
Monterey Chapter Newsletter American Society of Military Comptrollers

Volume 1 Issue 4

May 1999

P.O. BOX 8727, MONTEREY, CA 93943

LTC RANDY STAGE, EDITOR

President's Corner

As the final three months of my term begins, I want to thank all of those involved in making 1998-99 a successful and profitable year. I especially thank my First Vice President, Sam Castellino, for being my right hand man. Also, thanks go out to all my executive committee members who worked hard all year obtaining first-class speakers, raising funds, and participating in community service activities.

Seventeen chapter members will be attending the National Professional Development Institute in San Diego in June. We will be volunteering and assisting the host chapter with numerous duties. We will also have a Chapter Fair Booth, which we hope will net us additional chapter funds.

If you have not seen the latest issue of Armed Forces Comptroller, please check out our Chapter photo spread on page 64. It provides some great publicity for our Chapter.

It has been a pleasurable, rewarding experience being your Chapter President for the past year. I hope that you will submit yourself or any interested person you know for nomination for one of our 1999-2000 Chapter Executive Committee positions. We will be voting on new officers at the June meeting. A nomination form is found on page 17 of this newsletter. Please help our Chapter to continue building by offering your services.

Beverly A. Lemon
Chapter President

Inside This Issue

1	President's Corner
2	Upcoming Meetings
2	Guest Speakers
5	Fund Raising
5	Volunteer Activities
9	Awards Update
9	Treasurers Report
10	National News
10	Member News
11	Previous Meetings
17	Executive Board Nominations
19	Points of Contact
20	Feature Article

The Monterey Chapter Newsletter of ASMC is available on the web at:
<http://web.nps.navy.mil/~asmc-mry/>

The **NEW** National ASMC web site can be found at:
<http://web.asmconline.org/>

Upcoming Meetings

- May 12 PDI Volunteer Meeting,
1200, NPS
- May 12 Executive Board
Meeting, DoD Center
- May 13 General Membership
Meeting, Crazy Horse
- June 1-4 National PDI, San
Diego
- June 9 Executive Board
Meeting
- June 10 General Membership
Meeting, Election of
New Officers
- July 8 General Membership
Meeting, Mark Miller,
Watermark Asset Mgt,
Inc.

MAY GENERAL MEMBERSHIP TRAINING MEETING

GUEST SPEAKER

**MR. NEAL HOTELLING
DIRECTOR, CORPORATE
AFFAIRS**

PEBBLE BEACH COMPANY

**TOPIC
"PEBBLE BEACH"**

DATE: MAY 13, 1999

TIME: 11:30 AM - 1 PM

**WHERE: Crazy Horse
Bay Park Hotel
1425 Munras Ave
Monterey, CA**

MENU: Terrific Salad Bar

TICKETS: \$11.00

See Your Agency VP for Tickets

Mr. Hotelling was born and raised near Grand Rapids, MI, where he developed a keen interest in history and community involvement. There he graduated from Aquinas College with a degree in Business Administration. His two children, Joshua and Katie, currently attend college in Michigan.

Neal and his wife, Bettina, relocated to the Monterey Peninsula in 1985 and have been perpetual tourists ever since - always learning new things about the area.

Having been with Pebble Beach Company for over eight years, he is currently Director of Corporate Affairs, a role that includes managing insurance, licenses, intellectual property, and historical archives. The latter also affords him the title of the Historian.

Neal has amassed a wonderful collection of books and other ephemera related to local history, especially golf and John Steinbeck.

He has published several articles and is a sought-after speaker and guide. He has done interviews on local history with CBS, CNN, and the History Channel. He is currently editing a series of "Bedside Readers" featuring writers of the Monterey Peninsula. As a local historian, Neal specializes in

relating the histories of John Steinbeck and Monterey Peninsula golf. As historian, he is currently writing the first complete, authorized history of Pebble Beach Golf Links, available in late 1999.

Neal donates much of his time to organizations in the community, and currently serves on the Board of the Monterey Heritage Society. He is past president of both Monterey County Mensa and the Cannery Row Foundation.

March Guest Speaker

Mr. John Stornetta, General Manager, Laguna Seca Raceway

Our March guest speaker was Mr. John Stornetta, General Manager, Laguna Seca Raceway. Mr. Stornetta's topic was "Financial Aspects of Laguna Seca Raceway". He had a fascinating presentation. We learned how Laguna Seca, a non-profit organization, runs and finances a race track; and how it competes against tracks that are owned by private individuals and corporations which operate for a profit. Aerial and action photos of Laguna Seca races, past and present, were used to highlight racetrack modernization. His vision of the raceway in the 21st century and how it was to be financed, benefits, and drawbacks of each financing method, were shared with the audience. A fact not known to most of the audience was that the Raceway is a big contributor to non-profit organizations in the area. Over half a million dollars last year was given to non-profits who worked the Raceway.

As a youth growing up in Point Arena, north of San

Francisco, Mr. Stornetta learned that long hours of hard work produce results. His home was a dairy farm, now operated by his brother, Walt, that had a herd of over 750 milk cows.

After graduating from San Luis Obispo Polytechnic State University with a degree in Engineering and Business, he went straight to work for Pacific Gas and Electric. During the next 30 years, John progressed until he was managing the department responsible for providing gas and electric service to all new customers. In 1995, he decided to retire.

