



GULF COAST CHAPTER NEWS



Jun 07

AMERICAN SOCIETY OF MILITARY COMPTROLLERS

PRESIDENT'S CORNER **ANNETTE BEARD**

Gulf Coast Chapter Members, thank you all for a wonderful year! I also want to thank you for your contributions to ASMC and the work of this chapter. Through your efforts, the Gulf Coast Chapter maintained 5-Star chapter status, earned special recognition for Community Service activities, expanded sponsorship of our joint Regional Professional Development Seminar to include SCEA as well as NCMA, awarded \$6,000 in scholarships to nine college students, and awarded a new scholarship specifically to benefit Gulf Coast ASMC members.

Additionally, three of our current members and one former member won national recognition at the 2007 PDI in Kansas City.

American Society of Military Comptrollers, 2006 Meritorious Performance Award for Major Command Budgeting: Major Kevin McKinley

American Society of Military Comptrollers, 2006 Meritorious Performance Award for Auditing, Unit Under Major Command: Ms Tourey Guarino

American Society of Military Comptrollers, 2006 Meritorious Performance Award for Contractor Support, Unit Under Major Command: Ms Myra (Lynn) Becker

FY06 Air Force Financial Analysis Officer of the Year : Capt Amanda Evans (Gulf Coast Chapter member, 2003-2005)

A new President and three new Vice Presidents are eagerly awaiting their turn to lead this chapter in 2007-2008. I hope you all can join us at the officer induction ceremony on 12 July 2007. Future leaders - I appreciate your willingness to serve this chapter and lead it to new heights.

Members, you all have unique talents and abilities. I challenge you to share your talents by joining or leading one of the committees. You'll be glad you did!

Thanks again for a great year.

Respectfully,
Annette Beard, CDFM
President, Gulf Coast Chapter

ASMC, P.O. Box 1756, Eglin AFB FL 32542

Executive Committee

President	Ms Annette Beard	884-1728
VP-Eglin	Ms April Chapel	882-3812
VP-Hurlburt	Capt Steven W. Clark	884-2897
VP-Tenants	Ms Susie Matthews	883-6454
Secretary	Ms Brenda Dininger	882-2295
Community Relations	Ms Susie Matthews	883-6454
Education	Mr John Dininger	883-3542
Education (CDFM)	Ms Amber Green	882-4261x3319
Education Publicity	Ms Verna McBride	882-3346
Membership	Mr Kent Fitzgerald	883-0571
Programs	Mr Ken Pickler	883-2193
Publicity	Ms Dedra Hickman	883-6411
Newsletter	Ms Laura Gamble	884-2823
Regional PDI	Ms April Chapel	882-5456
	Mr Troy S. Brown	883-0839
Treasurer	Ms DeAnna Morales	883-5907
Treasurer-Deputy	Ms Denise Wagner	883-0338
Ways & Means	Ms Jennifer Denega	882-3525 x3175
Webmaster	Mr Ken Kennedy	883-0870
Corp Vanguard	Mr Ken Bailey	729-5574

Eglin VP – April Chapel

As I attended the National PDI at Kansas City last week, I realized what a great accomplishment it is to have our own Regional PDS for chapters to attend. Although the National PDI was a huge event, there was great satisfaction in knowing that our Regional PDS not only allowed individuals the ability to get functional area training, but also for networking. Next year's National PDI is in Orlando, which I'm sure will be a great success, but let's start looking toward our own PDI for 2008. We received a lot of good suggestions on how to keep making our PDIs better and more effective, so please contact me if you would like to volunteer for next year's Regional PDI.

On a separate note, I'm sure we're all aware of the funding constraints that each of us has to endure. In times like this, it's hard to find the time to volunteer to our chapter; however, the events our chapter participates in are worthy causes and we are always looking for more volunteers. The more volunteers we have, the less strain it is on the major contributors who set up the events. For those of you who always volunteer, "thank you," and for those of you who are interested in volunteering, please contact Susie Matthews or Jennifer Denega.

Sincerely,
April Chapel, CDFM-A
Eglin VP

Hurlburt VP – Capt Steven W. Clark

It is hard to believe that an entire year has gone by, but what a great year it has been. As the Hurlburt VP, I really appreciated and would like to thank you for all of your support and recognize the tremendous amount of professional development that our chapter has experienced this year.

