paragraph 12

**Goal:** To provide readers with a clear understanding of NASA's financial position and significant year-over-year changes

### Approach:

- **Visual Impact:** Use bold, interesting, and contrasting colors to highlight key data points
- **Accessibility:** Provide plain-language explanations to complement charts and graphs
- **Clarity:** Ensure visual data tells a coherent financial story that anyone can understand

OMB A-136

#### II.2.3. Analysis of Financial Statements

In addition to the requirements of SFFAS 64, paragraph 12 or SFFAS 15, paragraphs 1 through 6, the MD&A should provide a **summary** of:

- Purpose, source, and type of significant budgetary resources (including any significant supplemental appropriations) and the relationship between any significant fees collected and the cost of goods or services provided.
- Financial management issues arising during the reporting period.



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46



# Examples

## Financial Highlights

### Overview of Financial Position

NASA's Balance Sheet provides a comparable snapshot of the Agency's financial position as of September 30, 2024 and September 30, 2023. It displays amounts in three primary categories:

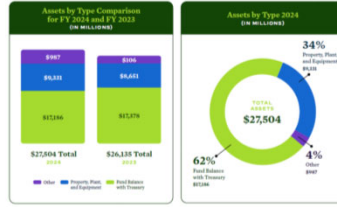


Balance Sheet Components FY 2024 and FY 2023



## MANAGEMENT'S DISCUSSION AND ANALYSIS FINANCIAL PERFORMANCE

Total Assets were the largest of the three categories (Total Liabilities plus Total Net Position will always equal Total Assets). NASA's total asset balance, as of September 30, 2024, was \$27.5 billion, five percent higher than FY 2023.



The Agency's Fund Balance with Treasury (FBWT) and Its Property, Plant, and Equipment (PP&E) were the two primary components of the total assets balance.

FBWT, which represents NASA's cash balance with the U.S. Department of the Treasury, was the largest asset at \$17 billion, accounting for 62 percent of total assets. This cash balance includes Congressional appropriated funds available for NASA's mission operations (for example, employee labor or purchased goods or services from contractors) that have not yet been paid.

NASA's PP&E had a net book value of \$9.1 billion as of September 30, 2024, 34 percent of total assets or an eight percent increase as compared to FY 2023. The increase is primarily attributed to the fabrication of essential assets supporting Artemis, Gateway, and the International Space Station (ISS) program requirements, ongoing revitalization, construction of facilities, and the active production work on Mobile Launcher 2.

The Other category represents Accounts Receivable, Advances and Prepayments, and Investments as of September 30, 2024. This category increased by \$881 million. This increase is due to the implementation of a new Agency business process for lease accounting mandated by the Statement of Federal Financial Accounting Standards (SFFAS) 54, Leases, which requires additional financial reporting for leases.

## MANAGEMENT'S DISCUSSION AND ANALYSIS FINANCIAL PERFORMANCE

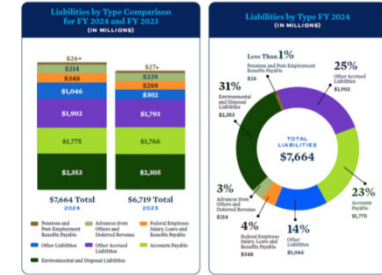
Total Liabilities, as of September 30, 2024, were \$19.7 billion, 14 percent higher than FY 2023. Environmental and Disposal Liabilities, Accounts Payable, and Other Accrued Liabilities represent the majority of NASA's liabilities.

Environmental and Disposal Liabilities of \$2.4 billion represent the estimated cost to clean up both known and projected environmental hazards. This category had an increase of \$48 million or two percent.

Accounts Payable, which represents amounts owed to other entities, was \$1.8 billion, an increase of \$9 million, or one percent, compared to FY 2023. The increase is attributed to the timing of invoices being received, approved, and disbursed.

Other Accrued Liabilities with public entities were \$1.0 billion, an increase of \$109 million, or six percent, compared to FY 2023. Other Liabilities, which represents various amounts including Unexpended Leave Revenue and Contingent Liabilities, were \$1 billion, an increase of \$294 million. The increase is primarily due to the implementation of SFFAS 54 in FY 2024 which requires additional financial reporting for leases.

