

# CONQUERING TRANSFORMATION



NATIONAL  
GUARD  
PROFESSIONAL  
DEVELOPMENT  
INSTITUTE

2009

MARCH 2-5, 2009  
ORLANDO, FLORIDA





## MILITARY PERSONNEL SERVICES CORPORATION

A full spectrum management services corporation that provides professional administrative and management support services to private industry and the Federal Government.

MPSC is capable of providing solutions to solve complex problems and provide services in the areas of:

- Personnel and Human Resource Programs
- Management
- Programming and Budgeting
- Information Technology
- Facility Management

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# PLEDGE OF PROFESSIONALISM

AS A MEMBER OF THE AMERICAN SOCIETY OF MILITARY COMPTROLLERS, I PLEDGE TO:

- be guided in all activities by loyalty to the highest principles always remembering that public office is a public trust.
- refrain from activities which are in conflict with the public interest or are discreditable to the Society, and to avoid activities which create the appearance of such conflict.
- exercise diligence, objectivity and integrity in professional activities, ever aware of the responsibility to eliminate improprieties.
- refrain from the transmission or usage, for personal gain or advantage, of information obtained in the professional environment.
- carefully earn and continuously protect my reputation for good moral character in comptrollership.
- recognize that professional example will influence associates and efficiency.
- recommend and initiate methods to enhance productivity and efficiency.
- continuously strive to increase my professional knowledge and skills to improve service and value to associates and the Society.
- extend the same consideration to the rights and interests of others that I seek for myself.
- respect the professionalism of fellow-members and work with them to promote the goals and programs of the Society.

Visit ASMC on the web: <http://asmconline.org>

Visit your chapter page on the web: <http://www.ng-asmc.org>

# NEWS AND NOTES

## DOD AND NGB EVENT APPROVAL

The Department of Defense and the National Guard Bureau do not provide blanket approval or endorsement for attendance by DoD, NGB or State National Guard employees at training events. Individual DoD component commands, NGB and State National Guards are responsible for approving attendance of their employees based on mission requirements, training needs and consistency with law regulations and policy.

## A NOTE ABOUT PROPER ATTIRE

As ambassadors of the National Guard Bureau and the U.S. Government, military and civilian personnel should dress professionally for this conference. Conference and workshop attire for Active Guard Reserve, Active Component and Military Technicians is ACU with beret, patrol caps are not authorized for ARNG personnel and ABU (Airman Battle Uniform) with cap for ANG personnel. Civilian personnel will wear appropriate business attire.

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# EVENT SCHEDULE SPECIAL EVENTS

SUNDAY • MARCH 1: GOLF TOURNAMENT

## 3rd Annual National Guard Chapter American Society of Military Comptrollers GOLF TOURNAMENT

<b>PURPOSE</b>	Relaxing and fun day to enjoy golf at one of Florida's finest golf courses
<b>TIME</b>	12:00 Registration 13:00-18:00 Golf Tournament
<b>LOCATION</b>	Mystic Dunes Golf Club - located just 2 miles south of the Walt Disney World Resort - Champions Tour professional and NBC golf analyst, Gary Koch has created a masterpiece of blended philosophies and unrivaled challenges that is certain to go down as one of the most unique in all of Florida.
<b>FORMAT</b>	4 Person Scramble (Best Ball)
<b>FIELD</b>	First 36 Teams
<b>ENTRY FEE</b>	\$65.00 (Includes Green Fees, cart and prizes)
<b>PRIZES</b>	1st, 2nd & 3rd Place for Low Score Hole prizes for longest drive, closest to pin, longest putt



Additional course information: <http://www.mysticdunesgolf.com>

# EVENT SCHEDULE SPECIAL EVENTS

## MONDAY • MARCH 2: CHAPTER MEETING

13:00-14:00 The National Guard Chapter ASMC Annual Meeting will be conducted in the Grand Sierra Ballroom D/E during the General Session.

## MONDAY • MARCH 2: ICEBREAKER RECEPTION

18:30-22:30 Join the icebreaker reception on Monday evening. All guests are welcome.

## TUESDAY • MARCH 3: DINNER/SCHOLARSHIP FUNDRAISER

17:30-22:30 The ASMC Sponsored Dinner/Fundraiser will be held in the Grand Sierra Ballroom D/E. If you plan to bring a guest and have not registered to do so, please identify your guest's attendance to the registration desk upon arrival.

PLEASE BE SURE TO SUPPORT THE AUCTIONS.  
ALL PROCEEDS GO TO THE EDUCATION  
AND SOLDIER'S RELIEF FUNDS.

Please turn all auction items in when you register or as soon as possible.

## WEDNESDAY • MARCH 4: BREAST CANCER FUN RUN/WALK

17:30-18:30

### HELP FIGHT BREAST CANCER



AND WIN PRIZES.

### BE AT THE FUN RUN/WALK EVENT!

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# EVENT SCHEDULE MONDAY, MARCH 2

## MORNING

TIME	EVENT	LOCATION
07:00-07:45	Continental Breakfast	Foyer Across From Registration Desk
07:45-08:00	Welcome, Presentation of Colors, and Opening Ceremonies	Grand Sierra D-E
08:00-08:10	<b>Ms. Sandy Lewis - G8</b> Opening Comments and Introduction of DARNG	Grand Sierra D-E
08:10-09:00	<b>FEATURED SPEAKER - LTG Clyde Vaughn, Director Army National Guard</b>	Grand Sierra D-E
09:00-09:15	CDFM Recognition	Grand Sierra D-E
09:15-09:30	Break	Foyer Across From Registration Desk
09:30-09:40	Administrative Announcements	Grand Sierra D-E
09:40-10:30	<b>FEATURED SPEAKER - COL Rob Porter, Army National Guard Comptroller</b>	Grand Sierra D-E
10:40-11:30	<b>WORKSHOPS</b>	<b>PRESENTER</b>
	State Program Manager Breakout	Mr. Williams
	USPFO/Deputy USPFO Breakout	COL Nagel
	Financial Manager Breakout	COL Osborne
	Pay & Exam Branch Breakout	Ms. Kathi Hughes
		CPT Baltimore
		Mr. Chuck Juffer
	Accounting Breakout	Mr. Allen Stewart
		Mr. Scott Vermilye
	Budget Breakout	MAJ Macaraeg
	Staff Accountant Breakout	Mr. Richard Hermida
	RRS Breakout	MAJ Walker
	IDT Fund Managers Breakout	Ms. Colleen Courtney
		Mr. Mike Reynolds
11:30-13:00	Luncheon - <b>FEATURED SPEAKER COL Marlene S. Fey,</b> Commander US Army Finance Command	Grand Sierra D-E

