To Promote Education, Training and Professional Development in All Aspects of Military Comptrollership

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#### September 2018

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### Washington Chapter



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# Dr. Robin Farley

**President's Message** 

This past week I had the pleasure of speaking to the ASMC Hampton Roads Chapter at their monthly meeting. It was the Navy's turn to host the luncheon and Beth Long, the Accounting Officer at Commander, Navy Installations Command invited me to speak. 92 people, mostly government, attended the luncheon.

I talked to the group about all of the changes that are underway and coming in the Financial Management world. The Navy, like the rest of the Department, is deeply invested in continuing along the audit journey. Major Financial Management Information Technology improvements are happening inside the Navy as they are across the DoD. At the same time, major process changes are happening and everyone is being asked to do more, and different things than they have ever done before. This makes perfect sense as what we have been doing for decades has not delivered auditability. Change has got to happen.

It is a stressful time to be operating in the FM world and I was struck by how an organization like ASMC can be a place where we collectively hash out the common problems we're all facing. One of the folks I had lunch with commented on how nice it was to see so many people at the monthly luncheon and reconnect with old colleagues. One of the things I mentioned in my talk was how we are all dealing with similar kinds of problems; broken interfaces that require manual corrections, air gaps which require us to "swivel chair" between systems, and complicated business processes which are not integrated and make everything harder.

In many respects the very complicate environment we operate, coupled with a genuine "get it done" mentality means that to survive we get to be very good at fixing problems after they happen. What I encouraged everyone to think about was how to fix the root causes of those problems so that they don't happen in the first place. Leadership is convinced that we can operate our financial business in a more efficient and effective manner. My observation is that those same leaders are fairly tolerant of near term risk as long as it promises long term and sustainable improvements. So I encouraged everyone to think about how they would fix problems and recognize that their leaders are looking for people with good ideas.

My new favorite quote is that "there are two things we hate in the government, the way things are and change." I hope that the ASMC is a place where we can agree that things have to work better and that the only way to make that happen is to design and implement big changes. To that end I would like to make a proposal for the Washington Chapter. After our luncheons I would like to host a 30-minute discussion on a topic that we're all struggling with. I would like to start with: How we could better manage reimbursable work? Obviously 30 minutes is not enough time to solve any problem but I would like for the Chapter to be a place where we think about and discuss the knotty problems we face in the FM community.





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### **Upcoming Events**

Date	Upcoming Events / Sponsor / Speaker / CPEs	Location
17 Oct 18	Monthly Meeting / Luncheon / USMC /1 CPE Mr. Bryan Wood, Assistant Deputy Commandant, Installations and Logistics	1130 Westin, Crystal City
8 Nov 18	Mini-Course (FML 4451) Advanced Leadership Skills and Techniques	Management Concepts, 919 18 <sup>th</sup> St NW, Suite 800 Washington DC
15 Nov 18	Monthly Meeting / Luncheon / DoD / 1 CPE Mr. Mark Easton, Deputy CFO, Department of Defense	1130 Westin, Crystal City
1 Dec 18	Registration Open for 2019 NCR PDI	0600 On-line registration
12 Dec 18	Holiday Social [no monthly meeting]	1730 Army – Navy CC, Arlington
14 Mar 19	NCR PDI [no monthly meeting]	0630 Reagan Bldg, Washington DC

### **Featured Article**

#### "Meeting Masters"



Dr. Jennifer Miller is a Financial Management Analyst supporting the Deputy Assistant Secretary of the Army, Financial Information Management organization. She previously supported the National Guard Bureau Headquarters' Joint Staff, and the Air Force and Army at installations along the East Coast. She is a Certified Government Financial Manager, and a Certified Defense Financial Manager with acquisition specialty and a member of the American Society of Military Comptroller's Washington Chapter.

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Many are wondering how on earth to be more productive when voluntary and involuntary *force shaping* equates to slimming, and time allowance in the work day is mirroring the motion. For years, the finance career field has filled man-years with time absorbing sponges we call meetings. This is precious time! If it is not the standard staff meeting, it is an urgently necessary pop-up meeting to combat rumors and keep the force from displaying a "Chicken Little" syndrome. Therefore, if we cannot beat meetings like the dead horse topics in the meetings, let us join an effort to make meetings more productive. Picking from the patch, the meeting masters coin those cute quips "plan to fail or fail to plan," "shape questions to be openended," have an "energetic, engaging delivery," and the list goes on.