Our monthly luncheons introduced a wide variety of senior leaders with a diverse set of topics. The Regional PDS provided an excellent opportunity to broaden our FM horizons by incorporating our SCEA and contracting brethren. Finally, the National PDI in Kansas City was, a usual, a first class event with over 100 different sessions available.

The Gulf Coast Chapter was also recognized once again this year as a 5-star chapter which is only possible by having 5-star members. Congratulations and hats off to everyone for their contributions.

Steven W. Clark, Capt, USAF, Hurlburt VP

Tenants VP – Susie Matthews

It's June already and time to elect new ASMC Chapter Officers. The year flew by and as VP of Tenants and Community Relations Chair, it was incredibly fulfilling and rewarding for me. I tell everyone if they have even a little bit of time, the experience of participating as a Chapter Officer and/or Chairperson is invaluable.

Without question, my favorite experience, above all other wonderful experiences throughout the year, was behind the scenes, helping plan and produce the RPDS. The teamwork was amazing. The laughter and camaraderie were beyond definition. It was a great time, and I have come away from that experience with a lot of new professional relationships and a lot of new friends.

For the upcoming year, I encourage everyone to give it a shot. Get involved. Volunteer. Experience the opportunity to participate in something creative, exciting, and challenging.

Susie Matthews
Vice President-Tenants

Luncheon Meeting Minutes – 3 May 2007

PLACE: Eglin Officers' Club

SPEAKER: Ed Weeks, Retired Colonel, USAF, of Booz Allen & Hamilton

SUBJECT: *Pricing The Global War on Terror: Building the AF GWOT Budget*

Chapter President Annette Beard began by inviting Della McPhail to introduce Col Weeks, who is responsible for all things cost at his current job. Mr. Weeks' opening remarks included a humorous insight, "The Top Ten Items I Learned about DC."

Col Weeks started with some Air Force facts. The AF has been involved in combat operations for the past 16 years. An AMC aircraft takes off every 90 minutes to support current operations. Readiness is down 17% due to continuous optempo. AFIT has refocused on technical degrees.

Mr. Weeks proceeded with an overview of "State of Cost Analysis" within the Air Force. During the 1970's and early 1980's, cost analysis experienced steady growth and produced future leaders in the FM career field. During the transformation process and the FM career field merger, PEO structure and AFCAA were created and the operational analytical cost capability was phased out. Under the "faster-better-cheaper" mentality, little data was collected.

Our current cost analysis capabilities, which are down 60%, have been strained by decades of authorization cuts in the Air Force. Most of these position cuts were high grade and entry level positions. The results are low capability and poor skill retention. As a result, the Air Force has become dependent on contractors for cost estimates. This dependence on contractors has contributed to many center FMs no longer reviewing cost estimates and lack of resources to oversee contractor support. The outlook for the cost community is that SAF/FM leadership is taking positive steps and actively engaged with senior AF leadership. Product centers are reinstating "best practices," and 101 new authorizations were split between the Center of Expertise (Denver CO) and the AFCAA (distributed around the country).

He then discussed how being a consultant is different than being in the AF. As a consultant, there's more accessibility to industry studies and documentation, can hire/fire as needed, maintain relationships with the senior leaders in the military departments, consider client service as #1, and have their own training programs. On the down side, they have to work around organizational conflict of interest, they don't have ready access to military data, no employment guarantee, and they have to compete for personnel. Della McPhail asked about the amount and type of training they provide their junior analysts. He elaborated on the things they teach about economic analysis, earned value management, etc., both as "brown-bag" lunch meetings and formal classes at their McLean (VA) office. Another important method of training is sending their junior analysts along with senior analysts.

Mr. Weeks continued his briefing with an overview of the 9/11 attack on the Pentagon and the difficulties during the first hours and days following the attack. Mr Weeks was instrumental in creating a cost estimate to begin the Global War on Terrorism. He explained that an estimate that would normally take months to prepare was created in less than 24 hours.

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Luncheon Meeting Minutes – 3 May 2007 – cont'd

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In closing, Mr. Weeks outlined “Cost as a Career” and expressed the reduction in authorizations has created a very real problem for the Air Force. The biggest challenge we face in the cost community is the lack of people.

Annette Beard thanked Mr. Weeks and presented him with a certificate of appreciation with a donation made in his name to the “Brilliant Minds” organization

Ms. Beard then made announcements concerning the PDI in Kansas City MO:
-Capt Clark stated that he needed volunteers to man the Gulf Coast Chapter booth at the PDI during the carnival on the 31 May.