Find Conference Powerpoint Presentations  
Online at GKO: Guard Knowledge Online

# EVENT SCHEDULE MONDAY, MARCH 2

## AFTERNOON & EVENING

TIME	EVENT	LOCATION
13:00-14:00	National Guard Chapter ASMC Annual Meeting	Grand Sierra D-E
14:10-15:00	<b>WORKSHOPS</b>	<b>PRESENTER</b>
	DTS - Updates and Executive Summary	LTC Barry Collins
	Groups in DTS	Ms. Kimberly Hood & SGT Scott Bowland
	GFEBs Deployment Strategy	COL O'Connell
	Joint Reconciliations	Mr. Allen Stewart
		Mr. Scott Vermilye
		Ms. Irene Salazar
	Military Construction Execution	Ms. Jeannie Favre
	Fiscal Law Cooperative Agreements-Session 1	CPT Blakeman
	Budget Execution Overview	MAJ Macaraeg
	Comptroller Manpower Study Update	MAJ Scott Farish
	Programming Metrics & Trends	COL Todd Kostelecky
	Yellow Ribbon	LTC Shutt
15:00-15:15	Break	Foyer Across From Registration Desk
15:15-16:05	<b>WORKSHOPS</b>	<b>PRESENTER</b>
	AxOL Training	Mr. Mike Reynolds
	DTS - Updates and Executive Summary	LTC Barry Collins
	DTS Establishing Effective/Efficient Routing List	SGT McDaniels
	GFEBs Program Update	COL O'Connell
	Travel Trends	Ms. Shelia Melton
	Data Warehouse Overview	Mr. Williams
	Fiscal Law Cooperative Agreements-Session 2	CPT Blakeman
	RCU - Premobilization What It Is/Isn't	LTC Messick
	Government Travel Card - Changes & Updates	LTC Nicholson
	Funeral Honors	LTC Shutt
	Enhance Your Career Potential With A Certification	Ms. Greenfield
16:05-18:30	Free Time	
18:30-22:30	ASMC Sponsored Icebreaker	Pool Area

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# EVENT SCHEDULE

## TUESDAY, MARCH 3

### MORNING

TIME	EVENT	LOCATION
07:00-08:00	Continental Breakfast	Foyer Across From Registration Desk
08:00-08:15	Administrative Announcements	Grand Sierra D-E
08:15-09:15	<b>FEATURED SPEAKER - Mr. Ernie Gregory, Former Deputy ASAFM</b>	Grand Sierra D-E
09:15-09:30	Break	Foyer Across From Registration Desk
09:30-10:20	<b>WORKSHOPS</b>	<b>PRESENTER</b>
	AxOL Training	Mr. Mike Reynolds
	DIMHRS Surge Workforce in General	COL O'Connell
	Transition of the Traditional Soldier in DTS	Ms. Kimberly Hood
	Programming Metrics & Trends	COL Todd Kostelecky
	Enlisted Update	SGM Thompson
	Military Construction Execution	Ms. Jeannie Favre
	Fiscal Law - Purpose Time & Amount-Session1	CPT Blakeman
	Strength Maint RM The Road Ahead FY10-15	MAJ Denise Walker
	(WAWF) Wide Area Workflow-Session 1	MSG George-Clement
	Budget 101	LTC Bevington
	Senior Executive Training	Deloitte
10:40-11:30	<b>WORKSHOPS</b>	<b>PRESENTER</b>
	Fiscal Year 2009 DA Goals	Mr. Bob Sapp
	DIMHRS Gaps Show Stoppers and Their Progress	COL O'Connell
	Cross Organization Funding Procedures in DTS	SGT Clint Hanson
	Joint Reconciliations	Mr. Allen Stewart
		Mr. Scott Vermilye
		Ms. Irene Salazar
	Travel Trends	Ms. Shelia Melton
	RM Online Overview	Mr. Williams
	Fiscal Law - Purpose Time & Amount-Session 2	CPT Blakeman
	Comptroller Manpower Study Update	MAJ Scott Farish
	(WAWF) Wide Area Workflow-Session 2	MSG George-Clement
	Cooperative Agreements	Mr. John Thibault
	Senior Executive Training	Deloitte
11:30-13:30	Luncheon - <b>FEATURED SPEAKER-Mr. Ken Futch; Speaker, Author, Coach</b>	Grand Sierra D-E

# EVENT SCHEDULE

## TUESDAY, MARCH 3

### AFTERNOON & EVENING

TIME	EVENT	PRESENTER	LOCATION
13:40-14:30	<b>WORKSHOPS</b>		<b>LOCATION</b>
	DIMHRS Exception Reports 1	CPT Baltimore	Grand Sierra F
	Reconciliation of the CBA in DTS	Mr. Jeff Spoor	Grand Sierra G
	Government Travel Card - Changes & Updates	LTC Nicholson	Grand Sierra H
	Operational Review-How to Prepare For and Common Trends	ORP Team	Grand Sierra I
	FY10 Funding Overview	LTC Bevington	Curacao 1&2
	Fiscal Law - Purpose Time & Amount-Session 3	CPT Blakeman	Curacao 3&4
	RCU - Premobilization What It Is/Isn't	LTC Messick	Curacao 5&6
	How To Pay For College	Ms. Greenfield	Curacao 7&8
	Ombudsman the Evolution	Mr. Ron Hoover	Bonaire 5&6
Senior Executive Training	Deloitte	Bonaire 7&8	
14:30-14:45	Break	Foyer Across From Registration Desk	
14:45-15:35	<b>WORKSHOPS</b>		<b>LOCATION</b>
	DIMHRS Exception Reports 2	CPT Baltimore	Grand Sierra F
	Groups in DTS	Ms. Kimberly Hood Mr. Scott Bowland	Grand Sierra G
	Do You Know What's In Your AFCOS Tool Box	Mr. Allen Stewart Ms. Colleen Courtney Mr. Mike Reynolds	Grand Sierra H
	Leadership - Give Your Rifle Away	Mr. Ken Futch	Grand Sierra I
	Facilities Operations Funding Issues	LTC Tompkins	Curacao 1&2
	Vendor Pay Overview	Ms. Kathi Hughes	Curacao 3&4
	ESGR Account Maintenance	Mr. Jim Lamback	Curacao 5&6
	GI Bill Program Changes	MAJ Gipps	Curacao 7&8
	PDHRA	LTC Shutt	Bonaire 5&6
Senior Executive Training	Deloitte	Bonaire 7&8	
15:45-16:40	<b>WORKSHOPS</b>		<b>LOCATION</b>
	Fiscal Year 2009 DA Goals	Mr. Bob Sapp	Grand Sierra C
	DIMHRS Wrapup	COL O'Connell	Grand Sierra F
	DTS Establishing Effective/Efficient Routing List	SGT McDaniels	Grand Sierra G
	CAPS Conversion - CAPS Clipper to Windows	MAJ Biddeson	Grand Sierra H
	Leadership - Give Your Rifle Away	Mr. Ken Futch	Grand Sierra I
	ILAP	Mr. Allen Stewart	Curacao 1&2
	Yellow Ribbon	LTC Shutt	Curacao 3&4
	My Unit Pay	Mr. Mike Comer	Curacao 5&6
	Enhance Your Career Potential With A Certification	Ms. Greenfield	Curacao 7&8
System Security, TASO, and COOP Requirements - ORP	Dr. Richard Hermida	Bonaire 5&6	
Senior Executive Training	Deloitte	Bonaire 7&8	
16:40-17:30	Free Time		
17:30-22:30	Dinner/Scholarship Fundraiser		Grand Sierra D-E