Beginning in 1967, much of Mr. Stornetta's free time was spent as a volunteer for the Sports Car Racing Association of the Monterey Peninsula (SCRAMP), the non-profit organization that operates Laguna Seca Raceway for the benefit of youth and community groups. Over the years, he was elected to the SCRAMP Board of Directors and served as its Treasurer for four years and as its President from 1995-97.

When Mr. Stornetta became General Manager in August 1997, it was a welcomed and logical move. He was welcomed by both the motorsports community and SCRAMP members as he was a life-long motorsports enthusiast. He became a unique general manager experienced with racing, SCRAMP, and successful business management.

Born on August 15, 1943, in Monterey, California, John Stornetta is married to Carol and has two sons, Steve and Todd. Besides motorsports, he also enjoys golfing and snow skiing.

APRIL GUEST SPEAKER

Mr. Michael Sullivan,
Chief Executive Officer,
Monterey County Fairgrounds

Our April guest speaker was Mr. Michael Sullivan, Chief Executive Officer, Monterey County Fairgrounds. Mr. Sullivan's topic was "Bringing the Fairgrounds Out of Bankruptcy". His presentation was very informative, enjoyable, and humorous as he talked about how he tightened the reins and cut costs.

Mr. Michael Sullivan has been the Chief Executive Officer of the Monterey County Fairgrounds since July 1995 where he oversees the operation of the 21-acre facility. He supervises a staff of 19 individuals year round and a staff of 30 individuals during the annual county fair.

Prior to this position, he was the Chief Executive Officer for the San Bernardino County Fair, Victorville, California from February 1990 to January 1994. From June 1987 to February 1990 he was in Media Relations with the Orange County Fair.

He is on the Board of Directors for the Monterey Visitor and Convention Bureau and a Committee Member for the Monterey County Peninsula Chamber of Commerce and Monterey United Way.

He was chosen member of the month in 1997 by the Monterey County Peninsula Chamber of Commerce. He is an available volunteer for numerous events and projects throughout the Monterey Peninsula.

Mr. Sullivan also has 20 years experience as an on-air radio and television person.

JULY GUEST SPEAKER

JULY 8, 1999

"RETIREMENT PLANNING"

Mr. Mark I. Miller, President,
Watermark Asset Management, Inc.

Our July guest speaker will be Mr. Mark I. Miller, President, Watermark Asset Management. Mr. Miller's topic is "Planning Your Retirement".

Mr. Miller is the founder and President of Watermark Asset Management, Inc. Watermark, a fee-based registered investment advisory firm, was established in 1997 to serve the financial needs of individual and corporate retirement plan clients. Operating on the premise that long term investment returns, for a given level of risk, can be efficiently managed through the allocation of capital across asset classes, Watermark serves the advice dependent investor.

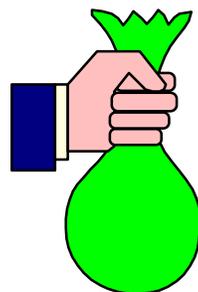
Prior to establishing Watermark, Mr. Miller was a member of the management team responsible for designing and building Charles Schwab & Co., Inc.'s institutional retirement business. In 1993, along with two other key managers, he developed Schwab's institutional offering of trustee services, investment flexibility, employee education and technology to the corporate retirement marketplace. In 1995, he built and managed the sales force responsible for selling *SchwabPlan*, Schwab's first

bundled 401(k) product for corporate retirement plans. After three years, with hundreds of new clients and more than \$8 billion in assets, his team had established Schwab as a significant service provider in the retirement marketplace.

In 1991, Mr. Miller served as the Northwest Regional Manager for Schwab's Financial Advisor Service. He and his team were responsible for providing services to fee-based investment managers generating more than \$750 million in annual new business. Prior to Schwab, Mr. Miller worked as a Market Sales Manager for Allstate Insurance Company. Serving the needs of individual and business clients, he was recognized in 1989 as one of the top managers in the country.

Mr. Miller has an AB degree from Stanford University and is currently a candidate for the Masters Degree in Financial Planning from the College for Financial Planning in Denver, Colorado. He is a fee-based registered investment advisor and holds the Series 7, 8, 63, and 65 securities licenses.

Fund Raising



The money's in the bag

COOKIE DOUGH FUND RAISER

The Chapter recently completed its latest fundraiser of the 1998-99 year. The local members sold gourmet Masterpiece Cookie Dough. It was a relatively easy project to put together and entice people to participate in. This was probably due to the free samples they were able to enjoy. It resulted in a profit of \$528.00 and new members for "Weight Watchers."

The stats of our sales are as follows:

COOKIE DOUGH

VARIETY	TUBS ORDERED	EXTRA TUBS	TOTAL CASES	TOTAL TUBS
Chocolate Chip	27	3	5	30
Oatmeal Raisin	14	4	3	18
Peanut Butter	12	0	2	12
Double M&M	9	3	2	12
Macadamia	29	1	5	30
Sugar	6	0	1	6
Fudge Brownie	12	0	2	12
Apple Cinnamon	5	1	1	6
Banana Nut	4	2	1	6
TOTALS	118	14	22	132

The Masterpiece gourmet cookie dough and muffin batter are made with the finest ingredients, no preservatives or additives. The products came in safety sealed, reusable tubs. Each tub was sold for \$10 (\$4 to the Monterey Chapter) and weighed 3 lb. A cookie dough tub makes 48 loz cookies. The shelf life of a tub is 6 months in the freezer, 60 days in the refrigerator. A muffin batter tub makes 24 2oz muffins and can also be kept 6 months in the

freezer. Simply scoop, bake, and enjoy.

