

ASSOCIATION OF  
GOVERNMENT  
ACCOUNTANTS

# AGA

# NEWSLETTER

WASHINGTON CHAPTER

MAY 1988

**THURSDAY** May 5, 1988

**LUNCHEON MEETING TO FEATURE**



**DONALD E.  
KIRKENDALL**  
AGA  
National  
President

at the

**TOUCHDOWN CLUB**  
2000 L St., N.W.  
(Near Farragut West Metro Stop)

Social Period	11:30 (Cash Bar)
Luncheon	12:00
Cost	\$15.00 (Members)
	\$17.00 (Non-members)

**Reservations Required**

**Call 649-4399 NLT May 3**

**NON MEMBERS WELCOME**

# PRESIDENT'S MESSAGE



Diane M. Bray

## State of the Union

As the Washington Chapter closes another year, I am happy to report that the state of the union is good. Financially, the Chapter is solvent and our reserves have increased. Chapter membership is strong. Members' attendance at luncheon meetings have increased. And the Chapter has continued to provide quality education and community service to its members and the Washington metropolitan area.

However, accomplishments are never tied to one individual. They are tied to individuals and are dependent on how successful those individuals can work as a team. This year's Chapter's officers, directors, and committee chairs for 1987-1988 proved that they were a team, capable of winning any championship.

The team is comprised of many unsung heroes. These were the individuals who worked behind the scenes promoting chapter liaisons in agencies, offering taxpayer assistance through VITA, evaluating Chapter functions, and keeping score of the Chapter's recognition points. I wish to thank sincerely each of the members on the board for their dedication, endless energy, and can do attitude. It was this team who helped the Chapter remain number 1.

While the names of these individuals are too many to mention, I would like to cite specifically three board members for their performance over the past year. This year, I will present the James Saylor Chapter Service Award to:

- **Judith Parsons**, for her outstanding performance in organizing and executing the Chapter's luncheon meetings. Judith has done a tremendous job in negotiating and maintaining the costs of the luncheons at \$15.00 for members, although the Touchdown Club raised its rates across-the-board for its patrons. If you have been a regular at the luncheon meetings, you will know that the Chapter has been treated to wine, delicious entrees, and impeccable service.

- **John Simonette**, for his commitment in bringing the Washington Chapter the best of speakers. John has excelled in developing a program for the Chapter that has brought diversified viewpoints and thought provoking speeches. For Chapter members, it has begun to set the stage for the Presidential transition in January. Being an AGA member for 10 years, I cannot remember a better program year.

There is one other person that deserves acknowledgement. This year, I will present a Presidential Special Recognition Award to:

- **Dan McGrath**, for his continued exceptional assistance to the Washington Chapter. Dan agreed to chair the Bylaws Committee to review the bylaws and propose changes. As a result of his efforts, the Chapter voted to amend its bylaws removing employment restrictions to serve as President or President-elect. Also, Dan continued in his role as Membership Director. His search for new members and renewal for current members has allowed, once again, the Chapter to meet its goals in these areas.

On behalf of the Chapter, I would like to thank these individuals and the entire 1987-1988 Chapter Executive Council.

As I look forward to the 1988-1989 year, I plan to take the Chapter through several changes. These changes will begin immediately, be implemented incrementally, and result in better service to you, its members. Last month, I spent a weekend in Kansas City, Missouri meeting with national board members, regional vice presidents, and chapter presidents. The intent of the meeting was to produce a blue print for the next year. During the meeting, there was much discussion on chapter services, membership benefits, and professional image. I came away revitalized with many new ideas for the Washington Chapter.

During the next two months, I plan to host a series of strategic planning meetings for the Washington Chapter. I would like to see the Chapter Executive Council develop not only a program for the 1988-89 year, but also a road map that will propel the Chapter forward during the next decade.

I would like to establish for the next year a logo — Washington Chapter: Service First, Quality Always. As part of this commitment, I plan to reorganize the Board to better serve its members. I intend to see the education program fully established during the summer months to better allow you to program your training. I hope to reestablish the small business course and student awards to continue the Chapter's commitment to community service.

