

# AABPA FALL SYMPOSIUM

November 17, 1989

Four Seasons Hotel  
2800 Pennsylvania Avenue, N.W.  
Washington, D.C.  
(Foggy Bottom Metro Stop)

## “FUTURE TRENDS IN BUDGETARY POLICY AND ANALYSIS

- 8:00 - 8:45 am      **Registration, coffee**
- 8:45 - 9:00 am      Welcome—**Jim Rotherham**, AABPA President
- 9:00 - 9:45 am      Keynote: “An Alternative to Budget Deadlock” (tentative title). **Alice M. Rivlin**, Senior Fellow, Brookings Institution and former Director, U.S. Congressional Budget Office
- 9:45 - 10:00 am      **Coffee**
- 10:00 - 10:45 am      “Leadership for Excellence in Public Service”. **Robert A. Stone**, Deputy Assistant Secretary of Defense (Installations)
- 10:45 - 11:00 am      Break (Turn in workshop selections)
- 11:00 - 12:00 pm      “Should Gramm-Rudman-Hollings Be Repealed?” **Allen Schick**, University of Maryland, convener; **Van Ooms**, Chief Economist, House Budget Committee; William Hoagland, Minority Staff Director, Senate Budget Committee; **David Mathiasen**, U.S. General Accounting Office; and **Joe White**, Brookings Institution.
- 12:00 noon          **Cash Bar**
- 12:30 - 2:00 pm      Lunch. “Publishing Opportunities for Budget and Program Analysts”. **Naomi Caden**, Editor, *Public Budgeting and Finance*; **Larry Dzieza**, Editor, *AABPA Newsletter*; and **Bruce Johnson**, Winner of the *PB&F* Practitioners Award, Bureau of the Census. **Jim Rotherham** presiding.

### CONCURRENT WORKSHOPS (See inside for panelists and contents)

- 2:00 - 3:15 pm
- Workshop A:      Use and Abuse of Public Enterprise Revolving Funds.
- Workshop B:      Some Potential Federal Applications of State and Local Budgetary Practice: Capital Budgeting, Earmarked Receipts, Public Authorities”.
- Workshop C:      Federal Employees Health Benefit Plans: Why You Don't Get What You Pay For!
- 3:15 - 3:30 pm      **Break**
- 3:30 - 4:45 p.m.
- Workshop D:      Federal Lease-Purchases: Financial Innovation or Budgetary Gimmick?
- Workshop E:      The Unique Problems of Budgeting for a Small Agency
- Workshop F:      PC Software for Budgeting: dBase, Desk-top Publishing, and Lotus

CONCURRENT WORKSHOPS: 2:00 - 3:15 p.m.

(Workshop location to be announced at symposium)

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**WORKSHOP A**  
**USE AND ABUSE OF PUBLIC ENTERPRISE REVOLVING FUNDS**

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CONVENOR: **ROBIN SEILER**, Congressional Budget Office  
PANELISTS: **TOM CUNY**, Office of Management and Budget  
**BOB SHERMAN**, U.S. Department of Agriculture  
**ED BRIGHAM**, House Budget Committee  
**AMY WHITE**, City of Alexandria

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**WORKSHOP B**  
**SOME POTENTIAL FEDERAL APPLICATIONS OF**  
**STATE AND LOCAL BUDGETARY PRACTICE:**  
**Capital Budgeting, Earmarked Receipts, Public Authorities**

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CONVENOR: **GERRY MILLER**, National Association of State Budget Officers  
PANELIST: To Be Announced

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**WORKSHOP C**  
**FEDERAL EMPLOYEES HEALTH BENEFIT PLANS:**  
**Why You Don't Get What You Pay For!**

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CONVENOR: **DENNIS SNOOK**, Congressional Research Service  
PANELISTS: **DAVID DELQUADRO**, Congressional Budget Office  
**MICHAEL O'GRADY**, Congressional Research Service

CONCURRENT WORKSHOPS: 3:30 - 4:45 p.m.

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**WORKSHOP D**  
**FEDERAL LEASE-PURCHASES:**  
**Financial Innovation or Budgetary Gimmick?**

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CONVENOR: **MARVIN PHAUP**, Congressional Budget Office

PANELISTS: **JAMES GRACYALNY**, Department of Veterans Affairs

**ED REA**, Office of Management and Budget

**PAT KEHOE**, General Services Administration

**FRED KHEDOURI**, Bear Stearns & Co.

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**WORKSHOP E**  
**THE UNIQUE PROBLEMS OF BUDGETING FOR A SMALL AGENCY**

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CONVENOR: **BOB WALTON**, Executive Director, Federal Trade Commission

PANELISTS: **JOHN SEAL**, Management Director, Equal Employment Opportunity Commission

**LISA ROBINSON**, Director for Policy, Planning and Budget, Institute of Museum Services

**BOB RIDEOUT**, Budget Examiner, Office of Management and Budget

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**WORKSHOP F**  
**PC SOFTWARE FOR BUDGETING:**  
**dBase, Desk-Top Publishing, and Lotus**

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CONVENOR: **REBECCA SWEENEY**, Department of Labor

PANELISTS: **NANNIE EDMONDS**, Bureau of Labor Statistics

**DON PRICE**, Consultant

**NOTE: FULL PAYMENT DUE UNLESS CANCELLATION RECEIVED 72 HOURS PRIOR TO SYMPOSIUM.**

## REGISTRATION FORM

AMERICAN ASSOCIATION FOR BUDGET AND PROGRAM ANALYSIS FALL SYMPOSIUM, November 17, 1989 at the Four Seasons Hotel, 2800 Pennsylvania Ave., N.W., Washington, D.C.

The AABPA Symposium qualifies under the Government Employees Training Act.

Attach Completed Agency Authorization Document, employer purchase order, or check payable to AABPA.

PLEASE CHECK ONE OF THE FOLLOWING:

- \$165 Symposium fee for NONMEMBER  
 \$125 Symposium fee for MEMBER  
 \$65 Symposium fee for FULL TIME STUDENT

NAME \_\_\_\_\_

BUSINESS ADDRESS \_\_\_\_\_

HOME ADDRESS \_\_\_\_\_

TELEPHONE: HOME (     ) \_\_\_\_\_ BUSINESS (     ) \_\_\_\_\_

SEND TO: AABPA, Box 1157, Falls Church, Virginia 22041  
Phone (703) 941-4300



### AMERICAN ASSOCIATION FOR BUDGET AND PROGRAM ANALYSIS .....MEMBERSHIP APPLICATION/RENEWAL

\_\_\_\_\_ Please enroll me as an AABPA member

\_\_\_\_\_ Please renew my AABPA membership

NAME \_\_\_\_\_

HOME ADDRESS \_\_\_\_\_

CITY & STATE \_\_\_\_\_ ZIP \_\_\_\_\_

TITLE \_\_\_\_\_

DEPT/AGENCY/CO./UNIVERSITY \_\_\_\_\_

BUREAU, DIVISION, UNIT \_\_\_\_\_

OFFICE ADDRESS \_\_\_\_\_

CITY & STATE \_\_\_\_\_ ZIP \_\_\_\_\_

TELEPHONE: Home \_\_\_\_\_ Office \_\_\_\_\_

PLEASE SEND MY MAIL TO: Home Address \_\_\_\_\_ Business \_\_\_\_\_

RETURN THIS APPLICATION TOGETHER WITH YOUR CHECK:

I became aware of AABPA through: \_\_\_\_\_

Type of Membership:

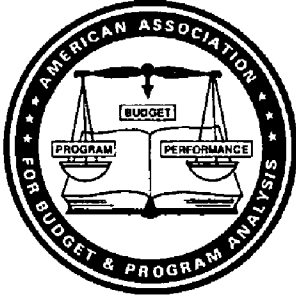
\_\_\_\_\_ Student Member     \$15

Expected Date of Graduation: \_\_\_\_\_

\_\_\_\_\_ Regular Member     \$30

\_\_\_\_\_ Corporate Member     \$150

AABPA  
Box 1157  
Falls Church, Va. 22041



# AABPA SPRING SYMPOSIUM

April 28, 1989

NATIONAL PRESS CLUB  
14th & F Streets, N.W.  
Washington, D.C.

## THEME:

# “Budgeting During the Bush Administration”

### BALLROOM

- 8:00 a.m. Registration and Coffee
- 8:45 a.m. Welcome and Announcements: **ART KALLEN**, President, AABPA
- 9:00 a.m. Keynote Address: **WILLIAM A. NISKANEN**, Chairman, Board of Directors, The Cato Institute
- 9:45 a.m. Coffee
- 10:00 a.m. Address: **EDWIN DALE**, Counselor and Director of External Affairs, Office of Management and Budget
- 10:45 a.m. Break
- 11:00 a.m. Workshops:

### MURROW ROOM

- **Budgetary Treatment of the “New” Government Sponsored Enterprises.**  
The “sponsored enterprise” structure has been used to provide assistance to the FSLIC (FICO) and the Farm Credit System (FCSFAC). The Bush Administration proposes to use this device to fund the liquidation of insolvent thrifts through a new entity, REFCORP. Panelists will review these developments and assess the appropriateness of the proposed REFCORP structure.

CONVENER: **TOM STANTON**, Olwine, Connelly, Chase, O'Donnell, & Weyher

**RON BOSTER**, Chief of Staff for Congressman Gradison

**ROBIN SEILER**, Congressional Budget Office

**ALAN RHINESMITH**, Office of Management and Budget

## WHITE ROOM

- **Strengthening the Standards for Federal Financial Management Positions.** The scarcity of trained financial analysts at the entry level is a problem for most Federal agencies. This panel will discuss the need for higher qualification standards and means to bridge the gap between the need and the availability of well-qualified candidates.

CONVENER: **KATHY MURPHY**, Department of Transportation

**JOHN NABIL**, Department of the Army

**ZENA THOMAS**, Department of the Navy

## LISAGOR ROOM

- **Program Management and Budget Execution.** This panel will examine the practical difficulties and obstacles to effective program management during periods of severe budgetary restraint.

CONVENER: **JOHN LIVELY**, Deloitte, Haskins, and Sells

**PHIL DAME**, Office of Management and Budget

**MARK COX**, Internal Revenue Service

## ZENGER ROOM

- **Some Creative Financing Proposals for the Department of Defense.** This panel will treat a variety of new public/private partnership financing proposals including: Army master lease refinancing, the SHARE program for on-post housing, 801 off-post housing, and commissary construction financing.

CONVENER: **Major General GEORGE MILLER**, ret.

**BILL BRAZIS**, Department of the Army

**CANDIS KANE**, Department of the Navy

12:00 noon Cash Bar

12:30 p.m. Lunch. Speaker: **DAVID MATHIASSEN**, formerly Executive Director, National Economic Commission and Assistant Director for Budget Review, Office of Management and Budget, "A Staff Retrospective on the National Economic Commission".

2:00 p.m. Workshops:

## MURROW ROOM

- **Applications of Artificial Intelligence and Expert Systems to Analysis and Budgeting.** This workshop will focus on current experience with and planned uses of expert systems in the Federal government.

CONVENER: **WES JENKINS**, Congressional Budget Office

**ERIC WON**, Office of Management and Budget

**WESLEY ZICKEFOOSE**, U.S. Comptroller of the Currency

**FRANK DISTASIO**, Department of the Army

## WHITE ROOM

- **The GAO Proposals for Restructuring the Federal Budget.** The U.S. General Accounting Office has proposed a six-part division of the Federal budget into capital/operating, trust/general funds, and enterprise/non-enterprise components. This panel will discuss the rationale for and objections to this proposal.

CONVENER: **SUSAN SLATER**, University of Maryland

**ED REA**, Office of Management and Budget

**JIM KIRKMAN**, General Accounting Office

## LISAGOR ROOM

- **The Concept, Use and Abuse of Federal Budget Projections.** After an overview of the baseline concept used in CBO's budget projections, panelists will discuss the baseline's origins and development, its specification in the Balanced Budget Act (Gramm-Rudman-Hollings), and its rejection by the Bush Administration.

CONVENER: **PAUL CHRISTY**, Congressional Budget Office

**RICHARD KOGAN**, Deputy Director, Budget Priorities, House Budget Committee

**TIMOTHY J. MURIS**, George Mason University Foundation Professor of Law

**SUE NELSON**, Director, Budget Review, Senate Budget Committee

3:15 p.m. Break

3:30 p.m. Workshops:

## ZENGER ROOM

- **Macros and Other Advanced Features of Lotus.** Hands-on, practical instruction will be provided to those who have already mastered the rudiments of Lotus. Topics include: macros, use of custom menus for sorting, and data base queries.

CONVENER: **EDWARD SIKES**, DSI Micro

## BALLROOM

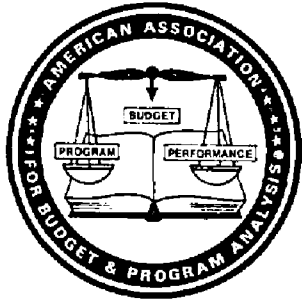
- **Computer Assisted Graphics.** This workshop will provide demonstrations and hands-on instruction in the use of readily-available computer graphics packages that have been found to be especially useful in budget offices.

CONVENER: **AL KLIMAN**, Housing and Urban Development

### **LOBBY OUTSIDE BALLROOM:**

Throughout the symposium a computer assisted deficit reduction exercise will be available. Try your hand at balancing the Federal budget under realistic but simulated conditions. Computer and software supplied courtesy of GAO.





# AABPA FALL SYMPOSIUM

November 3, 1988

Four Seasons Hotel  
2800 Pennsylvania Avenue, N.W.  
Washington, D.C.  
(Foggy Bottom Metro Stop)

## “GOOD BUDGETING IS GOOD GOVERNMENT”

- 8:00 - 9:00 am**      **Registration, coffee**
- 9:00 - 9:15 am      Welcome—**Arthur D. Kallen**, AABPA President
- 9:15 - 10:00 am      Keynote: “Budgeting the National Output, or How to Think About the Budget”, **Dr. Herbert Stein**, Senior Fellow, American Enterprise Institute.
- 10:00 - 10:15 am**      **Break**
- 10:15 - 11:00 am      “Federal Deposit Insurance Policy: Prognosis and Cure”, **Dr. Samuel Chase**, Chase, Laub & Company.
- 11:00 - 11:45 am      “A Defense Agenda for the Next President”, **Professor Richard A. Stubbing**, Institute of Policy Sciences and Public Affairs, Duke University.
- 11:45 - 12:15 pm**      **Cash bar**
- 12:15 - 1:45 pm      Luncheon with Guests: **Hugh Hewitt**, Deputy Director, Office of Personnel Management and 1988 Presidential Distinguished Rank Award Recipients: **Sally H. Christensen** (Education), **James B. MacRae, Jr.** (OMB), **C. Morgan Kinghorn, Jr.** (EPA), and **Sandra Toye** (NSF). Topic: “Excellence in Government Service.”.
- 1:45 - 2:00 pm**      **Break**

### CONCURRENT WORKSHOPS *(See inside for panelists and contents)*

- 2:00 - 3:15 pm
- Workshop A:      Program Analysis: What It Is, and How to Put It to Work for You
- Workshop B:      The Forest Service's End-Results Budgeting Proposal
- Workshop C:      The Landlord-Tenant Relationship, the Federal Work Environment, and “Sick” Buildings
- 3:15 - 3:30 pm**      **Break**
- 3:30 - 4:45 p.m.
- Workshop D:      Workshop A reconvenes
- Workshop E:      Reconsidering the Federal Budget Process: Is the Process the Problem?
- Workshop F:      Should Accrual Accounting be Used to Recognize Federal Civilian Retirement Benefit Costs?

CONCURRENT WORKSHOPS: 2:00 - 3:15 p.m.

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**Dumbarton Room**

**WORKSHOP A**  
**PROGRAM ANALYSIS: WHAT IT IS, AND HOW TO PUT IT TO WORK FOR YOU**

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This workshop will focus on the types of nonbudgetary information and analysis that you should require from program proposers. Entails hands-on experience with real cases in large and small group breakouts. *Participants should note that this workshop requires the entire afternoon.*

LEADERS:     **HARRY T. HATRY**, The Urban Institute  
                  **DONALD M. FISK**, Economist, Department of Labor  
                  **LOUIS H. BLAIR**, Consultant

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**Algonquin Room**

**WORKSHOP B**  
**THE FOREST SERVICE'S END-RESULTS BUDGETING PROPOSAL**

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The Forest Service and GAO have developed a proposal to improve financial information, reduce the number of appropriation line items, set program output targets, give managers more flexibility to transfer funds between activities, and provide biennial appropriations. This panel will describe how the proposal was developed and consider its prospects for approval and use by other agencies.

CONVENOR:   **ROY MEYERS**, Analyst, Congressional Budget Office

PANELISTS:   **JOHN SKINNER**, Branch Chief, Forest Service  
                  **ED DARRAGH**, Sr. Accountant, General Accounting Office  
                  **KATHY JOHNSON**, Staff Assistant, House Appropriations Committee  
                  **DON KNOWLES**, Professional Staff, Senate Appropriations Committee

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**Salon B (Ballroom)**

**WORKSHOP C**  
**THE LANDLORD-TENANT RELATIONSHIP, THE FEDERAL WORK ENVIRONMENT,  
AND "SICK" BUILDINGS**

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The Federal work environment is of growing concern at many agencies. This panel will consider current problems in the work environment and how these can be addressed.

CONVENOR:   **WILLIAM B. EARLY**, Budget Officer, General Services Administration

PANELISTS:   **STAN FREDERICKS**, Special Assistant, Facilities Management and Services Division, Environmental Protection Agency  
                  **WOLFGANG ZOELLNER**, Deputy Commissioner, Public Building Services, General Services Administration  
                  **FRED SMITH**, Information Systems Division, Financial Management Services, Department of Treasury

CONCURRENT WORKSHOPS: 3:30 - 4:45 p.m.

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Dumbarton Room

**WORKSHOP D**  
**(WORKSHOP A RECONVENES) AS WORKSHOP D**

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Algonquin Room

**WORKSHOP E**  
**RECONSIDERING THE FEDERAL BUDGET PROCESS:**  
**IS THE PROCESS THE PROBLEM?**

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Professor Pitsvada believes that the concept of an executive budget is a major contributor to our budgetary difficulties. Dr. Fisher will present an alternative interpretation of recent events.