Federal Employee Salary, Leave and Benefits Payable are Accrued Funded Payroll and Leave and Unfunded Leave.



Total Net Position comprised of Unexpended Appropriations and Cumulative Results of Operations ("net worth"), increased by \$424 million, two percent higher than FY 2023. Unexpended Appropriations, at \$3 billion, decreased by \$176 million or one percent from FY 2023. Cumulative Results of Operations, at \$4.7 billion, increased by \$424 million or nine percent from FY 2023.

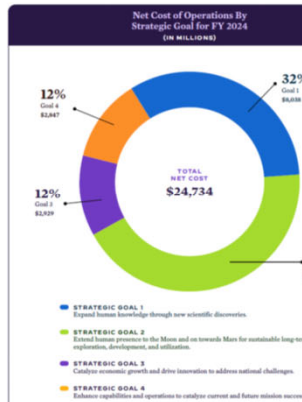


47

## Results of Operations

### Net Cost of Operations

The Statement of Net Cost presents NASA's Net Cost of Operations by strategic goal. NASA's strategic goals are described in the Mission Performance section of the Agency Financial Report (page 13). The Net Cost of Operations represents gross cost incurred less revenue earned for work performed for other government organizations or private entities. As of September 30, 2024, NASA's gross costs were \$24.6 billion, an increase of \$318 million from FY 2023. Earned Revenue from other governmental organizations or private entities was \$1.8 billion, a \$200 million increase from FY 2023. This leaves NASA with a FY 2024 net cost of \$24.7 billion, an increase of \$118 million.

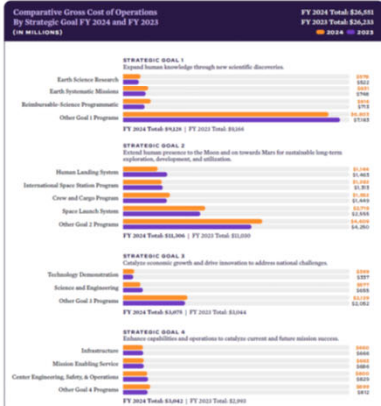


## MANAGEMENT'S DISCUSSION AND ANALYSIS FINANCIAL PERFORMANCE

### Results of Operations (CONTINUED)

#### Gross Cost of Operations

NASA's day-to-day operations are performed at NASA and contractor facilities around the globe and in space. Gross cost of operations is presented in the following table, detailing select NASA programs that support each strategic goal. Gross cost of operations include expenses incurred for NASA's research and development (R&D) investments that are expected to maintain or increase national economic productive capacity or yield other future benefits. The program strategic goal in relation to gross cost have remained consistent year to year.



## Sources of Funding

The Statement of Budgetary Resources provides information on the budgetary funding available to NASA. NASA's resources consist primarily of funds received from two sources:

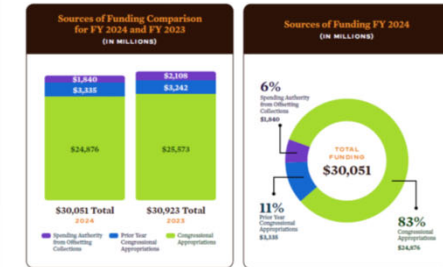
- Appropriations from Congress for the current fiscal year and unobligated balances from prior fiscal years.
- Revenue from agreements with other governmental organizations or private entities.

In FY 2024, the total funds available for use by the Agency was \$30 billion -- a decrease of \$872 million or three percent, compared to FY 2023.

The \$24.9 billion in appropriations from Congress for FY 2024 accounted for 83 percent of the total funds available for use by the Agency. Congress designates the funding available to the Agency for a specific NASA mission. Appropriations that remained available from prior years totaled \$3.3 billion, 11 percent of NASA's available resources in FY 2024.

NASA's FY 2024 funding also included \$1.8 billion spending authority from offsetting collections, primarily comprised of revenue earned and collected from agreements, representing six percent of NASA's available resources in FY 2024. Revenue is earned under NASA's authority to provide goods, services, or use of facilities to other entities on a reimbursable basis.