Meeting was adjourned at 1300
Brenda J. Dininger

Education Committee

Our local chapters' undergrad scholarship program received 16 applications before the 7 May deadline, and the evaluation team members are presently reviewing them. We will award three \$1000 scholarships and six \$500 scholarships at the July chapter meeting. Many thanks to the evaluation team members who took the time to help out on this worthwhile endeavor. Team members are:

John Straughn	Annette Beard
Pati Galvan	Nancy Elliott
Susan Riedel	Mike Napoli
Laurie Smith	Laura Gamble

I would like to thank Verna McBride for doing an outstanding job in getting the word out to both on and off base media outlets about our scholarship program. Hopefully we can get the majority of our scholarship recipients to the July meeting.....see you there!

If you have any questions or concerns about our scholarship programs, please contact me at 883-3542.

John Dininger, Education Chairperson



TREASURER'S REPORT
DeAnna Morales

Current Chapter Funds Balance: \$27,481.39

As May draws to a close, the Chapter has a balance of \$27,481.39 in available funds. We are preparing to award education scholarships and hold our annual all-expense paid member luncheon so these funds are going to great uses. Request that each incoming committee leader begin preparing your ideas AND budget requests for the upcoming year.

Membership Report – Mr Kent Fitzgerald

Our current official membership as of 1 March 07 is 310 regular members and 9 corporate members representing 3 companies.

Below are a few reasons to join and actively participate in ASMC, as well as benefits that you may not be aware of.

Why Join?

Enhance Your Professional Skills

ASMC activities provide you with the latest in current issues. Each year an ASMC chapter hosts the National PDI that provides professional development training. In addition, most local chapters host their own mini-PDIs and luncheons throughout the year.

Networking

Our more than 17,000 members worldwide represent a wide base of defense resource management personnel. As an ASMC member, you build your professional network through participation in ASMC activities, whether they be social or professional. Learn from your colleagues in our network of 140 chapters.

Leadership Opportunities

ASMC provides many opportunities for you to demonstrate leadership. Although ASMC is not officially part of your chain of command, your demonstrated leadership abilities will not go unnoticed. Simply step forward and...

- Serve as a Chapter President or other Chapter officer.
- Serve as the Program chairperson and develop a dynamic and innovative program.
- Write articles for the Armed Forces Comptroller and/or the essay contest.
- Serve on a chapter committee to share ideas and expand your circle of friends and contacts.
- Develop or contribute to a unique and informative chapter newsletter.
- Recruit new members to participate in ASMC activities.

Save Money

Being a member entitles you to discounts on registration fees for the national conference, as well as local training events and monthly luncheons. After two years of membership, you qualify to submit for the Members' Continuing Education Grant.

Car Rentals

Car rental discounts, class upgrades and other specials are available to ASMC members through Hertz, National and Alamo.

Rental codes: **Hertz** - CDP-71795, **National** - Recap No. 5134033, **Alamo** - BY 93945

Membership Report – Mr Kent Fitzgerald

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Pentagon Federal Credit Union

As a member of ASMC, you and your family are eligible for membership in Pentagon Federal Credit Union, one of the best values offered to the Army, Air Force, and DoD communities. They've been providing financial services specially designed to meet the unique needs of the military community for almost 70 years. No matter where you are in the world, you can access your account at Pentagon Federal and conduct transactions 24 hours a day via live-agent, toll-free telephone, or Internet service, through traditional branch offices, fax, mail, and more than 530,000 ATMs worldwide.

University of Phoenix Online

ASMC is pleased to announce a new member benefit. Members may now receive a significant discount on tuition with the University of Phoenix Online. For more information or to register, call 800-366-9699, ask to be transferred to the military team, and identify yourself as an ASMC member. More information will also be made available here in the near future..

If you have any questions, call me at 883-0488.
Kent Fitzgerald, Membership Chair

Gulf Coast Chapter – winners at National PDI 2007

Three Gulf Coast Chapter members won ASMC Individual Meritorious Awards and were recognized at the ASMC National PDI in Kansas City this year.

