



The Bottom Line

SPECIAL ELECTION ISSUE

Newsletter of the
AMERICAN ASSOCIATION FOR BUDGET & PROGRAM ANALYSIS

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Candidates for Officers & Directors of 2008-2009



PRESIDENT



Carl Moravitz is a Senior Managing Consultant with the IBM, working directly on budget and performance integration, performance-based budgeting solutions, and Federal financial management.

Carl has over 30 years of Federal experience in managing and directing budgets, including multiple and geographic financial plans for large and diverse organizations. For the Federal Government, he was Budget Director for the U.S. Department of the Treasury, Internal Revenue Service, Voice of America, as well as, interim Budget Director for the new Department of Homeland Security in March 2003. Carl is a leader in streamlining and simplifying budget processes, focusing and addressing key policy issues usually ignored in the budget process. His leadership in Performance Budgeting includes the

development of a proto-type Results Act-Compliant Performance Budget that served as an early model for the presentation of integrated budget and performance plans to OMB and Congress and current best practices work in the field with the IBM.

Carl has extensive knowledge and understanding of financial and general management programs and issues; demonstrated ability and experience in the federal budget and legislative process; and knowledge of the operations, organization and interrelationships of the Executive and Legislative branches of government. He has broad knowledge in the funding challenges accompanying the full stewardship of Federal government finances, its impacts on Federal Budget Policy in general, and Agency processes in particular.

While at IBM, Carl has been working as a thought leader in the

area of Performance-based Budgeting, including development of best practices and budget office improvements. As part of the IBM Center for the Business of Government, he has written several articles on performance management and budget, selected best practices, and recommended directions. He has jointly authored, with Jonathan Breul, a recently released book on Performance and Budgeting: The Budget Office of Tomorrow that looks at performance-based budgeting in the Public Sector, while also offering suggestions on improvements possible in current operations. Mr. Moravitz received both his Bachelor's and Masters Degrees in Economics from Virginia Tech.



PRESIDENT ELECT



Melissa Merrell is a budget analyst in the State and Local Government Cost Unit at the Congressional Budget Office.

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Her main areas of focus include Justice, Immigration, and Regional and Community Development. Prior to working at the Congressional Budget Office, Melissa worked for the Association of Metropolitan Planning Organizations and League of Women Voters. She is a graduate of The George Washington University (MPP) and St. John Fisher College (BA), in Rochester, NY. Melissa has volunteered with AABPA for the past 3 years.



VICE PRESIDENT FOR SYMPOSIA



SHELLY MCALLISTER

Was AABPA president 2005-06 and is presently a budget concepts specialist in the Budget Review and Concepts

Division of the Office of Management and Budget (OMB) where she has been for the past ten years. Shelly is very active with the Budget Line of Business and is especially interested in improving human capital management and processes in agency budget offices. She is also involved with various budget preparation and presentation issues and the annual revision of Circular A-11, Preparation, Submission, and Execution of the Budget. Shelly is also active in teaching MAX A-11 classes and resolving technical and conceptual issues related to budget execution and federal credit programs.

Shelly is a graduate of the University of Kansas where she earned her BA and MPA degrees and of the University of Southern California where she earned her DPA. Shelly has been an AABPA member for about ten years and has served on the AABPA

Board many of those years.

When not at work, Shelly can usually be found in Vienna, Virginia, working in her yard or garden.



VICE PRESIDENT FOR PROGRAMS



Leo Lex is chief of the State and Local Unit at the Congressional Budget Office. In that role, he supervises the work of analysts who identify

and estimate the costs of inter-governmental mandates in federal legislation. Prior to working at the Congressional Budget Office, Mr. Lex worked for the Illinois Bureau of the Budget and developed spending plans and projections for the general fund of the state. He is a graduate of the Maxwell School at Syracuse University (MPA) and Augustana College in Sioux Falls, South Dakota (BA).