In FY 2024, NASA obligated \$27 billion of the \$30 billion available for Agency programmatic and institutional objectives. An obligation binds the Government to make an expenditure (or outlay) of funds and reflects a reservation of budget authority that will be used to pay for a contract, labor, or other items. The remaining \$3 billion may be obligated until the funds' periods of availability expire.



48



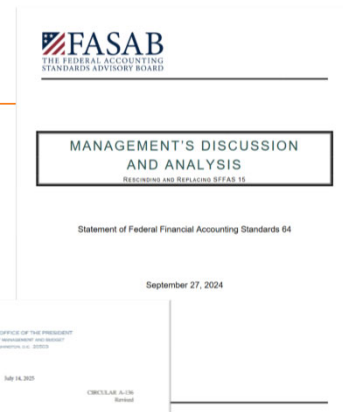
## Looking Forward: FY25 and Beyond

### Key Changes:

- Single-Year Presentation format in FY25
- Implementation of SFFAS 64, *Management's Discussion and Analysis*

### Continuity:

- Core reporting principles remain unchanged
- Established AFR strategy and best practices continue
- Commitment to excellence in financial reporting maintained



## Tips

- Read the entire AFR from cover to cover
- Internal reviews
- Become a CEAR reviewer
  - Learn best practices
  - Understand CEAR guidelines
  - Networking
  - No-cost professional development opportunity



## Tips from Best-In-Class Award Winners

### Speakers: Migdali Delgado, Program

Analyst, Office of the Chief Financial Officer,  
Architect of the Capitol

### Takiyia Middleton, Senior Financial

Analyst, Office of the Chief Financial Officer,  
Architect of the Capitol

### Best-In-Class Award in recognition of:

Outstanding discussion of the entity's  
enterprise risk management program



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51

## AGA CERTIFICATE OF EXCELLENCE IN ACCOUNTABILITY REPORTING (CEAR)

AGA CEAR Preparer Training  
August 11, 2025



52



## CEAR Program Preparer Training | CEAR Award and CEAR Best-in-Class Recipient

### FY 2024 AGA CEAR Award Recipient

*Architect of the Capitol (AOC) - 13th year*

### FY 2024 CEAR Best-In-Class

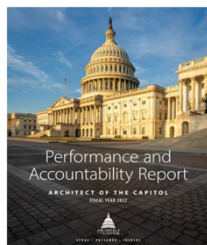
*This agency discusses the maturity of its enterprise risk management program, its annual risk assessment, and links identified risks with the challenges reported by the Office of Inspector General. The detailed enterprise-level risk discussion with risk ratings is exceptional.*

53

53



## CEAR Program Preparer Training | AOC's Performance and Accountability Report



### MORE THAN A REPORT

The Architect of the Capitol's (AOC) Performance and Accountability Report (PAR) aims to accomplish a report that provides its readers and Congress **transparency and accountability** in both its annual performance and financial accomplishments

The PAR is also an opportunity to tell the **AOC's story** which highlights:

- **Mission** – Serve, Preserve and Inspire: Serve as stewards to preserving the nation's Capitol, and inspire memorial experiences
- **Progress** – Producing an annual PAR not only showcases AOC's annual progress, but also builds trust and provides transparency to Oversight and the American public
- **Results** – AOC's operations ensure our Capitol, and the campus endures the test of time for future generations

54

54



## CEAR Program Preparer Training | Preparing a Quality Outcome



### PLAN

- **Plan** intentionally to ensure success
- Map out goals, internal reviews, and approvals to align with overall **project calendar**
- Track progress and plan for contingencies to **ensure timeliness**



### ENGAGE

- Engage with stakeholders early to set **tone and expectations** for success
- Reinforce AOC's commitment to **transparency and accountability**
- Encourage **agency-wide collaboration** and align with the Architect's message



### DRAFT AND REVIEW

- Follow and implement **updated guidance** for the current fiscal year
- Draft and review report sections to **ensure updated information** (more than once)
- **Implement feedback** and approved data and content



### FINALIZE

- Ensure compliance and **finalize report**
- Update stakeholders on progress and **completion**
- Get ready for **next year**

