



AMERICAN SOCIETY OF MILITARY COMPTROLLERS

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



January 2019

Washington Chapter

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President's Message

Dr. Robin Farley



Happy New Year and thanks for all you do to advance improvements in financial management throughout DoD, and across the federal government.

As we reflect on this past year I am sure that everyone in the Washington Chapter anyone who is involved in any way with the Defense Department budget, realizes that 2018 was a **consequential** year for DoD Financial Management and the ASMC.

The Department executed a full audit for the first time ever. Secretary Norquist frequently notes that it was the largest audit in the history of the planet earth. I know that many members of the Washington Chapter were consumed by this effort and will continue the work to fix problems and move the Department to where it can finally get beyond disclaimers and achieve an unmodified opinion.

The Department experienced something else remarkable this year, an Appropriations Act, passed by congress and signed by the President before 1 October. I'm a financial systems guy and I have to tell you we weren't sure that the systems we run could handle that – normal business that is.

The ASMC Washington chapter hosted another hugely successful National Capital Region Mini-PDI in March and, the registration for the next on March 14, 2019 is now open. As it has been for many years now, the NCR PDI is free to active government and military members who are members of the ASMC.



The Washington Chapter focuses on education, professional development and the fostering of a community of practice here in the epicenter of Defense financial management decision making. In addition to our wonderful Holiday Social this past December, and the NCR mini-PDI, the chapter hosts monthly meetings in Crystal City on the Third Thursday. We also have a very enjoyable golf tournament in July and we guarantee that the weather will always be as nice as it was this year.

We're seeking to develop the community of practice dedicated to defense financial management and need you to make that possible. Please take advantage of the free training and certifications that we sponsor for our members. We look forward to seeing you at any (hopefully all) of our events to enjoy the fellowship and camaraderie of the few people in the world who actually understand what we do every day and understand why we find it so interesting.

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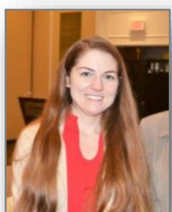


Upcoming Events

Date	Upcoming Events / Sponsor / Speaker / CPEs	Location
17 Jan 19	Monthly Meeting / USMC / 1 CPE Ms. Leslie Ferguson, Deputy Assistant Director of Intelligence for Resources; President-elect ASMC Washington DC Chapter	Westin, Crystal City 1130-1300 hrs
19 Jan 19	Community Service – Wreath Clean-up Meet at the corner of Patton Dr. and Eisenhower Dr. at 0750hrs.	Arlington National Cemetery 0800-1200 hrs
31 Jan 19	Washington Chapter Award Submission Deadline	
14 Feb 19	Free Training - Mini-Course (F7082) Budgeting and Accounting: Making the connection (2.5 CPEs)	Management Concepts, 919 18th Street NW, Suite 800 Washington, DC 20006
21 Feb 19	Monthly Meeting / Navy / 1 CPE Mr. Tom Harker, Assistant Secretary of the Navy (Financial Management and Comptroller)	Westin, Crystal City 1130-1300 hrs
14 Mar 19	NCR PDI [no monthly meeting] / 7 CPE/CET possible	Reagan Bldg, Washington DC 0630-1700 hrs
11 Apr 19	Free Training - Mini-Course (FML 4451) Advanced Leadership Skills and Techniques (2.5 CPEs)	Management Concepts, 919 18th Street NW, Suite 800 Washington, DC 20006

Featured Article

“Meeting Masters”



Dr. Jennifer Miller

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 open-ended,” have an “energetic, engaging delivery,” and the list goes on.

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. ...*continued next page*



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Continued. 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.

Author bio:

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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January Meeting



Speaker: *Ms. Leslie J. Ferguson*

*Deputy Assistant Director of Intelligence for Resources
HQMC Intelligence Department*

Time: *Social 11:30am, Lunch 11:45am*

Date: *Thursday, 17 January 2019*

Location: *Westin
1800 Jefferson Davis Highway
Arlington, VA 22202*

Mrs. Leslie J. Ferguson currently serves as the Deputy Assistant Director of Intelligence for Resources, Headquarters, U.S. Marine Corps. She is the principal financial advisor to the Director of Intelligence responsible for planning, directing, coordinating, and overseeing all resource matters within the Military Intelligence Program and National Intelligence Program as they relate to the Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISRE).

Prior to assuming her current position, Mrs. Ferguson was the Marine Corps Systems Command (MCSC) Director of Financial Management and Deputy Comptroller. In this capacity, she was responsible for the command's financial management and comptroller activities in support of Marine Corps acquisition programs. Other positions held at MCSC included Intelligence Programs Financial Lead (2009-2011) and Deputy Director of Business and Financial Management for the Joint Program Executive Office Mine Resistant Ambush Protected (MRAP) Vehicle Program (2007-2009).

Mrs. Ferguson came to the Marine Corps from the Navy Systems Management Activity (NSMA), where she was the Director of Budget and Accounting. Her responsibilities included the management of all aspects of the planning, programming, budgeting and execution for NSMA program activities and oversight of comptroller accounting functions. In addition, her previous assignments include Naval Acquisition Intern Program – Business, Cost Estimating and Financial Management graduate (2001) and several positions of increasing responsibility in acquisition and financial management.