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**ASSOCIATION OF  
GOVERNMENT  
ACCOUNTANTS  
WASHINGTON  
CHAPTER  
EXECUTIVE  
BOARD 1987-1988**

**Officers**

*President*

Diane Bray, DOD, 695-0839

*Secretary*

Deatrice Russell, Financial  
Management Service, 535-9693

*Treasurer*

Rolf Wold, DOT, 366-9874

*Past President*

Gary Palmquist, 233-3411

**Directors**

*Cooperation with Professional  
and Educational Institutions*

Mike Merson, Financial  
Management Service, 436-6842

*Education*

Sue Fields, NIH, 496-3417  
Bill Henderson, EPA, 382-4467

*Employment Referral*

Joyce Shelton, DOT, 366-1306

*Membership Services*

Dan McGrath, Financial  
Management Service, 566-3717

*Newsletter*

Lee Beaty, GAO, 275-9532

*Programs*

John Simonette, GAO, 275-9454

*Relations with National Office/  
Special Projects*

Adam Shaw, DOD, 697-0585

*Research, Professional Notes*

Chuck McAndrew, Navy, 696-6896

**Committee Chairs**

*Awards*

Mary Lee Mason, Financial  
Management Service, 535-9693

*Chapter Evaluation*

Ron Lynch, Arthur Anderson  
& Co., 862-3324

*Chapter Recognition/Competition*

Jean Bowles, State, 875-6923

*Meetings*

Judith Parsons, Comptroller  
of Currency, 447-1721

*Membership Services (A'sst)*

Jim Goulden, Coast Guard,  
267-0220

*Newsletter*

Herb McLure, FAA, 267-3456

*Public Service*

Paula Rubin, Financial Management  
Service, 535-9696

## ABOUT OUR SPEAKER THIS MONTH

### DONALD E. KIRDENDALL

Mr. Kirkendall, a resident of Silver Spring, Maryland, currently serves as our National President of the Association of Government Accountants (AGA). Before his election as National President, he held several offices within AGA, both at the chapter and national levels.

Mr. Kirkendall is a Certified Internal Auditor and has served as a member of the Institute of Internal Auditor's Board of Governors. Also, he is currently or has been a member of the Association of Federal Investigators, the Association of Government Finance Officers, the Federal Executive Institute Alumni Association, the Interagency Auditor Training Programs Advisory Committee, and Chairman of the Federal Audit Executive Council.

He graduated from Wright State University in 1972 earning a Bachelor of Science degree in Business. He also received a Master's degree in Public Administration in 1981 from American University, and graduated from the Harvard University Program for Senior Managers in Government in August 1985. Mr. Kirkendall was in the United States Air Force from January 1959 to May 1966.

Mr. Kirkendall has been the Deputy Inspector General of the Environmental Protection Agency (EPA) since October 1983. He was Acting Inspector General from June 1983 to October 1983. Mr. Kirkendall began his auditing career in the Air Force Audit Agency and has held numerous auditing positions at the Department of Housing and Urban Development (HUD), culminating with his appointment as Assistant Inspector General for Audit in October 1981.

He has been the recipient of many professional awards throughout the years, including Senior Executive Service Bonuses in 1984 and 1985 and a Special Achievement Award in December 1980.

## PRESIDENT'S MESSAGE

*Continued from page 2*

However, to accomplish my theme of Service First, Quality Always will require much planning, a can do attitude, and a team approach. I have received many calls and spoken with many members that would like to be active next year in revitalizing the Chapter. I am heartened by their enthusiasm. However, like the Marines, I still need a few good women and men. On page 4, is a reprint of an article appearing in the April Newsletter. It is a call for volunteers. If you have not done so already, please read the article, think about building a renewed Chapter, and make that commitment. I can be reached at 695-0839, or stop by and see me at the May luncheon.

Have a wonderful summer!

## Have We Lost One of Your Colleagues?

Although membership renewal this year is running better than last year at this time, there are still a significant number of our colleagues who have not paid their dues for the year beginning October 1. As a result their benefits ceased after the publication of January's newsletter. National office sent follow-up billings to these individuals and the Chapter's Membership Services Committee mailed a letter to each member on the suspense list. If you are or become aware of anyone in this group please encourage them to re-up.

## THE 1988-89 CHAPTER EXECUTIVE COUNCIL WANTS YOU!

In May, President Diane Bray will be appointing members to the Chapter Executive Council for 1988-89. In addition to the five Directors that will be elected in April, there are many committees where Chairs and members are needed.

Members wishing to be considered for board/committee positions during the year beginning July 1, 1988, are asked to contact the Chapter President. Plans for the next year are looking promising with many changes proposed for the Newsletter, education events, meetings, and Chapter and student awards.