# EVENT SCHEDULE WEDNESDAY, MARCH 4

## MORNING

TIME	EVENT	LOCATION
07:00-08:00	Continental Breakfast	Foyer Across From Registration Desk
08:00-08:30	Administrative Announcements/Awards Presentations	Grand Sierra D-E
08:30-09:30	<b>FEATURED SPEAKER - Mr. Clint Swindall, Speaker, Trainer, Consultant, Author, "Tell Me Somethin' Good"</b>	Grand Sierra D-E
09:30-09:45	Break	Foyer Across From Registration Desk
09:45-10:45	<b>The Honorable Tom Ridge - Former Secretary Homeland Security/ Former Two Term Governor of PA</b>	Grand Sierra D-E
10:45-11:30	Legislative Update - LTC Robert Preiss	Grand Sierra D-E
11:30-13:00	Lunch On Your Own	



# EVENT SCHEDULE

## WEDNESDAY, MARCH 4

### AFTERNOON & EVENING

TIME	EVENT	PRESENTER	LOCATION
13:00-13:50	<b>WORKSHOPS</b>		
	DIMHRS Update	COL O'Connell	Grand Sierra F
	Transition of the Traditional Soldier in DTS	Ms. Kimberly Hood	Grand Sierra G
	Financial Management MTOE Structure	CPT Gunnar Kiersey	Grand Sierra H
	CAPS Conversion - CAPS Clipper to Windows	MAJ Biddison	Grand Sierra I
	Fiscal Law - Purpose Time & Amount-Session 1	CPT Blakeman	Curacao 1&2
	Enlisted Update	SGM Thompson	Curacao 3&4
	Strength Maint RM the Road Ahead FY10-15	MAJ Denise Walker	Curacao 5&6
	(WAWF) Wide Area Workflow-Session 1	MSG George Clement	Curacao7&8
	CAPS W - Invoices & Receiving Reports	CPT Baltimore	Bonaire 5&6
Senior Executive Training	Deloitte	Bonaire 7&8	
14:00-14:50	<b>WORKSHOPS</b>		
	DIMHRS Gaps Showstoppers and Their Progress	COL O'Connell	Grand Sierra F
	Cross Organization Funding Procedures in DTS	SGT Clint Hanson	Grand Sierra G
	Growback - Not Just the Obligation, It's Also the Execution	Mr. Allen Stewart	Grand Sierra H
	Operational Review-How to Prepare For and Common Trends	ORP Team	Grand Sierra I
	Fiscal Law - Purpose Time & Amount-Session 2	CPT Blakeman	Curacao 1&2
	Budget Execution Overview	MAJ Macaraeg	Curacao 3&4
	Facilities Operations Funding Issues	LTC Tompkins	Curacao 5&6
	(WAWF) Wide Area Workflow-Session 2	MSG George-Clement	Curacao7&8
	How To Pay For College	Ms. Greenfield	Bonaire 5&6
Senior Executive Training	Deloitte	Bonaire 7&8	
14:50-15:10	Break	Foyer Across From Registration Desk	
15:10-16:00	<b>WORKSHOPS</b>		
	DTS Budgets Better Business Practices	CPT Thornhill	Grand Sierra F
	Reconciliation of the CBA in DTS	Mr. Jeff Spoor	Grand Sierra G
	DIMHRS Surge Workforce in General	COL O'Connell	Grand Sierra H
	Funeral Honors	LTC Shutt	Grand Sierra I
	Fiscal Law - Purpose Time & Amount-Session 3	CPT Blakeman	Curacao 1&2
	Data Warehouse Overview	Mr. Williams	Curacao 3&4
	ISR - Services & Costs	Ms. Maria Gonzalez	Curacao 5&6
	GI Bill Program Changes	MAJ Gipps	Curacao 7&8
	Ombudsman Lessons Learned	MPSC State Team	Bonaire 5&6
Senior Executive Training	Deloitte	Bonaire 7&8	
17:30-18:30	Fun Run/Walk Our Chapters Charity Event	TBA	

