

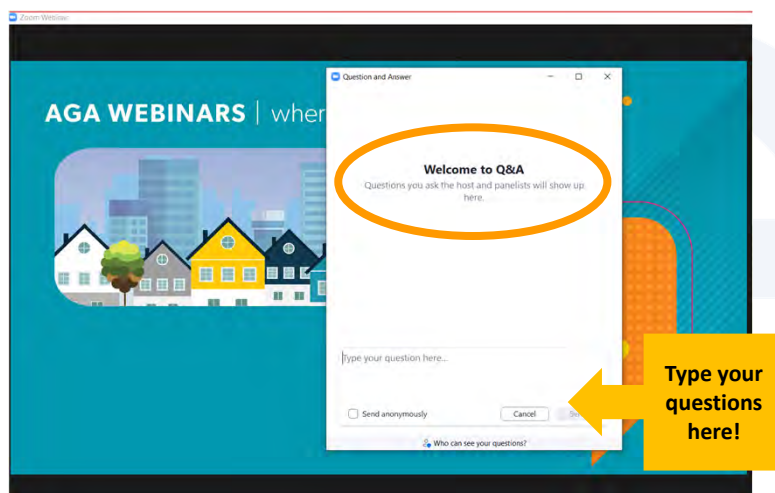


FY2025 CEAR Program Preparer Training

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

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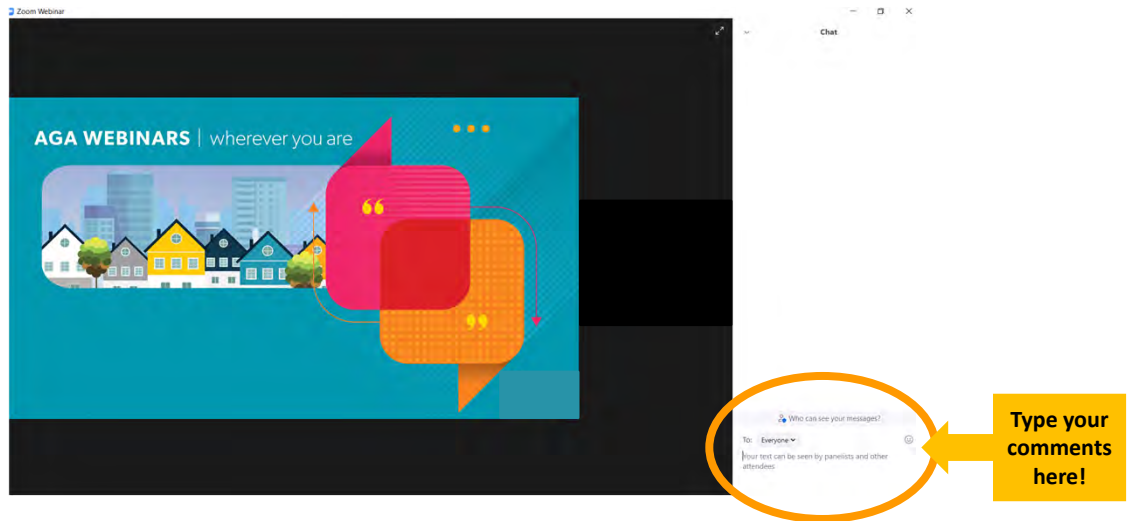
Have Questions?



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Want to Chat?



3

CPE Credit

***enable pop ups!**

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

Choose an option:

☐ Yes

☐ No

Submit

AGA

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Polling Question

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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Polling Question

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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Today's Agenda

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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Speakers

- **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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Welcome & CEAR Program Overview

Speaker: Andrew Lewis

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



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Reasons Why Agencies Participate

- “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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AGA CEAR Guidelines

- Overview of the Guidelines
- Notable changes for FY2025



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The Importance of MD&A

“ 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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MD&A Reporting Options for FY 2025

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

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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.