The following is a listing of the committees where assistance is needed.

### **Education**

Workshops (Members)

TGIF Luncheons (Members)

### **Newsletter**

Assistant Editor

### **Membership**

Assistant Membership Chairs

### **Meetings**

Registration (Members)

### **Chapter and Student Awards**

Chapter Awards (Members)

Student Awards (Members)

### **Chapter Procedures and Bylaws**

Policy Board (Members)

### **Publicity and Agency Liaison**

Assistant Liaison Chairs

### **Public Service**

Policy Board (Chair and Members)

### **Chapter Evaluation**

Policy Board (Chair and Members)

### **Chapter Recognition**

Policy Board (Chair)

### **Relations with National Office**

Policy Board (Chair)

### **Cooperation with Professional and Educational Institutions**

Policy Board (Chair and Members)

### **Small Business Education**

Policy Board (Chair and Members)

Instructors

### **Publications**

Chapter Executive Council (Co-Chair and Members)

Chapter Activities (Co-Chair and Members)

### **Research**

Policy Board (Members)

### **Photographer**

### **Professional Notes**

Authors

## SURVEY OF STATE FINANCIAL REPORTING PRACTICES

By Paula Rubin

The Financial Management Service (FMS) recently issued its STATES SURVEY RESULTS OF FINANCIAL REPORTING PRACTICES after receiving responses from 43 states. After completing this survey, the Service has concluded that the Federal Government could benefit from the states accounting, budgetary and financial reporting practices if the Federal Government would take the following actions:

- Combine budget execution reports with standard accounting based reports for maximum usefulness. Since most Federal agencies and states find both budget execution and budget formulation information more useful than accounting information for purposes of management, as do the majority of states, a combination of these types of data should produce a better report for management purposes.
- Use cash basis reporting for interim and budgetary reports and accrual basis for annual reports. Generally Accepted Accounting Principles (GAAP), required for state and local governments, prescribes the use of cash reporting at certain times and accrual reporting for end of year statements. Adopting such a practice would help resolve the long standing debate on this issue while utilizing both reporting standards for the most complete view of the activities of the Federal Government.
- Recognize agencies for excellence in financial reporting if their financial reports are in compliance with certain requirements and reflect a real attempt at data integrity. As an added incentive, agencies should be recognized for excellence in reporting data to Treasury. For the states, the Government Financial and Municipal Officers Association awards the states with a one-year certificate for excellence in financial reporting if the financial reports are in compliance with certain requirements.
- Adapt the existing Governmental GAAP in accounting and reporting practices for each fund/account in order to strengthen the Consolidated Financial Statement (CFS) and present more meaningful financial data. At the state level, the Comprehensive Annual Financial Report (CAFR) fairly summarizes the activities of the state and local governments and includes all funds and account groups. On the other hand, in accordance with GAO Title 2, the Federal Government compiles the financial data which is received

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from its agencies and consolidates all agency data into **one** Consolidated Financial Statement (CFS). However, while the CFS is in the prototype phase, the Service continues to strive to prepare a meaningful financial statement.

Highlights of the **STATE SURVEY** include:

- The majority of states prepare monthly financial reports with a major emphasis on the General Fund account and statewide receipts and expenditures.
- The majority of states focus their financial reporting on appropriations, expenditures, revenues and cash.
- The majority of states maintain budgetary control at the state agency level.
- The majority of states prepare interim financial reports on a cash basis which is not in accordance with GAAP. In addition, all states are required to prepare formal annual accounting reports in accordance with GAAP.
- The majority of states find both budget execution and budget formulation information most useful.
- State agencies are required to submit financial reports to the state governments.
- Only **one** state prepares a Financial Plan, which is a **projected** GAAP-basis operating statement and which is revised quarterly based upon actual operating results.
- **Five** states prepare Pro Forma Balance Sheets.
- **Thirteen** states prepare monthly financial statements which include a Balance Sheet.
- **Seventeen** states follow a biennial budgeting process.

For further information about the Financial Management Service's **STATE SURVEY** or for copies of the **SURVEY** report, please call Paula Rubin at 535-9693.

*Paula is a Senior Systems Accountant in Treasury FMS' Financial Policy Division.*

## MEMBERSHIP HAS ANOTHER OUTSTANDING YEAR

By Dan McGrath,  
Director, Membership Services

As this final newsletter goes to press we are completing the third year in a row in which both our retention and recruitment rates have been up. In addition, for the second year in a row we had a net increase in membership. Many thanks to all of you who participated in this year's recruitment campaign.