A big thank you to Carol Daugherty for chairing the fundraiser, Ken Mitchell for picking up and delivering the cookie dough, Dave Riney and Karen Forbes, our bakers, and all those who not only sold the dough but also bought the dough. We couldn't have done it without you.

Volunteering to Work at Laguna Seca Raceway

The Chapter request has been submitted to the Board of Directors and we are just waiting to be called for our services. Volunteers will be notified if our help is requested for any or all of the following events:

- July 9-11 WSB Bike Races
- August 27-29 Historical Car Races
- September 10-12 CART Indy Races
- October--TBD USC Sports Car Races

Volunteering to Work at the Monterey County Fairgrounds

Thanks to Michael Sullivan, our April guest speaker, our Chapter has been submitted to the Events Coordinator for the Monterey County Fairgrounds for volunteering at events. Should the chapter be called upon, we

will be looking for volunteers to help.

Volunteer Activities

VOLUNTEER INCOME TAX ASSISTANCE PROGRAM



The IRS has an entirely free program to help people file their federal and California income taxes. Called the "Volunteer Income Tax Assistance (VITA) Program", it provides free tax assistance to interested businesses and organizations. The program allows IRS trained volunteers to man a VITA site that uses IRS software and educational materials to assist people in preparing their taxes. The program pairs a taxpayer with a volunteer who enters the taxpayer's income into a personal computer for free electronic filing with the IRS and the state of California.

Mrs. Vickie McIntosh, an IRS Revenue Agent from Salinas, is the VITA coordinator for Monterey, San Benito, and Santa Cruz counties. She has

established a VITA site at the DoD Center building on the former Ft. Ord to service the 700+ employees of the building and their family members. The IRS provided the training and tax preparation software, the Defense Manpower Data Center (DMDC) provided the office space and personal computers, and the Monterey Chapter of ASMC coordinated the program as a Community Services project. Nineteen employees of the building - from DMDC, the Seaside OpLoc, and Operation Mongoose - signed up as volunteers.

So what does this mean to me, you might ask? Well, if you are an employee of the building or a family member, and have trouble with your taxes, have to go to the local tax preparer to get your taxes done, or have to buy TurboTax or such, help is on the way! The VITA site at the DoD Center building is up and running. Effective February 23, employees of the building and family members will be able to meet with one of the volunteers to have their taxes entered into the system and filed electronically - all for free. For taxpayer convenience, the VITA site will be open during lunch hours, after work, and on Saturdays.

What Do You Have To Do? A sign-up sheet is on the door to the VITA Room (Room 5071). To make an appointment, just place your name next to the time slot filled by a volunteer. There are many to choose from. What To Bring: Last year's tax return (not necessary, but would be convenient), your W-2's, 1099's, and documentation

for all deductions and credits. Have the social security numbers of those who will be filing with you, and the date of birth of your children (for the Child Tax Credit). If you want Direct Deposit of your refund, bring in one of your personal checks. It contains your bank's routing number and your account number. This same information is also available on the form you completed for Direct Deposit of your paycheck.

So if you spend sleepless nights worrying about your taxes, visit our VITA site. Let the latest in IRS tax preparation software and one of the volunteers help you.

DoD Center VITA
Volunteers

Rosa Bautista, DMDC
Randy Borchardt, DMDC
Robert Brown, DMDC
Sam Castellino,
Operation Mongoose
Walter Davis, DMDC
Yvonne Delp, DMDC
Randy Faulkner, DMDC
Erin Field, Seaside
OpLoc
Karen Forbes,
Operation Mongoose
Lana Gamble, DMDC
Kevin Hale, Operation
Mongoose
Linda Howard, DMDC
Lowell Huddleston,
DMDC
Jack Leather, DMDC
Darlena Ridler, DMDC
Dave Riney, Operation
Mongoose
Deneen Seril, DMDC

Notise Vaiagae,
Seaside OpLoc
Gloria Villa, Seaside
OpLoc

POSTSCRIPT: Our tax
season has ended.
Congratulations to all
VITA volunteers! You
helped 62 taxpayers
file their returns.
The VITA stats are:

Grand Totals:

Total Returns:	62
Total E-Files:	52
Total Paper Returns:	10
Total 1040 Returns:	54
Total 1040A:	2
Total 1040EZ:	6
Total Schedule A:	14
Total Schedule B:	9
Total Schedule C:	2
Total Schedule CEZ:	0
Total Schedule D:	7
Total Schedule E:	1
Total Schedule EIC:	11
Total Schedule F:	0
Total Schedule H:	0
Total Schedule R:	0
Total Schedule SE-TP:	0
Total Schedule SE-SP:	0
Total Single:	31
Married Joint:	13
Married Sep:	4
Head of Household:	12
Qualifying Widow(er):	2

**Volunteering for the 1999
National Professional
Development Institute (PDI)**

Seventeen chapter members
will be volunteering at the
National PDI to be held June 1-
4, 1999, in San Diego, CA.
Volunteers will be working with
the host chapter May 29-June 4
performing such duties as
stuffing registration packets,
greeting attendees at the
airport, introducing guest
speakers, etc.