# EVENT SCHEDULE

## THURSDAY, MARCH 5

### MORNING

TIME	EVENT	LOCATION
07:00-08:00	Continental Breakfast	Foyer Across From Registration Desk
08:00-08:50	<b>WORKSHOPS</b>	<b>PRESENTER</b>
	Enterprise Risk Management	Mr. Chris Babcock
	DTS Budgets Better Business Practices	CPT Thornhill
	DIMHRS Exception Reports 1 & 2	COL O'Connell
	Growback - Not Just the Obligation, It's Also the Execution	Mr. Allen Stewart
	Fiscal Law Cooperative Agreements-Session 1	CPT Blakeman
	RM Online Overview	Mr. Williams
	System Security, TASO, and COOP Requirements - ORP	Dr. Richard Hermida
	Cooperative Agreements	Mr. John Thibault
	ESGR Account Maintenance	Mr. Jim Lamback
	Military Pay - Improving Pay Timelines	Mr. Chuck Juffer
09:00-09:50	<b>WORKSHOPS</b>	<b>PRESENTER</b>
	Enterprise Risk Management	Mr. Chris Babcock
	DTS Questions and Answers	Mr. Scott Vermilye
	GFEBs Deployment Strategy	COL O'Connell
	Vendor Pay Overview	Ms. Kathi Hughes
	Fiscal Law Cooperative Agreements-Session 2	CPT Blakeman
	FY10 Funding Overview	LTC Bevington
	ISR - Services & Costs	Ms. Maria Gonzalez
	Do You Know What's In Your AFCOS Tool Box	Mr. Allen Stewart
		Ms. Colleen Courtney
		Mr. Mike Reynolds
	Ombudsman Lessons Learned	MPSC State Team
	Personal Financial Readiness - A Must in Today's Environment	Mr. Arty Arteaga
09:50-10:10	Break	Foyer Across From Registration Desk
10:10-11:00	<b>WORKSHOPS</b>	<b>PRESENTER</b>
	ILAP	Mr. Allen Stewart
	DTS Questions and Answers	Mr. Scott Vermilye
	Military Pay - Improving Pay Timelines	Mr. Chuck Juffer
	My Unit Pay	Mr. Mike Comer
	Financial Management MTOE Structure	CPT Gunnar Kiersey
	Ombudsman the Evolution	Mr. Ron Hoover
	Personal Financial Readiness - A Must in Today's Environment	Mr. Arty Arteaga
	CAPS W - Invoices & Receiving Reports	CPT Baltimore
	Budget 101	LTC Bevington
	PDHRA	LTC Shutt
11:00-12:15	Lunch Own Your Own	

# EVENT SCHEDULE THURSDAY, MARCH 5

## AFTERNOON & EVENING

TIME	EVENT	PRESENTER	LOCATION	
12:15-13:05	<b>WORKSHOPS</b>		<b>LOCATION</b>	
	State Program Manager Breakout	Mr. Williams	Grand Sierra F	
	USPFO/Deputy USPFO Breakout	COL Nagel	Grand Sierra G	
	Financial Manager Breakout	COL Osborne	Grand Sierra H	
	Pay & Exam Branch Breakout	Ms. Kathi Hughes CPT Baltimore Mr. Chuck Juffer	Grand Sierra I	
	Accounting Breakout	Mr. Allen Stewart Mr. Scott Vermilye	Curacao 1&2	
	Budget Breakout	MAJ Macaraeg	Curacao 3&4	
	IDT Fund Managers Breakout	Ms. Colleen Courtney Mr. Mike Reynolds	Curacao 5&6	
	RRS Breakout	MAJ Walker	Curacao 7&8	
	13:15-14:15	Closing Remarks - COL Rob Porter, Army National Guard Comptroller		Grand Sierra D-E
	14:15-14:30	Break	Foyer Across From Registration Desk	
	14:30-15:30	Closing Remarks & Ceremonies - LTC Diana Meador, President, NG Chapter, ASMC		Grand Sierra D-E
15:30-16:00	Retire the Colors		Grand Sierra D-E	



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# CHAPTER LEADERS

## CHAPTER OFFICERS

<b>PRESIDENT 08-10</b>	Diana Meador diana.meador@us.army.mil	678-569-6281 338-6285
<b>VICE PRESIDENT 07-09</b>	Clif Jenkins clif.jenkins@us.army.mil	501-212-4681 962-4681
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<b>SECRETARY 08-10</b>	Deb Parker deborah.l.parker@us.army.mil	217-761-3548 555-3548

## STANDING COMMITTEE CHAIRS

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# CHAPTER LEADERS

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GOLF TOURNAMENT	Gregory Cardenas gregory.cardenas@us.army.mil	904.823.0530 822.0530



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# FEATURED SPEAKER LTG CLYDE A. VAUGHN

Director, Army National Guard



Lieutenant General Clyde Vaughn assumed duties as Director, Army National Guard, National Guard Bureau on June 15, 2005. As Director, he guides the formulation, development and implementation of all programs and policies affecting the Army National Guard.

General Vaughn received his commission through Officer Candidate School in 1974. He spent 15 years in traditional Army National Guard assignments, primarily with the Missouri Army National Guard Combat Engineers. Subsequently, he spent several tours of duty in Latin America before assignments as the Chief of Operations for the Army National Guard, Deputy Director of Current Operations for the

Army, Deputy Director of the Army National Guard, and most recently Assistant to the Chairman of the Joint Chief of Staff for National Guard Matters.

#### EDUCATION:

- 1968 Southeast Missouri State College - BS Degree - Education
- 1976 Engineer Officer Basic Course
- 1984 Engineer Officer Advanced Course
- 1989 United States Army Command and General Staff College
- 1994 United States Army War College
- 1994 Shippensburg University - MPA Degree - Public Administration

#### ASSIGNMENTS:

1. Aug 74 - Jan 76, Platoon Leader, 1221st Transportation Company, Dexter, Missouri
2. Jan 76 - May 76, Platoon Leader, C Company, 1140th Engineer Battalion, Sikeston, Missouri
3. May 76 - Jan 78, Platoon Leader, Detachment 1, A Company, 1140th Engineer Battalion, Charleston, Missouri
4. Jan 78 - Feb 79, Reconnaissance Officer, Headquarters Company, 1140th Engineer Battalion, Cape Girardeau, Missouri
5. Feb 79 - Jan 80, Engineering Officer, 1140th Engineer Battalion, Cape Girardeau, Missouri
6. Jan 80 - Nov 80, Executive Officer, C Company, 1140th Engineer Battalion, Sikeston, Missouri
7. Nov 80 - Aug 83, Commander, C Company, 1140th Engineer Battalion, Sikeston, Missouri
8. Aug 83 - Aug 84, Utilities Engineer, 135th Engineer Group, Cape Girardeau, Missouri
9. Sep 84 - Dec 84, Operations Officer, 135th Engineer Group, Cape Girardeau, Missouri
10. Dec 84 - Jun 85, Operations Officer, 135th Engineer Group, Joint Chiefs of Staff Exercise BLAZING TRAILS, Panama
11. Jul 85 - Nov 85, Exercise Officer, 193rd Infantry Brigade, Panama
12. Nov 85 - Jun 88, Exercise Officer, 193rd Infantry