In the past two years the single factor that contributed most to our success was the Summer initiatives by which we reversed the long-standing tradition of little or no recruitment activity during

the summer months. Accordingly, let's not lose the momentum we have picked up in the last couple years. The Membership Services Committee would appreciate your continued support during the Summer of 88.

In pursuing applicants remember you do not have to be an accountant or auditor to belong to AGA. We are a professional association of financial managers. We are organized to serve any individual studying or working in the financial management or allied fields.

To facilitate your efforts a copy of the membership application is reprinted elsewhere in this newsletter. Please feel free to reproduce it if you so desire. Those wishing to make your pitch using the full application brochure may pick one or more up at our regular May luncheon meeting or may obtain them by calling me on 566-3717 at any time.

## AWARDS COMMITTEE ANNOUNCES WINNERS

The Chapter Awards Committee has announced the winners of this year's Annual Chapter Awards. The awards will be presented at the May 5 monthly luncheon meeting. The winners are as follows:

### *Distinguished Leadership Award*

**John W. Lainhart, IV** for improving financial systems and strengthening internal controls at DOT in his capacity as the DOT IG's Director, Office of Audits and Technical Support, and for outstanding leadership on the President's Council on Integrity and Efficiency audits, especially the governmentwide audit of automated weather systems.

### *Achievement of the Year Award*

**Kenneth T. Furukawa** for his outstanding effort, in his capacity as the VA IG's Assistant IG for Auditing, in developing and directing an operational auditing program that resulted in exceptional increases in recoveries and cost efficiencies during a period of severe hiring restrictions.

### *James W. Saylor Chapter Service Awards*

**Judith Parsons**, of the Comptroller of the Currency.

**John F. Simonette**, of GAO.

### *Chapter President's Recognition Award*

**Dan McGrath**, of Treasury FMS.

See Diane's President's Message (on page 2) for a description of Judith, John, and Dan's outstanding and successful service to the Chapter, which resulted in their awards.

Also, in accordance with tradition, **Terry Conway** will be presented a Past President's Award plaque.

Serving on this year's Chapter Awards Committee were Mary Lee Mason (Chairperson), Doris Chew, Ellie Clark, and Bob Pewanick.

## ABOUT CHAPTER MEMBERS

We were saddened to learn of the death on April 12 of **Mozelle Williams** of Treasury FMS' Accounting Group's Reports Management Branch, where he worked as a Treasury Financial Manual Editor. Our deepest sympathy to Mr. Williams family.

The January *Journal of Accountancy's* monthly news feature on "CPA's in Government" includes interviews with **L. Paul Blackmer, Jr.** and **Paul R. Frey**, in an article on effectively managing costs and information at the U.S. Bureau of Engraving and Printing.

Congratulations to GAO's **William T. Broadus, Jr.** for receiving the Joint Association for Financial Management's Lifetime Achievement Award for his contributions to development of the 'yellow book' government audit standards and passage of the Single Audit Act of 1984, and to GAO's **Robert T. Bontempo** for his recent Outstanding Achievement Award.

Recipients at Treasury FMS' recent annual Awards for Distinction in Cash Management and Credit Management/Debt Collection ceremony included HHS' **Guy F. Linza** and GAO's **Robert F. Pewanick**. Guy's award was for his work on HHS' new Payment Management System, while Bob was cited for his contributions to a GAO report on strengthening credit management and debt collection.

Best wishes in new job to **Ronald S. Young** who has left his position with ICC, where he was Director of the Bureau of Accounts, to accept a position as Associate Director in GAO's Accounting and Financial Management Division where he will be responsible for GAO's accounting policy work.

Don't miss **Edward W. Stepnick's** article, "The Nitty-Gritty and Hurley-Burley of Government Auditing: It's All in My Working Papers", and **James P. Wesberry, Jr.'s** article, "The United States Constitution and International Accounting and Auditing Standards". Both are in your Winter 87-88 *Government Accountants Journal*.