CONVENOR: **KATHRYN MURPHY**, Budget Officer, Working Capital Fund, Department of Transportation

PANELISTS: **PROFESSOR BERNARD T. PITSVADA**, George Washington University  
**DR. LOUIS FISHER**, Specialist in American National Government, Congressional Research Service

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Salon B (Ballroom)

**WORKSHOP F**  
**SHOULD ACCRUAL ACCOUNTING BE USED TO RECOGNIZE**  
**FEDERAL CIVILIAN RETIREMENT BENEFIT COSTS?**

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Accrual accounting has been recommended for the Federal government on a number of occasions. One of the most frequent suggestions is that accruals ought to be used in accounting for all federal retirement costs. The panel will explore the pros and cons of this application.

CONVENOR: **DAVID M. DELQUADRO**, Analyst, Congressional Budget Office

PANELISTS: **EDWIN HUSTEAD**, Sr. Vice President, The Hay Group  
**LARRY THOMPSON**, Assistant Comptroller General, Human Resources Programs,  
General Accounting Office  
**WILLIAM TAYMAN**, Director, Office of Accounting, U.S. Postal Service

**SYMPOSIUM COMMITTEE:** Marvin Phaup, Vice for Symposia; Kathy Murphy, Vice President for Programs; William Early; Art Kallen; Jim Kirkman, Iris Lipkowitz; Jim Rotherham; George Strauss; Bev Thierwechter.





# AABPA SPRING SYMPOSIUM AGENDA

April 28, 1988

National Press Club  
14th & F Streets, N.W.  
Washington, D.C.

## “THE BUDGET AND THE ECONOMY: NEW DIRECTIONS”

### BALLROOM (13TH FLOOR)

8:00 - 9:00 am	Registration, coffee and pastries
9:00 - 9:15 am	Welcome by the AABPA President
9:15 - 10:00 am	Address by the Honorable <b>LEON E. PANETTA</b> of California, U.S. House of Representatives; Chairman, Subcommittee on Domestic Marketing, Consumer Relations, and Nutrition of the Committee on Agriculture
10:00 - 10:15 am	Break
10:15 - 11:00 am	Address by <b>ROBERT ORTNER</b> , Undersecretary for Economic Affairs, Department of Commerce
11:00 - 11:45 am	Address by <b>CAROL COX</b> , President, Committee for a Responsible Federal Budget
11:45 - 12:15 pm	Cash bar
12:15 - 1:00 pm	Luncheon
1:00 - 1:45 pm	Luncheon Speaker: <b>JOHN MAKIN</b> , Director of Fiscal Policy Studies, American Enterprise Institute
1:45 - 2:00 pm	Break

### CONFERENCE ROOMS (13TH FLOOR)

#### **AFTERNOON WORKSHOPS** *(See inside for panelists and contents)*

2:00 - 3:15 pm	
Workshop A:	“Model Framework for Management Control Over Automated Information Systems”
Workshop B:	“Thirteen Timely Appropriations: Can it be done?”
Workshop C:	“Credit Budgeting Reform Proposal in the 1989 Budget”
3:15 - 3:30 pm	Break

### BALLROOM

#### **CONSOLIDATED AFTERNOON SESSION**

3:30 - 4:45 pm	“Performance Incentives and The Civil Service Act”
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**SYMPOSIUM COMMITTEE:** AABPA Vice Presidents for Symposia: William Early, General Services Administration and Leland G. Jordan, Department of Defense; Henry Angelino, Angelino Enterprises; Kathy Fry, Department of Justice; Iris Lipkowitz, Department of Treasury; Dave Mathiasen, Office of Management and Budget; Marvin Phaup, Congressional Budget Office; James Rotherham, House Agriculture Committee; Beverly Thierwechter, Office of Management and Budget; and Mary Ann Wyrsh, Department of Labor.

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Lisagor Room

## **WORKSHOP A**

### **“MODEL FRAMEWORK FOR MANAGEMENT CONTROL OVER AUTOMATED INFORMATION SYSTEMS”**

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This framework is a product of a joint undertaking by the President's Council of Management Improvement and the President's Council on Integrity and Efficiency. This is an integrated view and guide for managers on requirements for control imposed by OMB Circulars A-123, A-127, A-130 and FMFIA of 1982 and the Privacy Act of 1974.

CONVENOR: **IRIS LIPKOWITZ**, Program Analyst, Department of Treasury

PANELISTS: **WALLY KEENE**, Deputy Director, Office of Finance, Office of the Secretary,  
Department of Health and Human Services

**JAMES COX**, Director of Technical Analysis and Research Staff, Office of Audit,  
Inspector General, Department of Health and Human Services

**FRANK REEDER**, Chief, Information Policy Branch, Office of Information and  
Regulatory Affairs, Office of Management and Budget

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White Room

## **WORKSHOP B**

### **“THIRTEEN TIMELY APPROPRIATIONS: CAN IT BE DONE?”**

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Congress has not been able to enact separate and timely appropriations bills in recent years. This workshop examines changes that might make timely appropriations more likely in fiscal year 1989, including some related issues, as well as what steps the congressional leadership can take to orchestrate a long-range solution.

CONVENTOR: **ARTHUR KALLEN**, Private Consultant

PANELISTS: **STANLEY COLLENDER**, Director of National Issues and Federal Budget Issues,  
Touche Ross Co.

**FREDERICK G. MOHRMAN**, Clerk & Staff Director, Committee on Appropriations,  
U.S. House of Representatives

**THOMAS J. SLITER**, Deputy Staff Director, Democratic Policy Committee, U.S.  
Senate

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Murrow Room

## **WORKSHOP C**

### **“CREDIT BUDGETING REFORM PROPOSAL IN THE 1989 BUDGET”**

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In fiscal year 1989, the administration proposes to change the way that Federal credit programs are treated in the budget, putting them on an expenditure basis equivalent to other Federal spending. This workshop discusses the pros and cons of credit budget reform, and the need for a longer-term process for setting Government policies in this area.

CONVENOR: **JAMES L. KIRKMAN**, Associate Director, Accounting and Financial Management Division, General Accounting Office

PANELISTS: **HARRY E. MORAN**, Budget Review Division, Office of Management and Budget

**MARVIN PHAUP**, Chief, Budget Process Unit, Congressional Budget Office

**SHARON CANAVAN**, Deputy Legislative Counsel, Mortgage Bankers Association of America

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Ballroom

## **CONSOLIDATED AFTERNOON SESSION**

### **“PERFORMANCE INCENTIVES AND THE CIVIL SERVICE ACT”**

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A panel of distinguished experts discusses how performance appraisal and rewards have evolved in the ten years since the Civil Service Reform Act was passed. Topics will include an assessment of how well the original Act's goals have been realized, merit pay, pay for performance, and experimental incentive-based personnel programs such as China Lake.

PANELISTS: **JAMES COLVARD**, former Deputy Director of the Office of Personnel Management, and currently, Assistant Director for Tactical Systems at the Applied Physics Laboratory of the Johns Hopkins University

**RICHARD L. FOGEL**, Assistant Comptroller General, General Accounting Office

**FRANK CIPOLLA**, Director, Personnel Management in the Office of the Assistant Secretary of Defense for Force Management and Personnel

**NOTE: FULL PAYMENT DUE UNLESS CANCELLATION  
RECEIVED 72 HOURS PRIOR TO SYMPOSIUM.**

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PLEASE CHECK ONE OF THE FOLLOWING:

- \$150 Symposium fee for NONMEMBER  
 \$110 Symposium fee for MEMBER  
 \$50 Symposium fee for FULL TIME STUDENT

NAME \_\_\_\_\_

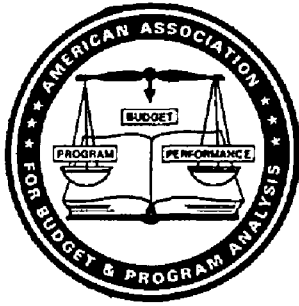
BUSINESS ADDRESS \_\_\_\_\_

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TELEPHONE: HOME (     ) \_\_\_\_\_ BUSINESS (     ) \_\_\_\_\_

SEND TO: AABPA, Box 1157, Falls Church, Virginia 22041  
Phone (703) 941-4300

AMERICAN ASSOCIATION FOR  
BUDGET & PROGRAM ANALYSIS  
P.O. BOX 1157  
FALLS CHURCH, VA 22041



# AABPA FALL SYMPOSIUM AGENDA

November 20, 1987

Four Seasons Hotel  
2800 Pennsylvania Avenue  
Washington, D.C.  
(Foggy Bottom Metro Stop)

## “CAPACITY FOR BUDGETING”

### BALLROOM FOYER

8:00 - 9:00 am Registration, coffee and pastries

### CORCORAN BALLROOM

9:00 - 9:15 am Welcome by **BEVERLY THIERWECHTER**, AABPA President

9:15 - 10:00 am Address by **SENATOR PETE V. DOMENICI** of New Mexico, Ranking Minority Member of Senate Budget Committee

10:00 - 10:15 am Break

10:15 - 11:00 am Address by **GERALD R. RISO**, Chief Financial Officer of the Government and Associate Director for Management, Office of Management and Budget

11:00 - 11:45 am Address by **BRUCE LAINGEN**, Executive Director, National Commission on the Public Service

11:45 - 12:15 am Cash bar

12:15 - 1:00 am Luncheon

1:00 - 1:45 pm Luncheon Speaker: **ALLEN SCHICK**, Professor, School of Public Affairs, University of Maryland

### AFTERNOON WORKSHOPS (See inside for panelist and contents)

1:45 - 2:00 pm Break

2:00 - 3:15 pm

Workshop A: “GAO Management Audits and Policy Analysis”

Workshop B: “Gramm-Rudman-Hollings: Update and Effect of Debt Ceiling Revisions on the Congressional Process”

Workshop C: “Central Management Issues: Funding for Delegated Buildings Operations, Cooperative Administrative Support Unit, Industrial Funding, and Information Resources Management Initiatives”

3:15 - 3:30 pm Break

3:30 - 4:45 pm

Workshop D: “Update on Federal Retirement Systems”

Workshop E: “Financial Incentives for Productivity Improvement”

Workshop F: “Program Efficiency and Internal Control in the Department of Defense”

**SYMPOSIUM COMMITTEE:** AABPA Vice Presidents for Symposia: William Early, General Services Administration and Leland G. Jordan, Department of Defense; Henry Angelino, Angelino Enterprises; Kathy Fry, National Institutes of Health; Iris Lipkowitz, Department of Treasury; Dave Mathiasen, Office of Management and Budget; Marvin Phaup, Congressional Budget Office; James Rotherham House Agriculture Committee; Beverly Thierwechter, Office of Management and Budget; and Mary Ann Wyrsh, Department of Labor.

Smithson Room

## WORKSHOP A

### GAO MANAGEMENT AUDITS AND POLICY ANALYSIS: or WHAT HAPPENED WHEN AUDITORS BECAME MANAGEMENT CONSULTANTS!

This workshop will offer three views of GAO's performance as advisors to agency's top managers on how better to achieve their mission and policy agenda.

*Have Project*  
CONVENOR: **HENRY D. ANGELINO**, Proprietor, Angelino Enterprises

PANELISTS: **GENE DODARO**, Associate Director, Financial Integrity and Management Reviews, General Accounting Office

**THOMAS KOMAREK**, Assistant Secretary for Administration and Management, Department of Labor

**JOSEPH R. SOMNERS**, Project Manager, GAO/IRS Joint Management Review

Dumbarton Room

## WORKSHOP B

### GRAMM-RUDMAN-HOLLINGS: UPDATE, AND EFFECT OF DEBT CEILING REVISIONS ON THE CONGRESSIONAL PROCESS

Congressional perspective on the impact of the recent revisions to the Gramm-Rudman-Hollings legislation, which were enacted by the Congress in September 1987.

CONVENOR: **JAMES A. ROTHERHAM**, House Agriculture Committee

PANELISTS: **WENDELL PRIMUS**, Chief Economist, House Committee on Ways & Means

**JOHN ANGELL**, Legislative Aid for Budget to Representative Leon E. Panetta (D. Calif.)

**G. WILLIAM HOAGLAND**, Minority Staff Director, Senate Committee on the Budget

Salon B (Ballroom)

## WORKSHOP C

### CENTRAL MANAGEMENT ISSUES

This workshop will discuss several central management issues: the use of allocation accounts for delegated buildings operations; an innovative approach to providing administrative services for multi-tenant Federally occupied buildings; industrial funding; and several initiatives planned by the Information Resources Management Service for Fiscal Year 1988.

CONVENOR: **WILLIAM B. EARLY, JR.**, Deputy Comptroller for Budget, General Services Administration

PANELISTS: **HARRY GERLACH**, Chief, Operations Branch Budget Division, Public Buildings Service, General Services Administration

**ROBERT WILLIAMS**, Cooperative Administrative Support Unit, Interagency Project Staff, General Services Administration

**BRIAN FREEMAN**, Budget Officer, Federal Supply Service, General Services Administration

**JOHN CARON**, Assistant Commissioner for Technical Assistance, General Services Administration

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Dumbarton Room

**WORKSHOP D**  
**UPDATE ON FEDERAL RETIREMENT SYSTEMS**

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This workshop will discuss several issues involving the new retirement systems: budget issues; social security changes; anti-discrimination legislation in the Thrift program; and the effect of FERS on the future composition of the Federal workforce.

CONVENOR: **IRIS LIPKOWITZ**, Program Analyst, Department of the Treasury

PANELISTS: **FRANK D. TITUS**, Assistant Director, Financial Control & Management, Retirement & Insurance Group, Office of Personnel Management

**PENNY MORAN**, Deputy Director, Automated Systems, Federal Retirement Thrift Investment Board

**JERRY KLEPNER**, partner, Anderson, Benjamin, Read & Haney

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Salon B (Ballroom)

**WORKSHOP E**  
**FINANCIAL INCENTIVES FOR PRODUCTIVITY IMPROVEMENT**

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Programs that share productivity savings with those who generate them are becoming increasingly common in large organizations. The panel will discuss the Federal Government's efforts to join the ranks of organizations that use gain sharing as a key motivator of employees.

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CONVENOR: **EDWARD M. REA**, Chief, Resource Systems Branch, Office of Management and Budget

PANELISTS: **SARA BONEY**, Senior Legislative Assistant for Representative Frank Wolf (R. Va.)

**PAUL ROBERTS**, Chief, Productivity Management, Army Materials Command, Department of Defense

**CAROLYN BURSTEIN**, Acting Chief, Productivity Management Branch, Management Improvement Division, Office of Management and Budget

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Smithson Room

**WORKSHOP F**  
**PROGRAM EFFICIENCY AND INTERNAL CONTROL**  
**IN THE DEPARTMENT OF THE DEFENSE**

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This panel will focus on the relationship between program efficiency and internal controls within the Department of Defense. Two senior DOD officials will participate in the panel, each of whom is responsible for an internal control system and analysis of program efficiencies.

CONVENOR: **LELAND G. JORDAN**, Acting Director, Program Review & Evaluation, Office of Under Secretary of Defense (Acquisition)

PANELISTS: **DEREK J. VANDER SCHAAF**, Deputy Inspector General, Department of Defense

**CHARLES P. NEMFAKOS**, Associate Budget Director for the Navy, Department of the Navy

**NOTE: FULL PAYMENT DUE UNLESS CANCELLATION  
RECEIVED 72 HOURS PRIOR TO SYMPOSIUM.**

## REGISTRATION FORM

AMERICAN ASSOCIATION FOR BUDGET AND PROGRAM ANALYSIS FALL SYMPOSIUM, November 20, 1987 at the Four Seasons Hotel, 2800 Pennsylvania Ave., N.W., Washington, D.C.

The AABPA Symposium qualifies under the Government Employees Training Act.

Attach Completed Agency Authorization Document, employer purchase order, or check payable to AABPA.

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 \$50 Symposium fee for FULL TIME STUDENT

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SEND TO: AABPA, Box 1157, Falls Church, Virginia 22041  
Phone (703) 941-4300

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# AABPA FALL SYMPOSIUM AGENDA

November 14, 1986

National Press Club  
14th & F Streets, N.W.  
Washington, D.C.

## “CHALLENGES FOR BUDGET AND PROGRAM ANALYSIS IN THE GRAMM-RUDMAN ERA”

### BALLROOM (13th Floor)

- |                  |  |
|------------------|--|
| 8:00 - 9:00 am   | Registration, coffee and pastries  |
| 9:00 - 9:15 am   | Welcome by <b>JAMES L. KIRKMAN</b> , AABPA President   |
| 9:15 - 10:00 am  | Keynote Speaker: <b>TIMOTHY J. MURIS</b> , Executive Associate Director, Office of Management and Budget   |
| 10:00 - 10:15 am | Break  |
| 10:15 - 11:30 am | Panel Discussion: "Capital Budgets: Expanded Use in The Federal Sector"<br>Convenor: <b>DAVID G. MATHIASSEN</b> , Deputy Assistant Director, Budget Review Division, Office of Management and Budget<br>Panelists: <b>ROBERT W. KILPATRICK</b> , Office of Management and Budget<br><b>ROBERT HARTMAN</b> , Congressional Budget Office<br><b>SANTE J. ESPOSITO</b> , Council, Budget Law and Economic Matters, Committee on Public Works and Transportation, U.S. House of Representatives<br><b>HARRY S. HAVENS</b> , Assistant Comptroller General, General Accounting Office<br>This panel will focus on proposals for expanded uses of capital budgets in the federal sector, including concepts, GAO work in the area, and views from the Congressional perspective. |
| 11:30 - 12:00 am | Cash bar   |
| 12:00 - 12:45 am | Luncheon   |
| 12:45 - 1:45 pm  | Luncheon speaker: <b>PAUL BLUSTEIN</b> , Staff Reporter for <i>The Wall Street Journal</i><br>Mr. Blustein covers budget issues for the <i>Journal</i> and will provide a reporter's perspective on the workings of Gramm-Rudman-Hollings, the Administration's response to it, and possible future effects.   |
| 1:45 - 2:00 pm   | Break  |

### CONFERENCE ROOMS (13th floor)

#### AFTERNOON WORKSHOPS (See inside for panelist and contents)

- |                |   |
|----------------|---|
| 2:00 - 3:15 pm | Workshop A: "The New Federal Retirement System"                                       |
|                | Workshop B: "Changes in Federal Financial Management: A Look Ahead!"                  |
|                | Workshop C: "A New Emphasis on Economic and Benefit-Cost Analysis—What Does It Mean?" |
| 3:15 - 3:30 pm | Break   |
| 3:30 - 4:45 pm | Workshop D: "Changing the Way Government Does Business"                               |
|                | Workshop E: "Revenue Side of the Budget Equation: Post Tax Reform"                    |
|                | Workshop F: "ADP Panel: Automated Techniques for Staff-year Planning and Control"     |

**SYMPOSIUM COMMITTEE:** AABPA Vice Presidents for Symposia: Dennis Pittman, Federal Home Loan Bank Board, and Mary Ann Wyrsh, Department of Labor. Bill Early, General Services Administration; Gail Fosler, Senate Committee on the Budget; Iris Lipkowitz, Department of Treasury; Jim Rotherham, House Committee on Agriculture; Beverly Thierwechter, Office of Management and Budget.