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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



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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



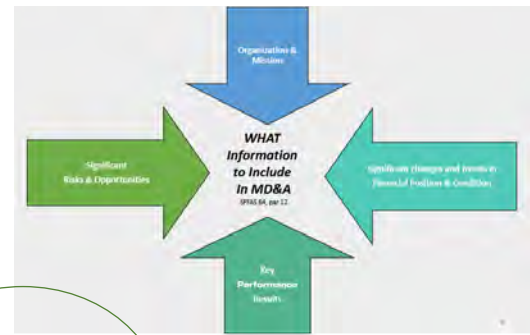
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FAM Draft Check List Allows for a Hybrid MD&A

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



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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.



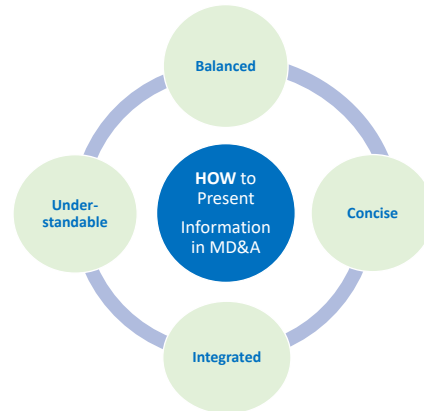
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Differences between SFFAS 15 & SFFAS 64

- 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



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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

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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



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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)



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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.



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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



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Hybrid Option

Following SFFAS 15 while streamlining with SFFAS 64

Agencies would

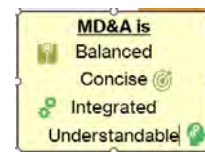
- Use the section headers required in SFFAS 15

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.



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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
 - Include a cc to Brian Robinson at 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.



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Q&A



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Award Winning Practices & Pitfalls

Speaker: Diane Dudley

- Report Elements Not to Overlook
- Overview of FY2024 Results – access at agacgm.org
- Special Awards/Best-in-Class Awards



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

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

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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.



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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](#).



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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.”



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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.

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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.

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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

Did you know?

In FY 2024:

- The Congress used GAO's work extensively to identify legislative solutions to emerging problems, address cost savings, and enhance effectiveness in federal agencies and programs.
- GAO's work yielded about \$675 billion in financial benefits—a return of about 5% for every dollar invested in GAO.
- GAO also identified 6,232 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 vulnerability to fraud, waste, abuse, and mismanagement, or because they face economic, efficiency, or effectiveness challenges. This work yielded 164 reports, 28 testimonies, 544 issues in financial benefits, and 400 other benefits.
- GAO received requests for work from 85 percent of the full complement of the Congress.
- Senior GAO officials were asked to testify 40 times in a wide range of Senate and House committees and subcommittees.
- In May 2024, the Partnership for Public Service named GAO as one of the top agencies in the federal government as a "best place to work" for the fourth consecutive year.

Government Accountability Office

When the American people need it, GAO is an independent, nonpartisan professional services agency in the legislative branch of the federal government.

What the Congress knows as the investigative arm of the Congress is the "nonpartisan watchdog" that monitors how taxpayer dollars are spent. Its strong reputation, objective, and reliable information for federal agencies and agency heads is key to making government work better.

Our benefits: Since 2003, GAO's work has resulted in about 55.45 billion in financial benefits and almost 75,000 programs and operations that helped change lives, improve public safety and other services, and promote better management throughout the government. Dollars invested in GAO since 2003 equal \$2.4 billion. For the past 5 years, we have had an average return on investment of 5.5% to 5%.

Accountability • Integrity • Reliability

GAO-25-000000 2024 Performance and Financial Snapshot

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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



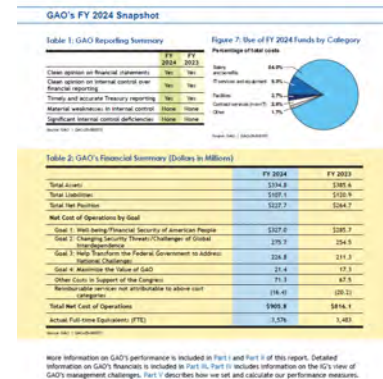
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Reporting and Financial Highlights

- 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



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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 administration, the Congressional Budget Office, 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 81 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 2034. GAO also projects that debt held by the public will grow more than twice as fast as the economy grows, 5.52 percent, reaching 100 percent of GDP by 2034, assuming any changes in revenue and spending policies.