Our research (consisting largely of leafing through the Chapter's file of old newsletters) confirms our belief that Washington Chapter members have played key leadership roles in the improvement of federal financial management over the years. The AICPA's list of "CPA's Who Have Contributed to Federal Financial Management" contained in its May 1987 Centennial issue of the *Journal of Accountancy*, includes 25 CPA's who are, or at one time or other were, WashChap members. Following is a list of these members

(with the hope we did not miss anyone; our research was, to say the least, rudimentary):

<b>John Abbadessa</b>	<b>Bernard Lynn</b>
<b>Andrew Barr</b>	<b>Ellsworth Morse*</b>
<b>Daniel Borth*</b>	<b>David Mosso</b>
<b>Charles Bowsher</b>	<b>Gerald Murphy</b>
<b>Karney Brasfield</b>	<b>Frederick Neuman</b>
<b>June Brown</b>	<b>Clarence Sampson</b>
<b>John Burton</b>	<b>A.T. Samuelson</b>
<b>Ray Einhorn</b>	<b>Don Scantlebury*</b>
<b>Henry Eschwege</b>	<b>Art Schoenhaut</b>
<b>Walter Frese*</b>	<b>Harold Steinberg</b>
<b>Leo Herbert</b>	<b>James Thomas</b>
<b>Arthur Litke</b>	<b>Fred Wolf</b>
<b>John Lordan</b>	

\*Deceased

Don't forget to call us with your news About Chapter Members (Lee Beaty; 275-9532).

## NOVAGA CELEBRATES 20TH ANNIVERSARY

Northern Virginia Chapter's monthly dinner meeting on May 17 will feature the Chapter's Annual Awards Ceremony. The meeting is special in that it celebrates also the Chapter's 20th anniversary. NOVAGA's meetings are at the Sheraton National at Washington Boulevard & Columbia Pike in Arlington. For reservations call Sophie Jasinski on 376-8822.

## TREASURY HAS JOBS!!

Treasury FMS' Federal Agency Financial Systems Program has four GS-510 positions open, in grades up through GS-13. The Program provides technical and policy guidance to agencies for improvement of their financial management systems. Interested persons should contact Susan Lee on 535-9693 for details.

## DID YOU KNOW...

*Continued from page 8*

General Ledger and the Treasury's new standard reporting requirements have been published. This project is a continuation of these efforts to promote consistency in agency financial systems, information, and financial reporting. Additional efforts are still required to expand the system requirements. Currently, JFMIP is looking into determining minimum standard data requirements and expanding the boundaries of the accounting system requirements into various subsidiary systems such as travel, purchasing, property, etc.

Any questions, please call Mr. Otto Williams, JFMIP Project Director at 376-5415.

# Application for Membership

# Association of Government Accountants

## Section I

NAME OF APPLICANT: Mr. \_\_\_\_\_ Ms. \_\_\_\_\_  
 Mrs. \_\_\_\_\_ Miss. \_\_\_\_\_

LAST NAME      FIRST NAME      MIDDLE NAME      JR, II, III, OTHER

---

MAIL ADDRESS: \_\_\_\_\_  
 STREET NUMBER      STREET NAME

---

CITY      STATE      ZIP

---

OFFICE TELEPHONE \_\_\_\_\_ HOME TELEPHONE \_\_\_\_\_  
 AREA CODE      NUMBER      EXTENSION      AREA CODE      NUMBER      EXTENSION

## Section II

TYPE OF MEMBERSHIP APPLIED FOR  FULL  ASSOCIATE  SPECIAL ASSOCIATE

I wish to join the Washington, D.C. Chapter.

## Section III

EMPLOYER \_\_\_\_\_ Government: Federal  State  Local   
 Private Employer  Academia  Other \_\_\_\_\_

TITLE OF MY POSITION \_\_\_\_\_

TYPE OF WORK PERFORMED:  Accounting  Auditing  Budgeting  ADP  Other \_\_\_\_\_  
 DESCRIPTION

## Section IV

EDUCATIONAL BACKGROUND:

SCHOOL	LOCATION (STATE)	YEAR FROM TO	MAJOR	DEGREE

## Section V

ACCREDITATIONS AND CERTIFICATIONS:	STATE	CERTIFICATE NUMBER	YEAR
<input type="checkbox"/> CPA			
<input type="checkbox"/> CIA			
<input type="checkbox"/> CMA			
<input type="checkbox"/> CISA			

## Section VI

FINANCIAL MANAGEMENT EXPERIENCE: (List most recent experience first) **Completion of this section is optional if applicant has one or more of certificates indicated in Section IV, completion for more than 3 years experience is optional if applicant has listed a 4 year degree in a financial management field in Section IV, and listing more than 6 years experience is optional for all applicants.**

EMPLOYER	LOCATION	TITLE	POSITION SERIES AND GRADE	FROM	TO	MONTH/YEAR

Date of application \_\_\_\_\_ Signature of applicant \_\_\_\_\_

Sponsor (optional) \_\_\_\_\_ NAME (PRINT) \_\_\_\_\_

SPONSOR'S AGA MEMBERSHIP NUMBER \_\_\_\_\_

Remitted herewith is \$ \_\_\_\_\_

Send **one year's dues** with this application to:  
 AGA, 727 South 23rd Street, Arlington, VA 22202  
 Make check payable to AGA.