VICE PRESIDENT FOR COMMUNICATIONS



PATRICK R. MULLEN is currently AABPA Vice President for Communications, a past President, and has been an active member

since the late 1970's. He also served as past Vice President for Programs and as a Director on the AABPA Board. He convened several sympo-

sium panels and organized or spoke at program meetings. He contributed numerous articles to The Bottom Line and material for the AABPA web site. In addition, he is on the Board of Directors for Public Financial Publications, Inc. (governing board for the journal Public Budgeting and Finance).

Dr. Mullen joined the public administration faculty at the University of Illinois—Springfield in 2006 and holds a joint appointment with the Center for State Policy and Leadership. He retired after a 33-year career with the U.S. Government Accountability Office (GAO) and began his federal career with GAO's Office of Federal Elections during Watergate. Early in his career he worked to implement the 1974 Congressional Budget and Impoundment Control Act, reviewing impoundments and helping establish GAO's Budget Concepts Group. He was Deputy Staff Director of the National Advisory Commission on Law Enforcement and on the staff of the National Academy of Public Administration. He is a Certified Government Financial Manager (CGFM) and specializes in evaluation methods and performance reporting, including the Program Assessment Rating Tool (PART).

He received a B.A. in political science from Blackburn College, an M.A. in government and public policy from American University, and a Ph.D. in public administration and policy from Virginia Tech's Center for Public Administration and Policy. He has written numerous chapters in textbooks, articles in journals and encyclopedias, and his dissertation was on congressional reporting requirements as a public administration tool. Academic interests include the federal budget process, evaluation methods, and performance measurement and reporting.



TREASURER/SECRETARY



JAMES ARILIN TAYLOR is Director of Budget and Finance, Pipeline and Hazardous Materials Administration,

US Department of Transportation

Mr. James A. Taylor has been a member of AABPA for more than 15 years. For the past year he has served on the board of directors of AABPA. Mr. Taylor has supported the organization through regular attendance at symposiums as well as personally being responsible for increasing membership to AABPA through his staff at DOT and at the SEC.

Mr. Taylor currently serves as the Director for the Office of Budget and Finance under the direction of the Associate Administrator/Chief Financial Officer. He came to PHMSA (formerly RSPA) in July 1997.

PHMSA currently has a budget of \$154 million and 398 FTEs. And he with his teams of budget analysts and accountants are responsible for the safeguard of taxpayers' assets entrusted to their care. His office is responsible for the management of all budget and financial policy for the agency.

Mr. Taylor most recently served as the Budget Officer for the Securities and Exchange Commission (SEC) where he was responsible for the oversight of all budget matters relating to the collection and use of funds received from security offerings for the agency. He was also responsible for

implementing an automated budget formulation and execution system while at SEC.

Immediately prior to serving with the SEC beginning in 1981, Mr. Taylor worked with the United States Information Agency (formerly US International Communications Agency). He worked in various positions within the agency in the accounting and budget fields. He left the agency in July 1992 as the senior budget analyst for the Radio Construction and Engineering Branch at the Bureau of Broadcasting (formerly Voice of America). There he was responsible for ensuring the funding for radio relay stations operated throughout Europe, Asia, Africa and the Middle-East.

Mr. Taylor is also an ordained deacon and has served in various leadership positions in multiple civic, social and religious organizations. He attended Howard University majoring in accounting and business administration. Since August 1983, Mr. Taylor has been married to the former Susan Clark of Washington, DC. The couple resides in Upper Marlboro, MD and they have two sons, James II (Morehouse College) and Michael (Shaw University).



DIRECTORS



Kristen Dedinsky is Manager, Programs and Budget, in the Washington Operations office of Lockheed Martin Corporation.

Kristen supports and coordinates activities involving analysis of the federal budget, including identifying trends and analyzing,

tracking, and disseminating relevant information across the Corporation.

Kristen previously served as a Budget Analyst with the Department of Homeland Security (DHS) in the Office of the Chief Financial Officer, Budget Division where she was responsible for tracking the progress of the DHS budget through the various phases of the formulation and appropriations processes and coordinating department-level responses to budget data requests from the Office of Management and Budget (OMB).