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**White/Murrow Room**

**WORKSHOP A**  
**“THE NEW FEDERAL RETIREMENT SYSTEM”**

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This panel will describe the newly enacted Civil Service Retirement legislation and the political process surrounding the creation of the legislation. Panel will also discuss and compare benefits under this new law with those of private sector pension plans.

CONVENOR: **MICHAEL CAROZZA**, Senior Budget Analyst for Human Resources, Senate Budget Committee  
PANELISTS: **DENNIS W. SNOOK**, Specialist, Social Legislation, Congressional Research Service  
**L. J. ANDOLSEK**, President, National Association of Federal Retirees  
**DICK SCHREITMEULLER**, Actuary, Social Security Administration

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**News Room**

**WORKSHOP B**  
**“CHANGES IN FEDERAL FINANCIAL MANAGEMENT:  
A LOOK AHEAD!”**

---

The Office of Management and Budget, Treasury and General Accounting Office have been working together to strengthen financial management capabilities in the federal government. This panel will discuss the future directions of these efforts.

CONVENOR: **EMERSON MARKHAM**, formerly of Veterans Administration  
PANELISTS: **GERALD MURPHY**, Fiscal Assistant Secretary, Department of Treasury  
**FRED WOLF**, Director, Accounting & Financial Management Division, General Accounting Office  
**CAROLE DINEEN**, Associate Director for Management, Office of Management and Budget

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**Zenger Room**

**WORKSHOP C**  
**“A NEW EMPHASIS ON ECONOMIC AND BENEFIT-COST  
ANALYSIS—WHAT DOES IT MEAN?”**

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This panel will focus on a new OMB emphasis on economic and benefit-cost analysis. The panel will discuss the uses and practical limits of these types of analyses in developing Government policy and budget recommendations. The discussion will present OMB, agency and academic perspectives on the issues involved.

CONVENOR: **EDWARD M. REA**, Chief, Resources Systems Branch, Office of Management and Budget  
PANELISTS: **FREDERICK J. FISCHER**, Budget Examiner, Education Branch, Labor, Veterans and Education Division, Office of Management and Budget  
**JOSEPH S. WHOLEY**, Professor, School of Public Administration, University of Southern California  
(Other panelists to be announced.)

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**News Room**

**WORKSHOP D**  
**“CHANGING THE WAY GOVERNMENT DOES BUSINESS”**

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This panel will discuss new initiatives in the way the government provides services to itself and to the public. A discussion of what type of savings result, problems and pitfalls of innovative efforts, and a discussion of specific privatization experiences.

- CONVENOR: **WILLIAM EARLY**, Director, Office of Budget, General Services Administration
- PANELISTS: **KENNETH RASHID**, Assistant Commissioner, General Services Administration, Government-wide Real Property Policy and Oversight
- GERALD R. RISO**, Vice-Chairman, President's Council on Management Improvement
- DR. HARRY WEST**, Deputy Comptroller, United States Army
- 

**Zenger Room**

**WORKSHOP E**  
**“REVENUE SIDE OF THE BUDGET EQUATION:  
POST TAX REFORM”**

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The 90th Congress reformed the tax code. Subsequent Federal deficits are projected for future years; however, tax reform was designed to be revenue neutral over the next five years. Faced with projected deficits and with Gramm-Rudman-Hollings on the books, there will undoubtedly be careful attention paid to the revenue side of the budget in 1987. Several panelists with significant experience in macro budget development will discuss the revenue side of the budget equation.

- CONVENOR: **JAMES ROTHERHAM**, Staff Director, Subcommittee on Domestic Marketing, Consumer Relations & Nutrition, Committee on Agriculture, U.S. House of Representatives
- PANELISTS: **WENDELL PRIMUS**, Committee on Ways and Means, U.S. House of Representatives
- ALBERT DAVIS**, Committee on the Budget, U.S. House of Representatives
- 

**White/Murrow Room**

**WORKSHOP F**  
**“ADP PANEL: AUTOMATED TECHNIQUES FOR STAFF-YEAR  
PLANNING AND CONTROL”**

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This panel will review actual automated applications for planning and control of budgeted employment ceilings. Applications will include forecasting techniques and control mechanisms used at both department and agency levels.

- CONVENOR: **ROBERT E. SHERMAN**, Deputy Director, Office of Budget and Program Analysis, Department of Agriculture
- PANELISTS: **WILLIAM S. WALLACE**, Director, Budget & Accounting Division, Animal & Plant Health Inspection Service, Department of Agriculture
- JOHN P. CRUMRINE**, Chief, Division of Planning & Budget, Office of Surface Mining, Department of Interior

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## REGISTRATION FORM

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# AABPA SPRING SYMPOSIUM AGENDA

April 4, 1986  
National Press Club

14th & F Streets, N.W.  
Washington, D.C.

## “THE 1987 BUDGET, GRAMM-RUDMAN-HOLLINGS AND REALITY”

### BALLROOM (13th Floor)

- |                  |  |
|------------------|--|
| 8:00 - 9:00 am   | Registration, coffee and pastries  |
| 9:00 - 9:15 am   | Welcome by <b>GEORGE STRAUSS</b> , AABPA President   |
| 9:15 - 10:00 am  | Address by <b>THE HONORABLE JAMES C. MILLER, III</b> , Director, Office of Management and Budget   |
| 10:00 - 10:15 am | Break  |
| 10:15 - 11:30 am | Panel Discussion. "General Discussion of Gramm-Rudman-Hollings"<br>Convenor: <b>GEORGE H. STRAUSS</b> , AABPA President<br>Panellists: <b>HARRY S. HAVENS</b> , Assistant Comptroller General, General Accounting Office<br><b>PATRICIA A. QUEALY</b> , Chief Counsel, House Budget Committee<br><b>WENDELL PRIMUS</b> , Budget Analyst, House Ways and Means Committee<br>This panel will provide a general discussion of the Gramm-Rudman-Hollings Act, with special emphasis on legal, Congressional, and GAO perspectives. |
| 11:30 - 12:00 am | Cash bar   |
| 12:00 - 12:45 am | Luncheon   |
| 12:45 - 1:30 pm  | Luncheon speaker: <b>JOHN R. QUETSCH</b> , Principal Deputy Assistant Secretary of Defense (Comptroller), Department of Defense  |
| 1:30 - 1:45 pm   | Break  |

### CONFERENCE ROOMS (13th floor)

#### AFTERNOON WORKSHOPS (See inside for panelist and contents)

- |                |  |
|----------------|--|
| 1:45 - 3:10 pm |  |
| Workshop A:    | "Micro Computer — A Tool for Responsive Management Reporting"      |
| Workshop B:    | "The Effect of Gramm-Rudman-Hollings Act on FY 1986 DOD Budget"    |
| Workshop C:    | Gramm-Rudman-Hollings: Economic Miracle, or Menace?"               |
| 3:00 - 3:15 pm | Break  |
| 3:15 - 4:30 pm |  |
| Workshop D:    | "Impact of Gramm-Rudman-Hollings on Congressional Budget Process"  |
| Workshop E:    | Micro Computer Software Tools for Statistical Analyses & Graphics" |
| Workshop F:    | "Privatization and Sale of Federal Assets"                         |

**SYMPOSIUM COMMITTEE:** AABPA Vice President for Symposia: Beverly Thierwechter, Office of Management and Budget and Jim Rotherham, House Budget Committee; Bob Sherman, Department of Agriculture; Lou Fisher, Library of Congress; Morgan Kinghorn, Environmental Protection Agency; Tony Ittelegg, Department of Interior; Gall Fosler, Senate Budget Committee; Art Kallen, Senate Appropriations Aide.

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The John Peter Zenger Room

**WORKSHOP A**  
**“MICRO COMPUTER—A TOOL FOR RESPONSIVE MANAGEMENT REPORTING”**

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This panel will present ideas and examples of useful ways to use micro computers to speed up the development of reports tailored to specific managers needs.

CONVENOR: **ROBERT E. SHERMAN**, Deputy Budget Officer, Department of Agriculture  
PANELISTS: **WILLIAM B. EARLY**, Director, Office of Budget, General Services Administration  
**LYNNE BOYD**, Manager of Government Marketing, TELIC Corporation  
**ROBERT E. SHERMAN**, Deputy Budget Officer, Department of Agriculture

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The Margaret Bourke White Room

**WORKSHOP B**  
**“THE EFFECT OF GRAMM-RUDMAN-HOLLINGS ACT  
ON THE FY 1986 DOD BUDGET”**

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The panelists will discuss rules and procedures under the Gramm-Rudman-Hollings Act as it applies to the Defense Department's budget for FY 1986. Each panel member will present their organization's point of view as to how their office applies those rules.

CONVENOR: **DR. HENRY D. ANGELINO**, Chief, Budget Formulation Division, U.S. Army  
PANELISTS: **ARTHUR T. WALKER**, Deputy Director of Army Budget, U.S. Army  
**DONNA HEIVILIN**, Associate Director for Navy/Marine Corp., General Accounting Office  
**DAVID SITRIN**, Deputy Associate Director, National Security Division, Office of Management and Budget

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The Edward R. Murrow Room

**WORKSHOP C**  
**“GRAMM-RUDMAN-HOLLINGS: ECONOMIC MIRACLE, OR MENACE?”**

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Although the Congress has been long engaged in the task of reducing budget deficits, the Gramm-Rudman-Hollings bill provided that Congress be bound to fixed deficit targets and that the targets be achieved automatically according to the formula laid out in the bill if a political consensus could not be reached in the regular process. Economists have almost unanimously supported the notion of reducing deficits but are in far less agreement about the benefits of achieving fixed deficit goals through automatic, across-the-board spending cuts. This panel will explore the pros and cons of the controversy and discuss some of the possible economic consequences of the new budget procedure.

CONVENOR: **GAIL D. FOSLER**, Chief Economist, Senate Budget Committee  
PANELISTS: **VAN DOORN OOMS**, Chief Economist, House Budget Committee  
**KATHRYN EICKHOFF**, Associate Director for Economic Policy, Office of Management and Budget

The John Peter Zenger Room

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**WORKSHOP D**  
**"IMPACT OF GRAMM-RUDMAN-HOLLINGS  
ON CONGRESSIONAL BUDGET PROCESS"**

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This panel will discuss changes in the sequestration process, Congressional timetable, passage of appropriations bills, and dependence on a continuing resolution.

CONVENOR: EDWARD DAVIS, Congressional Research Service  
PANELISTS: ROBERT B. DOVE, Senate Parliamentarian  
DENNIS M. KEDZIOR, Staff Assistant, House Appropriations Committee  
RICHARD KOGAN, Budget Analyst, House Budget Committee

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The Margaret Bourke White Room

**WORKSHOP E**  
**"MICRO COMPUTER SOFTWARE TOOLS FOR  
STATISTICAL ANALYSES AND GRAPHICS"**

---

The panel will present evaluations of graphic software and statistical software packages designed for use on micro computers.

CONVENOR: ROBERT E. SHERMAN, Deputy Budget Officer, Department of Agriculture  
PANELISTS: GEORGE LAIO, ADP Evaluation Staff, General Accounting Office  
LARONDA PARKER, ADP Evaluation Staff, General Accounting Office  
AGU ETS, Smart Ware, Inc.

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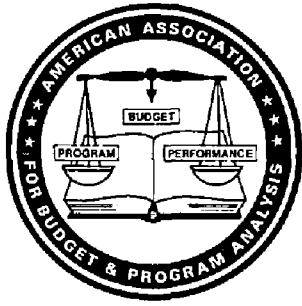
The Edward R. Murrow Room

**WORKSHOP F**  
**"PRIVATIZATION AND SALE OF FEDERAL ASSETS"**

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Discussion will cover specific proposals for privatization in the President's budget and explanation of their criteria from two points of view—too far, or not far enough. Could other things be proposed by the Administration that go beyond specific recommendations?

CONVENOR: ANTHONY L. ITTEILAG, Director, Office of Budget, Department of Interior  
PANELISTS: DR. STUART M. BUTLER, Director of Domestic Policy Studies, The Heritage Foundation  
DR. THOMAS M. LENARD, Senior Advisor for Economic Policy, Office of Management and Budget  
DANIEL W. MEEK, Staff Director, Subcommittee on General Oversight, Northwest Power and Forest Management of House Interior and Insular Affairs Committee



# AABPA FALL SYMPOSIUM AGENDA

November 15, 1985  
Four Seasons Hotel

2800 Pennsylvania Ave., N.W.  
Washington, D.C.

## BUDGETING IN AN ERA OF UNCERTAINTY

### FOYER

8:00 - 9:00 am Registration, coffee, and pastries

### CORCORAN BALLROOM — Salon A

9:00 - 9:15 am Welcome by George Strauss, AABPA President

9:15 - 10:00 am Address by **WILLIAM H. GRAY, III**, Chairman, House Budget Committee

10:00 - 10:15 am Break

10:15 - 11:45 am Panel discussion, "The Future of Federal Service"

Convenor: **GEORGE H. STRAUSS**, AABPA President

**JERRY KLEPNER**, Staff Director, House Subcommittee on Compensation and Employee Benefits

**EDWARD F. PRESTON**, Former Assistant Director of Office of Management & Budget, Federal Personnel Policy

**CURTIS J. SMITH**, Policy Advisor to Director of Office of Personnel Management

This panel will focus on the future of Federal service, including pay-related and retirement issues and the outlook for the career civil servant.

### FOYER

11:45 - 12:15 pm Cash bar

### CORCORAN BALLROOM — Salon A

12:15 - 1:00 pm Luncheon

1:00 - 1:45 pm Luncheon speaker: **RALPH C. BLEDSOE**, Special Assistant to the President and Executive Secretary of the Domestic Policy Council

## WORKSHOPS (See inside for panelists & contents)

2:00 - 3:15 pm Perspectives on Budgeting

Workshop A — Algonquin Budget Outlook: Calculations and Projections

Workshop B — Salon B Automating the Agency-OMB Budget Interface: Current Status and Future Plans

Workshop C — Smithsonian Budget Estimating in DOD

3:15 - 3:30 pm Break

3:30 - 4:45 pm Policy Issues

Workshop D — Algonquin Tax Reform: Policies and Prospects

Workshop E — Salon B Policy Issues in the Design of a New Civil Service Retirement System

Workshop F — Smithsonian Does the President Need an Item Veto on Appropriations Bills?

**SYMPOSIUM COMMITTEE:** AABPA Vice presidents for Symposia: Beverly Thierwechter, Office of Management and Budget and Jim Rotherham, House Budget Committee; and Bob Sherman, Department of Agriculture, Lou Fisher, Library of Congress, Morgan Kinghorn, Environmental Protection Agency, Tony Itteilag, Department of Interior, Gail Fosler, Senate Budget Committee, Astrid Merget, George Washington University, Art Kallen, House Appropriations Committee.

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Algonquin Room

## **WORKSHOP A**

### **BUDGET OUTLOOK: CALCULATIONS AND PROJECTIONS**

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A round table of experts will examine underlying budget assumptions; accuracy of expenditure estimates, the magnitude of the deficit, and the impact of monetary policies. Distinctive institutional perspectives from the Congressional Budget Office, The Federal Reserve, and prominent research institutes in Washington will be highlighted.

**CONVENOR:** DR. ASTRID MERGET, Professor of Public Administration, George Washington University  
**PANELISTS:** WILLIAM J. BEEMAN, Assistant Director for Fiscal Analysis, Congressional Budget Office  
JAMES VAN ERDEN, Chief Actuary, Department of Labor  
JOSEPH ZEISEL, Deputy Director, Division of Research & Statistics, Federal Reserve Board.

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Salon B (Corcoran Ballroom)

## **WORKSHOP B**

### **AUTOMATING THE AGENCY—OMB BUDGET INTERFACE: CURRENT STATUS AND FUTURE PLANS**

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This workshop will review the current status of automated data exchange between OMB and the agencies, focusing on the Budget Preparation System (BPS). It will also describe the changes to both budget preparation and other OMB—agency interfaces that are currently underway or planned by OMB. Attendees will have an opportunity to present their ideas and concerns about the current process and future improvements that are planned.

**CONVENOR:** EDWARD REA, Central Budget Management Branch, Budget Review Division, Office of Management and Budget  
**PANELISTS:** PHILIP DAME, Chief, Budget Preparation Branch, Budget Review Division, Office of Management and Budget  
WILLIAM L. WALSH, Program Manager, ADP Application Staff, Veterans Administration

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Smithson Room

## **WORKSHOP C**

### **BUDGET ESTIMATING IN DOD**

---

This panel will explore the findings and methodology behind the recent GAO report, "Potential for Excess Funds." Specific topics to be discussed include: inflation estimates, unobligated balances estimates, reprogramming, and suggestions for changes in calculations.

**CONVENOR:** PATRICIA RIGGLE, Evaluator-in-Charge, National Security and International Affairs Division, General Accounting Office  
**PANELISTS:** WILLIAM McNAUGHT, Director, Economics Group, National Security and International Affairs Division, General Accounting Office  
ROD RODGERS, Evaluator, National Security and International Affairs Division, General Accounting Office

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Algonquin Room

## **WORKSHOP D**

### **TAX REFORM: POLICIES AND PROSPECTS**

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The panel members will discuss the status of tax reform in the U.S. Congress and the prospects for final passage. They will also outline provisions that are or may be included in the House or Senate bill and the economic effects of these provisions, particularly on the corporate sector.