GAO has previously suggested that the Congress develop a plan to address the government's fiscal future and promote fiscal sustainability. A sustainable fiscal policy would need to debt held by the public growing at the same or slower rate than the economy. In the future, 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 2015, our Science, Technology Assessment, and Analytics (STAA) team has served as a critical 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.

GAO's Innovation Lab continues to apply a hands-on approach to explore data science and emerging

technology through experiments. By adopting generative machine learning models, applying innovative techniques, and using other data-centric tools, the Innovation Lab is working on issues related to program priorities, 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 programs, 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 \$46 billion. Our work will assist the Congress by evaluating government-wide efforts 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

standards, military health system reform, factors affecting the working environment, and aspects of the military justice system and facilities management. We will also continue to evaluate the Department of Defense (DOD) cyber value

operations related to DOD efforts. Our work will assist the Congress by providing information, structure and governance of the nuclear

inherent risks, and capacity for planning and conducting special 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.

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2024 Performance and Accountability Report

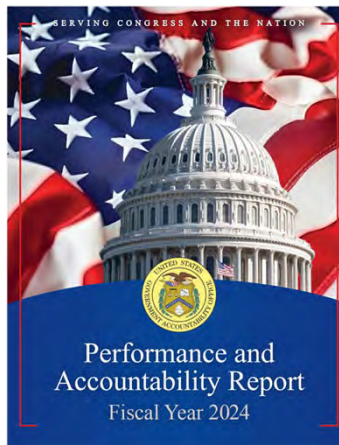
GAO-25-000570

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Questions?



8/11/2025

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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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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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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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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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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:

Assets	Liabilities	Net Position
the current and future economic benefits owned or available for use by NASA.	the debts owed by NASA but not yet paid.	the activity between revenue and other financing sources, and costs incurred across the Agency.

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 (PPBE) 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 PPBE had a net book value of \$9.2 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, ranging from 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

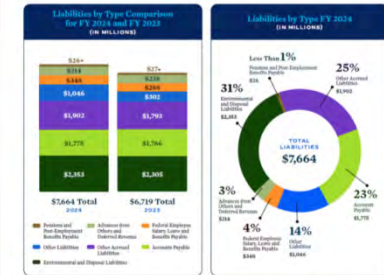
Total Liabilities, as of September 30, 2024, were \$19.6 billion, 14 percent higher than FY 2023. Environmental and Disposal Liabilities, Accounts Payable, and Other Accrued Liabilities represent the majority of NASA's liabilities.

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 \$209 million, or six percent, compared to FY 2023. Other Liabilities, which represents various amounts including Unexpended Lease Revenue and Contingent Liabilities, were \$1 billion, an increase of \$254 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 Pended Payroll and Leave and Unfunded Leave.



Total Net Position comprised of Unexpended Appropriations and Cumulative Results of Operations ("net worth"), increased by \$42.2 million, two percent higher than FY 2023. Unexpended Appropriations, at \$13 billion, decreased by \$176 million or one percent from FY 2023. Cumulative Results of Operations, at \$6.7 billion, increased by \$42.2 million or one percent from FY 2023.