Kristen's previous experience also includes serving as a Budget Analyst with the Defense Intelligence Agency (DIA) in the agency's headquarters budget office where she was responsible monitoring and tracking obligations and expenditures throughout the budget execution phase while analyzing trends in commitment, obligation, and expenditure of funds. Kristen was awarded the DIA Meritorious Civilian Service Award as a result of her contributions to the agency.

Kristen earned a Bachelors of Science in Business Administration from the University of Florida and a Certificate in Federal Financial Management from Management Concepts. She is currently pursuing a Masters in Business Administration at George Mason University. In addition to AABPA, Kristen holds professional memberships with Women in Defense and Women in Government Relations.



Susan Irving currently serves as Director for Federal Budget Analysis at GAO—a position she has held since 1993.

Prior to joining GAO in 1989, Susan held a

number of positions dealing with economic policy. She has served as a Legislative Assistant and Legislative Director to members of the Senate Finance Committee, as Staff Director of the President's Council of Economic Advisers in the Executive Office of the President, and as Vice President of the Committee for a Responsible Federal Budget. Susan was a fellow of Harvard's Institute of Politics and taught public management at the John F. Kennedy School of Government.

Susan has a B.A. from Wellesley College and Masters' and Ph.D. degrees in Public Policy from Harvard. She was elected a fellow of the National Academy of Public Administration (NAPA) in 1996 and appears in Who's Who in American Women and Who's Who in America. She has previously served on the AABPA Board.



PHIL G. JOYCE is Associate Professor of Public Administration at the George Washington University.

Professor Joyce's teaching and research interests include public budgeting, intergovernmental relations, and bureaucratic politics. He is the author of numerous articles and book chapters, appearing in outlets such as the Public Administration Review, Public Budgeting and Finance Administration and Society, and the Handbook of Government Budgeting. His 1993 article, "Using Performance Measures for

Federal Budgeting: Proposals and Prospects" was reprinted in Classics of Public Administration (1997). Professor Joyce is Associate Editor of Public Budgeting and Finance, and is a Past President of the American Association for Budget and Program Analysis. He has taught in M.PA programs at the University of Kentucky and at the Maxwell School at Syracuse University. Dr. Joyce also has 12 years of public sector work experience, including four years with the Illinois Bureau of the Budget and five years with the United States Congressional Budget Office. He received his M.P.A. from the Pennsylvania State University and his Ph.D. in Public Administration from Syracuse University.

Dr. Joyce is a past president of AABPA and has been a member since 1991.



RICH KODL Since January 2007, Rich has been the Federal Election Commission's Director of Budget,

Planning and Management. Prior to that he served as Director of Budget Formulation and Presentation at the Food and Drug Administration and as Budget Director for the Broadcasting Board of Governors and for the Appalachian Regional Commission. Before working in the budget arena with these Federal agencies, he worked for nearly eleven years at the Office of Management and Budget on

a variety of Interior Department programs and on a wide range of natural resource, agriculture, and energy issues. He also served as a Peace Corps Volunteer in Liberia and earned a BA in Political Science at Michigan State University and an MS in Agricultural Economics at the University of Illinois.



GEORGE KRUMBHAAR is the founder and Senior Editor of usbudget.com, a commercial web site that tracks

appropriations and other budget related legislation. More recently, he created Federal BudgetObserver, software for accessing OMB's public budget database. He has served as an attorney in the Treasury Department Office of General Counsel (1966-69), Minority Counsel to the Joint Economic Committee (1969-1981), Director of Domestic Policy for Senator John Glenn (1985-88) and Chief of Staff for Representative Bill Orton (1993-95). The latter position entailed being an Associate Staff Member of the House Budget Committee. Between tours on Capitol Hill, George has worked representing corporations and trade associations in Washington. George has an undergraduate degree from Harvard University and a law degree from Columbia University.

George was elected to the AABPA Board in 2002, and previously appointed to the Board twice for one-year terms. He is currently the webmaster for the AABPA website.



JOSEPH KULL is currently a Director of Federal Financial Management Services at Pricewaterhouse Coopers'

Washington Federal Practice.

Mr. Kull joined PwC with almost 36 years of financial management experience, retiring after almost 32 years of Federal service. He was a member of the SES for almost 20 years, and has extensive professional credentials and experience in budget, performance, and financial management.