Mrs. Ferguson received a Bachelor of Science degree in Business/Finance from Montclair State University and an Executive Masters of Business Administration from the Naval Post Graduate School. She is a certified Level III Acquisition Professional in Business, Financial Management, a Certified Defense Financial Manager (CDFM) and has 16 years of civilian service. Mrs. Ferguson's honors and awards include a Secretary of Defense Joint Meritorious Civilian Service Award (2010), Navy Meritorious Civilian Service Award (2009 and 2014), Secretary of Defense David Packard Program Management Award (2008) and an ASN (FM&C) Financial Management Excellence Award (2008).

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February Meeting



Speaker: *Honorable Thomas W. Harker*

Assistant Secretary of the Navy (Financial Management and Comptroller)

Time: *Social 11:30am, Lunch 11:45am*

Date: *Thursday, 21 February 2019*

Location: *Westin
1800 Jefferson Davis Highway
Arlington, VA 22202*

Tom Harker graduated from the University of California Berkeley in 1990 and received an MBA from the University of Miami in 2000. A 20 year veteran of the U.S. Coast Guard, his career was marked by operational success including multi-ton drug seizures on the high seas. Ashore, he was assigned positions of increasing responsibility in budget, acquisition, internal controls, audit readiness and financial reporting. His leadership of the Coast Guard audit readiness and internal control program contributed to the Department of Homeland Security moving from 10 successive disclaimers to a clean audit opinion. Prior to leaving active duty, Harker served at Office of Management and Budget (OMB) where he led the Campaign to Cut Waste, updated OMB Circular A-136 and drafted government-wide financial policy.

Subsequently, Harker served as an auditor and consultant at a large public accounting firm, auditing CFO Act agencies (including the first audit of the United States Marine Corps). He also assisted the Joint Staff with developing and implementing an audit readiness plan, and improved Coast Guard's accountability for property as a consultant.

Upon his return to government, Harker led the Coast Guard financial reporting, policy, property management and audit readiness efforts. His efforts enabled the Department of Homeland Security to obtain consecutive clean audit opinions. Harker was appointed to the Senior Executive Service at the Department of Veterans Affairs (VA) as the Associate Deputy Assistant Secretary for Financial Policy. While in this position, he served as the Acting Principal Deputy Assistant Secretary for Management at the VA, and as the Acting Deputy CFO for Accounting and Financial Management at the Department of Housing and Urban Development.

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November 2018 Meeting Recap

Speaker: *Ms. Lora Muchmore*

Director, Business Integration Office, Office of the Under Secretary of Defense (Comptroller)

Time: *Social 11:30am,
Lunch 11:45am*

Date: *15 November 2018*

Location: *Westin
1800 Jefferson Davis Highway
Arlington, VA 22202*



Ms. Lora H. Muchmore is the Director of the Business Integration Office (BIO) in the Office of the Under Secretary of Defense (Comptroller). In this role, she supports the Comptroller's vision of achieving a DoD financial management environment that is standard, simplified, affordable, auditable and secure. She has over twenty years of experience in leading organizational change by defining and implementing more efficient and cost effective policies, processes, workforces and information technology. Ms. Muchmore provided a comprehensive overview of OSD Comptroller reforms.



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Chapter News

ASMC Washington Chapter Annual Holiday Social

Wednesday, December 12, 2018

5:30 – 8:30 pm

Army-Navy Country Club
1700 Army Navy Drive, Arlington, VA

Food, Fun, Fellowship, Cash Bar



Food, Fun and Fellowship were had by all who attended the Holiday Social!

Thank you to all of our corporate members for their generous donation of several dozen raffle prizes!



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Chapter News

Community Service Project

ASMC
EARLY CAREERISTS

**WREATH
CLEAN-UP
ARLINGTON NATIONAL
CEMETERY**

January 19, 2019
8:00AM-12:00PM*

* Weather Permitting

We will meet on the corner of Patton Dr. and Eisenhower Dr. near
the south Service Complex gate at 7:50am
Bagels, donuts & coffee will be provided
Please bring gloves and something to help pick up the wreaths (i.e.
rope, rake, pole, etc.)

Metro is preferred, but parking is available in the Hayes St. or Joyce
St. parking lots at Pentagon Center (There is a pedestrian tunnel that
goes under 395)

Please RSVP to Sarah Mazur at
smazur@kpmg.com



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2019 ASMC National Capital Region PDI

Who Dares Wins



Our 2019 ASMC National Capital Region PDI is a partnership across key ASMC Washington metropolitan area chapters - to optimize our DoD enterprise education and learning, dialogue, networking, as well as enhance our fund-raising for charities and scholarships.

Last year our event sold out, with over 1,500 government and industry professionals attending this worthwhile conference to interact, share insights, and help advance critical business outcomes needed for our warfighters.