Ms Tourey M. Guarino won in the Auditing category, Unit Under Major Command. A native of Fort Walton Beach, she joined the Air Force Audit Agency as a co-op student in 1986. Upon graduation from UWF in 1988, she became a full-time employee. She is currently assigned as a Journeyman Auditor in the Eglin AFAA office. In her audit, "Selected Aspects of Tactical Data Network Systems" for the 33d Fighter Wing, Eglin AFB FL, she determined tactical data link terminals were being shipped to depot without diagnostics being performed because in-house diagnostics were not required. The Technical Order now requires in-house diagnostics; this will generate over \$200K savings per year to the 33d Fighter Wing. The policy change is being investigated for application AF-wide to other aircraft.

Maj Kevin McKinley won in the Budgeting Category, Major Command, Headquarters or Higher. Maj McKinley has been at HQ AFSOC for almost two years and will assume command of the 1 SOCPTS in June. He is chief of the Air Force Operations Branch, Financial Analysis Division. He obtained an additional \$14M for Assault Zone Landing Strip repair, PJ UTC Equipment, Tech Order digitization, and multiple facility projects. He led the CSAR transfer to ACC. Despite \$10M in AF cuts, he sourced "must pays" and funded the mission for the command's FY07 Financial Plan.

Ms Myra (Lynn) Becker won in the Contractor Support Category, Unit Under Major Command. She has been employed as a contractor at Eglin since 1988 in the 46TW, AAC, and 96 CPTS. Her leadership in a process improvement team led to reduced reimbursement processing times, more accurate JOCAS entries that saved 25 man-hours, and identified numerous erroneous postings, saving over \$600K.

Programs – Ken Pickler

We're in the home stretch of this chapter year, and I hope you have enjoyed and learned from the professional development programs that Maj Kevin McKinley, Ms Joan Horn, and I have been pleased to arrange this year. Many thanks to all of you who recommended a topic or speaker we were able to employ. We welcome your feedback and suggestions for future programs.

This past year, we've often teamed with other professional organizations such as the Society of Cost Estimating, National Contract Management Association, and the Program Management Institute. Is sharing around 25 percent of our annual chapter professional development events too little, too much, or just about right? We'd like to hear from you, so we can plan effectively for the next chapter year.

Our upcoming scheduled programs are:

20 Jun, 1230 hrs: National ASMC teleconference on effective speaking with Dr John Kline. Primary venue is Bldg 1, Rm 204 at Eglin; a secondary venue at Hurlburt (Building 1) will also be available. Due to the 1300 start time of the teleconference, the chapter is providing light snacks for attendees. Bring a brown bag lunch if you'd like.

12 Jul, 1100 hrs: Chapter-hosted luncheon with presentation of scholarships and installation of new officers at Coach & Four restaurant in Fort Walton Beach.

13 Sep, 1100 hrs: Defense Financial Management Course faculty member Commander Jeffrey Bohler, USN, addresses chapter members at Two Trees restaurant in Fort Walton Beach

We decided to have one event in August/September since personal and mission OPTEMPO tends to peak that time of year, with summer leaves, school starting, and the fiscal year ending.

Have a great summer and keep the development ideas coming!

Ken Pickler, Programs Committee Chairman
883-2193
kenneth.pickler@eglin.af.mil

Ways & Means

Ms. Jennifer Denega

Ways and Means

Jennifer Denega

Recent Fundraising

- Mar 07 Belk Spring Charity Sale -- raised \$100

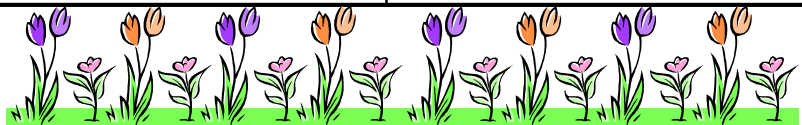
Your suggestions are always welcome for the Ways and Mean Committee.

Please send ideas for future fundraisers.

You can reach the Ways and Means Chairperson at:

jennifer.denega@eglin.af.mil or at 882-3525 ext. 3175 (DSN 872)

Many Blessings for a Beautiful Summer!.



GUEST COLUMNIST – Leah Hodge: Decision Support

Tired of hearing about FM Transformation and wondering when it will affect you? Some of the more direct changes have been focused on the FMA/ALO shop mergers and the Customer Support sections at the Comptroller squadron level. Generally, all of us make changes to how we accomplish work when the framework in which we operate changes so you probably already were a part of the transformation and perhaps did not even realize it. But if you're on the budget or cost side of the Financial Management career field, maybe you wondered when your role, job, or position will get transformed? It has. The most important aspect of FM Transformation affecting each and every one of us is the Decision Support role of the professional financial manager across the AF.