Continued next page



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### **Featured Article**

#### Continued

For any meeting, preparation is a vital element regardless of the purpose. Speech courses are often like our career field when studying preparation: analytical. Suddenly every thinkable factor of a meeting becomes a preparation point to consider: audience, acoustics, availability, climate, configuration, time, seating, interactive components, and objectives. The Air Education and Training Command (AETC) made strides to incorporate a cost conscious culture quipped "C3." With this idea, AETC weighed actions were taken and the choice of inaction. Without a doubt, planning for a meeting is proven to have benefits that outweigh costs.

Once the well-planned meeting is in motion, a best practice is to always include an opportunity for questions. Perhaps you are conducting a meeting somewhere along the eight-step decision-making model or a final, culminating meeting, the opportunity for questions is sprinkled everywhere. While I do not believe open-ended questions are always best, this type of question has a place. For instance, the decision making model finance professionals employ contains steps which result in better output if both types of questions are incorporated. As one reads through the formal process, think of the responses sought. Are desired responses "yes/no" in nature or would preferred responses contain more detail?

For a condensed and easily relatable example of the eight-step decision-making model, we will begin with issue identification; constrained funds. Then analyze this issue to learn the cause and drivers. For the sake of unfunded requirements (UFRs), it is common to rack-and-stack UFRs by mission relativity; critical, essential, and enhancement with minute variation. Next step, develop alternatives. UFRs may be postponed, de-scoped, traded off, and a whole range of possibilities dependent on the amount of creativity introduced in this step; this is a great open-ended question opportunity. Once those alternatives are cleaned up it is time to evaluate the broad set of potential solutions to resolve the issue. In this stage of the decision-making model participants make judgments from established criteria which discriminate degrees of value. Valuable aspects include short- and long-term issue resolution, resources, avoidance and mitigation of risk, time, and the hot topic of "tail" costs. After thorough evaluation of alternatives, it is time for a recommendation. This could be a stressful time, but not when you planned well and are prepared. As financial managers it is our duty to provide advice for action, set in a perspective of mission terms. We have asked and answered our share of both of types of questions by now. Then comes the decision step time. Our preparation efforts for this single or series of meetings culminates and residual questions are posed before the "go" or "no-go" order is given as a result of so much effort and consideration. With the order taken, the implementation step comes. Planning is not over as we will reference the plans like the Tongue & Quill to ensure benchmarks are met, questions answered, and stakeholders remain informed. Finally, the continuous evaluation process shifts into gear as we take part in the journey to determine if the decision achieves the expected results. Ultimately, adjustments will be made along the journey but the entire objective was to resolve the identified issue in step one. Questions (that was a joke)?

The third point meeting masters enjoy repeating is about the delivery of a meeting. We might facilitate, host, or simply attend meetings, and for the most part, we are not saying "May I have another, please?" As finance professionals, we drift to numbers -- not an average person's first choice for entertainment. Therefore it is vital we find ways to bring enthusiasm for these gatherings and provoke it from our participants. A minimal start may be including a brief introductory video related to the meeting's focus to lighten the mood with laughs. Including moderate animations is captivating, but be mindful of local policies. Various tactics include positive surprises in the meetings, nipping any negativity without hesitation, and always being genuine in your appreciation for others' time, consideration, and efforts. Energy in the delivery of a meeting applies to the entire environment: attendees, attitudes, and attributes. There is no need to falsely conduct some oblivious, caffeine-high meeting. It would constitute fraud, waste of time, and abuse to mission partners.



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#### August 2018 Meeting Recap



Speaker:	<b>Mr. Doug Bennett</b> Auditor General of the Air Force
Date:	Thursday, 16 August 2018
Location:	<b>Westin</b> 1800 Jefferson Davis Highway Arlington, VA 22202

Mr. Doug Bennett, Auditor General of the Air Force, spoke to how our current system of financial accounting evolved over the course of history. He referenced the book "The Reckoning: Financial-Accountability Rise" as a good resource to understand the evolution of accounting and its impact on civilization. The book conveyed how accounting, if used as a tool of transparency, has the power to topple corrupt governments. It draws on historical and biblical references as early as five thousand years ago in Mesopotamia. Ancient civilizations used financial accounting to track assets, liabilities and guide public policy.