A meeting for all
volunteers will be held at 1200,
May 12, 1999, in the room
directly across from the
cafeteria at NPS. Look for the
sign by the door.

**DONATION OF TOILETRY ITEMS
TO CHARITY**

Shelter Outreach in
Salinas, California, is a
nonprofit organization that
provides shelter to battered
women and homeless families. On
March 15, 1999, the Monterey
Chapter Vice President for the
Defense Language Institute
Foreign Language Center/Presidio
of Monterey (DLIFLC/POM)
delivered a large bag of
toiletry items to the shelter.
These items were initially
collected from members of the
Central Coast Chapter of the
Association of Government
Accountants (AGA). The AGA
members provided the items from
official temporary duty travel
trips. When the AGA Chapter
lost its president, vice
president, and secretary and
somewhat disbanded, they
graciously gave the toiletry
items they had collected to the
Monterey Chapter of ASMC for
distribution. The collection
grew as members of our chapter

added the toiletries they collected from their TDY trips.

Because the Shelter Outreach is a nonprofit organization, funds are very limited. Donations of these items helped lessen the fiscal impact of having to purchase these basic necessities. It is difficult to measure the intrinsic worth of a few personal toiletry items. However, these gifts, even though small, mean a lot to the women.

A real challenge for us was in deciding what organization to donate the items to. This was difficult because there are so many people in need on the Monterey Peninsula and surrounding communities. The Shelter Outreach was finally chosen because of a personal commitment the DLIFLC/POM Vice President has to survivors of domestic violence.

Toiletry items are usually provided in hotel rooms as part of the room charge. It is commendable that members of both the Monterey ASMC and AGA Chapters have made the effort to collect these items while on busy travel trips. It shows that Government employees have a real interest in the welfare of their community and are committed to giving something back in return.

A big thank you goes out to Kathy Holland for chairing this program.

AWARDS UPDATE

The Monterey Chapter submitted the Chapter Competition packet

for meritorious recognition last week in time to make the April 9, 1999, deadline. We are hoping to win \$100 and a plaque for the Chapter and to be recognized at the PDI in June. Additional awards we have submitted applications for are the Professional Development Award citing the VITA (Volunteer Income Tax Assistance) Program; the Community Service Award citing the Christmas Toy Drive, Donation of Toiletry Items to Shelter Outreach, and the VITA Program. We also submitted the four chapter newsletters published last year for the Chapter Newsletter Award. The chapter should know by May 1, 1999, the results of the competition.

Lisa Stahlhuth

TREASURER'S REPORT

January 1999

Beginning Balance 1 January 1999	\$1189.80
Deposit :	
No deposits in January	
Total deposits: \$0	
Sub-total	\$1189.80
Disbursements:	
No disbursements in January	
Total disbursements: \$0	
Sub-total	\$1189.80
Ending Balance 31 January 1999	\$1189.80

February 1999

Beginning balance 1 February 1999:	\$1189.80
Deposits:	
2/2/99 Deposit made by B Lemon	\$140.00
Total Deposits:	\$140.00
Sub Total:	\$1329.80
Disbursements:	
No disbursements in February	
Total Disbursement	\$0
Sub-total	\$1329.80
Ending Balance 28 February 1999:	\$1329.80

March 1999

Beginning balance 1 March 1999:
\$1329.80
Deposits:
3/23/99 #457/10.00 R. Grijalva #429/30.00 R. Grijalva
Coupon Books
#09689/70.00 Chapter Rebate Dec 98 = 11.00
Total Deposits: \$110.00
Sub Total \$1439.80
Disbursements
No Disbursements in March
Total Disbursed \$0
Sub Total \$1439.80
Ending Balance 23 March 1999 \$1439.80

Petty Cash
Cash on hand 1 February 1999: \$4.44
Deposits:
No Deposits
Total Deposits \$0
Sub Total \$4.44
Disbursements
No Disbursements
Total Disbursements: \$0
Sub Total: \$4.44
Cash on hand 23 March 1999: \$4.44

Terri Schreader

NATIONAL NEWS

National Headquarters had chosen "Fresh Start Surgical Gifts" as the PDI 99's charity. Fresh Start is a wonderful, volunteer organization that brings new hope to children deformed by birth defects, accidents, abuse, or disease through reconstructive surgery. Medical doctors and staff donate their services; however, other related costs such as supplies, lab fees, etc., require additional support and generosity. Each ASMC Chapter may adopt-a-child and make contributions in the name of the chapter. Individual tax deductible contributions may

also be made and receipts will be provided. Additionally, if you know of a child in your area that could benefit from Fresh Start, please contact your local chapter officers who will, in turn, pass the child's name on to the PDI committee.

MEMBER NEWS



Congratulations go out to LCDR Shawn Oxendine and CPT Furman Oxendine, USA, proud parents of daughter, Alexandria Nicole. Alexandria was born at 0915, March 2, 1999, and weighed 5 lbs., 15.9 ounces.

Rainy Lowery, our Membership Director, has accepted a GS-7/9/11/12 position as a Budget Analyst, with the Bureau of Naval Personnel in Millington, Tennessee. She will be employed in the Resource Management's Major Claimant Office, starting at the GS-9 level.

Melodie Pehr, our former NSAMB/NPS Vice President, retired at the end of March. Best wishes go out to her for the next 50 years.

Karen Forbes was recently selected for promotion to GS-13 by Operation Mongoose. Congratulations, Karen.