- Brigade, later Exercise Officer, United States Army South, Panama, later detailed as S3 in Joint Chiefs of Staff Exercise ABRIENDO RUTAS, Ecuador, later Operations Officer, Exercise Branch, United States Army South, Panama
- 13. Jul 88 - Jul 89, Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
- 14. Jul 89 - Jun 90, ODT Manager, ARNG Operations and Exercise Branch, NGB Operating Activity Center, Alexandria, Virginia
- 15. Jul 90 - Jun 91, Commander, Task Force 354 (FUERTES CAMINOS 91), United States Army South, Panama
- 16. Jun 91 - May 92, Plans Section Chief, Army National Guard Operations and Exercises Branch, National Guard Bureau, Arlington, Virginia
- 17. Jun 92 - May 93, Chief, Operations and Exercises Branch, Army National Guard Operations Division, National Guard Bureau, Arlington, Virginia
- 18. Jun 93 - Jun 94, Student, United States Army War College, Carlisle Barracks, Pennsylvania
- 19. Jul 94 - Aug 95, Deputy Chief of Staff-Reserve Affairs-National Guard, United States Army South, and Special Assistant for Reserve Affairs United States Southern Command, Panama
- 20. Sep 95 - Nov 97, Commander, Exercise Support Command and Deputy Chief of Staff Reserve Affairs-National Guard, United States Army South, Panama
- 21. Dec 97 - Feb 00, Chief, Operations Division, ARNG, Arlington, Virginia
- 22. Feb 00 - Sep 02, Deputy Director for Operations, Readiness and Mobilization, Office of the G3/G5, United States Army, The Pentagon, Washington, DC
- 23. Sep 02 - Nov 03, Deputy Director, Army National

Guard, Arlington, Virginia

24. Nov 03 - Jun 05, Assistant to the Chairman of the Joint Chiefs of Staff for National Guard Matters, Office of the Chairman Joint Chiefs of Staff, The Pentagon, Washington, District of Columbia
25. Jun 05 - Present, Director, Army National Guard, National Guard Bureau, Arlington, Virginia

#### MAJOR AWARDS AND DECORATIONS:

- Distinguished Service Medal
- Defense Superior Service Medal
- Legion of Merit (with 3 Oak Leaf Clusters)
- Meritorious Service Medal (with 4 Oak Leaf Clusters)
- Army Commendation Medal
- Army Achievement Medal (with Oak Leaf Cluster)
- Army Reserve Components Achievement Medal (with 5 Oak Leaf Clusters)
- Armed Forces Reserve Medal (with Silver Hourglass)
- Army Service Ribbon
- Joint Staff Identification Badge
- Army Staff Identification Badge

#### EFFECTIVE DATES OF PROMOTIONS:

- 2LT ARNG 10 Aug 74
- 1LT ARNG 9 Aug 77
- CPT ARNG 9 Dec 80
- MAJ ARNG 2 Jul 85
- LTC ARNG 2 May 90
- COL ARNG 11 Feb 94
- BG (LINE) ARNG 1 Aug 00
- MG (LINE) ARNG 10 Nov 03
- LTG (LINE) ARNG 15 Jun 05

(Current as of June 2005)

# FEATURED SPEAKER COL MARLENE S. FEY

Commander, United States Army Finance Command

Colonel Marlene S. Fey is the 12th Commander of the United States Army Finance Command. She was the Distinguished Military Graduate from the ROTC program at Creighton University, Omaha, Nebraska. She earned a Bachelor's Degree in Business Administration and received a reserve Army commission in June 1985. In Aug 1985, she earned an active duty status by winning the Commandant's Program at the completion of her Finance Office Basic Course. She also holds a Master's Degree in Information System Management from the Naval Post Graduate School, Monterey, California.



Colonel Fey's previous duty position was as the 13th Finance Group (FG) Provisional Commander, Fort Hood, Texas. Her other assignments include: 13th FG Deputy Commander, Fort Hood, TX; 15th Finance Battalion Commander, Fort Hood, TX; Battalion Executive Officer and Battalion S3, 101st Soldier Support Battalion, Fort Campbell, Kentucky; Professor Information Systems Management and Operation Officer, Information Resources Management College, Fort McNair, Washington, DC; Protocol Officer, Commander for Support, Zagreb, Croatia; Detachment Commander, 106th Finance Battalion, Schweinfurt, Germany; Company Commander, HHD 39th Signal Battalion, Chievres, Belgium; Automation Officer, 2nd Signal Brigade, Mannheim, Germany; Operations Officer, Chief of Military Pay, Disbursing Officer, and Travel Officer In Charge, 101st Finance Battalion, Fort Campbell, Kentucky.

Colonel Fey's military education includes the Finance Officer Basic Course, the Finance Officer Advance Course, the Combined Arms and Services Staff School, Command and General Staff College and selection for Senior Service College. Her awards and decorations include the Bronze Star (1 OLC), Defense Meritorious Service Medal (1 OLC), Meritorious Service Medal (3 OLC), Army Commendation Medal, Army Achievement Medal (1 OLC), National Defense Service Medal (1 OLC), Iraqi Campaign Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Armed Forces Reserve Medal, Army Service Ribbon, Overseas Service Ribbon, NATO Medal, Multinational Force Observers Medal, Major General Horatio Gates Medal (Bronze), airborne badge and the air assault badge.

# FEATURED SPEAKER MR. KEN FUTCH

Certified Speaking Professional



Ken Futch is president of Ken Futch and Associates, an Atlanta-based training company that teaches organizations and individuals how to recognize and capitalize on opportunities.

Before founding his company in 1986, Ken was in sales and management with AT&T, where he was recognized for achieving the best results in a group of 6,000 salespeople. Ken's success led to his selection as a top trainer at AT&T's prestigious National Sales School and to being featured in Newsweek magazine.

A native of the "Tar Heel" state, Ken got his Bachelor of Science degree in business administration from the University of North Carolina at Chapel Hill. He was commissioned as a lieutenant and served three years in the U.S. Army, including a tour in Viet Nam as a combat platoon leader.

A past president of the Georgia Speakers Association and a former Toastmasters International humor champion, he delivers more than 100 high-impact programs annually. Futch has now trained over 100,000 people in seminars presented throughout North America and Europe.

He is the author of the book *Take Your Best Shot*, which is filled with priceless insights and stories about turning situations into opportunities.

A passionate believer in lifelong learning, Ken has continued his own development by earning the designation of certified speaking professional from the National Speakers Association—a five-year educational and experiential process.