CONVENOR: **GAIL FOSLER**, Chief Economist, Senate Budget Committee  
PANELISTS: **RICHARD BELAS**, Counsel to the Majority Leader, U.S. Senate  
**MICHAEL SUPERATA**, Minority Budget Counsel, House Ways and Means Committee

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Salon B (Corcoran Ballroom)

## **WORKSHOP E**

### **POLICY ISSUES IN THE DESIGN OF A NEW CIVIL SERVICE RETIREMENT SYSTEM**

---

The panel will focus on the status of the current legislative initiative, issues in redesign of the retirement system, and various treatments of those issues.

CONVENOR: **DENNIS W. K. SNOOK**, Specialist in Social Legislation, Congressional Research Service, Library of Congress  
PANELISTS: **JAMIE COWEN**, Special Counsel to the Senate Subcommittee on Civil Service, Post Office, and General Services  
**ED HUSTEAD**, Actuary to Hay/Huggins, Inc.; Consultant to the House Post Office and Civil Service Committee

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Smithson Room

## **WORKSHOP F**

### **DOES THE PRESIDENT NEED AN ITEM VETO ON APPROPRIATIONS BILLS?**

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This panel will discuss the following issues raised in the line item veto debate. Would the item veto help to reduce Federal spending? Is it needed to give the President more control over spending priorities? Is State experience with various forms of item veto applicable to the Federal situation? Would the item veto exacerbate tensions between the President and the Congress? Would it invite litigation, delaying the appropriations process?

CONVENOR: **DAVID POMERANTZ**, Professional Staff, House Rules Committee  
PANELISTS: **JAMES TOWEY**, Legislative Director and Legal Counsel for Senator Hatfield  
**DICK RIBBENTROP**, Legislative Director for Senator Mattingly

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## REGISTRATION FORM

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# AABPA SPRING SYMPOSIUM AGENDA

April 26, 1985

The George Washington University's Marvin Center  
21st and H Streets, N.W.  
Washington, D.C.

## **"THE 1986 BUDGET PROPOSALS: Impact, Perspectives, and Outlook"**

### **BALLROOM**

- 8:00 - 8:50 am Registration, Coffee and pastries  
8:50 - 9:00 am Welcome by **STEPHEN DEWHURST**, AABPA President  
9:00 - 9:45 am Address by the **EDWIN L. DALE, JR.**,  
Assistant Director for Public Affairs, Office of Management and Budget  
*"The 1986 Budget: Philosophy and Outlook"*
- 9:45 - 10:45 am Panel Discussion. *"The 1986 Budget: Views on Proposed Cutbacks"*  
Convenor: **DR. JEREMY PLANT**, George Mason University  
A panel of experts will discuss the possible impact of the President's budget proposals on various sectors of the U.S. economy, including farmers, the suburban middle class and others.
- 10:45 - 11:00 a.m. Break  
11:00 - 11:45 am Address by **DR. CHARLES L. SCHULTZE**,  
Senior Fellow, The Brookings Institution, and  
former Chairman of the President's Council of Economic Advisers  
*"The Budget Deficit: Its Cause, Consequences, and Cure"*
- 11:45 - 12:15 p.m. Cash bar  
12:15 - 1:00 p.m. Luncheon  
1:00 - 1:45 p.m. Address by **MIKE CAUSEY**,  
Federal Diary Columnist of the Washington Post  
*"Personnel and Career Issues for Federal Employees"*

### **CONFERENCE ROOMS — 4th floor**

- 1:45 - 2:00 p.m. Break

### **AFTERNOON WORKSHOPS**

*(See inside for panelist and contents)*

- 2:00 - 3:10 p.m. **BUDGET AND PROGRAM ALTERNATIVES TRACK**  
Workshop A Federal Personnel Proposals: Issues and Outlook  
Workshop B Budget Freeze Issues and Alternatives  
Workshop C State and Local Options and Reactions to the Proposed Fiscal Year 1986 Budget
- 3:20 - 4:30 p.m. **MANAGEMENT AND PROCEDURES TRACK**  
Workshop D Management Improvement in the Federal Government: Status Report  
Workshop E Automated Budget Management at OMB: The Central Budget Management System (CBMS)  
Workshop F Balanced Budget and Line-item Veto Proposals

**SYMPOSIUM COMMITTEE:** James Kirkman, AABPA Vice President for Symposia, General Accounting Office; Betty Bradshaw, Office of Management and Budget; Thomas Scanlon, Department of Agriculture; Robert Sherman, Department of Agriculture; Melinda Suddes, General Accounting Office and House Budget Committee; and Beverly Thierwechter, Office of Management and Budget.

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## **WORKSHOP A— FEDERAL PERSONNEL PROPOSALS: ISSUES AND OUTLOOK**

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The panel will examine the 1986 Budget federal personnel proposals, including the proposed COLA changes, early retirement penalty, change in computation of benefits, the 5% pay cut, and the status of federal personnel reductions. Panelists will discuss the administration's proposals and the expected congressional response to them.

**CONVENOR:** BEVERLY THIERWECHTER, Office of Management and Budget

**PANELISTS:** JERRY KLEPNER, Staff Director, Subcommittee on Compensation and Benefits,  
House Post Office and Civil Service Committee

JAMES MORRISON, JR., Associate Director, Compensation Group,  
Office of Management and Budget

GEORGE STRAUSS, Chief of Resource Systems, Budget Review Division,  
Office of Management and Budget

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## **WORKSHOP B— BUDGET FREEZE ISSUES AND ALTERNATIVES**

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Several participants and expert observers will discuss the concept of a budget "freeze," and compare the President's 1986 budget proposal for a one year freeze in total spending for other than debt service to other freeze alternatives. Matters that will be addressed include the meaning(s) of a budget freeze, the possible impacts on government spending and deficit reduction of a freeze, whether the President's proposal is really for a freeze, and some freeze options that are available.

**CONVENOR:** SHIRLEY RUHE, Deputy Director, Budget Process and Operations,  
House Committee on the Budget

**PANELISTS:** JAMES BLUM, Assistant Director, Budget Analysis Division,  
Congressional Budget Office

RICHARD KOGAN, Budget Analyst, Budget Process and Operations,  
House committee on the Budget

SUSANNE LIND, Acting Branch Chief, Fiscal Analysis Division,  
Office of Management and Budget

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## **WORKSHOP C— STATE AND LOCAL OPTIONS AND REACTIONS TO THE PROPOSED FISCAL YEAR 1986 BUDGET**

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Workshop panelists with experience at the state and local levels will explore actions that governments at those levels can take, and are likely to take, in response to further reductions in federal domestic spending programs. The fiscal conditions of the states and localities will be briefly examined to provide a framework for discussion.

**CONVENOR:** JIM MALLORY, National Association of State Budget Officers

**PANELISTS:** LEE GROSSI, Deputy Budget Officer, State of Rhode Island

HAL HOVEY, Economic Consultant and Publisher of *State Policy Reports*  
(Another panelist invited)

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## **WORKSHOP D— MANAGEMENT IMPROVEMENT IN THE FEDERAL GOVERNMENT: STATUS REPORT**

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The members of this panel will discuss the President's management improvement program outlined in his first annual *Management Report* (1985) to the Congress. The panelists' extensive experience and responsibilities on these matters will make their perspectives on current developments and future directions especially valuable.

CONVENOR: **BETTY BRADSHAW**, Office of Management and Budget  
PANELISTS: **DWIGHT INK**, Acting Administrator, General Service Administration  
**JOHN MERCK**, Deputy Associate Director for Planning and Communications Management, Office of Management and Budget

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## **WORKSHOP E— AUTOMATED BUDGET MANAGEMENT AT OMB: THE CENTRAL BUDGET MANAGEMENT SYSTEM**

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The workshop will address the reasons why OMB decided to initiate an automated Central Budget Management System (CBMS), how the system was implemented and the equipment used, what the current capabilities are, and what future developments might take place. The presentation will emphasize the impact and interface of the CBMS with federal agencies.

CONVENOR: **STEPHEN DEWHURST**, Director, Office of Budget and Program Analysis, Department of Agriculture  
PRESENTER: **EDWARD REA**, Budget Information Management Specialist, Central Budget Management Branch, Budget Review Division, Office of Management and Budget

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## **WORKSHOP F— BALANCED BUDGET AND LINE-ITEM VETO PROPOSALS**

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A panel of experts will summarize and analyze various proposals to change federal budgeting procedures by mandating balanced budgets and initiating the presidential line-item veto procedure. They also will discuss the experience of state governments on these matters, and lessons that may be drawn for consideration at the federal level. What types of line-item veto procedures exist? In considering any balanced budget constitutional amendment, what are the trade-offs and technical problems concerning congressional decision rules, equalizing taxes and spending, controlling the "uncontrollables," and safety valves for national emergencies?

CONVENOR: **STEVE CHARNOWITZ**, Office of Senator Levin  
PANELISTS: (A panel of governmental and outside experts to be announced)

**NOTE: FULL PAYMENT DUE UNLESS CANCELLATION RECEIVED 72 HOURS PRIOR TO SYMPOSIUM.**

## REGISTRATION FORM

AMERICAN ASSOCIATION FOR BUDGET AND PROGRAM ANALYSIS SPRING SYMPOSIUM, April 26, 1985 at Marvin Center, the George Washington University, 21st Street, between H and I Streets, Washington, D.C.

The AABPA Symposium qualifies under the Government Employees Training Act.

PLEASE CHECK ONE OF THE FOLLOWING:

Attach Completed Agency Authorization Document, employer purchase order, or check payable to AABPA.

- \_\_\_\_\_ \$125 Symposium fee for NONMEMBER
- \_\_\_\_\_ \$95 Symposium fee for AABPA MEMBER
- \_\_\_\_\_ \$35 Symposium fee for FULL TIME STUDENT

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SEND TO: AABPA, Box 1157, Falls Church, Virginia 22041  
Phone (703) 941-4300

**AMERICAN ASSOCIATION FOR  
BUDGET & PROGRAM ANALYSIS  
P.O. BOX 1157  
FALLS CHURCH, VA 22041**

# AABPA FALL SYMPOSIUM

## AGENDA



November 2, 1984  
FOUR SEASONS HOTEL  
2800 Pennsylvania Ave., N.W.  
Washington, D.C.

### "THE BUDGET PROCESS TEN YEARS AFTER THE 1974 BUDGET ACT: ACCOMPLISHMENTS, PROBLEMS, PROSPECTS"

#### FOYER

8:00 am - 9:00 am Registration

#### CORCORAN BALLROOM

9:00 am - 9:15 am

Welcome by **STEPHEN DEWHURST**, AABPA President

9:15 am - 10:15 am

Address by the **HONORABLE CHARLES A. BOWSER**, Comptroller General of the United States

#### FOYER

10:15 am - 10:30 am Break

#### CORCORAN BALLROOM

10:30 am - 11:30 am

Panel Discussion: "The Budget Process: An Assessment by the Practitioners"  
**ROBERT HARTMAN**, Senior Analyst for Budget Process, Congressional Budget Office

**JAMES HEDLUND**, Vice President for Government Relations, Association of Independent Television Stations (former Minority Staff Director, House Budget Committee)

**HAROLD LEIGH**, Director, Budget Priorities, House Budget Committee

CONVENOR:

**JIM ROTHERHAM**, Associate Director for Human Resource Programs, House Budget Committee

REPORTER: **MELINDA SUDDER**, GAO/House Budget Committee

#### FOYER

11:30 am - 12:15 pm

Cash Bar

#### CORCORAN BALLROOM

12:15 pm - 1:00 pm

Luncheon

1:00 pm - 1:45 pm

Address by **MR. DONALD W. MORAN**, Executive Associate Director of Budget, Office of Management and Budget

1:45 pm - 2:00 pm

Break

#### **WORKSHOPS** (See inside for panellists & contents)

2:00 pm - 3:15 pm

A.

The Macro Economic—Budget Picture: The Context for Budget and Program Analyses

B.

Management Improvement: The Issue the 1974 Budget Act Forgot

C.

Changing the Congressional Budget Process: Some Views From the House

3:30 pm - 4:45 pm

D.

Budget and Program Analysis as Professions: Matters of Interest to These Disciplines

E.

Federal Credit Programs: Policies for Program and Budget Choices

F.

ADP: A Tool for Budget and Program Analyses

**SYMPOSIUM COMMITTEE:** James Kirkman, AABPA Vice President for Symposia, General Accounting Office; Betty Bradshaw, Office of Management and Budget; William Early, General Services Administration; Robert Keith, Congressional Research Service; James Rotherham, House Budget Committee; Thomas Scanlon, Department of Agriculture; Robert Sherman, Department of Agriculture; Beverly Thierwechter, Office of Management and Budget.

2:00 pm - 3:15 pm

Algonquin  
Room

**WORKSHOP A—**  
**The Macro Economic-Budget Picture:**  
**The Context for Budget and Program Analyses**

Top economists will discuss budget process accomplishments, problems, and prospects in the light of general economic trends and challenges. Included will be discussions of the economic context within which budgets and programs must be formulated and acted upon, and how overall economic considerations concerning the deficit, interest rates, inflation, etc., can be expected to affect the work of federal budget and program analysts.

CONVENOR: **LARRY THOMPSON**, Chief Economist, General Accounting Office  
PANELISTS: **GAIL D. FOSLER**, Chief Economist, Senate Budget Committee  
**VAN DOORN OOMS**, Chief Economist, House Budget Committee  
REPORTER: **JON RATNER**, General Accounting Office

Dumbarton  
Room

**WORKSHOP B—**  
**Management Improvement:**  
**The Issue The 1974 Budget Act Forgot**

The panel will focus on the development of management during the last decade as a major issue in budget and program analysis. The legislative perspective will be highlighted by an analysis of the history of congressional interest in improving federal management. The executive branch response will be discussed in terms of the current status of ongoing management improvement efforts, such as the Grace Commission, Reform '88, 1986 Management Reviews, and Deficit Reduction Act requirements. Finally, there will be a discussion of how management practices have been improved for major benefit programs that are federally funded but administered through states and localities.

CONVENOR: **DAVE MATHIASSEN**, Deputy Assistant Director for Budget Review, Office of Management and Budget  
PANELISTS: **MARCY EDWARDS**, Senior Analyst for Budget Review, Senate Budget Committee  
**GAYLEN JUNGLINO**, Assistant Secretary for Administration, Department of Health and Rehabilitative Services, State of Florida  
**BEVERLY THIERWECHTER**, Budget Methods Specialist, Office of Management and Budget  
REPORTER: **HELEN O'NEAL**, Consumer Product Safety Commission

Smithson  
Room

**WORKSHOP C—**  
**Changing the Congressional Budget Process:**  
**Some Views from the House**

The panels will examine leading proposals in the House of Representatives to change the congressional budget process. Panelists will summarize and compare recommendations from the Beilenson Task Force of the House Rules Committee, legislation introduced by a group of standing committee Chairmen, and proposals from the House Minority Leadership.

CONVENOR: **ROBERT KEITH**, Specialist in American National Government, Congressional Research Service  
PANELISTS: **SANTE ESPOSITO**, Counsel for Budget, Law, and Economic Matters, House Committee on Public Works and Transportation  
**DAVID POMERANTZ**, Professional Staff Member (Majority), House Rules Committee  
**DONALD WOLFENBERGER**, Minority Counsel, Subcommittee on Legislative Process, House Rules Committee  
REPORTER: **EDWARD DAVIS**, Congressional Research Service

3:30 pm - 4:45 pm

Algonquin  
Room

## WORKSHOP D—

### Budget and Program Analysis as Professions: Matters of Interest to These Disciplines

An expert panel will guide participants in a discussion of how various agencies use budget and program analysis in accomplishing their missions; methods of product delivery; the adequacy of current job standards and performance evaluation; and evolutionary changes that have occurred in the nature and skill requirements of the professions. This should be of particular interest to federal employees currently in or planning to enter these career fields.

- CONVENOR: **BILL EARLY**, Director of Budget, General Services Administration
- PANELISTS: **ARNOLD GERBER**, Standards Writer, Office of Personnel Management  
**SAM LADD**, Director of Budget and Accounting Division, Marketing and Inspection Services, Department of Agriculture  
**DON VENNEBERG**, Acting Assistant Regional Administrator, Federal Supply Services, General Services Administration
- REPORTER: **MARION PULLARA**, General Services Administration

Smithson Room

## WORKSHOP E—

### Federal Credit Programs: Policies for Program and Budget Choices

In the past ten years, Federal credit activity, loans and loan guarantees, have grown from an annual level of \$50.1 billion in 1974 to \$138.6 billion in 1983. With close to \$600 billion in loans and guarantees outstanding as of end of the 1983, the Federal Government is the single largest financial intermediary in the United States. Its credit policies and practices affect all major segments of the economy.

This past August, OMB issued a revision of Circular A-70, "Federal Credit Policy". It contains general principles of credit policy to be used in proposing or reviewing credit legislation and will require agencies to focus more closely on developments in financial markets and to relate their credit assistance to conditions in those markets.

The panel of policymakers will look at federal credit programs and A-70 from the viewpoints of Treasury, OMB, and a line agency with significant credit program activities.

- CONVENOR: **DONNA HEIVILIN**, General Accounting Office
- PANELISTS: **J. GREGORY BALLENTINE**, Associate Director for Economics and Planning, Office of Management and Budget  
**FRANCIS X. CAVANAUGH**, Director of Office of Government Finance and Market Analysis, Department of the Treasury  
**FRANK W. NAYLOR, JR.**, Under Secretary for Small Community and Rural Development, Department of Agriculture
- REPORTER: **JAMES NEWBY**, Department of Agriculture

Dumbarton  
Room

## WORKSHOP F—

### ADP: A Tool for Budget and Program Analyses

A panel of federal agency financial managers will address their experiences and lessons learned in establishing or improving the ADP capabilities of their offices. They will discuss the type of ADP setup chosen, and the reasons behind the choice. This will include a discussion of stand-alone micros vs. networking, types of equipment, and types of software. The panelists also will provide examples of applications for budget and program analyses, and numbers tracking and control. They will conclude with suggestions for others considering a first use or expansion of ADP for their offices.