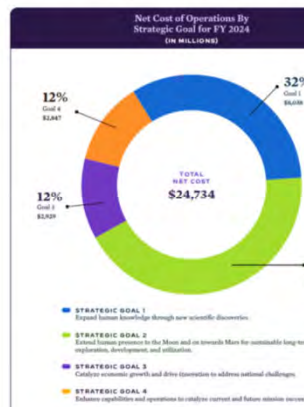
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Results of Operations

Net Cost of Operations

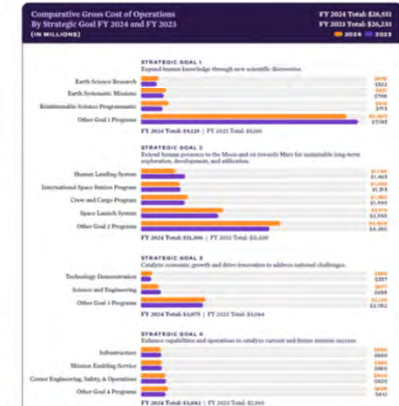
The Statement of Net Cost presents NASA's Net Cost of Operations by strategic goal. NASA's strategic goals are described in the Mission Performance section of the Agency Financial Report (page 13). The Net Cost of Operations represents gross cost incurred less revenue earned for work performed for other 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 \$22.7 billion, an increase of \$118 million.



Results of Operations (CONTINUED)

Gross Cost of Operations

NASA 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:

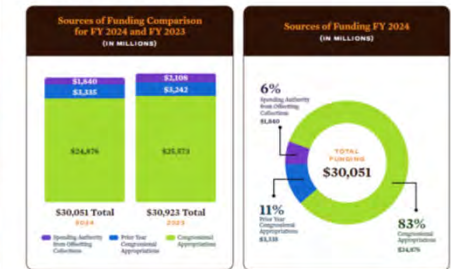
\$ Appropriations from Congress for the current fiscal year and unobligated balances from prior fiscal years.
Revenue from agreements with other governmental organizations or private entities.

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.



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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



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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



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Tips from Best-In-Class Award Winners

Speakers: Migdali Delgado, Program

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

Takiylia 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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AGA CERTIFICATE OF EXCELLENCE IN ACCOUNTABILITY REPORTING (CEAR)

AGA CEAR Preparer Training
August 11, 2025



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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

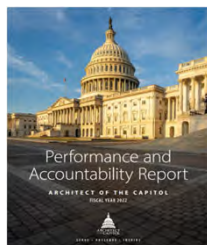
This agency discusses the maturity of its enterprise risk management program, its annual risk assessment, and links identified risks with the challenges reported by the Office of Inspector General. The detailed enterprise-level risk discussion with risk ratings is exceptional.

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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

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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**

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CEAR Program Preparer Training | Continuous Improvement



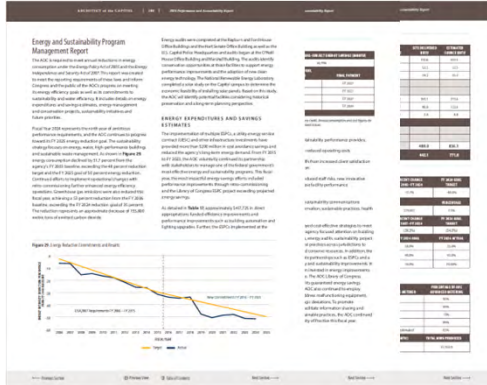
- Track progress and opportunities for improvement during the current fiscal year to implement in future reporting cycles
- Benchmark award winning reports to identify best practices
- Conduct lessons learned to gather insights and enhance reporting content
- Identify trends and design styles to showcase 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

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CEAR Program Preparer Training | Example 1 – Fulfill Other Requirements



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

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Human Capital Management Report

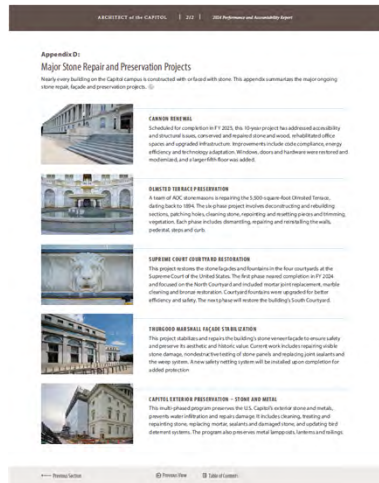
FY 2024 AOC Performance and Accountability Report
Pages 193 – 200



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CEAR Program Preparer Training | Example 2 – Make It Interactive



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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/J6W60biUUEk?si=1UvI2Ta1f0mSZA6s>

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CEAR Program Preparer Training | Example 3 – Tell Your Story

Did You Know?