## INFORMATION FOR APPLICANTS ELIGIBILITY REQUIREMENTS

- FULL MEMBERSHIP— (DUES \$42.50)** an individual who has a minimum of 6 years experience in accounting, auditing, budgeting, or other financial management fields. A graduate of an accredited college or university with a major in the financial management or allied fields may substitute education for experience. A four-year degree counts as 3 years of experience. Holders of CPA, CMA, CIA, and CISA certificates are qualified for full membership without further experience requirements.
- ASSOCIATE MEMBERSHIP— (DUES \$30.00)** a colleague that has less than the experience requirement for full membership. Except for holding an elected national office, all other services and privileges of membership are provided. It is anticipated that associate members will become full members through additional experience.
- SPECIAL ASSOCIATE— (DUES \$16.00)** only for junior associates in their first year of employment and full-time students.

## DID YOU KNOW...

By Charles McAndrew (696-6896)

This month we are featuring the Joint Financial Management Improvement Program (JFMIP). The JFMIP is dedicated to improving financial management throughout all Federal agencies including all Department of Defense agencies.

There are over 300 financial management systems in the Federal Government of which many are old and scattered; and, some have different hardware manufacturers and design architectures. For the most part, these systems are not integrated. Consequently, federal managers are not being provided the information that they can rely on to control and account for federal funds or to make sound management decisions about their operations.

In 1986, three of the government's top financial officials—Comptroller General Bowsher, Treasury Secretary Baker, and Office of Management and Budget Director Miller—issued a directive stressing their commitment to improving financial management in the federal government?

Responding to this commitment, the Joint Financial Management Improvement Program's (JFMIP) Steering Committee established an interagency task force to develop uniform requirements for Core financial systems for federal agencies. These requirements identify the basic financial system needs of federal agencies. Among many other things, these new requirements, provide for:

- predefined external reports, such as Treasury and OMB reports, at the prescribed intervals.
- overall system controls to ensure that the Core financial system accurately reflects the processing standards established.
- self-balancing Standard General Ledger and

for agencies to specify subsidiary accounts.

- updating amounts available to detect and prevent incurrence of commitments/obligations/expenditures in excess of funds availability at the appropriate levels.
- compliance with the Prompt Payment Act, including consolidation of multiple payments to a single vendor, and collection of information on discounts taken and lost and on interest penalties.
- accruing receivable and generating billing documents, including interest and penalties, when appropriate, for debtors within and outside the federal government.
- comparing planned costs with actual results.

The task force was headed by John Cherbini of the General Accounting office and included members from the JFMIP Staff and the central agencies (OMB, GAO, Treasury, and OPM) as well as representatives from the operating agencies—the departments of Agriculture, Health and Human Services, and Interior; the Environmental Protection Agency and the Veterans Administration.

The new requirements will be incorporated in governmentwide accounting and financial reporting standards and guidance issued by GAO, OMB, and the Treasury. Agencies will be required to comply with the new requirements starting in Fiscal Year 1989. Vendors are currently bidding for a contract to make these requirements available to agencies by way of off-the-shelf software. Copies of the requirements document—*Core Financial System Requirements* dated January 1988—can be obtained by writing to: JFMIP, 666 11th St., NW., Suite 705, Washington, DC 20001 or by calling (202) 376-5415.

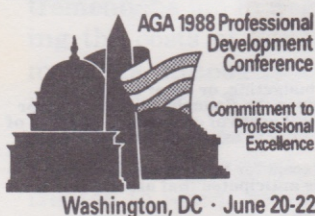
Establishing federal systems standards is only a part of the process to improve financial systems governmentwide. To date, the U.S. Standard

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## NEWSLETTER

PUBLISHED BY THE WASHINGTON CHAPTER  
ASSOCIATION OF GOVERNMENT ACCOUNTANTS  
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MAY 1988

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