# FEATURED SPEAKER MR. ERNEST J. GREGORY

Deloitte & Touche LLP, Consultant

Mr. Gregory is a consultant to Deloitte & Touche with over 33 years of federal financial management experience. His experience covers finance and accounting operations, operational auditing, internal and management controls program design and implementation, financial systems design, and programming and budgeting.



## EXPERIENCE

Mr. Gregory culminated his 37 year federal career serving as the Principal Deputy Assistant Secretary of the Army (Financial Management and Comptroller) from March 2002 to October 2004. He served as Acting Assistant Secretary from December 2003 to July 2004. His formative assignments include:

- Deputy Assistant Secretary of the Army (Financial Operations)
- Assistant Comptroller of the Army (Internal Review)
- Deputy Comptroller, US Army Security Assistance Center

## PROFESSIONAL AFFILIATIONS

- Association of Government Accountants (AGA)
- American Society of Military Comptrollers (ASMC)
- Certified Government Financial Manager (CGFM)

## EDUCATION

- Graduate of The Industrial College of the Armed Forces (ICAF)
- M.B.A., Army Comptrollership Program, Syracuse University
- B.S., Business Administration (Accounting) University of Scranton

## MOST PRESTIGIOUS AWARDS

- Distinguished Presidential Rank Award, Senior Executive Service
- Meritorious Presidential Rank Award, Senior Executive Service
- Army Meritorious Civilian Service Awards

# FEATURED SPEAKER MR. CLINT SWINDALL

Certified Speaking Professional, Speaker, Trainer, Consultant, Author



Clint is the president and CEO of Verbalocity, Inc., a personal development company with a focus on leadership enhancement. These solutions include leadership enhancement programs, training, speaking and general consulting.

Clint began his career at SBC Communications Inc. (now AT&T) upon his graduation from Texas State University. As a participant in the company's Leadership Development Program, he quickly gained hands-on experience in sales, marketing, customer service, finance and technology.

Although successful in the corporate environment, Clint chose to use the skills he developed in this advanced leadership program, as well as the experiences gained as the vice president of communications for TSC Communications, Inc., to change lives and help organizations enhance their personal and professional leadership skills.

As the founder of Verbalocity, he brings an understanding of the corporate environment as well as a multitude of management experience. He enjoys the challenge of enhancing the leadership experiences of his clients by delivering programs based on his leadership platform, Engaged Leadership. He recognizes that leadership of others begins with leadership of ourselves, and shares his thoughts on personal leadership and life balance in his program entitled Engaged Living.

Clint now travels around the country delivering high-content speeches and training in an entertaining and inspirational style. In 2005, he received the Certified Speaking Professional designation. Less than 10% of speakers worldwide who belong to the National Speakers Association and the International Federation for Professional Speakers hold this designation. As a professional speaker, trainer and leadership consultant, he has delivered his programs throughout the United States, Canada, South America, Mexico and the United Kingdom.

In addition to his work as a professional speaker, trainer and consultant, Clint authored a book on leadership entitled Engaged Leadership: Building a Culture to Overcome Employee Disengagement. It was published by John Wiley & Sons, and released June 2007. He is currently in the process of releasing his next book in 2009.

For more information, contact:  
Client Relations  
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# CDFM HONOR ROLL



Eric Alford  
Toby Alkire  
Michael Alladio  
Connie Andes  
Ed Anhalt, CDFM-A  
Deborah Ashenurst, CDFM-A  
Anita Baker, CDFM-A  
Timothy Barnhart  
Lyneta Baxter  
Stephen Beller, CDFM-A  
Vicki Betterton  
James Bledsoe  
William Boyd, CDFM-A  
Dragana Buch  
Michael Bunch, CDFM-A  
Darrell Butters, CDFM-A  
Justin Byers  
Gregory Cardenas  
James Cassarella  
Carlos Castillo Delmuro  
Tracy Charbonneau-Kehn, CDFM-A  
Edward Chun Fat  
Rodney Churchill  
Andreas Cofer  
Donna Coldiron  
Michael Comer  
Milada Copeland  
Stephen Cottle  
Lisa Courtney  
Thomas Devine  
Virgil Elliott  
Luis Eres  
Todd Folkerts, CDFM-A  
Amy Fortuna  
Tony Gagnon  
Bob Geraets  
Rodney Ginter  
Doug Gorgoni  
Morgan Gottschalk  
Mamie Gray  
April Green  
Sean Gustafson  
Christopher Hall  
Natalie Hanley  
Daniel Hanowski  
Allen Hanson  
Christopher Hegeman  
Richard Hess  
John Hinkle  
David Holtgrieve

Jeffrey Holzworth  
Rita Howard, CDFM-A  
James Hrdlicka  
Paul Huber  
William Hue  
Wayne Huntzman  
Clif Jenkins, CDFM-A  
Larry Jones  
Daryl Kasper, CDFM-A  
William Kelly  
Robert Kincaid  
Cecil King, CDFM-A  
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Jeanine Krenz  
Ellieth Larios  
Elizabeth Law  
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Carol Lima, CDFM-A  
Gary Littlefield  
Deborah Lobbenmeier  
Susie Lockwood  
John Loonan  
Wendell Lowry  
Steven Lund  
Alan McConnell  
Christina McNeil  
Delbert Meek  
Joyce Merrill  
Russell Miller  
Troy Moore  
Rosanna Morrow  
Carl Nagel, CDFM-A  
Eugene Nagel  
Judith Neifert  
John Newman, CDFM-A  
Michael Norton  
Patricia O'Connell  
Pamela O'Day  
Shane O'Donnell  
James O'Rourke  
Joan O'Rourke  
Charlie Osborne  
Kerry Oshiro  
Lawrence Palmer, CDFM-A  
Rose Pangelinan