55

55



## CEAR Program Preparer Training | Continuous Improvement



- Track progress and opportunities for improvement during the current fiscal year to implement in future reporting cycles
- Benchmark award winning reports to identify best practices
- Conduct lessons learned to gather insights and enhance reporting content
- Identify trends and design styles to showcase information and data (infographics, charts, images)
- Review recommendations and updated guidance to ensure compliance and implement changes as necessary
- Repeat best practices and implement updates and recommendations

56

56



## CEAR Program Preparer Training | Example 1 – Fulfill Other Requirements



**Energy and Sustainability Report**  
FY 2024 AOC Performance and Accountability Report  
Pages 188 – 191

## Human Capital Management Report

FY 2024 AOC Performance and Accountability Report  
Pages 193 – 200



## CEAR Program Preparer Training | Example 2 – Make It Interactive




## Stone Preservation on the Capitol Campus



FY 2024 AOC Performance and Accountability Report, Page 212

Stone Preservation on the Capitol Campus:  
[Stone Preservation on the Capitol Campus | Architect of the Capitol](#)

Video:  
<https://youtu.be/J6W6QbiUUEk?si=1UvI2Ta110mSZA6s>



## CEAR Program Preparer Training | Example 3 – Tell Your Story

**Did You Know?**

The AOC also actively preserves the historic building and cultural treasures across the Capitol campus, including historic documents, architectural features, and artifacts of our nation's history. With a legacy spanning over 225 years, these assets require special care and attention to ensure they are preserved for future generations. Guided by its preservation policy, the AOC ensures all major preservation projects are completed with the highest quality and integrity.

The AOC workforce, comprised of 2,500 employees plus seasonal staff and contractors, works around the clock to maintain and preserve the buildings and grounds of the Capitol campus while supporting more than 100 daily constituents and visitors. Figure 3 shows the distribution of the agency's personnel employed by location.

The highly diverse workforce includes architects, carpenters, conservators, electricians, engineers, gardeners, historic preservation specialists, masons, mechanics, painters, plumbers, plasterers, photographers, sheet metal workers, signmakers, woodworkers and other skilled tradespeople.

**Watch Our Video:**

**A MISSION WE LOVE**

**TO INSPIRE OUR NATION**

Other videos detailing the agency's mission and accomplishments are available on the AOC YouTube channel.

These professionals combine modern techniques with centuries-old trade skills to fulfill the agency's stewardship responsibilities. This highlights the **Architect of the Capitol**. Regardless, it provides a summary of the agency's extensive responsibilities. Additional information about the workforce is available online.

**Figure 3: Workforce by Location**

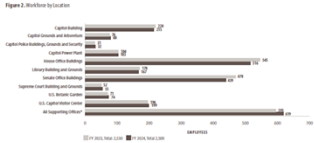
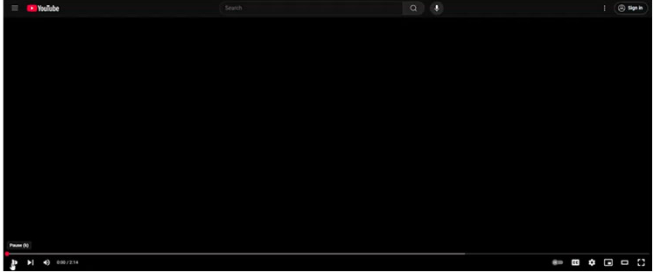


Figure 3: Workforce by Location

Location	FY 2024	FY 2023
Capitol Grounds and Environs	1,100	1,050
Capitol Hill	1,000	950
Capitol Hill - West	1,000	950
Capitol Hill - East	1,000	950
Capitol Hill - North	1,000	950
Capitol Hill - South	1,000	950
Capitol Hill - West	1,000	950
Capitol Hill - East	1,000	950
Capitol Hill - North	1,000	950
Capitol Hill - South	1,000	950
Capitol Hill - West	1,000	950
Capitol Hill - East	1,000	950
Capitol Hill - North	1,000	950
Capitol Hill - South	1,000	950

We are AOC




FY 2024 AOC Performance and Accountability Report, Page 07

We are AOC

<https://www.youtube.com/watch?v=0SaWXjW1wVY>

59



## CEAR Program Preparer Training | Forward-Looking Information

**Digital Mission**

The AOC is committed to providing a digital mission for the Capitol campus, including historic documents, architectural features, and artifacts of our nation's history. With a legacy spanning over 225 years, these assets require special care and attention to ensure they are preserved for future generations. Guided by its preservation policy, the AOC ensures all major preservation projects are completed with the highest quality and integrity.