Cecilia Bennett was recently selected as the Deputy Director, Lawton Operating Location, Defense Finance and Accounting Service. Good luck, Cecilia, in your new position.

Congratulations to **Cathy Coates**, our former DLIFLC/POM Vice President, on her promotion in Washington, DC.

Congratulations to **Mary Asbell** on her promotion to GS-15, Program Manager, Operation Mongoose.

Condolences are extended to **Mary Asbell** and her family at the death of her daughter, Stephanie.

Wedding Bells for **Michael Ortiz**

Michael was married on February 13, 1999, in San Ysidro, CA, to the former Maria Miranda. The reception was held in Chula Vista, CA., with 350 guests attending. Prior to moving to Seaside, Maria worked for Sharp Rees-Stealy Medical Group, in San Diego, in the Accounts Receivable Dept. handling medical claims for the law enforcement agencies in San Diego County.

Michael is relatively new to Seaside as well. He accepted his current accounting position at DFAS after working 10 years for the Defense Contract Audit Agency in San Diego as an auditor. He started at DFAS-Seaside on October 13, 1998.

Michael graduated from the Univ. of Texas at San Antonio with a BBA in accounting. He has two sons, Mike Jr. (14), who resides in El Cajon, CA., and Matthew (13), who lives with him and Maria in Seaside.

Minutes of February 18, 1999, General Membership Meeting

The meeting was called to order by Beverly Lemon, President, at approximately 12:45 P.M. in the LaNovia Room, Naval Postgraduate School.

Minutes of Previous Meeting on Tables :
Minutes of previous meeting were distributed on a side table.

Treasurer's Report on Tables: Terri Schreder gave the Treasurer's Report. The balance was the same as January.

Unfinished Business: There was no unfinished business.

New Business

- We are still in need of a chapter secretary.
- Fundraisers:
 - We are having a Cookie Dough sale in March and need volunteers to sell the dough. There are seven kinds of cookies and two kinds of muffins. 3lb tubs sell for \$10 with \$4 going to our chapter.
 - Laguna Seca Volunteers—Our organization name has been provided to the Board of Directors. They will call us if we are needed. Steve Hurst, NPS, and Terri Kendall, DMDC, who are both Directors are aware of our desire to volunteer.
- PDI Volunteers
 - We have received approval for 20 volunteers at the reduced registration rate. San Diego

would like us to be available on Saturday to stuff registration packets.

- Lisa Stahlhuth announced the next awards and scholarship deadlines and pointed out where applications could be found on the side table.
- Sam Castellino reported on the VITA Program that our chapter is coordinating and sponsoring.
- Membership Drive
 - Volunteers are needed to work at the USA Booth on International Day in May.
 - Volunteers are needed to work at the June New Student Orientation.
 - Rainy Lowery had no other information to add.
- Website:
HPPT://WEB.NPS.NAVY.MIL/~ASMC-MRY/.
Flyers are on the side table.
- January Newsletter is out and can be found on the Web Page.
- Bev encouraged members to submit Officer Nominations for Next Year. Please see your VP if you would like to run for office and get involved.
- AGA
 - The Central Coast Chapter of the Association of Government Accountants is still looking for a President.
 - The AGA Chapter has been collecting toiletry items to provide to the less fortunate, i.e., battered women's shelter, nursing homes, etc. They have given these items to our ASMC Chapter to distribute. Thanks, AGA, for allowing us to provide some good community service.

UPCOMING MEETINGS

- March 25: John Stornetta, General Manager, Laguna Seca Raceway
- Bev Lemon introduced Sam Castellino who introduced Dr. Lamm, our Guest Speaker
- Dr. Lamm spoke on Acquisition Management and How It Relates to the Financial Community.

Bev Lemon presented Dr. Lamm with a Membership Renewal Certificate, good

for the Monterey Chapter renewing his membership next year.

- Bev Lemon asked if there were any questions or comments regarding Minutes and/or Treasurer's Report?
- Business or announcements from the floor?

Bev Lemon thanked Melodie Pehr for her service as VP,

Minutes For March 25, 1999, General Membership Meeting

The meeting was called to order by Beverly Lemon, President, at approximately 11:50 P.M. in the LaNovia Room, Naval Postgraduate School.

Minutes of Previous Meeting on Tables: Minutes of previous meeting were distributed on a side table. Introduced Helen Dorwin as our new secretary, who is taking the minutes today.

Treasurer's Report on Tables: Announced Terri Schreader would not be here to give the Treasurer Report.

Unfinished Business: There was no unfinished business.

New Business

- Fundraisers:
 - Karen Forbes and Dave Riney encouraged people to help with the Cookie Dough sale in March. There are seven kinds of cookies and two kinds of muffins. 3lb tubs sell for \$10 with \$4 going to our chapter.
 - Laguna Seca Volunteers—Our organization name has been provided to the Board of Directors. They will call us if we are needed.
- PDI Volunteers
 - We have received approval for 20 volunteers at the reduced registration rate. San Diego

would like us to be available on Saturday to stuff registration packets. BOQ confirmations have been received. Volunteer opportunities include Registration Committee, Facilities Committee, Volunteer Lounge, and Toastmasters. Please see your Agency VP to let them know what you want to do. Registration form should include volunteer, send a copy of your registration to Bev Lemon and she will forward a copy, so that you can attend the classes you registered for.