The DoD Financial Management triumvirate – military, civilian, and contractor professionals – has been challenged by DoD leadership to cut spending, smartly modernize, accelerate audit, and enhance professional advancement. We must embrace the real change -- essential to reform our business environment faster, cheaper, and with less risk -- in order to achieve operating effectiveness, auditability, and reprogram critical funds for national security.

The theme for the 2019 ASMC National Capital Region PDI is: “*Who Dares Wins*”

PLEASE join us on Thursday March 14, 2019 at the Ronald Reagan Center in Washington D.C. for a terrific day of learning, dialogue, collaboration, networking, and certification [7 CPEs]. There is no cost for our government ASMC members to ensure attendance. Corporate/Retired members: \$229; non-members: \$279

2019 NCR PDI Registration <https://www.washington-asmcnationalcapitalregionpdi.org/>

The DoD Financial Management triumvirate – military, civilian, and contractor professionals – has been challenged and funded by DoD Leaders since 2001 to effectively transform legacy operations, achieve audit, and enhance professional advancement. We have prepared long and hard. 2019 is our time to dare - cast aside conservatism, apprehension, and the status quo for real change - to achieve transformational outcomes and repurpose scarce funds to the fight.



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Training & Education



The ASMC Washington Chapter is sponsoring the following mini-courses at no cost to our members.

New Mini-Course Title: “Budgeting and Accounting: Making the Connection” (Course Number F7082)

Mini-Course Date / Length: 14 Feb 19; 2.5 hours

Registration Deadline: 1 Feb

Two Sessions Available: 0830 – 1130; 1230-1530

Mini-Course Description: This course is designed for junior DoD or contract employees from various backgrounds: accountants who want insight into DoD budgeting, budgeteers who want insight into DoD Accounting, and systems people who want a basic understanding of DoD budgeting and accounting so they can implement new financial systems.

DoD Certification Level 2

Competency: Concepts, Policies and Principles of Budget – 2.5 hours (PL3)

Location: Management Concepts Washington DC Training Center
919 18th Street NW, Suite 800, Washington DC
Across the street from the Farragut West Metro Station

To register, visit:

Learn.ManagementConcepts.com/ASMC



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ASMC National News



American Society of Military Comptrollers

To promote education, training and professional development in all aspects of military comptrollership.

[Click here to access the National ASMC home page](#)

PDI 2018 DENVER MAY 30 - JUNE 1

To view presentation slides from workshops held at this year's PDI, [click here](#).

ACHIEVING PEAK PERFORMANCE

ASMC Online Learning Center

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



Upcoming Training Events



Open Enrollment EDFMTC at Ft Belvoir, VA 28 Jan – 1 Feb 2019

The Enhanced Defense Financial Management Training Course (EDFMTC) is a 5-day, 40-hour, intensive financial management review course delivered in a classroom setting. The material covered is presented in 3 sections that correspond to the CDFM exam modules and knowledge areas:

Resource Management Environment

Budget and Cost Analysis

Accounting and Finance

Students receive a copy of the course textbook on the first day of class and receive 40 CPE/CET for full participation. Register at least three weeks before the first day of the class. EDFMT Course questions should be directed to Amanda Alter at (202) 314-3346 or amanda.alter@graduateschool.edu

Course cost does not include CDFM Program enrollment or any CDFM exams.

Contact ASMC with questions at CDFMtraining@asmconline.org

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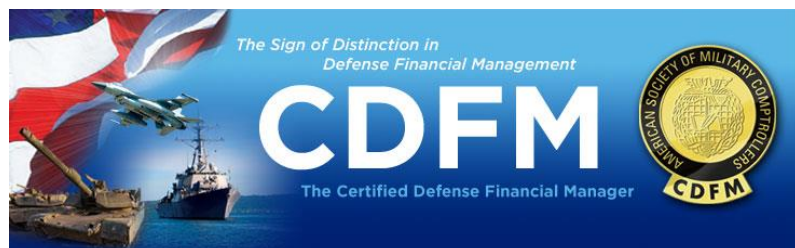
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ASMC offers the Certified Defense Financial Manager (CDFM) educational program and certification designation to those persons desiring to demonstrate proficiency in the core aspects of Defense Financial Management.



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

Congratulations to our newest CDFMs!

Angela Abella

Leslie Bell

Michelle Bonelli

Tenisha Brown

Joseph "Joe" Fraser

James Grinner

Salena Harrison

Brittney Hensley

Randy Holdeman

Kimilee "Kim" Holt

Lionel Houle

Sora Kim

Joel Gaetane Konou

Christina Laursen

Madeline Loper

Reza Mahbod

Abdullah Mamun

Humphrey Mararo

Veronica Restrepo-Molina

Raul Rojas

Jing Wang

Jennifer Watson

Sharon Wilt

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 all candidates 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:

1. Enroll in the CDFM Program. 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 required prior to the awarding of the CDFM designation.

3. Purchase and Schedule the CDFM Examinations. 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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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 Ms. Dai Nguyen, 703-614-7430

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. Monique Anneker, 703-697-0950

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: postmaster@Washington-asmc.org



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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

Chair: Deb Delmar

Deb Delmar	NCR PDI & PDI Silent Auction	703-593-6667
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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

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