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**ERM Program Maturity**

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**Annual Enterprise Risk Assessment**

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**OIG Management Challenges**

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**Enterprise-Level Risks**

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KEY HIGHLIGHTS	WHAT WORKED WELL	BEST PRACTICES	OPPORTUNITIES FOR SUCCESS
ERM Program Maturity	Focused on ERM Program fiscal year priorities	Establish integration points between ERM program activities and PAR development	Competing agency priorities
Annual Enterprise Risk Assessment	Facilitated meaningful discussions with key stakeholders	Direct clear and consistent communications	High-quality risk information
OIG Management Challenges	Aligned top priority risks with identified management challenges	Connect the dots for readers	Phased approach to address areas that presently do not have action plans in place
Enterprise-Level Risks	Collaborated with risk sponsors and owners	Perfect the art of storytelling	Stakeholder engagement

FY 2024 AOC Performance and Accountability Report  
Pages 35 – 47

60

30



61

## Q&A

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62



## CEAR Program Timeline, Logistics, CPEs

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**Speaker: Stephanie Shaer**

- Important dates
- Program application process
- CPEs



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63

## Important Dates

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- **November 17, 2025**
  - Auditor's report must be dated on or before
  - Agency applications due
- **December 8, 2025**
  - Reviewer applications due
- **December 9, 2025**
  - Reviewer's Training | 2-4 p.m
- **December 15, 2025**
  - CEAR Program agency packet and filing fees due
- **December 31, 2025**
  - SPFI due (Optional)



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64



## CEAR Program Application Process

- Follow the FY2025 CEAR Program Guidelines
  - Agency CEAR application – Due November 17, 2025
- Review previous Best-in-Class awardees for commendable practices
- Original letter signed by your agency's CFO or equivalent-level official requesting that your report be reviewed
- 6 printed copies of:
  - AFR/PAR (Required)
  - Responses to last year's recommendations (Required)
  - The CEAR Guidelines to which you adhered, detailing which pages of your AFR or PAR the requirements in the Guidelines are addressed. (Recommended)



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65

## CEAR Website Resources

- Links to FY2024 AFRs and PARs
- List of FY2024 CEAR Award Winners
- Important Dates
- Recordings of Preparer and Reviewer trainings (once complete)
- FY2025 Guidelines
- Descriptions of Special Awards
- <https://www.agacgfm.org/Standards/CEAR.aspx>



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66

## Mailing Address for Application Packet

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### AGA

ATTN: CEAR Program  
2208 Mount Vernon Ave.  
Alexandria, VA 22301

Visit CEAR's application criteria website - <https://www.agacgfm.org/Standards-Guidance/CEAR/For-Agencies-Preparers/Application-Fees.aspx>



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67

## Become a Reviewer

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- Another way to learn is from each other!
- We recommend that every agency have 1 or 2 employees serve as reviewers
- Learn more at <https://www.agacgfm.org/Standards-Guidance/CEAR/Reviewers/Benefits-Eligibility.aspx>
- **Reviewer Training** | Dec. 9, 2025 | 2 – 4:00 p.m. ET | 2 CPEs | FOS: AUDG
- Application deadline to apply is December 8, 2025



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68

## CEAR Program CPEs

**You can earn up to 6 total free CPEs**

- Preparer Training
- Reviewer Training
- Team Meeting in March 2026



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69

## FY2025 CEAR Awards Ceremony

**Location:** Washington, D.C.

**Date:** May 2026



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70

## Preparer Training CPE Certificate

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- Within two weeks
- Email notifications will be sent to all those who completed the alertness checks
- Check AGA account for CPE certificate
- Questions? Contact **cear@agacgfm.org**.



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71

## Thank You for Participating!

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Contact: **cear@agacgfm.org**



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72