- Lisa Stahlhuth announced the next awards and scholarship deadlines and pointed out where applications could be found on the side table.
- Sam Castellino reported on the VITA Program that our chapter processed 30 returns to date. They are continuing to process Federal and State Income Taxes.
- Membership Drive
 - Volunteers are needed to work at the USA Booth on International Day in May.
 - Volunteers are needed to work at the June New Student Orientation.
 - Rainy Lowery has received four new applications for ASMC membership, total membership 125 according to roster.
- Website:
HPPT://WEB.NPS.NAVY.MIL/~ASMC-MRY/.
Flyers are on the side table.
- Featured Articles are being solicited for the next Newsletter. Deadline is April 12, 1999, please submit your article to your Agency VP or the Newsletter Editor, LTC Randy Stage.
- Bev encouraged members to submit Officer Nominations for Next Year. Please see your VP if you would like to run for office and get involved.
- We had one application submitted for an ASMC Scholarship.

UPCOMING MEETINGS

- Bev Lemon introduced John Stornetta, General Manager, Laguna Seca Raceway as our Guest Speaker.

- John Stornetta spoke on Laguna Seca Raceway.
- Bev Lemon presented John Stornetta with an Associate Membership Certificate, as a new member of the Monterey Chapter.
- Bev Lemon asked if there were any questions or comments regarding Minutes and/or Treasurer's Report?
- Business or announcements from the floor?
- This completed our business and meeting was adjourned at 1300.

Helen F. Dorwin
Secretary

Minutes For April 15, 1999, General Membership Meeting

The meeting was called to order by Beverly Lemon, President, at approximately 11:55 P.M. in the LaNovia Room, Naval Postgraduate School.

Minutes of Previous Meeting on Tables:
Minutes of previous meeting were distributed on a luncheon tables.

Treasurer's Report on Tables: Terri Schreader gave the Treasurer Report for the month of February and March.

Unfinished Business: There was no unfinished business.

New Business

- Fundraisers:
 - We made \$528.00 from the cookie dough sale. A special thanks to Carol Daughtery for chairing this fundraiser, Ken Mitchell for being the delivery man, and Karen Forbes and Dave Riney for being our bakers. We had to order fourteen additional tubs of cookies to complete the cases. See Carol to pick up your cookie

dough orders after the meeting has adjourned.

- Laguna Seca Volunteers—Our organization name has been provided to the Board of Directors, still no word, hopefully by the last week of April.
- PDI Volunteers
 - We will have a meeting on May 12 at noon for the PDI volunteers, if we receive the information on time. Helen Dorwin will check on a location. Dave Riney and Bev Lemon sent digital pictures to San Diego to see if the exhibit booth would work for our display. Volunteer opportunities include Registration Committee, Facilities Committee, Volunteer Lounge, Toastmasters, and Airport Greeters. Please see your Agency VP to let them know what you want to do. Registration form should include volunteer, send a copy of your registration to Bev Lemon and she will forward a copy, so that you can attend the classes you registered for.
- Lisa Stahlhuth announced the next awards and scholarship deadlines and pointed out where applications could be found on the side table. Bev Lemon signed off on one award for a scholarship.
- Sam Castellino reported on the VITA Program. Our chapter processed 62 returns--a very successful program. The IRS would like to expand to Naval Postgraduate School and Defense Language Institute to process Federal and State Income Taxes for next year.
- Membership Drive
 - Volunteers are needed to work at the USA Booth on International Day in May.
 - Volunteers are needed to work at the June New Student Orientation.
 - Rainy Lowery has accepted a job in Millington, TN, and her last day will be next Friday. Bev Lemon thanked Rainy for a job well done. Rainy reported the new Resource Manager has an inside track, so she will try to get more folks involved for ASMC.

- Bev Lemon pointed out new membership applications on the tables. National HQs has a new address.
- Website: HPPT:
//WEB.NPS.NAVY.MIL/~ASMC-MRY/.
Flyers are on the tables.
- Featured Articles are being solicited for the next Newsletter. Deadline is April 12, 1999. Please submit your article to your Agency VP or the Newsletter Editor, LTC Randy Stage.
- Bev Lemon encouraged members to submit Officer Nominations for Next Year. Please see your VP if you would like to run for office and get involved. Deadline is June 7, 1999.
- We had one application submitted for an ASMC Scholarship.
- Kathy Holland reported that the collected toiletry items were given to the Women's Shelter in Salinas, which serves over 2,000 battered women a year. They wanted to thank everyone.
- Lisa Stahlhuth met the deadline for the ASMC Chapter Competition Award, we submitted four newsletters, Professional Development Award, Community Services, and thanked everyone for the help, especially Bev Lemon, Sam Castellino, and Dave Riney. If we win, we will receive \$100 and a plaque which will be presented at the PDI.
- Bev Lemon asked for a showing of hands as to how many would be interested in having our next ASMC meeting at another location, away from the work atmosphere. A total of 21 showed interest. Dave Riney and Sam Castellino will look into the Crazy Horse for lunch. Tickets will be sold in advance.

UPCOMING MEETINGS: Speaker for May will be Neal Hotelling, Pebble Beach Company, on May 13.

- Karen introduced Mr. Michael Sullivan, Chief Executive Officer, Monterey County Fairgrounds, as our Guest Speaker.
- Mr. Sullivan's topic was "Bringing the Fairgrounds Out of Bankruptcy." He was very informative and

humorous. The audience seemed to enjoy his presentation very much.