Kathleen Patterson  
Stephen Pedro  
Meg Petrangeli  
Gail Peyton  
Michael Piazzoni, CDFM-A  
Daniel Quinn  
Jose Quintana  
Michele Richardson  
Isabelo Rivera  
Brian Roberts  
Manuel Rodriguez, CDFM-A  
Frances Roerick  
Benjamin Saenz  
Robert Sapp  
Brittina Sarden, CDFM-A  
Russell Sayre  
David Scarbrough  
Christine Schafrik  
John Seprodi  
Bryant Sherman  
Catherine Sherman  
Gloria Sherman  
Carlos Sigcho  
Diana Steele-Meador  
Pamela Stephens  
Allen Stewart  
Heath Streck  
Michael Sutton  
Shannon Tabbert  
Arthur Tehan  
Rodney Thomas  
Kimberly Thornhill  
David Trevino  
Benjamin Unruh  
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Peter Versfeld, CDFM-A  
Gerald Walter  
Kathryn Wasserlein  
Phillip Watson, CDFM-A  
Michael Weiler  
Bonita Werger  
Linda Williams  
Deborah Wirt  
Timothy Wojtecki  
Mary Alice Wolf  
Jerome Wright  
Patricia Wright  
Tony Zaccagnino  
Criseida Zayas-Gonzalez  
Bill Zieber

CONQUERING TRANSFORMATION  
NATIONAL GUARD PROFESSIONAL DEVELOPMENT INSTITUTE 2009

# WORKSHOP DESCRIPTIONS

**AxOL Training** – This class focuses on the Financial Management role within AxOL. It describes accounting structures and creation of alternate lines of accounting. Also discussed are spending limits, daily invoices, and additional training opportunities.

**Budget Execution Overview** – Overview of the Budget Execution Branch operation.

**Budget Formulation 101** – An overview workshop focusing on the “behind the scenes” work that supports the development, formulation, and justification of the ARNG NGPA and OMNG appropriation budgets. This workshop will discuss the Program Objective Memorandum (POM) / Budget Estimate Submission (BES), and President’s Budget (PB), cycles that culminate in the publication of Justification Books (J-Books) for distribution to the Office of the Secretary of Defense (OSD) and Congress.

**Comptroller Manpower Study Update** – That is truly the bottom line, a status update on the Manpower Study. We will give a status report and update on the Comptroller Manpower Study, where we are at that time, who has been involved and the road ahead. During this overview we will also discuss the Study methodology, and how it ties to the FTS voucher the states receive.

**Cooperative Agreements** – An overview of the cooperative funding agreements for the National Guard.

**Cross Organization Funding Procedures in DTS** – The purpose of this class is to demonstrate how to perform cross-organization funding and the control of “cross org” funds within the Defense Travel System. To explain the advantages to using it, versus other methods that do not have the control over the amount of funding that can be utilized.

**Data Warehouse Overview** – Overview of its purpose and usage.

**DIMHRS Surge Workforce in General** – Tasks, reports, data cleansing, and structure.

**Do You Know What’s in Your AFCOS Tool Box?** – This class will assist program managers and account managers with reserving, budgeting and adjusting funding within AFCOS. It will also cover verifying TDCs, determining APCs, and research techniques/reports available within AFCOS.

**DTS – Establishing Effective/Efficient Routing Lists** – Provides an in-depth look at the routing process within DTS and recommended methods to establishing affective lists.

**DTS Questions and Answers** – Summary of questions from the week.

**DTS Updates and Executive Summary** – Attendees will be briefed on upcoming changes to the DTS developed by the Defense Travel Management Office. These changes will make managing the DTS in National Guard states easier. Managers will be shown reports, roles and suggested training programs to better run their DTS at state level. Target Audience: Financial Managers, Deputy USPFO, USPFO

**Enhance Your Career Potential With A Certification** – The civilian workforce is increasingly relying upon certification as a way to regulate entry into certain occupations and to promote accountability for performance and public safety. Certification value to the military is also being increasingly recognized. Certification offers professional growth and development opportunities for individuals – both civilians and Soldiers.

**Enlisted Update** – Update on enlisted career paths, MOS conversions, and general enlisted information.

**Enterprise Risk Management** – This workshop will provide an overview of Enterprise Risk Management, which is another way to think about risk. Traditionally, internal/management controls address risk inherent in discrete processes and may not fully consider risk across processes or risk which might occur at an organizational or enterprise level. An ERM program provides a method for leadership to address this risk and better prepare the organization to survive in the increasingly dynamic government environment.

# WORKSHOP DESCRIPTIONS

**ESGR Account Maintenance** – Provide an overview of the purpose, management and available tools available to the financial community to support the program. Presentation will include history, applicable references, and reporting procedures.

**Facilities Operations Funding Issues** – This workshop will provide an overview of II PEG funding issues with an emphasis on CFMO MDEPS. This workshop will address: AMSCO changes coming in FY10, correct EOR and AMSCO usage, why you should not "park" funds, adjusting obligations at the end of the FY, appropriate use of the Restoration Account, migration from SAG 132, and appropriate accounting for MIPRS. We will also discuss the funding impacts of upcoming changes in the ISR Services process.

**Fiscal Law PTA Sessions 1, 2, & 3** – This is a three session workshop meaning the attendee should attend all three sessions in sequence. Workshop will be given by NGB-JA and cover the rules governing Purpose, Time, and Amount.

**Fiscal Law CA Sessions 1 & 2** – This is a two session workshop meaning the attendee should attend both sessions in sequence. Workshop will be given by NGB-JA and cover the rules governing Cooperative Agreements.

**Fiscal Year 2009 DA Goals** – DA Goals are those mandatory requirements set at Department of the Army level for all MACOMs. They are intended to aid in the effective management of fiscal resources. This presentation will review and discuss the way ahead for FY09.

**Fiscal Year 2010 Funding Overview** – This workshop will discuss the current status of the FY 2010 President's Budget for the NGPA and OMNG appropriations.

**Funeral Honors** – Through a cooperative effort with parent services, veteran service organizations and communities, the ARNG, is building stronger bonds and communications while providing the final tribute to our Nation's veterans.

**General Fund Enterprise Business System (GFEB) Deployment Strategy** – This workshop will discuss the overall deployment strategy for the entire Army National Guard. The latest deployment time lines and their impacts on mission requirements will be addressed to ensure everyone is up to date. Additionally, members from the GFEB contractor's deployment team will be available to discuss any follow on concerns or issues from the audience.

**General Fund Enterprise Business System (GFEB) Program Update** – The intent of this workshop is to update the audience on the latest GFEB system issues to include system developments, requirements, training, etc. Also, members from the contractor's development team will be available to discuss any follow on concerns or issues from the audience.

**GI Bill Program Changes** – Veterans of the United State armed forces may be eligible for a broad range of programs and services provided by the federal Department of Veterans Affairs (DVA). Benefits are legislated in Title 38 of the United States Code.

**Government Travel Card Changes and Updates** – Review of GTC program, common trends and Army emphasis on reducing delinquency. Discuss plans to new GSA SmartPay2 Contract and new contract bank.