- CONVENOR: **ROBERT SHERMAN**, Deputy Director for Budget and Program Analysis, Department of Agriculture
- PANELISTS: **ALDEN JOHANNSEN**, Deputy Director of Budget, Department of Transportation  
**EMERSON MARKHAM**, Deputy Director of Budget and Finance, Veterans Administration  
**MARY ANNE WYRSCH**, Director of Budget, Department of Labor
- REPORTER: **MARY CLAIRE ASTON**, Department of Agriculture

## **AABPA Symposium Workshops**

**2:00 - 3:15 p.m.**

\_\_\_\_\_ **Workshop A—**

**Algonquin Room**

The Macro Economic-Budget Picture: The Context for Budget and Program Analyses

\_\_\_\_\_ **Workshop B—**

**Dumbarton Room**

Management Improvement: The Issue the 1974 Budget Act Forgot

\_\_\_\_\_ **Workshop C—**

**Smithson Room**

Changing the Congressional Budget Process: Some Views from the House

**3:30 - 4:45**

\_\_\_\_\_ **Workshop D—**

**Algonquin Room**

Budget and Program Analysis as Professions: Matters of Interest to These Disciplines

\_\_\_\_\_ **Workshop E—**

**Smithson Room**

Federal Credit Programs: Policies for Program and Budget Choices

\_\_\_\_\_ **Workshop F—**

**Dumbarton Room**

ADP: A Tool for Budget and Program Analyses



# **AMERICAN ASSOCIATION FOR BUDGET & PROGRAM ANALYSIS**

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**AGENDA**  
**AABPA FALL SYMPOSIUM**  
**NOVEMBER 18, 1983**

CAPITAL HILTON HOTEL  
16th & K Streets, N.W.  
Washington, D.C.

**“ECONOMIC RECOVERY + BUDGET DEFICITS = COLLISION COURSE?”**

**PRESIDENTIAL BALLROOM**

8:00 AM	—	9:00 AM	Registration
9:00 AM	—	9:15 AM	Welcome by KENNETH HUNTER, AABPA President
9:15 AM	—	10:15 AM	HONORABLE ROBERT CONN, Deputy Under Secretary of the U.S. Navy and Comptroller “Defense Spending: the Navy in the 1980’s”
10:15 AM	—	10:30 AM	Break
10:30 AM	—	11:30 AM	Panel “The Budget as the Journalist’s Beat” HELEN DeWAR, Washington Post JIM FALLOWS, Atlantic Monthly DAVID ROGERS, Boston Globe MARTIN TOLCHIN, New York Times Convenor: JIM ROTHERHAM, House Budget Committee
11:30 AM	—	Noon	Cash Bar
12:00 N	—	12:45 PM	Luncheon — Congressional & Senate Rooms
12:45 PM	—	1:30 PM	HONORABLE RUDOLPH PENNER, Director, Congressional Budget Office “The Budget and the Economy”
1:30 PM	—	1:45 PM	Break
1:45 PM	—	4:30 PM	WORKSHOPS

The afternoon Workshops highlight three themes: Cutting Costs, Raising Revenues, and Redefining Roles. Each track will explore separately two perspectives: Legislative Initiatives and Administrative Initiatives. In all there are 6 workshops, each amplifying some facet of the larger topic of the symposium. Substantive areas explored include: Defense, Social Programs, Economic Recovery. The accents on each range from the broad policy trends to managerial implications that require legislative action to managerial reforms that purport to increase efficiency and improve effectiveness.

## WORKSHOPS 1:45 - 4:30

TRACKS	I CUTTING COSTS	II RAISING REVENUES	III REDEFINING ROLES
1:45 — 3:00 PM	A. Legislative Initiatives	A. Legislative Initiatives	A. Legislative Initiatives
3:15 — 4:30 PM	B. Administrative Initiatives	B. Administrative Initiatives	B. Administrative Initiatives
ROOMS	SOUTH AMERICAN	PAN AMERICAN	OHIO

### I CUTTING COSTS

Two Workshops concentrate on cutting costs in an effort to curtail the deficit.

**WORKSHOP IA: LEGISLATIVE INITIATIVES — SOUTH AMERICAN ROOM — 1:45 — 3:00 PM**

**Topic: "ENTITLEMENT PROGRAMS AND DEFENSE EXPENDITURES—  
WHAT ARE THE SAVINGS OPTIONS?"**

The Workshop will focus on savings options for entitlement programs branches, especially in the past several years under the Omnibus Budget Reconciliation Act and the Tax Equity and Fiscal Responsibility Act. Options available for future savings in these areas will also be surfaced. The panelists have played key roles in advising both the Director of OMB and Members of Congress on the budgets for entitlement programs and defense. They will describe the budget process from the executive and legislative perspectives and analyze why some savings options are accepted while others are rejected. They also will discuss how the savings already enacted have affected States and other recipients of Federal funds. Also, emphasized will be the Congressional Budget Office, which has developed what probably has become the most frequently used compendium of budget reductions options in Washington.

Convenor: **LAVARNE TAYLOR**, House Budget Committee  
 Speakers: **DON GESSEMAN**, Chief (pending confirmation by OMB), Navy Branch, Office of Management and Budget  
**WENDELL PRIMUS**, Staff Economist, Ways and Means Committee, U.S. House of Representatives  
**RICHARD CURTIS**, Director, Health Policy Studies, National Governors Association  
**JAMES BLUM**, Assistant Director for Budget Analysis, Congressional Budget Office  
 Reporter: **MARTHA GRUNDMANN**, House Budget Committee

**WORKSHOP IB: ADMINISTRATIVE INITIATIVES — SOUTH AMERICAN ROOM — 3:15 — 4:30 PM**

**Topic: "REFORM '88, THE FINANCIAL INTEGRITY ACT AND OTHER  
MANAGEMENT ACTIONS"**

The Workshop will scrutinize assorted administrative actions for budget services. Stepping beyond the new imperatives implied by Reform '88 and the Financial Integrity Act, the panelists will revisit such important topics as cash management, credit and debt collection, personnel and payroll processes, procurement policies, travel expenses as well as audio-visual services and support. The accent of this workshop falls on savings secured through management reforms.

Convenor: **JAMES KIRKMAN**, U.S. General Accounting Office  
 Speakers: **FRED HEIM**, Coordinator for the Federal Managers Financial Integrity Act, Office of Management & Budget  
**ROSSLYN KLEEMAN**, Associate Director for Federal Civilian Personnel, U.S. General Accounting Office  
**JOHN LORDAN**, Deputy Associate Director for Finance and Accounting, Office of Management & Budget  
 Reporter: **WILLIAM JENKINS**, U.S. General Accounting Office

## **II RAISING REVENUES**

Two Workshops will review the recent agenda of proposals to generate added revenues in an effort to depress the deficit.

### **WORKSHOP IIA: LEGISLATIVE INITIATIVES – PAN AMERICAN ROOM – 1:45 – 3:15 PM**

**Topic: “REVAMPING REVENUE SOURCES FOR ADDED FEDERAL DOLLARS”**

This Workshop will survey possible legislative changes in the structure of federal tax and their underlying policies and principles. Panelists will discuss the need for such changes and/or revenue increases, preferred courses for policy, and “most likely” outcomes in Congress. They will share their thoughts on specific proposals such as value-added taxes, flat-rate income taxes, increased excise taxes, user fees, and tax expenditures. Questions of impact, equity, and administration will be examined. Competition with State and local revenue policies will also be explored. How the election in 1984 will affect the prospects for revenue increases will also be a topic for prognostication.

**Convenor:** JAMES MALLORY, Deputy Director, National Association of State Budget Officers  
**Speakers:** ROBERT McINTYRE, Director of Federal Tax Policy, Citizens for Tax Justice  
JAMES WETZLER, Deputy Chief of Staff, U.S. Joint Committee on Taxation  
**Reporter:** ALLISON SALZMAN, The George Washington University

### **WORKSHOP IIB: ADMINISTRATIVE INITIATIVES – PAN AMERICAN ROOM – 3:45 – 4:30 PM**

**Topic: “RECEIVING MORE REVENUES THROUGH CURRENT ADMINISTRATIVE PRACTICES”**

This Workshop will search for ways to extract more revenues from better use of available sources. On the side of defense spending, contracts and audit procedures will be examined; the roles of the Inspector General and Defense Contract Audit Agency will be summarized. User fees, leasing and sale of federal properties will also be explored, especially in the case of federal lands and national parks. Improvements in tax collection also promise added dividends.

**Convenor:** DONNA HEIVILIN, U.S. General Accounting Office  
**Speakers:** RICHARD LIEBERMAN, Assistant Inspector General for Audit Follow-up, U.S. Department of Defense  
WILLIAM SHARKEY, Assistant Director for Operations, Defense Contract Audit Agency  
LORETTA NEWMAN, Staff Member, Committee on Interior and Insular Affairs, Subcommittee on Public Lands and National Parks, U.S. House of Representatives  
CARL MORAVITZ, Assistant Division Chief, I.R.S. Examiner, Budget Office, U.S. Department of Treasury  
**Reporter:** GAYLE CONDON, U.S. General Accounting Office

## **III REDEFINING ROLES**

Two Workshops will consider redefining roles as between major institutions of federal governance—the executive and legislative branches—and the sectors of the economy—the government and the market.

### **WORKSHOP IIIA: LEGISLATIVE INITIATIVES – OHIO ROOM – 1:45 – 3:15 PM**

**Topic: “CAN THE LEGISLATURE CONTROL THE BUDGET?”**

Enactment of a final budget resolution for Fiscal Year 1984 has been delayed repeatedly. Proposals for raising revenues and alternatives for cutting budget expenditures have been debated, but decisions in the form of a budget resolution have yet to be enacted. Meanwhile, the fiscal year has begun, several appropriation acts have been signed

into law and the appropriations process continues on those bills that remain. All events suggest that the Congress simply is unable to decide on how the budget should be controlled. The panel will consider the impediments to Congressional decision-making on the budget, whether or not the Congressional Budget Act is a failure and if there is something institutionally "wrong" with the Congress.

Convenor: **HERBERT PERSIL**, U.S. Department of Housing and Urban Development  
Speakers: **WALLACE G. BERGER**, Majority Counsel, Committee on Appropriations, Subcommittee on HUD-Independent Agencies, U.S. Senate  
**SANTE J. ESPOSITO**, Counsel for Budget Act and Economic Matters, Committee on Public Works and Transportation, U.S. House of Representatives  
**ROBERT A. KEITH**, Specialist in American Government, Government Division, Congressional Research Service  
Reporter: **SHAWN FREEMAN**, U.S. Department of Housing and Urban Development

**WORKSHOP IIIB: ADMINISTRATIVE INITIATIVES – OHIO ROOM – 3:45 – 4:30 PM**

Topic: **"MANAGING FEDERAL FINANCES AND ADOPTING PRIVATE-SECTOR TECHNIQUES"**

The Workshop will review selected recommendations of the Grace assets. Also, surfaced will be the proposal to create a super-agency called the Office of Federal Management within the Executive Office of the President. A new look at public management through private-sector techniques will be introduced in such areas as federal contracting, management systems to collect and disburse funds, operations of loan programs, information systems, accounting procedures, etc.

Convenor: **GEORGE STRAUSS**, Office of Management and Budget  
Speakers: **WILLIAM OMSTED**, W. G. Omsted Associates, (Deputy Project Manager for the Grace Commission study entitled "Financial Asset Management")  
**LEWIS J. KRIELWICH**, Price Waterhouse Associates (Project Manager for the Grace Commission study entitled "Federal Management Systems")  
**DONALD E. SOWLE**, Administrator, Office of Federal Procurement Policy, Office of Management and Budget  
Reporter: **BEVERLY THEIRWECHTER**, Office of Management and Budget

**REGISTRATION FORM**

**AMERICAN ASSOCIATION FOR BUDGET & PROGRAM ANALYSIS SPRING SYMPOSIUM** November 18, 1983 at the Capital Hilton, 16th & K Streets, N.W., Washington, D.C.

The AABPA symposium qualifies under the Government Employees Training Act.

PLEASE CHECK ONE OF THE FOLLOWING:

- \$95 Sym. fee for NONMEMBER
- \$75 Sym. fee for AABPA MEMBER
- \$35 Sym. fee for FULL TIME STUDENT

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SEND TO: AABPA, Box 1157, Falls Church, Virginia 22041

**NOTE: Full payment due unless cancellation received 72 hours prior to Symposium)**

**AMERICAN ASSOCIATION FOR BUDGET & PROGRAM ANALYSIS**  
P.O. BOX 1157  
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# AABPA SPRING SYMPOSIUM AGENDA

April 27, 1984

Marvin Center  
The George Washington University  
21st Street between H and I Streets, NW  
Washington, D.C.

## “BUDGETING IN AN ELECTION YEAR”

### Agenda

#### BALLROOM

8:00- 9:00 a.m.	Registration
9:00- 9:15 a.m.	Welcome by Kenneth Hunter, AABPA President
9:15-10:15 a.m.	“The Politicians Debate”
Introductions:	<b>James Rotherham</b> House Budget Committee
Panel:	<b>Congressman Butler Derrick (D-SC)</b> House Budget Committee <b>Congressman Bill Gradison (R-Ohio)</b> House Budget Committee
Moderator:	<b>Honorable John Rhodes</b> Committee for A Responsible Budget
Reporter:	<b>Allison Salzman</b> The George Washington University
10:15-10:30 a.m.	Break
10:30-11:30 a.m.	“The Economists Debate”
Introductions:	<b>Astrid E. Merget</b> , The George Washington University
Panel:	<b>J. Gregory Ballentine</b> , Associate Director for Economic Policy, Office of Management and Budget <b>Robert D. Reischauer</b> , Sr. Vice President, The Urban Institute
Moderator (invited):	<b>Nancy Teeters</b> , Board of Governors, Federal Reserve
Reporter:	<b>Roxanne Salmanson</b> U.S. General Accounting Office
11:30-Noon	Cash Bar
12:00 Noon-12:45	Luncheon
12:45-1:30 p.m.	<b>Allen Schick</b> , University of Maryland

#### “PARTIES, PRESIDENTS AND BUDGETS (P.P.B.)”

1:45- 4:30 p.m.                      WORKSHOPS

The afternoon will highlight “Practitioner Perspectives.” In all there are 4 workshops that will analyze the perspectives of three key sets of actors in the budget process: Senior Budget Executives, Legislators and their Staffs and Federal Budget Managers. The workshops are designed to provide construction commentary on how to improve the management, presentation, analysis and execution of the budgets across the wide spectrum of federal agencies.

## WORKSHOPS 1:45-4:30

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TRACKS	PRACTITIONER PERSPECTIVES	ROOMS
1:45-3:00 p.m.	I. <b>Senior Budget Executives:</b> The Agony and Ecstasy of Being Budget Director	404 Marvin Center
	II. <b>Legislators and their Staffs:</b> Feedback from the Appropriations Committees	406 Marvin Center
3:15-4:30	III. <b>Federal Budget Managers:</b> "High Tech" and the Microcomputer	404 Marvin Center
	IV. <b>Federal Budget Managers:</b> Bridging Budgeting and Accounting	406 Marvin Center

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### I. **Senior Budget Executives** **The Agony and Ecstasy of Being A Budget Director**

The panelists represent some of the most distinguished budget directors in the federal government. Over the years of their experience they have acquired some strong professional predispositions about how to improve budgeting within their agencies. Each will tackle such questions as: What is going on in your department to modify the budget policies, and procedures of the past? What is going well? What are some of the problems? What have been the significant changes you see in your budget shop in terms of its capabilities, roles, and impacts? What, in your view, should be the major focus of efforts to revise the budgetary process (internally and externally)? What are the major obstacles to significant modifications in the budget process, and how can these be surmounted?

Convenor: **John D. Young**  
Professor of Public Management  
The American University

Speakers: **William Plissner**  
Budget Director  
Federal Aviation Administration

**Al Kliman**  
Budget Director  
U.S. Department of Housing and Urban Development

**David Nathan**  
Director of Planning, Budget, Evaluation  
U.S. Department of Commerce

Reporter: **Michelle Grasso**  
U.S. General Accounting Office

## **II. Legislators and their Staffs: Feedback from the Appropriations Committees**

On the Congressional side, how the budgets from executive agencies get presented and defended may have some impact. Staffers will share how Members of Congress greet various forms of presentation and indicate what facts and figures influence their deliberations. The informal and formal networks that get built up among and across staffs as well as with executive agencies will be explored. The staffers will also give their diagnosis of the viability of the Congressional budget process and prospects for reform.

Convenor: **Bruce Meredith**  
House Appropriations

Speakers: **Dick Malow**  
Staff Director  
House Appropriations,  
HUD Independent Agency Subcommittee

**Proctor Jones**  
Minority Staff  
Senate Appropriations,  
Energy and Water Subcommittee

Reporter: **Diane Baker**  
Presidential Management Intern  
House Budget Committee

## **III. Federal Budget Managers: “High Tech” and the Microcomputer**

The panel members will discuss their experiences in learning to use microcomputers in their offices. From their standpoint as nontechnical ADP users, they will tell of the problems they encountered, the budget operations that work best on micros, and the advice they would offer to other budget professionals contemplating the acquisition of small or personal computers.

Convenor: **Herb Persil**  
U.S. Department of Housing and Urban Development

Speakers: **William Early**  
Director  
Office of Budget  
General Service Administration

**Larry L. Emergy**  
Director  
Office of Resources Planning and Management  
U.S. Department of State

**Paul Gentile**  
Finance Manager  
Bureau of Alcohol, Tobacco and Firearms  
U.S. Department of Treasury

Reporter: **Bruce Conger**  
U.S. Department of Housing and Urban Development

# IV. Federal Budget Managers: Bridging Budgeting and Accounting

Leaders of current studies and initiatives will cover the problems involved in the current "gap," the reasons for divergences between budgeting and accounting systems, and what should be done to achieve better integration between these "sister" systems. Can accrual procedures and cost-based budgeting help? The workshop is designed for the technician as well as the interested "lay person."

Convenor: **James Kirkman**  
U.S. General Accounting Office

Speakers: **Betty Bradshaw**  
Budget Review Division  
Office of Management and Budget

**Kenneth Hunter**  
Accounting and Financial Management Division  
U.S. General Accounting Office

**Mike Smokovich**  
Bureau of Government Financial Operations  
U.S. Department of Treasury

Reporter: **David Grindstaff**  
U.S. General Accounting Office

## ----- REGISTRATION FORM -----

AMERICAN ASSOCIATION FOR BUDGET AND PROGRAM ANALYSIS SPRING SYMPOSIUM, April 27, 1984 at Marvin Center, the George Washington University, 21st Street, between H and I Streets, Washington, D.C.