- Bev Lemon presented Michael Sullivan with a New Membership Certificate, good for the Monterey Chapter purchasing his new membership for the coming year.
- Bev Lemon asked if there were any questions or comments regarding Minutes and/or Treasurer's Report? None.
- Business or announcements from the floor. None
- This completed our business meeting. Annie Pierce made a motion our meeting be adjourned and Dave Riney seconded it. The meeting was adjourned at approximately 1:00 P.M.

Minutes Of February 17, 1999, Executive Committee Meeting

The meeting was called to order by Bev Lemon at 5:30PM in the Cypress Lounge, Embassy Suites, Seaside, CA. Attendees present were Sam Castellino, Annie Pierce, Kathy Holland, Dave Riney, Karen Forbes, and Lisa Stahlhuth.

Membership receipt forms from National HQ were given to Annie Pierce to pass on to Rainy Lowery.

Bev Lemon reported how the local AGA Chapter had given toiletry items to our chapter for distribution. Kathy Holland agreed to chair this project.

Annie Pierce announced NPS would be sending 10 people to the PDI fully funded in a non-volunteer status. No shuttle bus would be provided between the BOQ and the convention center. Our volunteer services would be needed on May 29 and 30. Kathy Holland said the DLI volunteers would be leaving May 28 to drive down in a GSA car.

Dave Riney talked about the VITA program.

Karen Forbes suggested having an ASMC picnic. She also volunteered to look into places to have off-site luncheons.

Bev Lemon reported the Treasury balance was over \$1300 and she had deposited \$140 in membership reimbursements from National. She gave the deposit slip to Annie Pierce to give to Terri Schreuder. Bev also gave the \$40 reimbursement request for herself for America Gift Checks books to Annie to give to Terri.

Lisa Stahlhuth reported the Members Continuing Education Program provides 15 grants of \$1000 each. Deadline is Feb 28 and requires Chapter President endorsement. High School Senior Scholarships of Chapter Members are due March 31-5 for \$2000 and 5 for \$1000. Chapter Leadership Award is due Feb 28 as well as the Essay Award.

Sam Castellino talked in-depth about the VITA program. There are 19 volunteers. Kathy Holland said DLI had a big military tax program and she would get info to Annie for NPS military. He asked if there was some way we could publicize this program. Lisa said she would look into it. He announced the Feb 18 speaker would be Dr. David Lamm, NPS, and Linda Shepard would speak in August since her March class was cancelled.

Bev Lemon announced John Stornetta would be the March guest speaker on March 25 vice March 18.

Dave Riney motioned and Sam Castellino seconded the motion that we begin giving membership renewals and new memberships to guest speakers instead of Couroc trays. Motion passed unanimously. This will allow the chapter to receive \$5 of the \$20 membership.

Bev Lemon reported she needs SSNs for the NSAMB volunteers in order to reserve the BOQs. She's waiting on a call from the Kool Kord person. George Beckett, Corporate Sponsor Chairperson, National, can't visit but will help via EMAIL. She received a bunch of balloons for the PDI. No bus from Monterey would be procured. Asked for a volunteer to chair the Cookie Dough fundraiser.

Laguna Seca accepted our request, but it may be hard to get positions, per Steve Hurst. Terry Kendall will also let us know. We still need a secretary. DFAS/DLI/DMDC Executive Leadership is supportive of ASMC based upon our meetings with them. We have permission to have a booth at New Student Orientation in June and International Day in May. Annie and Lisa said they would work at International Day. Bev encouraged everyone to look for people interested in being officers next year.

Next meeting will be March 10, 1999, at 5PM in the Cypress Lounge, Embassy Suites. Sam Castellino motioned to adjourn and Karen Forbes seconded it. The meeting was adjourned at 7:25PM.

Minutes of March 10, 1999, Executive Committee Meeting

The meeting was called to order by Bev Lemon at 5:00PM in the Cypress Lounge, Embassy Suites, Seaside, CA. Attendees present were Joanne Hughes, Kathy Holland, Randy Stage, Dave Riney, Karen Forbes, Ken Mitchell, Annie Pierce, Sam Castellino, Randy Faulkner, Helen Dorwin, Carol Daughtery, and Amy from Masterpiece Cookies.

Amy presented the information about the cookie dough fundraiser and provided samples. All agreed to the fundraiser to begin April 5 and end April 19.

Helen Dorwin was introduced as our new secretary.

Randy Faulkner arrived late and told us about the annual YMCA fundraiser that he is involved with.

Randy Stage reported the feature article in our January newsletter has been accepted for publication in Armed Forces Comptroller. He still needs submissions for the April newsletter feature article. Deadline for publication is late April-early May.

Joanne Hughes shared info about the BBQ they had at El Estero Park one year during the week. She said it brought in a lot of new members. If a member brought a guest, the chapter paid for

the guest. She also volunteered to get a wine basket for the PDI.

Sam Castellino reported there are 19 volunteers, 5 PCs, and 20 tax preps so far in the VITA program. He reminded everyone about John Stornetta speaking at our March meeting.

Annie Pierce suggested Captain Grundies, SPAWAR Comptroller, San Diego, as a guest speaker in April. Bev also mentioned COL Dausen, DLI. Colors for Kool Kords were discussed. PDI information was discussed. Sam, Dave, Bev volunteered to work at the chapter fair booth. Toastmasters are Joanne, Bev, Dave, and Sam. Volunteer hours have been raised to 24 vice 16. We're still waiting on approval to use the Mongoose booth at the chapter fair.