During the Renaissance era, a Florentine monk adopted the Arabic numeral system and invented double-entry accounting. In the 15<sup>th</sup> century, the Medici family in Florence used double-entry method bookkeeping to track their clients, but eventually misrepresented their accounts, ultimately contributing to the decline of Florentine. Throughout the 17<sup>th</sup> and 18<sup>th</sup> centuries, rulers evaded accurate bookkeeping, fearing exposure to their egregious spending would result in civil unrest. In 1781, King Louis XVI's of France spent 98% on military and family and less than .003% on Paris's poor. When his Director of Finance published the records of his accounts, it provoked public outcry that helped fuel the French Revolution. In 1634 the King of England was thrown out due to financial corruption exposed from the accounting records.

More than a century later, Article 1, Section 9, Clause 7 was codified in the Constitution giving Congress the power of the purse. This can be traced back to the 17<sup>th</sup> century and early European adoption of business rules, contracts, financial accountability and transparency. Alexander Hamilton appointed as the first Treasurer of the United States illustrates the importance our founding fathers placed on this fiduciary responsibility. Today, Secretary of Defense James Mattis has made financial accountability a part of our National Defense Strategy. In summary, society will benefit from learning from historical examples of good and bad accounting practices. Government and corporate transparency in accounting will help to maintain a strong and stable economy.





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### **October 2018 Meeting**



Speaker:	<b>Mr. Bryan Wood</b> Assistant Deputy Commandant, Installations and Logistics
Time:	Social 11:30am, Lunch 11:45am
Date:	Wednesday, 15 October 2018
Location:	<b>Westin</b> 1800 Jefferson Davis Highway Arlington, VA 22202

Mr. Bryan H. Wood is the Assistant Deputy Commandant of the Marine Corps for Installations & Logistics. Mr. Wood serves as the principal deputy and technical assistant to the Deputy Commandant for Installations and Logistics, responsible for providing long-range continuity to the department's policy, direction and performance oversight for all installations and logistics functions at USMC bases and stations throughout the world and for the operating forces across the U.S. Marine Corps.

Mr. Wood was appointed to his current position in 2014 following 4 years as Director, Pacific Division (PP&O), HQMC, responsible for capabilities, force posture, infrastructure and budgeting to support Marine Corps force realignments in the Pacific including the proposed relocation of Marine forces from Okinawa to Guam, Australia and Hawaii. This followed 24 years as an attorney with the Department of the Navy's Office of the General Counsel (OGC). Initially appointed to the Senior Executive Service (SES) in December 2003 as the Deputy Counsel for the Commandant of the U.S. Marine Corps, Mr. Wood's latest legal position was as Counsel, Office of Naval Research (ONR). While serving as ONR Counsel in 2007, he was the first Navy OGC attorney to deploy to a combat zone in his civilian OGC capacity when he volunteered to serve as the special legal advisor to the Commander, Combined Joint Task Force-Horn of Africa (CJTF-HOA) in Djibouti, Africa.

Mr. Wood began his career with Navy OGC as Assistant Counsel at Southern Division, Naval Facilities Engineering Command in Charleston, SC in 1986. He has since served as Assistant Counsel for the Charleston Naval Shipyard and the Supervisor of Shipbuilding, Conversion & Repair, Charleston, SC; Counsel, Officer in Charge of Construction, Marianas and Navy Public Works Center, Guam; and Counsel, Navy Public Works Center, Norfolk, VA. In January 1997, Mr. Wood was selected as the first civilian attorney to serve as the Executive Assistant and Special Counsel to the General Counsel of the Navy. Mr. Wood has also served as the Environmental Law Section Head and Senior Associate Counsel (Environment/ Safety), Naval Sea Systems Command and as the Deputy Assistant General Counsel of the Navy (Financial Management & Comptroller).

A Massachusetts native, Mr. Wood is a 1983 graduate of Central Connecticut State University with a Bachelor of Arts in Political Science/Public Administration. In December of 1985, he received his Juris Doctor from the University of Bridgeport School of Law during which time he served with the Organized Crime Bureau and the Economic Crime Unit of the Connecticut Chief State's Attorney's Office.

Mr. Wood is a member of the bars of the State of Connecticut, the United States Court of Federal Claims and the United States Court of Appeals for the 4th Circuit. He is the recipient of the Presidential Rank of Meritorious Executive award, four Department of the Navy Superior Civilian Service Awards, two Department of the Navy Meritorious Civilian Service Awards and the Joint Service Civilian Commendation medal.