The AABPA Symposium qualifies under the Government Employees Training Act. Attach Completed Agency Authorization Document, employer purchase order, or check payable to AABPA

PLEASE CHECK ONE OF THE FOLLOWING:

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- \_\_\_\_\_ \$75 Symposium fee for AABPA MEMBER
- \_\_\_\_\_ \$35 Symposium fee for FULL TIME STUDENT

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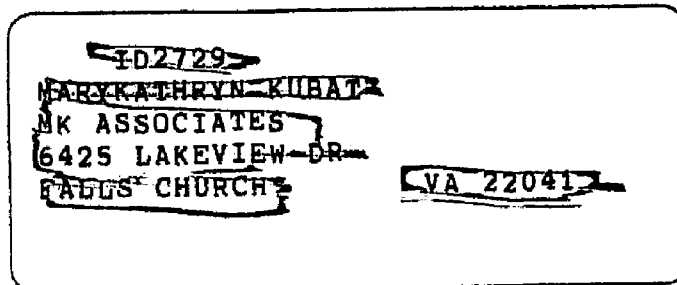
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# AABPA SPRING SYMPOSIUM AGENDA

April 15, 1983

MAYFLOWER HOTEL  
1127 Connecticut Avenue, NW  
Washington, D.C.

## **“1984: THE BUDGET ISSUES PEACEMAKERS, PACEMAKERS, MONEYMAKERS”**

- 8:00 AM — 8:45 Registration, Outside of the State Room  
8:45 — 11:45 State Room  
8:45 — 9:00 Welcome by AABPA President Clifford J. Parker  
9:00 — 9:45 **REPRESENTATIVE BARBER CONABLE**, Republican Representative, New York;  
Ranking minority member of the Ways and Means Committee “1984 Budget Trade Offs”  
9:45 — 10:45 Panel: “Future of Federal Service”  
Chair: **LOUIS FISHER**, Specialist,  
Congressional Research Service  
Library of Congress

Panel Members

**SANDRA FISKE**, Chief Counsel, Federal Government Task Force  
**JAMIE COWEN**, Chief Counsel, Senate Civil Service Subcommittee  
**TERRY CULLER**, Assistant Director for Planning and Evaluation,  
Office of Personnel Management  
**JAMES ROTHERHAM**, Associate Director, House Budget Committee Staff

- 10:45 — 11:00 Break — Coffee  
11:00 — 11:45 **REPRESENTATIVE PATRICIA SCHROEDER**, Democratic Representative, Colorado,  
Chair, Civil Service Subcommittee “Women and Federal Retirement Systems — Military,  
Federal Civil Service and Social Security Pension Systems”

11:45 — 1:30 EAST ROOM

- 11:45 — 12:15 Cash Bar  
12:15 — 1:30 Luncheon  
Discussion at each table:  
“1984: The Budget Issues; Peacemakers, Pacemakers, Moneymakers”  
Note that each table will be chaired by a member of the Board of Directors, AABPA.  
Table reservations will be obtained at the early morning Reservation Desk  
1:30 — 1:40 Break

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**1:40 - 4:30 WORKSHOPS**

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**NEW JERSEY ROOM:** Economic and Demographic Questions  
Workshops 1, 2, 3

**NEW HAMPSHIRE ROOM:** Program Questions  
Workshops 4, 5, 6

**MASSACHUSETTS ROOM:** Management Questions  
Workshops 7, 8, 9

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**1:40 - 2:30 WORKSHOP 1: NEW JERSEY ROOM**  
**Economic and Demographic Questions: Defense Areas**

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What effects will the changes in age, sex, racial and educational composition of the population have on the defense forces?

What are the implications of the changes in job skill requirements of the armed services?

What are the stimulating effects of defense spending? How dependent is our economy on defense-related industries?

What are the assumptions regarding outlay projections? Does more contracting for services promise a cut in costs?

Chair: **HARRY WEST**, Deputy Director, Manpower Planning, Department of the Army  
**COLONEL FRANKLIN MARGIOTTA**, Director of Research, National Defense University  
**ROBERT HALE**, Assistant Director for National Security, Congressional Budget Office

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**1:40 - 2:30 WORKSHOP 4: NEW HAMPSHIRE ROOM**  
**Program Questions: Economic Areas**

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What are the distributional and cost implications of the various tax proposals? What are the intergenerational transfer implications? How will these proposals affect investments and economic recovery?

What is the condition of our infrastructure? What are the needs for rehabilitation, maintenance, and new investment for our infrastructure? How should the responsibility for satisfying these needs be assigned?

Chair: **DONNA HEIVILIN**, Defense Budget Task Force, General Accounting Office  
**ALBERT BUCKBERG**, Senior Economist, Joint Committee on Taxation  
**STEVE HOFMAN**, Executive Director, House Wednesday Group

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**1:40 - 2:30 WORKSHOP 7: MASSACHUSETTS ROOM**  
**Management Questions: Social Areas**

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What initiatives are being considered for: administrative savings? productivity enhancements? performance assessments? work planning? reporting systems? linking planning, budgeting, program analysis and evaluation?

What are the latest developments in personnel, technology, Reform '88, Federal Managers Financial Integrity Act?

Chair: **EMILIE HELLER**, Group Director, General Accounting Office  
**CORA P. BEEBE**, Assistant Secretary for Administration, U.S. Department of Treasury  
**THOMAS S. McFEE**, Assistant Secretary for Personnel Administration, US Department of Health and Human Services

2:30 — 2:40 Break

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**2:40 - 3:30 WORKSHOP 2: NEW JERSEY ROOM**  
**Economic and Demographic Questions: Social Areas**

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How are the changing demographics redefining dependent populations — youth and age; household formation; migration and locational choices; health care needs? How are the changing economic attributes of the population — income and wealth distribution, structural and cyclical unemployment, labor force participation, match of



**3:40 - 4:30 WORKSHOP 6: NEW HAMPSHIRE ROOM**  
**Program Questions: Social Areas**

How would the proposed voucher systems affect public and private education? Educational attainment? Public costs? What are the implications of tuition tax credits? What will be the costs of these tax expenditures? Who will benefit? Who will lose? Does equal educational opportunity remain a Federal goal? What progress has been made? What losses? How can we satisfy the health care needs of the population and contain the growth in health care costs? How should health care be "rationed"? What are the implications of the budget for children?

Chair: **ASTRID MERGET**, Chair, Public Administration Department, George Washington University  
**DENNIS DOYLE**, Education Specialist, American Enterprise Institute  
**SID GARDNER**, Director of Children's Network, Children's Defense Fund

**3:40 - 4:30 WORKSHOP 9: MASSACHUSETTS ROOM**  
**Management Questions: Defense Areas**

What initiatives are being considered for: administrative savings? productivity enhancements? performance assessments? work planning? reporting systems? linking planning, budgeting, program analysis and evaluation? What are the latest developments in personnel, technology, Reform '88, Federal Managers Financial Integrity Act?

Chair: **JAMES KIRKMAN**, Group Director, General Accounting Office  
**JOHN R. QUETSCH**, Principal Deputy Assistant Secretary (Comptroller) Office of the Secretary, Department of Defense  
**PHIL ODEEN**, Managing Partner, Coopers and Lybrand

**REGISTRATION FORM**

AMERICAN ASSOCIATION FOR BUDGET & PROGRAM ANALYSIS SPRING SYMPOSIUM April 15, 1983 at the Mayflower Hotel, 1127 Connecticut Avenue, N.W., Washington, D.C.

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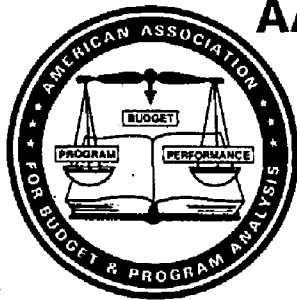
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# AABPA FALL SYMPOSIUM - NOVEMBER 19, 1982

## "RETOOLING TO REDUCE"

Capital Hilton, 16th & K Sts., N.W., Washington, D.C.

**AMERICAN ASSOCIATION FOR BUDGET & PROGRAM ANALYSIS**

- 8:00AM — **Capital Terrace** Registration & Coffee
- 9:00AM — **Congressional Room** Welcome by AABPA President Clifford J. Parker
- KEYNOTE SPEAKER: SENATOR PETE V. DOMENICI**, Chairman of  
U.S. Senate Budget Committee  
"Budget Reform & Balancing Budgets"
- 9:45AM — Coffee Break
- 10:00AM — **Congressional Room** **PANEL — "Budget Process"** Chairman, **DR. LOUIS FISHER**, Specialist in American  
National Government, Library of Congress
- ROBERT FULTON**, Counsel, Senate Committee on the Budget  
**STEPHEN H. KOHASKI**, Budget Counsel, Senate Appropriations Committee  
**M. BRUCE MEREDITH**, Staff Asst., Defense Appropriations Committee  
**SHIRLEY RUHE**, Associate Director for Budget Process & Concepts,  
House Budget Committee
- 11:00AM — **Congressional Room** **REPRESENTATIVE NORMAN MINETA**, Chairman, Budget Process Task Force,  
House Budget Committee  
"Reforming the Budget Process"
- 11:45AM — **Foyer II** Cash Bar
- 12:00 noon **Federal Room.** Luncheon
- 12:45PM — **Federal Room** Luncheon Speaker:
- DR. ALICE RIVLIN**, Director, Congressional Budget Office  
"Budget Reduction: Outlook for the '80s"

## WORKSHOPS 1:30 — 2:30 PM

### WORKSHOP A — "CUTBACK MANAGEMENT SYSTEMS" — California Room

The effects of cutbacks on management systems from the perspectives of OMB, GAO and a major Federal agency will be highlighted. A lively debate is expected. Programs such as Reform '88, the President's Private Sector Survey, and GAO's budget systems task force will be explained and discussed.

**Chair:** **GEORGE H. STRAUSS**, Chief, Resources Systems, Office of Management & Budget

**Discussants:** **SEYMOUR GREENSTONE**, Deputy Assistant Director for Evaluation, Office of Management & Budget  
**KENNETH W. HUNTER, SR.** Associate Director, Program Information, U.S. General Accounting Office  
**CLIFFORD J. PARKER**, Executive Director, Planning, Personnel & Management, Department of Commerce

## **WORKSHOPS 1:30 — 2:30 PM (Continued)**

### **WORKSHOP B — “RELATING AUDIT RECOMMENDATIONS TO BUDGET DECISIONS IN DOD” — Massachusetts Room**

Experts from the budget and audit shops of the Armed Services will examine significant experiences in which audit recommendations have affected budget decisions in the Department of Defense.

**Chair:** RICHARD LIEBERMAN, Deputy Assistant to the Secretary of Defense, Follow-up, Reports and Management, Department of Defense

**Discussants:** RICHARD HARSHMAN, Deputy Comptroller (Program/Budget), Department of Defense  
JOHN BODDIE, Deputy for Accounting & Auditing, Department of U.S. Air Force  
ED HOOLE, Deputy Director for Budget Management, Department of Army

### **WORKSHOP C — “SHIFTING COSTS TO ANOTHER SECTOR” — Pan American Room**

Two cardinal themes of the Reagan Administration will be reviewed. The first features the new federalism which is recasting the future of intergovernmental fiscal relations with the proposed swap of spending functions, with a slow down in Federal aid and with changes in the federal tax code. The implications of a Federally balanced budget for state and local governments will be explored. The second theme highlights the redefinition of the relative roles of the market and government in our political economy. Specific strategies, incentives and models to enlist private enterprise in the service of the public interest will be reviewed.

**Chair:** DR. ASTRID MERGET, Chair, Department of Public Administration, George Washington University

**Discussants:** KENNETH HOWARD, Executive Director, U.S. Advisory Committee on Intergovernmental Relations  
HARVEY A. GARN, President’s Task Force on Private Sector Initiatives

## **WORKSHOPS 2:45 — 3:45 PM**

### **WORKSHOP D — “CUTBACKS AND CIVIL SERVICE REFORM” — Pan American Room**

Has the Civil Service Reform Act resulted in improvements in Federal management, particularly for periods of program cutbacks? What changes are needed?

**Chair:** CORA BEEBE, Assistant Secretary for Administration, U.S. Treasury

**Discussants:** CHARLES BINGMAN, Special Assistant to the Deputy Secretary, Department of Transportation  
JERRY SHAW, President of the Senior Executives Association (SEA)  
MARK A. ABRAMSON, Office of the Assistant Secretary for Planning and Evaluation, Department of Health & Human Services

### **WORKSHOP E — “REVENUES AND CASH MANAGEMENT” — Massachusetts Room**

The panel will explore the financial and accounting problems of managing cash flow and fund balances as well as the effects of interest rates on revenue; the particular problems of state and local governments will be accented. The panel will also scrutinize the shifting source of support as the Federal government more intensively exploits excise taxes and as state and local governments scramble to balance budgets with more aggressive reliance on user charges.

**Chair:** DR. ASTRID MERGET, Chair, Department of Public Administration, George Washington University.

**Discussants:** PHILLIP DEARBORNE, VP Greater Washington Research Center  
JOHN PETERSON, Executive Director of Government Finance Research Center of the Municipal Finance Officers Association

## **WORKSHOPS 2:45 — 3:45 PM (Continued)**

### **WORKSHOP F — “CREDIT PROGRAMS AND THEIR HIDDEN EFFECTS” — California Room**

The Workshop will cover key topics in the current debate over credit reform and analysis, including a discussion of what Federal credit assistance is, its size and composition, how it works, how it affects the economy, the rate at which it has grown, and methods that could be used to control credit and the possible effects of these controls.

**Chair:** DONNA HEIVILIN, Project Manager of the GAO Defense Budget Task Force, U.S. General Accounting Office

**Discussants:** EDWARD BRIGHAM, Staff, U.S. House Budget Committee  
ROBERT SEILER, Staff, U.S. Senate Budget Committee  
PATRICIA RIGGLE, Evaluator, Program Analysis Division, U.S. General Accounting Office  
WILLIAM HILL, Evaluator, Program Analysis Division, U.S. General Accounting Office

**3:45 PM — BREAK**

**4:00 PM — CONGRESSIONAL ROOM**

ELSA A. PORTER, Distinguished Practitioner-in-Residence at the University of Southern California  
“Retooling and the Public Servant”

PLEASE INDICATE YOUR CHOICE OF WORKSHOPS BY ORDER OF PREFERENCE (Beginning with number 1 as your first choice)

### **AABPA Symposium Workshops**

- WORKSHOP A — “Cutback Management Systems”
- WORKSHOP B — “Relating Audit Recommendations to Budget Decisions in DOD”
- WORKSHOP C — “Shifting Costs to Another Sector”
- WORKSHOP D — “Cutbacks and Civil Service Reform”
- WORKSHOP E — “Revenues and Cash Management”
- WORKSHOP F — “Credit Programs and Their Hidden Effects”

# REGISTRATION FORM

AMERICAN ASSOCIATION FOR BUDGET & PROGRAM ANALYSIS FALL SYMPOSIUM, NOVEMBER 19, 1982 at the Capital Hilton, 16th & K Sts., N.W., Washington, D.C.

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MAY 7 & 8, 1982 SPRING SYMPOSIUM AGENDA

CAPITAL HILTON HOTEL  
16th and K Streets, N.W.  
Washington, D.C.

"IMPLEMENTING THE MAJOR CHANGES OF THE REAGAN ADMINISTRATION"

FRIDAY  
MAY 7

- 8:30 AM Registration, membership, agency representatives, job exchange, and other matters of interest outside Ballroom. Coffee and pastry.
- 9:00 AM Welcome and Introduction of Keynote speaker by AABPA President Emilie Heller, Ballroom Department of Labor
- 9:15 AM Keynote address by ALAIR A. TOWNSEND, Director, Office of Management and Budget, New York City: Domestic Policy Changes -- Implications and Impact at the Local Level.
- 10:00 AM Coffee break Ballroom
- 10:15 AM Panel discussion by senior experts on impact and budget implications of the Ballroom three major policies of the Reagan Administration: Domestic Policy Changes, Tax Policy and Defense Policy.
- PATRICIA BLAU REUSS, Legislative Director, Women's Equity Action League, will address the impact of Reagan policies on major constituent groups, especially women, who represented over 50% of the voters in 1980.
- JAMES W. WETZLER, Chief Economist, Joint Committee on Taxation, U.S. Congress will address the impact of the Administration tax policies on federal revenues and deficits, tax and income distribution.
- A speaker from the Department of Defense will address the budgetary implication of not only year-term force readiness, but also modernization and expanding U.S. strategic and general purpose forces.
- 11:45 AM Cash Bar
- 12:15 PM Luncheon - Ballroom
- 1:00 PM Luncheon address by ALBERT T. SOMMERS, Senior Vice President, Chief Economist, Ballroom The Conference Board. Introduced by Emilie Heller, AABPA President. Mr. Sommers will address the private sector's view of major policies of the Reagan Administration, including the emphasis on private sector initiatives in the domestic policy arena.

ROUND I:

1:45 PM

Break

2:00 PM

to

3:30 PM  
WORKSHOPS

● WORKSHOP A - "COMING EVENTS IN BUDGETING"

Chaired by JIM KIRKMAN, Director of Planning for Program and Budget Information for Congressional Use, General Accounting Office.

A look at the recent events and emerging issues that are creating such high interest in budget matters. The panelists will discuss prospects for major reforms in the budget process—for example, changes in congressional budget reconciliation, biennial budgeting, constitutional amendment to limit spending, etc., -- as well as the latest issues and prospects concerning congressional action on the fiscal year 1983 budget. The numerous congressional alternative "budgets" and proposals will be discussed, and the chances of a prolonged budget statement.

Panelists will include CAROL COX, President of the Committee for a Responsible Budget, formerly the Legislative Director of the Senate Budget Committee; GEORGE STRAUSS, Chief of the Resource Systems Branch, Office of Management and Budget; a senior staff member of a budget-related congressional committee; and MARTIN TOLCHIN, the New York Times' Washington correspondent for Federal budget issues.

● WORKSHOP B - "REFLECTIONS ON CHANGES IN PUBLIC POLICY INSTITUTIONS"

Chaired by DR. ASTRID MERGET, AABPA Director, and Chairperson of the Public Administration Department of the George Washington University.

The panel will explore the recent revolution in the political process and the institutional dynamics surrounding the budget. There will be special emphasis on (1) the recentralization of power to the OMB and the President within the Executive Branch; (2) the changing role of the Budget and Appropriations Committees within the Legislative Branch; and the importance of the reconciliation process for the executive-legislative balance of power.