Before retiring from Federal service, Mr. Kull was the Deputy Comptroller for Federal Financial Management within the Office of Management and Budget (OMB). He was responsible for financial, systems, auditing and grants management activities for all Federal agencies. He was a key architect of the 'Improving Financial Management' component of the President's Management Agenda and the Executive Scorecard.

His Federal career includes over 20 years as the CFO and Budget Director at 2 Federal agencies, including the National Science Foundation. He has testified before Congress on budget matters, taught accounting at the college level for 17 years, and was a member of the Federal Accounting Standards Advisory Board, CFO Council, and BOAC.

Mr. Kull received a B.S. from Mount Saint Mary's College in Maryland and has an MBA from George Mason University in Virginia. He is a CPA, a CGFM, and a member of the AGA,

AICPA, and AABPA.

Mr. Kull has received numerous awards including the Presidential Rank of Meritorious Executive Service Award and the JFMIP Donald L. Scantlebury award for distinguished financial management leadership in 1997.



JOAN MCKEAN served as Vice President for Symposia, 1999-2003 and has chaired panels at several symposia

over the last eight years. Her present government position is as a Program Analyst/Facilities Relocation Coordinator with the NOAA Financial Systems Division, Commerce Business Systems Program, which she joined in the fall of 1995. Information technology procurement and training support are also current responsibilities. Dr. McKean was Acting Chief of NOAA's Educational Affairs Office, 1993-95 and an Educational Affairs Specialist, 1990-1993. During her long career in librarianship she was Library Director of the Department of Commerce Boulder Laboratories in Colorado from 1969 to 1986. Transferring to Washington D.C. area, she served as Contract Monitor for the NOAA Central Library 1987-1990.

Dr. McKean holds a lifetime public school teaching certificate in math and librarianship in Colorado. She has also taught in colleges and education centers. She organized many educational workshop for librarians over a twenty-five year period.

Conference organizing is a skill she brings to AABPA, based on a lot of experience. She derives much satisfaction from helping our membership stay informed and excited about their profession.



ROZ RETTMAN recently retired as Associate General Counsel for Budget and Appropriations Law at OMB. In that capacity, she was the senior OMB lawyer responsible for all issues related to fiscal and appropriations law, Congressional and Executive budget process, apportionments and impoundments, and related legislation and regulation. She was at OMB for 24 years. Prior to that, Roz worked in the Antitrust Division of the U.S. Department of Justice. Roz graduated from the University of Michigan Law School and from Oberlin College. She has participated on panels of AABPA symposia in the past. She lives in Chevy Chase, Md., with her husband, two almost-grown kids, and one lazy dog.



MICHAEL SIEVERTS has over 20 years of Federal government experience in budgeting, policy analysis, and public and legislative

affairs. He is currently Deputy Director of the Budget Division at the National Science Foundation. Previously at NSF, he worked for 10 years in the Office of Legislative and Public Affairs (OLPA), working as a policy ana-

lyst/speechwriter, section head, and as Acting Director. Before joining NSF, Michael was a budget analyst from 1986 to 1991 at the U.S. Congressional Budget Office. He holds a Master of Public Policy from the Goldman School of Public Policy at the University of California at Berkeley, and a B.S. in physics from Guilford College in Greensboro, NC.



Judy Thomas is a senior analyst in the Office of Management and Budget's Budget Review and Concepts Division. Judy works on the

preparation of the President's

Budget, leading a team responsible for the preparation of the detailed budget estimates for selected Federal agencies. She plays a key role in the annual revision of OMB's Circular A-11. Other areas of expertise include budget execution, apportionments, continuing resolutions, and the Antideficiency Act. She has actively participated on a regular basis in AABPA activities for over five years, including moderating or presenting on numerous AABPA symposium panels and program meetings. Prior to her current position, Judy worked in the Department of the Interior's Office of Budget and in cooperation with DOI's Office of Financial Management successfully bridged the gap between budget execution and accounting. She currently resides in Rockville, Maryland with her husband, Lonnie, and her daughter, Taylor.

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