



U.S. General Services Administration

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and Infrastructure, Subcommittee on Economic
Development, Public Buildings, and Emergency
Management

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Good afternoon Subcommittee Chairman Denham, Ranking Member Holmes Norton, and Members of the Committee. My name is Alison Doone, and I am the Chief Financial Officer (CFO) of the U.S. General Services Administration (GSA).

I appreciate the opportunity to come before the committee today. I have served as the GSA CFO since September 27, 2010. Before arriving at GSA, I served at the Internal Revenue Service for five years as the CFO and Deputy CFO where I oversaw the financial management and accounting operations for a \$12 billion budget and \$2.3 trillion in tax revenue. I also have held executive positions as Deputy Staff Director and CFO of the Federal Election Commission and Deputy Assistant Administrator of the Office of Finance at the Drug Enforcement Administration.

As stated by the Acting Administrator, GSA financial management operations are decentralized and are managed by autonomous regional "CFOs" with no oversight or control by my office. The budget and all costs for the Western Regions Conference were approved by employees in the Pacific Rim Region, including those in the regional budget and financial management division, commonly referred to as the region's "CFO", and not by anyone in the GSA Office of the CFO. This decentralized organizational structure of GSA financial operations contributed to the abuses at the regional conference and in the "Hats Off" program. In my experience at IRS and at other federal agencies, the agency CFO had far more oversight and control, and I expressed my concern to the Administrator beginning in the Fall of 2010.

To correct these issues, the Acting Administrator is realigning all Public Buildings Service regional budget and financial management operations under the direct authority of GSA's CFO. In addition to this strengthening of the internal control environment, the Acting Administrator is reviewing employee relocations, will require all future relocations to be approved by both the Chief People Officer and the CFO, and has closed the Pacific Rim Region "Hats Off" store, as well as all similar GSA programs.

In addition to the actions taken by the Acting Administrator, I added two controls to CFO processes. First, CFO is now performing an additional review of selected, approved invoices before payment to verify appropriateness of the expenditures. The second control is the addition of a monthly review of obligated amounts compared to budgeted amounts to ensure expenditures are within budget. These additional controls together with centralization of budget and financial management operations will greatly improve our ability to prevent the abuses described in the IG report.

I welcome the opportunity to answer any questions. Thank you.