Panelists will include DR. NAOMI CAIDEN, Professor, California State College, San Bernardino, California; DR. JAMES CHANDLER, Professor, The George Washington University Law Center.

ROUND II:

3:30 PM

Break

3:45 PM

to

5:15 PM

● WORKSHOP C - "THE CHANGING WORKPLACE"

Chaired by STEPHEN DEWHURST, Director of Budget and Program Analysis, U.S. Department of Agriculture.

The workshop will include a discussion of RIF's, furloughs and other developments affecting the careers, job security, and work environment of Federal employees.

Panelists will include ROBERT HONIG, Director, Federal Government Service Task Force and REG JONES, Chairman, OPM Personnel Reductions Task Force.

ROUND II (continued)

3:45 PM

- WORKSHOP D - "MANAGING AND BUDGETING FOR CUTBACKS"

to

5:15 PM

Chaired by RANDALL SHORES, President, Marketing Research Consultants, Sacramento, California.

The workshop will deal with the impact of the Administration's budget cuts on government services and programs. The panelists will discuss how government employees can continue to manage and provide needed services and programs within an environment of fiscal restraints.

Panelists will include GEORGE B. MERRILL, Employment Initiatives Coordinator, Maryland Department of Human Resources; JOAN L. WILLS, Director of Research and Development, National Governors Association; and DWIGHT INK, Vice President for Administration, U.S. Synthetic Fuels Corporation.

5:15 PM

WINE AND CHEESE RECEPTION - Annual Membership Meeting and President's Report

to

6:30 PM

Embassy Room

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SATURDAY

MAY 8

8:30 AM

Coffee and Pastry

Ballroom

9:00 AM

- WORKSHOP E - "THE FUTURE OF PROGRAM ANALYSIS AND BUDGETING"

to

10:30 AM

Chaired by DR. HANK ANGELINO, Chief, Budget Research and Studies Division, Comptroller of the Army.

The workshop will focus on the nature of program planning, budget and program review in the future and the kinds of methods and skills likely to be utilized in carrying out these functions. Panelists will present the vantage points of Congress, Defense and Non-Defense Federal agencies as well as the private sector.

Panelists will include CLEM BEZOLD, Director, Institute for Alternative Futures; JAY ABRAMS, Professor, George Mason University, and KENNETH W. HUNTER, AABPA Vice President and Senior Associate Director for Program and Budget Information for Congressional Use, General Accounting Office.

10:45 AM

- WORKSHOP F - "NEW LOOK IN PROGRAM REVIEW: THE REQUIREMENTS FOR VULNERABILITY ASSESSMENT (OMB CIRCULAR A-123)"

to

12:00 Noon

Moderated by JOHN GARMAT, Deputy Director of Budget and Program Analysis, Department of Treasury.

A review and discussion of vulnerability assessment and internal control reviews for fraud, waste, and abuse. Workshop will differentiate between audit and management reviews and highlight practical problems encountered by the Departments of Commerce and Treasury in implementing OMB Circular A-123.

WORKSHOP F (continued)

Panelists will include FLOYD SANDLIN, Executive Secretary of A-123 Working Group, Department of Treasury, and ELIZABETH CLARK, Special Assistant to the Assistant Secretary of Administration, Department of Commerce.

The symposium promises to be among the most important professional events for practitioners, academicians and students of public policy for the year. Plan to attend.

The cost (including luncheon, coffee and symposium material) is only \$75 for members, \$95 for non-members, and \$35 for full-time students. Members of the National Capital Region of the Association of Government Accountants and the National Capital Area of the American Society of Public Administration may pay the member rate. A 2 percent discount on fees is offered to all who pay prior to the symposium or within 30 days.

For 24 hour telephone reservations call (703) 941-4300 or write to the Executive Secretary, AABPA, P.O. Box 1157, Falls Church, Virginia 22041.

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(2% Discount if paid prior to or within 30 days of event)

AMERICAN ASSOCIATION FOR BUDGET & PROGRAM ANALYSIS SPRING SYMPOSIUM May 7 & 8, 1982 at the Capital Hilton, 16th & K Sts., N.W., Washington, D.C. This Symposium is being cosponsored with AGA and ASPA.

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## **NOVEMBER 20, 1981 FALL SYMPOSIUM AGENDA**

George Washington University  
Marvin Center  
Washington, D.C.

### **“MAKING GOVERNMENT MANAGEMENT WORK BETTER”**

- 8:00 AM Registration, membership, agency representatives, job exchange, and other matters of interest, outside Ballroom. Coffee/pastry in the Ballroom.
- 9:00 AM Ballroom Welcome by AABPA President Emilie Heller, Department of Labor.  
Introduction of Keynote speaker by AABPA Vice President Kenneth W. Hunter, General Accounting Office.
- 9:15 AM Keynote address by the Honorable CHARLES A. BOWSHER, Comptroller General of the United States – “Budgeting, Accounting, Program Analysis and Auditing: Roles and Relationships for the 1980’s and Beyond.”
- 10:00 AM Ballroom Coffee break
- 10:15 AM Panel discussion by senior experts, with audience participation, on matters relevant to the keynote address. Moderated by KENNETH W. HUNTER, General Accounting Office, AABPA Vice President and Symposium Chairman. Panelists are:
- RAY LONG, Executive Director of the National Association of State Budget Officers;
  - JOHN LORDAN, Chief of the Financial Management Branch of the Office of Management and Budget;
  - RAYMOND SCHEPPACH, Deputy Director of the Congressional Budget Office; and
  - EILEEN SIEDMAN, Assistant Inspector General for Vulnerability Assessments (Acting), Department of Commerce.
- 11:45 AM Outside Ballroom Cash Bar
- 12:00 Noon Ballroom Buffet lunch

12:45 PM Introduction of the HONORABLE WILLIAM V. ROTH, JR. by Emilie Heller, AABPA President.  
Ballroom

Senator Roth (Delaware), Chairman of the Committee on Governmental Affairs will discuss the status of legislative actions concerning a new Commission for More Effective Government, further budget reform, regulatory reform and analysis, accounting and internal controls, and micromanagement issues.

1:30 PM Break

1:45 PM Introduction of MIKE CAUSEY, noted "Federal Diary" journalist of the Washington Post by  
Ballroom George Strauss, Chief of Resources Systems, Office of Management and Budget.

Mr. Causey will give his views on key management and personnel matters figuring in current Executive Branch and Congressional policy and budgeting changes.

2:30 PM Break

2:45 PM ● WORKSHOP A – "Commission for More Effective Government."

to  
4:30 PM  
Workshops  
4th Floor

Chaired by SHERRY GARDNER, AABPA Vice President and Assistant Director for Grant Systems in the Inspector General Office of the Department of Health and Human Services.

The workshop will focus on one of the more important pieces of legislation pending before Congress, S. 10. This bill proposes the creation of a bi-partisan commission of distinguished citizens from the government and private sectors who would review the operation of government for a 2-year period and develop a comprehensive blueprint for the improvement of governmental performance at the Federal level, and across the intergovernmental system. Its mandate focuses on the management, organization, and operation of the Executive Branch and its relationship to the other branches of Federal Government, to State and local governments, and to the private sector.

The panelists will include ROBERT KERSHAW, Senior Evaluator in the Program Analysis Division, General Accounting Office; THOMAS KRAMER, Director of Policy Planning, Senate Committee on Governmental Affairs; ROBERT LEHMAN, Secretary and General Counsel of the Kettering Foundation; and RICHARD MOE, Specialist in the Congressional Research Service, Library of Congress.

● WORKSHOP B – "Further Budget Reform."

Chaired by GEORGE STRAUSS, AABPA Director, and Chief of Resources Systems, Office of Management and Budget.

The workshop will focus on what is happening to the budget process in connection with the Administration's redoubled efforts to reduce spending in 1982-84, estimating practices, micromanagement via the budget process, and budget reform issues.

Panelists will include JOHN GARMAT, Deputy Director of Budget and Program Analysis, Treasury Department; JIM KIRKMAN, Director of Planning for Program and Budget Information for Congressional Use, General Accounting Office; and SHIRLEY RUHE, Associate Director for Budget Process and Operations, House Budget Committee.

- **WORKSHOP C – “Regulatory Reform and Analysis.”**

Chaired by Dr. Astrid Merget, AABPA Director, and Chairman of the Public Administration Department of the George Washington University.

The workshop will cover key topics in the current debate over regulatory reform and analysis, including the role of regulation in “Reaganomics,” the concept and measurement of private and public costs, the benefit side of regulations, and the costs of information.

The panelists will include ANDREW USCHER, Senior Analyst, Office of Management and Budget; ROBERT LITAN, Attorney, Arnold & Porter; and GAIL S. YOUNG, Senior Financial Analyst, Department of Transportation.

- **WORKSHOP D – “Internal Review and Follow-up.”**

Chaired by CHARLES NEMFAKOS, AABPA Director and Associate Director for Budget, Office of Budget and Reports, Comptroller’s Office, U.S. Navy.

A look at how the Department of the Navy uses the internal review process to improve the management of the Navy. The discussion will include a look at the entire spectrum of audit, internal review, fraud/waste/abuse, and how DOD management uses the output.

Panelists will include REAR ADMIRAL DANIEL COOPER, Comptroller, Naval Sea Systems Command; KENNETH HANCOCK, Auditor General of the Navy; REAR ADMIRAL EDWARD W. CARTER, Inspector General of Navy; and LYLE SHAFFER, Director of Budget, Policy and Procedures, Office of Budget and Reports, Office of Comptroller of Navy.

- **WORKSHOP E – “Micromanagement in the Federal Government.”**

Chaired by REAR ADMIRAL S. D. FROST, Deputy Comptroller, U.S. Navy.

Rear Admiral Frost and Mr. Neverman chaired an AABPA Study Committee assembled at the Spring Symposium, applying to the development of recommendations on regulations constraining Federal Managers. They will discuss their views and Mr. Fine and Mr. Havens will respond. Areas to be discussed include general procurement, ADP equipment acquisition, personnel ceilings, travel and transportation limitations, and lengthening of the budget cycle.

Panelists will include STANLEY S. FINE, AABPA Director and Rear Admiral U. S. Navy (Ret.), Vice President of United International Research; DAVE NEVERMAN, Director of the Division of Financial Management, Bureau of the Public Debt, Treasury Department; and HARRY S. HAVENS, Assistant Comptroller General for Program Evaluation, General Accounting Office.

4:30 PM  
to  
5:00 PM  
Ballroom

Get acquainted – coffee and soft drinks

The symposium promises to be among the most important professional events for practitioners, academicians and students of public policy for the year. Plan to attend.

The cost (including luncheon, coffee, and symposium material) is only \$75 for members, \$95 for non-members, and \$35 for full-time students.

For 24 hours telephone reservations call (703) 941-4300 or write to the Executive Secretary, AABPA, P.O. P.O. Box 1157, Falls Church, Virginia 22041.

Please enter my registration for the National Symposium on the form below:

----- **REGISTRATION FORM** -----

American Association for Budget and Program Analysis, Fall Symposium, November 20, 1981, George Washington University Marvin Center, 800 21st Street, N.W., Washington, D.C.

The AABPA Symposium qualifies under the Government Employees Training Act.

- \_\_\_\_\_ \$95 Symposium fee—Nonmember
- \_\_\_\_\_ \$75 Symposium fee—Member
- \_\_\_\_\_ \$35 Symposium fee—Full time students

Attach Completed Agency Authorization Document, employee purchase order, or check payable to AABPA

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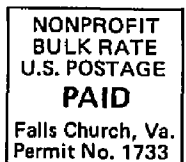
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Indicate your preference for the afternoon Workshops by checking ONE of the boxes listed:

- WORKSHOP A — "Commission for More Effective Government"
- WORKSHOP B — "Further Budget Reform"
- WORKSHOP D — "Regulatory Reform and Analysis"
- WORKSHOP E — "Micromanagement in the Federal Government"

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AMERICAN ASSOCIATION FOR BUDGET AND  
PROGRAM ANALYSIS -- NATIONAL SYMPOSIUM  
CAPITAL HILTON HOTEL, WASHINGTON, D.C.  
APRIL 23, 1981

AGENDA

- 8:00 a.m. Registration and Exhibits -- Coffee/Pastry - Foyer, 2nd Floor  
Journal of Public Budgeting and Finance, Job Exchange Program,  
Agency Representatives and Membership
- 9:00 a.m. Welcome and Introduction - Presidential Ballroom - John Garmat,  
President, American Association for Budget and Program Analysis
- 9:15 a.m. Plenary session in Presidential Ballroom  
Congressional Alternatives to and Outlook on the President's  
Budget (speaker to be announced).
- 10:15 a.m. Meet the speaker -- coffee
- 10:30 a.m. Panel discussion with audience participation on future implemen-  
tation of the FY 81 and 82 Reagan budgets and Congressional  
alternatives with respect to:
- performance of the economy
  - Federal/state relations
  - Federal resource management
  - reducing "uncontrollables"
- The panel consists of Chairperson Dr. Astrid E. Merget, Professor  
at The George Washington University and includes Dr. Benjamin  
Caplan, formerly with the Council of Economic Advisors Staff  
and an Economic Consultant; and Dr. Laurin Henry, Professor at  
Virginia Commonwealth University
- 12:00 noon Luncheon in the Presidential Ballroom
- 12:30 p.m. Introduction of Luncheon Speaker by George Strauss, Office of  
Management and Budget and Vice President, American Association  
of Budget and Program Analysis
- Luncheon Speaker - the Honorable David A. Stockman, Director,  
Office of Management and Budget. His address is entitled  
"Beyond the First 100 Days." This will focus on:
- Economic effect of the President's program
  - Budget cutting strategies
  - Role of the professional budget and program analysis community
- 2:15 p.m. Panel on Planning Assumptions for FY 83 Budget - Dale McOmber,  
Federal Room Assistant Director for Budget Review, Office of Management and  
Budget; Conrad Hoffman, Comptroller of the Veterans Adminis-  
tration; Arthur Kallen, Director, Office of Budget and Program  
Analysis, Dept. of the Treasury

2:15-3:15 p.m. Coffee and Conversation in the South American Room

3:15 - Individual Workshops  
4:45 p.m.

Workshop 1

Pan American Room

Personnel Reduction Management - Chaired by Cliff Parker, President-elect, AABPA, and Deputy Assistant Secretary for Resource Management, Department of Commerce. This workshop will focus on the current rules and procedures for managing personnel reductions. It will include discussions of various agencies' plans, particularly in areas where large scale reductions are anticipated.

Workshop 2

South American Room

The Role of Office of Management and Budget in Evaluation - chaired by James Kirkman, Director of Planning, Program and Budget Information, Program Analysis Division, GAO. The workshop will present several examples by OMB staff members of the types of insightful and cross cutting evaluations that has been recently completed by the Office of Management and Budget. These will cover examples from the Departments of Labor, Energy, Justice and Interior, as well as some independent agencies. After the presentation of studies, there will be a discussion of the role that OMB has and can play in evaluation as well as their agenda for the future.

Workshop 3

Massachusetts Room

Productivity Management and the Budget Process - The panel chairman will be Kenneth Hunter, Associate Director, General Accounting Office. This panel will focus on productivity management as a vital part of the process. It will discuss the work of the new productivity task force chaired by the Office of Personnel Management. It will also involve technical discussions relating to problems in developing productivity measures for Federal agencies.

Workshop 4

Federal Room

Current Technical Budget Issues - chaired by George Strauss, Chief, Resource Systems, Office of Management and Budget. This panel will focus on such issues as travel control, full time equivalent, control of consultants, personnel control, furniture moratorium and acquisition plans.

Workshop 5

New York Room

Panel on Regulatory Reform - Panel Members to be announced, to include James C. Miller, III, Director, Regulatory Release Task Force (tentative). This panel will discuss new directives of the Office of Management and Budget, as well as the thrust of the Administration's Regulatory Relief Task Force.

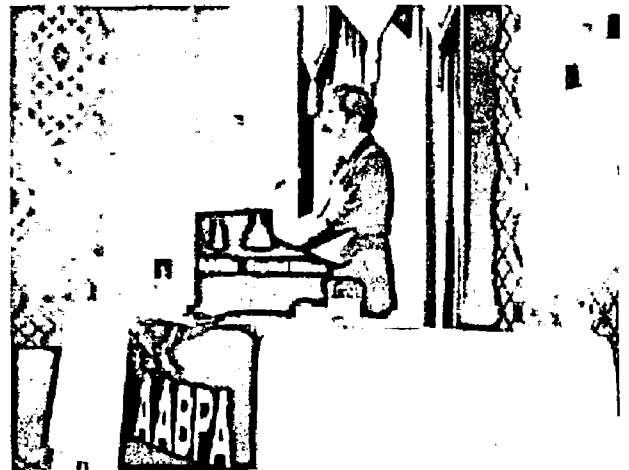
- requirements for cost/benefit analysis
- implications for personnel needed to conduct analysis
- impact on the private sector productivity
- need for impartial review
- "Undergraduate" vs "Graduate" Regulatory Analysis

NOTE: Names and vita of panel members will be included in the Symposium material provided all attendees.

## WHAT IS THE AMERICAN ASSOCIATION FOR BUDGET AND PROGRAM ANALYSIS?

It is a nonprofit organization directed to the advancement of knowledge in budgeting, program analysis and related fields. The present Association was established in 1976 with the encouragement of the Budget Officers Conference, and was accomplished through a merger with the Association for Public Program Analysis (APPA). This earlier association had its foundation in the late 1960's as part of the recognition of the growing emphasis on systematic analysis and program budgeting. The combined association meets a long standing need for a professional organization devoted exclusively to furthering knowledge through education in budgeting and program evaluation. In the process, it also serves to aid individual professionals advance their own goals through membership involvement and participation in AABPA activities, and provides opportunities for exchanging ideas and experiences of members in the academic, industrial and governmental sectors. As part of its mission of improving the quality and caliber of the persons in its fields, the Association maintains a Job Exchange Program and extensive publications. It also seeks to foster a high degree of professional standards and ethics by means of promulgation of appropriate code of conduct and standards. The AABPA publishes a monthly Newsletter for its members. It contains news announcements and articles on current subjects of interest in budgeting and programming. The Association publishes a journal Public Budgeting & Finance four times a year. The journal is distributed to each regular AABPA member and offered for sales to libraries and the public.