Decision Support...it's just what it sounds like. The official definition of decision support is enabling decision makers to make informed decisions that better utilize resources and improve mission effectiveness. But what does that really mean? And when do you apply 'decision support' to your daily duties? Consider the following job descriptions. "Makes recommendations to the Director about program priorities and new initiatives." "Provides professional accounting advice and assistance to support organizations." "Develops cost-benefit analysis of proposed budgetary and program actions and advises agency managers." "Recommends courses of action including enforcement action, based upon review of financial statements and findings."

How about the HQ AFMC FM Mission Statement? It reads, 'As the commander's trusted advisor on all matters financial, our mission is to provide high-quality, objective guidance to the decision maker as well as customer-focused financial services to the Air Force Materiel Command.'

There is a common theme running through these statements – it's **ADVICE** to the **DECISION MAKER**. What do you know? Instant decision support!

The role of an advisor reaches far beyond pulling numbers from a system and putting them in a spreadsheet. It's more than sitting in a meeting, taking notes and filing those notes away. It's analyzing those numbers, thinking about the meeting subject and making an assessment, or perhaps a recommendation if needed. It's being a strategic partner in the decision making happening daily in your organizations. It's evaluating the 'why' something happens versus the 'what' happened.

The advice needs to be innovative – legally, of course! It should be insightful and actionable (brilliant ideas no one can take anywhere aren't helpful!). Timing should be earlier rather than later in the decision cycle. This decision support role should be so much a part of what and how we work that you should consider it your first and primary role. Don't misunderstand me – I am not advocating we all sit around, looking at each other like we're Albert Einstein waiting for a light bulb to appear over our heads. But as you read further and approach your next task, consider the steps below and see if they apply to the task – bet they do!

Some final words before we walk through the decision support process/model. A key to effective decision support will be the relationships you have with your commanders, senior leaders and the multitude of subject matter experts. The relationships and the networking for knowledge and understanding play an important part in the decision support process/model also. Last, as you provide decision support to your leaders, understand it could be different than their desire for you to provide decision support. Sometimes, we all have to know when to shut up.

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Now, the 'how to' of decision support. It's a definable process and has two phases in order to provide leaders with viable alternatives, financial and non-financial impacts of choosing an alternative, a well supported recommendation, and a method for implementing the leader's direction.

The first phase is where you, as the advisor, combine information, tools and techniques to understand the environment and analyze how and why things happened. In the second phase, you will use your analysis to develop, evaluate, and clearly communicate projections, alternatives, and impacts and make recommendations in a concise, actionable, and timely manner to decision makers who may or may not be subject matter experts.

First, **Identify and summarize the issue.** Your boss just walked in and said "Hey, the CC wants to buy key rings for everyone on base to ensure they remember the summer safety program." Great idea, right? What's the issue? Is it the legality of buying key rings? Does the fact that it is a safety program make it different? Is it cost prohibitive? This example is fairly straight forward but sometimes the language used to express a requirement or situation can be ambiguous. If you aren't sure you understood the requirement or issue, be sure and ask questions up front before spending valuable time on the wrong issue. Using the example here, let's summarize the issue as one of commander intent – he wants to put some tangible reminder in the hands of the base population to remind them about safety during the summer. Sure, there are other important issues as well such as the legality and affordability issues mentioned above. But as you seek to give your commander options and recommendations, make sure you get his issue covered.

Now step two. **Analyze the issue** – from all the angles, financial and non-financial. Ask questions about the issue – to others involved and yourself. Think about any history that exists on the subject. In the case of our example, you would pull out the financial management AFIs but how about the safety related regulations to see if the connection to safety affects the situation at all. You could call the Safety office and talk with them – what if they already have some program underway and it fits into what your commander is seeking to do? You would evaluate funds balances as well. Did someone in the past several years purchase or attempt to purchase items of this type? Was there an audit that came out that covered anything related to this we should consider?

Step three: **Develop alternatives.** As you gather information, you can define and evaluate potential solutions to the issue. Estimate the costs and benefits of these solutions. Define the impacts – financial and non-financial. Consider the 'logistics' of the issue. If there is anything in the issue that is not doable (whether legally or otherwise), you should be offering solutions. Very rarely will an issue be so wonderful you have a multitude of ways to accomplish it. More often you can accomplish some of it and have to think of solutions for the rest of it. Back to our example, we know the commander wants something to remind folks about the safety program. Let's keep it simple for the purpose of this article and say our alternatives include (1) buying the key chains; (2) handing out some already available literature on the subject; or (3) purchasing informational stickers to put on tools, telephones, notebooks, etc.