The AOC also oversees the historic building and cultural resources across the Capitol campus, including the iconic dome, the National Capitol Historical Foundation, and the National Capitol Historical Foundation. With a legacy spanning over 225 years, these assets require special care and attention to preserve and protect the nation's history. Guided by its preservation policy, the AOC is committed to ensuring that the historic building and grounds are preserved for future generations.

Watch Our Video:

A MISSION WE LOVE

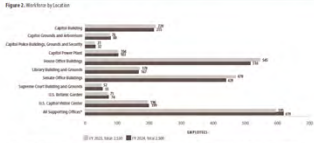
TO INSPIRE OUR NATION

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

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 300 daily constituents and visitors. Figure 3 shows the distribution of the agency's personnel employees by location.

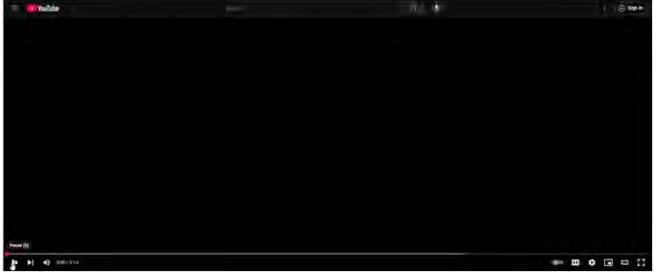
The highly diverse workforce includes architects, engineers, construction, electricians, engineers, gardeners, historic preservation specialists, interior designers, landscape architects, planners, planners, planners, sheet metal workers, technicians, woodworkers and other skilled tradespeople.

Figure 3. Workforce by Location



Legend: FY 2024 Data (Blue), FY 2023 Data (Grey)

We are AOC



FY 2024 AOC Performance and Accountability Report, Page 07

We are AOC

<https://www.youtube.com/watch?v=0SaWxjW1wVY>

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CEAR Program Preparer Training | Forward-Looking Information

Digital Mission

The AOC is committed to providing a high-quality, digital mission to the public. This includes the development of a digital mission strategy, the implementation of a digital mission plan, and the ongoing evaluation of the digital mission's effectiveness.

Central Operations

The AOC is committed to providing a high-quality, central operations to the public. This includes the development of a central operations strategy, the implementation of a central operations plan, and the ongoing evaluation of the central operations' effectiveness.

Capital Construction

The AOC is committed to providing a high-quality, capital construction to the public. This includes the development of a capital construction strategy, the implementation of a capital construction plan, and the ongoing evaluation of the capital construction's effectiveness.

Facilities Management

The AOC is committed to providing a high-quality, facilities management to the public. This includes the development of a facilities management strategy, the implementation of a facilities management plan, and the ongoing evaluation of the facilities management's effectiveness.

Information Technology

The AOC is committed to providing a high-quality, information technology to the public. This includes the development of an information technology strategy, the implementation of an information technology plan, and the ongoing evaluation of the information technology's effectiveness.

Human Resources

The AOC is committed to providing a high-quality, human resources to the public. This includes the development of a human resources strategy, the implementation of a human resources plan, and the ongoing evaluation of the human resources' effectiveness.

Legal Affairs

The AOC is committed to providing a high-quality, legal affairs to the public. This includes the development of a legal affairs strategy, the implementation of a legal affairs plan, and the ongoing evaluation of the legal affairs' effectiveness.

Public Affairs

The AOC is committed to providing a high-quality, public affairs to the public. This includes the development of a public affairs strategy, the implementation of a public affairs plan, and the ongoing evaluation of the public affairs' effectiveness.

Security

The AOC is committed to providing a high-quality, security to the public. This includes the development of a security strategy, the implementation of a security plan, and the ongoing evaluation of the security's effectiveness.