The Association provides information on current employment opportunities in Federal and state agencies and in the private sector. Agencies are invited to furnish announcements of vacancies, and interested persons may learn of them by calling the AABPA office on any Thursday of the month (703) 941-4300. Social functions are sponsored during the year by the Association in connection with other professional activities, including the annual Spring Reception and dinner meeting programs. If you join now, you are entitled to attend this function at members' rates. The Association publishes an annual directory of members and is actively exploring other benefits which may be offered to members in addition to the group insurance plan now offered. Membership in the AABPA is open to any person or organization who is(are) interested in furthering budget and program analysis on payment of the annual dues. Payment of dues entitles each member to the monthly Newsletter, a discount in symposium fees, and quarter issues of the Journal.





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FEBRUARY 11, 1981 PROGRAM

Jointly Sponsored by

American Association for Budget and Program Analysis

and

Association of Government Accountants  
Maryland Chapter

KAREN HASTIE WILLIAMS TO ADDRESS AABPA--AGA JOINT DINNER  
MEETING FEBRUARY 11, 1981

"CURRENT ISSUES IN PROCUREMENT POLICY FOCUSING ON UNIFORM  
PROCUREMENT SYSTEM"

Karen Hastie Williams, Administrator, Office of Federal Procurement Policy, Office of Management and Budget, will address current issues in procurement policy focusing on the uniform procurement system at a dinner meeting on Wednesday, February 11.

John Garmat, President of the AABPA, himself a former staff member of the Commission on Government Procurement, urges members to attend this meeting on the problems of the Uniform Procurement System, particularly in a period of cut back and retrenchment. It should be a very interesting session.

The meeting, jointly sponsored by the AABPA and the Montgomery Prince Georges Chapters of the Association of Government Accountants, will be held at the Holiday Inn, 8777 Georgia Avenue, Silver Spring, Maryland. The event will begin at 6:00 PM with cocktails, followed by dinner from 7-8:00 PM. The program begins at 8:00 PM and, allowing time for questions, will end around 9:00 PM.

The Southeastern University will also be establishing AGA Chapters and will receive their charter that evening.

The cost is \$10.00. To make reservations, call the AABPA National Office, (703) 941-4300.

-----  
AABPA March 30 Program at George Washington University Club at 12:00. No charge. Reservations required. Limit 100 members. Call (703) 941-4300 for reservations.

Bowman Cutter, former Exec. Assoc. Dir. for Budget, OMB will be the speaker. "The Reagan Budget in Perspective"

AMERICAN ASSOCIATION FOR  
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JANUARY 1981 PROGRAM

Jointly Sponsored by

Northern Virginia Chapter  
American Society for Public Administration

and

American Association for Budget and Program Analysis

January 28, 1981 at the Fort Myers Officers Club

6:30 PM Cash Bar

7:15 PM Dinner

8:00 PM Speaker

Honorable W. Bowman Cutter  
Executive Associate Director for Budget  
Office of Management and Budget

"REFLECTIONS ON THE FEDERAL BUDGETARY PROCESS AFTER FOUR YEARS IN OFFICE"

The four years of President Carter's Administration contained major changes in the Federal budgetary process -- ZBB, increased emphasis on multi-year budgeting, Federal credit Controls on loan and loan guaranty programs. Mr. Cutter, as OMB's Executive Associate Director for Budget was a key policy official for the Administration during these changes and while the President sought for ways to reduce the Federal deficit. Now that President Carter's term is ending, Mr. Cutter has been invited to discuss his reflections and perceptions of Federal budgeting, his experience of the last four years and prospects for the future.

Because of the special opportunity the January program provides, early reservations are urged.

CHARGE: \$10.50

RESERVATIONS:

Dave Katz (703) 694-8775

Herb Persil (202) 755-7208

Reservations must be in by January 23, 1981. NO cancellations after January 26.

REGISTRATION

AABPA and Northern Virginia Chapter, ASPA, January 28, 1981 program at the Fort Myer Officers Club, Arlington, Virginia

NO ATTENDING \_\_\_\_\_

TOTAL AMOUNT DUE \_\_\_\_\_

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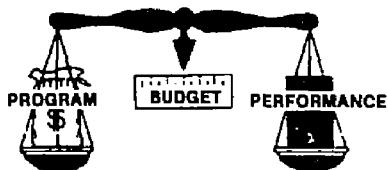
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## FALL SYMPOSIUM

### AMERICAN ASSOCIATION FOR BUDGET & PROGRAM ANALYSIS

National Symposium to be Held in  
Washington, D.C., with the Cooperation  
of THE GEORGE WASHINGTON UNIVERSITY  
November 21, 1980  
Cost: AABPA Members \$55, Non-members \$65,  
Students (Full-Time) \$25  
Includes Luncheon, Coffee and all  
Symposium Materials

Topic: BUDGET REFORM -- IS IT NEEDED?

- 8:30 AM Registration - Coffee and Donuts (3rd Floor Faculty Club, Marvin Center)
- 9:00 AM Plenary Session Welcome - John Garmat, Department of Treasury, President AABPA (Ballroom)
- 9:15 AM Introduction of Dr. Staats and Opening Remarks by Dr. Allen Schick, Vice President AABPA and Editor-in-Chief, Public Budgeting and Finance
- 9:15 AM Keynote Speaker: Elmer Staats, the Comptroller General of the United States

Dr. Staats' 15 year term as Comptroller General is completed in March 1981. Based on his 40 years of insights and experience in both the Executive and Legislative Branches, he will address the need to re-examine aspects of the budget process that can be modified to make it meet the policy analysis and decisionmaking needs of the 1980's and beyond, including re-establishing unity and consistency in the budget process, focusing more clearly on program and managerial accountability, establishing a longer-term perspective for analyses and decisions; and streamlining the process. He will also discuss possible avenues for further budget process reforms. Specific areas of change include:

- budget coverage, including the problem of "off-budget" activities, as well as other credit, tax and regulatory activities;
- the categories and entities that are the focus of congressional and executive branch budgetary actions;
- budget controllability matters;
- the adequacy of reporting on budget assumptions, socio-economic conditions and trends, and cross-cutting policy areas;
- measurement and estimating practices; and
- the need for improved budget execution and management discipline.

- 10:15 AM Meet the Speakers Coffee (Ballroom)
- 10:30 AM Panel: A reaction to the call for Budget Reform  
W. Featherstone Reid, Senate Appropriations Committee  
Dr. Charles Washington, Chair, Public Administration  
Department, George Washington University  
Keith Mainland, House Appropriations Committee  
Dr. Naomi Caiden, University of California at Riverside

- 11:45 AM Luncheon (Ballroom)
- 12:15 AM Introduction of Luncheon Speaker by George Strauss, Office of Management and Budget, Vice President, AABPA  
Luncheon Speaker: Dale McOmber, Assistant Director for Budget Review, OMB -- The OMB response to and perspective of Budget Reform

Individual Workshops A (2:00-3:30 PM):

A1. Public Budgeting and the Capital Markets (Room 410)

Moderator - John Berenyi, Vice President, L F Rothschild, Unterberg and Towbin

Panelists - Clare G. Cohen, Vice President, Moody's Investors Service Inc.; Brian Cooper, Senior Research Associate, Economic Development Counsel, New York City; Ellis Edwards, President of R J Edwards Inc.; Thomas Elmore, Senior Portfolio Analyst, Merrill Lynch Fund; and Harvey A. Napier, Esq., LeRoef, Lamb, Leiby and MacRae.

- The interrelationship between State and Local Government Budgeting, the Municipal Bond Market, the U.S. Treasury and Money Markets.
- Impact of high degree of fluctuation in these markets.
- Management of idle funds in hectic markets.
- Can Government Policymakers respond to the financing needs of their organizations?
- Impact on State and Local Budget priorities and plans, particularly long term projects.

A2. Long Range Planning and Research into the Future. (Rooms 413/414)

Moderator - Kenneth W. Hunter, Associate Director, General Accounting Office

Panelists - Raymond Ewing, Director of Issues Management, Allstate Insurance Company; Bruce Meredith, Director, Budget Priorities Committee on the Budget, U.S. House of Representatives; and Nicholas Yost, Esq., General Counsel, Council on Environmental Quality;

The panel will discuss actual experience in industry, the executive branch and the Congress in taking a longer-term perspective in policy analysis and decision making. The topics include issues management and strategic-type planning in industry, the Global 2000 study and its implications, and longer-term perspective in the Congress.

A3. Improving Departmental Planning and Management (Room 415)

Moderator - Dr. Alan P. Balutis, Office of Program Evaluation, Department of Commerce

Panelists - Clifford J. Parker, Deputy Assistant Secretary for Resource Management, Department of Commerce; Robert F. Sermier, Acting Deputy Assistant Secretary for Management Analysis and Systems, Department of Health and Human Services; and Robert Faqin, Director, Office of Organization and Management Information, Department of Housing and Urban Development

Zero-base budgeting, Sunset proposals, the Civil Service Reform Act -- all constitute efforts to improve the way in which programs are planned and managed. Executives have instituted various planning and management systems to enable them to carry out their activities, monitor certain key programs, provide top leadership with needed information, add a planning perspective

to the budget process, and evaluate the impact of programs. Examples include the Integrated Planning and Management effort at Commerce, the HUD Management Process, and the Operations Management System at HHS.

- Why the systems were instituted?
- What barriers had to be overcome to establish them?
- How they have evolved over the years?
- Current problems.
- Future directions.
- Why several Departmental systems have succeeded and endured, while several government-wide initiatives have not.

A4. Increasing Congressional Micro-Management of the Executive Branch (Room 426)

Moderator - Stanley S. Fine, Director and Vice President, United International Research, Inc.

Panelists - Dr. Louis Fisher, Congressional Research Service, Library of Congress; Arthur D. Kallen, Director, Office of Budget and Program Analysis, Department of the Treasury; Derek J. Vander Schaaf, Staff Defense Subcommittee, House Appropriations Committee

A5. Productivity Improvement (Room 404)

Moderator - Jerry Hersenberg, Office of Management and Budget, Department of Health and Human Services

Panelists - Linda Ittner, Professional Staff, House Subcommittee on Civil Service Blair Ewing, Assistant Director, Office of Productivity Programs, Office of Personnel Management; Kenneth L. Gerken, Deputy Associate Administrator, Office of Federal Procurement Policy; Dr. Mark Chassin, Deputy Director, Office of Professional Standards Review Organization, Health Care Finance Administration;

- Use of Productivity Data in Budget Decision Making
- Using OMB Circular A-76 (In House vs Contracting Out for Commercial Products and Services) to improve productivity
- Program effectiveness vs. efficiency measures.
- Installing a Productivity Management System
- Proposed cost reduction in Government act

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Coffee and Conversation (Room 406) - Starting at 3 PM to 4 PM

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Workshops B (3:30-5:00 PM):

B6. Budget reconciliation the first time around. (Room 410)

Moderator - Wade Houk, Director, Budget Staff, Department of Justice

Panelists - Mark W. Gordon, Acting Assistant Director, OMB; Wendell Belew, Chief Counsel, House Budget Committee; Letitia Chambers, Staff Director, Senate Labor and Human Resources Committee

- dynamics of the process
- perspectives from two committees
- substantive role of the budget committee in developing a reconciliation bill

-- implications of reconciliation requirements on agency budget and planning

B7. State and Local Government Case Studies (Room 404)

Moderator - Jeffrey Goldman, Deputy Budget Director, District of Columbia Government

- a. Achieving Effective Program Analysis in a Newly Established Audit Agency -- Matthew Watson, D.C. Government
- b. Current approaches to Program Analysis in North Carolina -- Robert Nelson, Office of State Budget and Management
- c. Development of key performance measures and progress budgets for Trial Courts in Western Pennsylvania -- Donald E. Hardenbergh, National Center for State Courts, Williamsburg, VA

B8. Regulation Reform: Impact on the Budget (Room 413/414)

Moderator - William Bettenberg, Director, Office of Budget, Department of the Interior

Panelists - Jim J. Tozzi, Assistant Director, Office of Regulation and Information Policy, OMB

- requirements for analysis
- impact on private sector productivity
- impact on government expenditures (i.e., reimbursement for services)
- implications for personnel allocations
- state of the art in coordination with the budget cycle

B9. Presentation of Papers (Room 415)

Moderator - Dr. Jay Abrams, George Mason University, Fairfax, VA

- a. Public Budgeting Amidst Uncertainty and Instability by Dr. Naomi Caiden, University of California at Riverside
- b. Impact of Fiscal Dependency on Agency Budget Success -- Professors Donald C. Menzel and David M. Hedge, University of West Virginia

B10. Standards for Program Evaluation (Room 426)

Moderator: Dr. Lucille Reifman, Director, Office of Program Evaluation, Department of Commerce

Panelists: Wallace M. Cohen, GAO Institute for Program Evaluation;  
Dr. Joseph S. Wholey, University of Southern California

- pressure for increased evaluations;
- questions to be addressed through evaluations
- uses of evaluations
- evaluability.
- rewards and penalties for evaluations

With particular emphasis on the experiences of the Evaluation Research Society, GAO, HEW/HHS and Commerce in developing and using evaluation standards.

5:00 PM Adjournment



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**REGISTER  
NOW!**



**YOU SHOULD BE AT THE**

**Symposium**

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**AABPA SPRING SYMPOSIUM**  
**April 17 and 18, 1980**  
**George Washington University Marvin Center**  
**Washington, D.C.**

**BUDGET FORMULATION, ACCOUNTABILITY AND OVERSIGHT IN THE 80'S**

**APRIL 17**

- 8:30 a.m.      **REGISTRATION AND COFFEE**
- 9:00 a.m.      **WELCOME**
- 9:15 a.m.      **KEYNOTE ADDRESS**  
**Bowman Cutter**  
Executive Associate Director for Budget  
Office of Management and Budget
- 10:00 a.m.      **COFFEE BREAK**
- 10:15 a.m.      **PANEL DISCUSSION: TOP POLICYMAKERS LOOK AT BUDGET FORMULATION**  
**Gene H. Porter**  
Prin. Deputy Asst. Secretary  
Office of Asst. Sec. for Defense  
Department of Defense
- Rodger O. Schlickaisen**  
Associate Director for Economics & Government  
Special Studies Division  
Office of Management & Budget
- Alair Townsend**  
Deputy Assistant Secretary, Budget  
U.S. Department of Health & Human Services
- 11:30 a.m.      **CASH BAR**
- 12:00 p.m.      **LUNCH**
- 12:45 p.m.      **LUNCHEON ADDRESS:**  
**Robert N. Giaimo**  
Chairman, Budget Committee  
U.S. House of Representatives
- CONCURRENT WORKSHOPS**
- 1:30 p.m.      **WORKSHOPS**
- **ROLE OF ECONOMIC ANALYSIS IN BUDGET FORMULATION:  
CHALLENGE TO TRADITIONAL BUDGETING**  
**James R. Capra**  
Chief, Projections Unit  
Budget & Analysis Division  
Congressional Budget Office
  - John Beach**  
Acting Deputy Comptroller for Plans & Systems  
O/Assistant Secretary (Comptroller)  
Department of Defense
  - Darwin G. Johnson**  
Deputy Branch Chief, Fiscal Analysis Branch  
Budget Review Division  
Office of Management & Budget
  - Robert Flint**  
Director, Medicaid Cost Estimates  
Health Care Finance Administration  
U.S. Department of Health & Human Services
  - Linley Juers**  
Associate Director, Decisions Systems  
Office of Budget Planning and Evaluation  
U.S. Department of Agriculture
  - **PERFORMANCE MONITORING FOR BUDGET REVIEW AND PROGRAM RESOURCES**  
Chairperson:    ~~Mr. Emilio G. Hatter~~ *Arnold Garber*  
                  Chief, Division of Program Planning Analysis & Design  
                  Women's Bureau, Office of the Secretary  
                  U.S. Department of Labor
  - Kenneth W. Hunter**  
Associate Director  
Program Analysis Division  
General Accounting Office
- (Additional discussants to be announced)

(Additional discussants to be announced)

• NEWS FROM OFFICE OF MANAGEMENT & BUDGET

Betty Bradshaw  
Budget Methods Specialist  
Resources System Branch  
Office of Management & Budget

Jim J. Tozzi  
Assistant Director  
Office of Regulatory & Information Policy  
Office of Management & Budget

3:15 p.m.

WORKSHOPS

• STREAMLINING ZERO BASE BUDGETING

Clifford J. Parker  
Director  
Office of Budget & Program Evaluation  
Office of the Secretary  
U.S. Department of Commerce

James L. Kirkman  
Management Analyst  
Program Analysis Division  
General Accounting Office

Beverly Thierwechter  
Budget Methods Specialist  
Resources Systems Branch  
Office of Management & Budget

Ms. Donna M. Heivilin  
Senior Analyst  
Budget Concepts Group  
Program Analysis Division  
General Accounting Division

• ROLE OF ECONOMIC ANALYSIS IN BUDGET FORMULATION

Chairperson: Commander Rolf H. Clark  
Cost Analysis Activities Coordinator  
Navy Material Command

• NEW STANDARDS FOR THE BUDGET-ANALYST 560-SERIES

Chairperson: Arnold J. Gerber  
Personnel Management Specialist  
Financial & Management Occupations Branch  
Standards Development Center  
Staffing Services Group  
Office of Personnel Management

APRIL 18

9:15 a.m.

KEYNOTE ADDRESS

Don I. Wortman  
Deputy Director for Administration  
Central Intelligence Agency

10:00 a.m.

COFFEE BREAK

10:15 a.m.

PANEL DISCUSSION: NEW ISSUES OF ACCOUNTABILITY AND OVERSIGHT

Charles L. Dempsey  
Inspector General  
U.S. Department of Housing and Urban Development

Joseph Wholey  
Deputy Assistant Secretary  
Evaluation & Technical Analysis  
Office of Assistant Secretary for Planning & Evaluation  
U.S. Department of Health & Human Services

William Drayton, Jr.  
Assistant Administrator for Planning & Management  
Environmental Protection Agency

11:30 a.m.

CASH BAR

12:00 p.m.

LUNCH

12:45 p.m.

LUNCHEON ADDRESS

John D. Young  
Professor  
Center for Technology and Administration  
The American University

1:30 p.m.

AABPA ANNUAL MEETING