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### **Washington Chapter**



#### **Chapter News**

### 2018 ASMC Washington Chapter Golf Tournament

This year's ASMC/AGA Golf Tournament was held on Wednesday, 18 July at the Fort Belvoir Gunston and Woodlawn courses. The success of this event again this year can be attributed to the dedicated government and corporate Golfers, our outstanding Corporate Sponsors and the terrific volunteers, working on and off the course. *It was another beautiful, balmy July day.* 

Amidst the festivities, our ASMC and AGA members generously gave to those less fortunate by donating 266 pounds of food goods and non-perishable items for the Capital Food Bank. Thanks to **Carin Rhodes** and **Marion Buchite** for ensuring we supported this worthy cause.

ASMC Golfers 140 / AGA Golfers 27; 31 Government golfers \* 136 Corporate golfers \* 167 Total golfers

Special thanks to **Dr. Farley** for presenting at the winner's circle and **Conrad Symber and Matt Hunt**, our Golf Tournament Co-Chairs for a fabulous job again this year! Thanks to all the volunteers who helped before, during, and after the event!

Melanie Amendola Marion Buchite Tim Coulson

idola Anthony DiMario hite Rita Finney In Kris Kershaw Justin Lee Elisa Lin Marilin Spille

#### Special thanks to all our Corporate Sponsors of the event:





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**Chapter News** 

### 2018 ASMC Washington Chapter Golf Tournament

### Congratulation to our 2018 First Place Winners!

#### Course Woodlawn Winners: 57

Kyle Richards Brendan Kearney Liz Pierpoint Dave Zorzi Course Gunston Winners Score: 56 Matt Grzeskiewicz Jim Quinn Ivan McBride Sean Worthy





### Born to golf. Forced to work. - Author Unknown





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### **Training & Education**

**New Mini-Course Title:** "Advanced Leadership Skills and Techniques –Mini-course" (Course Number FML4451)

Mini-Course Date / Length: 8 Nov 18; 2.5 hours

**Related MCI Course Title**: Advanced Leadership Skills and Techniques (4002) Related MCI Course Length: 3 days

**Mini-Course Description**: This mini-course examines key leadership concepts that address leading change and leading people – two important roles for today's DoD financial managers. The session explores the differences between leadership and management, best practices for change management, ethics and value-based leadership, and the role of creativity in leading change and leading people.

#### Learning Objectives:

Describe the differences between leadership and management Apply transformational leadership skills to lead others through change efforts Understand how ethics and values contribute to leading people and how to relate values to hiring new employees

Mitigate barriers to creativity and ways to reduce their impact on individuals and teams

**Format:** Group Live Presentation NASBA Field of Study: Personal Development Course Level: Intermediate Intended Audience: Leaders of people DoD Certification: Level 3. Competency - Developing Others (Lead People) (PL5)





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Online Learning Center

11/11

Members earn continuing professional education credits by viewing and testing recorded educational sessions and the Armed Forces Comptroller.

### **Washington Chapter**



### **ASMC National News**



### **Upcoming Training Events**

**CDFM Module 3 Onsite Refresher Course** 

Begin Date: October 16, 2018 Location: Tyson's Corner, VA



What's Included in Each Course:

14 hours of live classroom training!

One CDFM Module exam, administered at the end of the second day of training. (Active CDFM enrollment required.)

All CDFM refresher courses are aligned with the DoD FM Certification Program! Click here to download the crosswalk!

Contact ASMC with questions at <u>CDFMtraining@asmconline.org</u>

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ASMC offers the Certified Defense Financial Manager (CDFM) educational program and certification designation to those persons desiring to demonstrate proficiency in the core aspects of Defense Financial Management.

For more information, visit: <u>http://www.asmconline.org/certification/cdfm-information/</u>



### **Congratulations to our newest CDFMs!**

Myunghee Adkins-Park Alexander "Alex" Fernandez Robert "Robby" Fetchko Mahua Baneriee Samuel "Sam" Bernard Evan Fisher Song Birck Michelle Fryer Kevin Bryant Alexander Gallo **Eric Buller** Bryan Gesinski Kirsten Bunecke Lisa Gilley Alexander "Alex" Glass Leslie Cornwall. Jr. Francisco Cruz Joanne Guretsky **Beth Cullen** Kenneth "Ken" Hennessy **Kristine Duncan** Lawrence "Larry" Herrighty, Jr. Melisa Dunsmore Julie Johns