Training

The AOC is committed to providing a high-quality, training to the public. This includes the development of a training strategy, the implementation of a training plan, and the ongoing evaluation of the training's effectiveness.

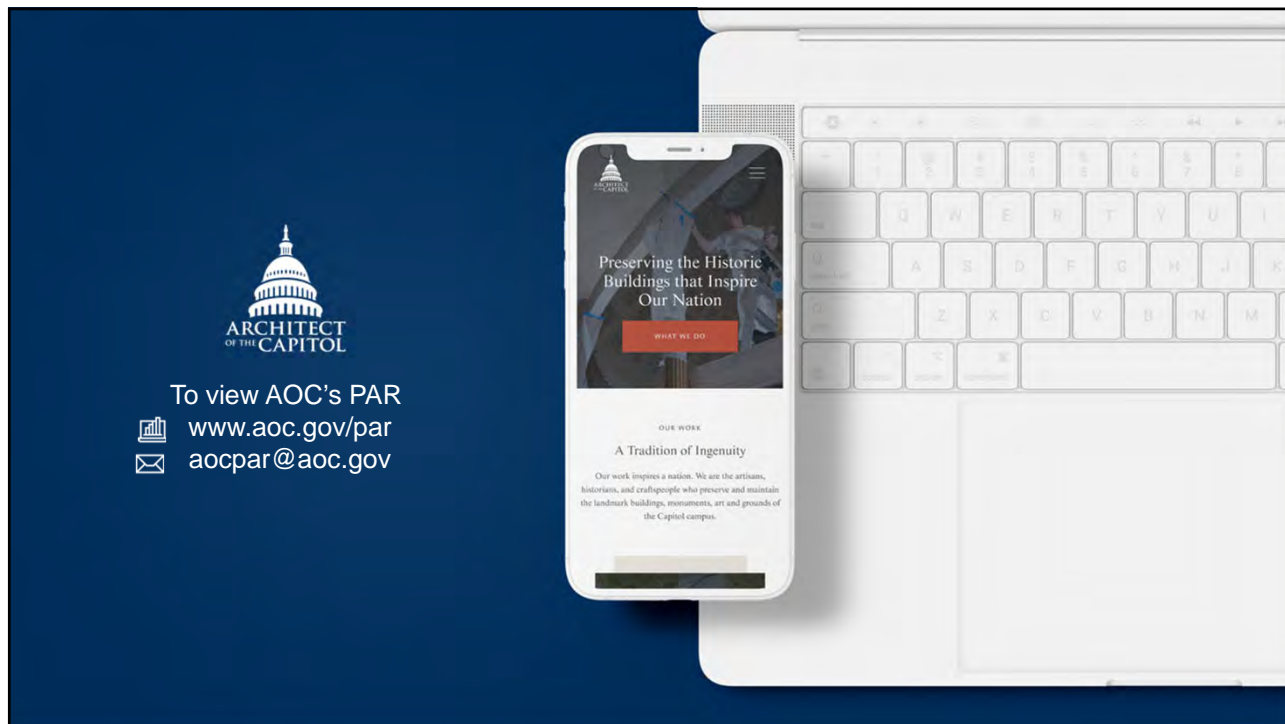
Other

The AOC is committed to providing a high-quality, other to the public. This includes the development of an other strategy, the implementation of an other plan, and the ongoing evaluation of the other's effectiveness.

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

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FY 2024 AOC Performance and Accountability Report
Pages 35 – 47



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Q&A

AGA

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CEAR Program Timeline, Logistics, CPEs

Speaker: Stephanie Shaer

- Important dates
- Program application process
- CPEs



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Important Dates

- **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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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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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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Mailing Address for Application Packet

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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Become a Reviewer

- 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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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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FY2025 CEAR Awards Ceremony

Location: Washington, D.C.

Date: May 2026



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Preparer Training CPE Certificate

- 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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Thank You for Participating!

Contact: cear@agacgfm.org



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