**Groups in DTS** – Understanding the function of groups in the Defense Travel System, including the rules for Global Group Membership and when to use Manual Groups.

**How to Pay for College** – The cost of going to college has risen more than thirty percent in the last five years, so if you, your spouse or other dependent have decided that going to college is important but have no idea how to pay, this list of benefits and incentives provided by the ARNG could solve that problem. The programs outlined below give an idea of some of the financing possibilities available other than grants and student loans.

# WORKSHOP DESCRIPTIONS

**Integrated Logistics Analysis Program (ILAP) –** ILAP is a management information tool that retrieves data from multiple sources, integrates the data, and allows managers to access this data for their functional needs. Learn how to use this tool to analyze Funds Control data.

**ISR Services and Costs –** Installation Status Reporting (ISR) Service and Cost data convey the condition of services and the cost of providing those services. They evaluate the cost and performance of providing BOS services within the "footprint" of an installation. ISR-S and Cost provides data for the same standard base support services that are the responsibility of the states and ARNG subject matter experts. ISR-S and Cost are used to develop the BOS requirements for the Program Objective Memorandum (POM).

**Military Construction Execution –** This workshop will focus on the fundamentals of budgeting and executing Military Construction (MILCON) funds. The presentation will examine the proper Army Management Structure Codes and DFAS Manual 37-100-09-(2085, 2185, 2685 and BRAC 0512) Appropriations. Also, this course will review the laws and regulations that establish controls when executing funds in accordance with congressional intent and statutory limitations to preclude any potential anti-deficiency violations.

**Military Pay – Improving Pay Timeliness –** Learn how to use the four Military Pay Timeliness reports to increase timeliness, monitor poor performing units and identify trends.

**MyUnitPay –** Provide an update regarding fielding and functionality of MyUnitPay.

**Ombudsman Lessons Learned –** Discuss Best Practices, success stories, and lessons learned.

**Ombudsman the Evolution –** Discuss tasks, measurements of success, various reports, what is expected and Administrative responsibilities at all levels

**Operational Review – How to Prepare For and Common Trends –** Workshop will provide information on the most common ORP trends resulting from several years of on-site Operational Reviews. The class will entail guidance and recommendation in correcting the finding prior to an ORP visit.

**PDHRA –** The PDHRA gives our Citizen-Soldiers the opportunity to report health concerns that have developed after redeployment. An Army PDHRA screening will be provided three to six months post-deployment to all Soldiers who have been deployed to a combat zone for more than 30 days.

**Personal Financial Readiness – A must in today's environment.**

**Programming Metrics and Trends –**

- a. Provide a general overview of how the Army corporately measures our execution data in select accounts, translates the metrics into future requirement models and applies funding risk in out year budgets.
- b. Provide an overview of how emerging enduring requirements enter into the Army's POM and some of the key lessons learned from previous POM builds.
- c. Provide a synopsis of programming trends and an outlook on future programming priorities for the Army, based on a new administration guidance.

**RCU-Premobilization What It Is/Isn't –** Cover the areas of funding provided for premobilization training with guidance on how it can be used and how the distributions are computed. Both NGPA and OMNG appropriations will be covered.

**Reconciliation of the CBA in DTS –** Provide an overview of the automated CBA Reconciliation in the DTS.

**RM Online and You, One-on-One –** Welcome! You will learn how RM Online can help you with many facets of your job. We have been enhancing the system with input and feedback that we receive from users such as you. This time is allot-

# WORKSHOP DESCRIPTIONS

ted for one-on-one interaction to provide answers for day-to-day questions. FAD Viewing, Report Viewing, Re-Aligning & Turning in of funds, and the distribution process are areas to be covered. Our goal is to improve your working knowledge of RM Online, whether you are an existing user, or a brand new user to RM Online. Bring your questions, concerns, and/or suggestions! Don't miss this opportunity for one-on-one assistance; this is a must have session!!

**RM Online Overview** – What are the capabilities of RM Online, how RM Online will assist the states, etc.

**Senior Executive Session** – This two-day course for senior National Guard military and civilian leaders will provide training in leadership and management skills needed in today's dynamic Federal and State government environments. Specific topics covered will include Change & Risk Management, Executive Communication Skills, Strategic Planning, and Human Capital Management. Additionally, a panel discussion with former government executives will be held; panel members planned for attendance include Tom Ridge (former Pennsylvania Governor and Secretary of Homeland Security) and Ernie Gregory (former Principal Deputy Assistant Secretary of the Army for Financial Management and Comptroller).

**Strength Maintenance RM the Road Ahead** – An overview of the recruiting and retention program with emphasis on the unique aspects of supporting strength maintenance requirements at the national and state levels. The workshop will include a discussion of recruiting and retention MDEPs, authorizations and requirements, funds distribution methodology.

**Systems Security, TASO, and COOP** – The workshop will define the responsibilities and duties of the Terminal Area Security Officer (TASO) for system access. It will include the procedure for validating system access, continued access under various situations, and retention of documentation. Workshop will also cover the proper format to fill out the DD Form 2875.

**Transition of the Traditional Soldier in DTS** – Provide an overview of the traditional soldier in DTS.

**Travel Trends** – Provide an update of changes to travel policy during the last year. Presented by DFAS-IN, Travel Policy.

**Vendor Pay Overview** – This workshop provides an overview of Vendor Pay to include Prompt Payment Act (PPA) requirements; structure of the Vendor Pay section; various types of commercial payments, PPA applicability, payment periods, accelerated payments, supporting documents, and formulas for calculating interest. Workshop will also include background, policy, applicable references, and reports.

**(WAWF) Wide Area Workflow Session 1 and 2** –  
What is WAWF  
How WAWF Works  
How to Navigate thru WAWF  
Overview of the GAM role  
The Inspector/Acceptor roles  
Using the Inspector/Acceptor folders  
Inspecting/Accepting Documents  
Create Receiving Reports  
Searching for Documents  
Resubmitting Documents  
View only Roles  
Viewing documents in the view-only folder  
What's new in WAWF

**Yellow Ribbon** – Provide information, referral based services and proactive outreach opportunities for Soldiers, Families, Employers and Youth throughout the entire deployment cycle; Pre-Alert, Alert/Pre-Deployment, Deployment, Post-Deployment and Reconstitution (Reintegration).





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## MILITARY PERSONNEL SERVICES CORPORATION

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