Harry Kim Steven Kirkbride Jonathan Koller Zawadi Lyons LeAnne Mason William "Bill" McKeown Charles Morse Skyler Moy Didier Ngay Cori Owens Rama Pisupati Shane Ryan Shane Ryan Brett Seeley Mylene Sixon Felicia Smith Joel Spangenberg Antonio Ting Angel Wang Darrell "Lee" West, Jr. Mark Zafonte Tyler Zarndt

While most candidates in the CDFM program are civilian or military/reserve members of the Department of Defense, U.S. Coast Guard, U.S. Army, U.S. Air Force, U.S. Navy, U.S. Marine Corps or employees of defense contractors or suppliers, the CDFM program is open to <u>all candidates</u> who have a high school diploma (or equivalent) and meet the following work experience qualifications:

Have the required number of years of defense-related financial management experience outlined below:

- Two (2) years if you hold an Associate's degree or higher; or
- Three (3) years if you do not have a degree. OR

Do not have defense-related financial management experience, but can meet the following criteria outlined below:

- Four (4) years of Federal government-related financial management experience; and
- An Associate's degree or higher.

#### There are three steps involved with earning your CDFM:

<u>1. Enroll in the CDFM Program</u>. Your enrollment is valid for two (2) years, during which time you must take, and successfully pass, the three CDFM module examinations.

2. Submit Your Verification of Financial Management Experience Form. This form, which must be signed by a supervisor who can verify your work experience, must be returned to ASMC after enrolling in the CDFM program. You do not have to submit this form prior to taking a CDFM examination, but it is <u>required</u> prior to the awarding of the CDFM designation.

<u>3. Purchase and Schedule the CDFM Examinations</u>. Be sure to carefully – and completely – read the criteria associated with each testing option for the CDFM examinations. Failure to do so can result in the purchase of the wrong CDFM examination and/or the inability to test at your preferred location



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### **Chapter Officers**



President Dr. Robin Farley postmaster@Washington-asmc.org 703-602-8213

President Elect Ms. Leslie Ferguson 703-695-8094

Secretary Ms. Raquel Kuhfahl 703-602-4729

Treasurer LTC Todd Handy,

**DoD Vice President** Mr. Steve Birk, 703-693-7336 **DoD Assistant Secretary** vacant

Army Vice President Ms. Nicole McClenic, 703-692-5811 Army Assistant Secretary Mr. Hairo Ortiz, 703-692-7868

Navy Vice President Ms. Jane Roberts, 703-571-1902 Navy Assistant Secretary Ms. Veronica Trent-Walton 703-695-2913

Marine Corps Vice President Mr. Jonathan R. Newell, 571-256-8740 Marine Corps Assistant Secretary Ms. Astrid Diaz, 703-614-3435

Air Force Vice President Mr. Benjamin J Yarish, 703-695-4442 Air Force Assistant Secretary Ms. Pat Corey, 703-614-7941

**Coast Guard Vice President** LT Mark Sanchez, CDMF-A 202-475-5450 **Coast Guard Assistant Secretary** Ms. Stella Whitsell,

**Corporate/Retiree Vice President** Ms. Deb Del Mar, 703-593-6667 **Corporate/Retiree Secretary** Ms. Rita Finney, 301-938-8198

Chapter Leadership Email: <a href="mailto:postmaster@Washington-asmc.org">postmaster@Washington-asmc.org</a>



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### **Committee Chairs**

#### Training and Education

**Chair: Terry Placek and Millie Thompson** 

Dick Reed	CDFM	
Wendy Pouliot	Awards/Essay Chair	703-697-0156
Jessica McClain	Scholarship	202-371-1397
Milford E. Thompson	Luncheon	202-685-1524
Terry Placek	Training & Education	703-599-4514

PDI

Deb Delmar

Chair: Deb Delmar NCR PDI & PDI Silent Auction

703-593-6667

#### **Outreach and Publicity**

#### **Chair: Wayne Whiten and Jeff Norris**

Bev Veit	Competition	410-570-3567
Jeff Norris	Community Service	202-533-4024
Dan Olden	Membership	202-533-5183
Rocky Wilber	Photographer	571-372-7190
Michael Monson	Newsletter Editor	703-795-6086
Wayne Whiten	Webmaster	703-797-8831

Audit

Chair: David Zavada, dzavada@kearneyco.com / 703-931-5600

Chapter Leadership Email: postmaster@Washington-asmc.org



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