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GUEST COLUMNIST: Decision Support – continued

Evaluate alternatives is the step four. As you evaluate all the information gathered, you are beginning to coherently put them into a range of alternatives and solutions to the issue. It may include good news and bad news. Let's go back to our example. You've discovered the safety folks can definitely run a PR program to inform the workforce regarding programs such as the summer safety one. You know the 65-601 V1, Chap 4, Paragraph 4.29.3 addresses Promotional or Incentive Gifts and Awards and that you can not buy key chains as they are of a utilitarian nature, have intrinsic value and therefore are considered as personal gifts. However, we can buy items such as informational literature or bumper or other informational stickers - nothing that has personal value to an individual. As far as funds are concerned, the safety account doesn't have much this year, but your commander does have some O&M for this type of program. Now you can form the alternatives to give your commander options. You explain why the key chains won't work; you describe the literature on hand and whether or not it meets what you believe is the intent. You have the available quantity of literature and whether or not you need more. You have the cost of buying the informational stickers. For both alternative two and three, you include the logistics – the logistics and timeline of ordering and receiving, the implementation plan from the office responsible for executing the requirement. Remember networking, you need to include Safety and other appropriate organizations – don't hand the commander or them an uncoordinated plan.

Finally, **make a recommendation**. After offering the details of the alternatives – whether done orally or written, via briefing or table top – provide your recommendation and how you arrived at the decision. Again, back to the example, your recommendation is to use available commander funds to buy new informational stickers that focus on the summer safety issue. It's affordable; the use of commander funds shows his/her investment into this important subject and the new stickers allow updating the older material's focus. It stays within fiscal regulations and meets the commander's intent.

Did you get the decision before you left the room or via the email reply? In order to implement the solution to ensure a result, you have to know the answer. If the boss asks for a few days and it impacts ordering, remind him/her. If more questions are raised, get the answers back quickly and understand the timeline to deliver those answers. Continuously evaluate the implementation – don't let the ball drop on your great decision support!

The process is logical and not that difficult to remember. This example is not complicated but this will work on any issue. Put it into action and your bosses will see the difference. The organization and the mission will get the benefit of you as a strategic partner to decision makers across this great Air Force!

Leah Hodge

Current & Next Meetings and other ASMC events

UPCOMING ASMC LUNCHEONS - planned

Mark your calendars for these upcoming luncheons:

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|---------|--|
| 12 July | Installation of New Officers and Recognition of Scholarship winners, Coach & Four Restaurant, Fort Walton Beach (11am) |
| 13 Sept | Cmdr Jeffrey Bohler, DFM&C, Two Trees Restaurant, Fort Walton Beach (11am) |

Please contact our Program Chair, Ken Pickler (x3-2193), if you have any questions, comments, or suggestions on program issues.

ASMC Websites

ASMC National Headquarters website is <http://www.asmconline.org/>
Our chapter website is <http://www.gulfcoastasmc.org/>

We are looking for new ideas to include on our webpage. Please contact our webmaster, Ken Kennedy at 850-883-0870 if you have any questions, comments, or suggestions on chapter website issues.

National News

Three Gulf Coast Chapter members were recognized at PDI 2007 in Kansas City, one each in auditing, budgeting, and contractor support. See page 7 of this newsletter.

Mark your calendar to attend the 20 June 07 professional development meeting. We will participate in a national audio conference on effective briefing skills with Dr John Kline, an expert on effective communications.

Location: Building 1, Room 204, time 1300 (1 PM). Feel free to bring a "brown bag" lunch. The chapter is providing bottled water, cookies, and fruit starting at 1230. Chapter announcements begin at 1245, and the audio conference begins at 1300. [Hurlburt Location: Building 1, Farmgate Conference Room]

The audio conference will cover how to organize, support, and deliver briefings. It will provide some "trade secrets" on how to deliver briefings well. Sign up on the A3 website.

Remember our local website is <http://www.gulfcoastasmc.org/>

And ASMC national is <http://www.asmconline.org/>

ASMC, P.O. Box 1756, Eglin AFB FL 32542