Bev Lemon gave Annie Pierce the handouts for March new student orientation packets. She will give to LT Bok.

Next meeting will be April 7, 1999, at 5PM. Randy Stage will find a location at NPS. Ken Mitchell made a motion to adjourn and Dave Riney seconded it. Meeting was adjourned at 6:40PM.

Minutes for April 14, 1999, Executive Board Meeting

The meeting was called to order by Beverly Lemon, President, at approximately 5:45 P.M. DOD Center Monterey Bay, 4th Floor, Operation Mongoose, Seaside, CA.

- Fundraisers:
 - We made \$528.00 from the cookie dough sale. We had to order fourteen additional tubs of cookies to complete the cases. DOD Center made \$19.00 after a bake sale in the lobby.
- PDI Volunteers
 - We will have a meeting on May 11 at noon for the PDI volunteers, if we receive the information on time, Helen will check on a location. Dave Riney and Bev Lemon sent digital pictures to

San Diego to see if exhibit booth would work for our display. Volunteer opportunities include Registration Committee, Facilities Committee, Volunteer Lounge, Toastmasters, and Airport Greeting. Please see your Agency VP to let them know what you want to do. Registration form should include volunteer, send a copy of your registration to Bev Lemon and she will forward a copy, so that you can attend the classes you registered for.

- Sam Castellino reported on the VITA Program. Our chapter processed 62 returns, a very successful program. The IRS would like to expand to Naval Postgraduate School and Defense Language Institute to process Federal and State Income Taxes for next year.
- Membership Drive
 - Volunteers are needed to work at the USA Booth on International Day in May.
 - Volunteers are needed to work at the June New Student Orientation.
- Bev Lemon reminded board members to submit Officer Nominations for Next Year. Please encourage members to get involved.
- Bev Lemon suggested next executive meeting be held May 12, 1999 and a different date and time for PDI volunteer meeting, possibility May 11, 1999 at 12:00 until 1:00. Check with NSAMB for registrations.
- Helen Dorwin will check with NSAMB and the Public Affairs Office regarding pictures and logo's for our display at PDI.
- Dave Riney made a motion to adjourn meeting at 6:30PM and Sam Castellino seconded the motion. Meeting was adjourned.

**ASMC MONTEREY CHAPTER
1999 - 2000 EXECUTIVE BOARD
NOMINATIONS**

April 15, 1999

Dear ASMC Member,

Our annual election for members of our Executive Board is scheduled for

the June general membership meeting. The new Board's tenure will run from July 1, 1999, through June 30, 2000.

We would like to have nominations for all of the available positions. Please consider entering your name as a candidate for any of our Board positions. A nomination form is attached for your convenience along with a description of officer duties. You can forward your nomination to me at EMAIL:beverly.lemon@dfas.mil or FAX: 583-3020. Your nomination should be in to me by June 7, 1999. I will consolidate all nominations onto one election form for voting during our June general membership meeting.

As a Board member, you will play a key role in leading our Chapter into the new millennium. We sincerely hope you will consider volunteering your time to help keep our Monterey Chapter viable.

As always, thank you for your support of ASMC.

//signed//
Beverly A. Lemon
President

1. President

2. First Vice President

3. Vice President-NSAMB/NPS

4. Vice President-DLIFLC & POM

5. Vice President-DMDC

6. Vice President-DFAS/MONGOOSE

7. Membership Director

8. Chapter Activities Director

9. Treasurer

10. Secretary

11. Newsletter Editor

12. Retired Member Rep

Duties of the Officers

The President will be the presiding officer. He/She will enforce all laws, contracts, etc., and execute such papers as will require his/her signature. He/She will exercise general supervisory control over all affairs of the Chapter. He/She is ex officio member of all committees, or other governing bodies, and may at his/her pleasure, examine their minutes, books, and records.

In the temporary absence of the President, the 1st Vice President will perform the duties of the President. He/She will be responsible for the special programs of the Chapter (both local and national), i.e., inform the general membership about upcoming scholarship award contests, forward information necessary to the national office for the chapter to achieve Five Star Status such as newsletters, yearly agenda, committee chair names to National Headquarters). In coordination with the President, he/she will be responsible for the program and agenda of the meetings to include the organization of fund raising activities that support Chapter activities and for insuring that meetings are conducted using proper parliamentary procedures in accordance with Robert's Rules of Order Revised.

The Vice Presidents of the various activities: VP of the Naval Postgraduate School and the Naval Support Activity at Monterey Bay, VP of the Defense Language Institute Foreign Language Center and Presidio of Monterey, VP of the

Defense Finance and Accounting Service - Seaside Operating Location and Operation Mongoose, and VP of the Defense Manpower Data Center will be responsible for making arrangements for general membership meetings to include obtaining speaker/program for such meeting(s). He/She will forward all information pertaining to the meeting such as date, location, speaker name, subject/topic to the President and First Vice President who will prepare a flyer. Once the flyer is prepared the VPs will be responsible for distributing the flyer to the members of their respective organizations.

The Secretary will record the proceedings of the meetings. He/She will keep an exact roster of the membership; be custodian of the Charter, seal, laws, documents and papers of the Chapter. He/She will maintain contact with the Executive Director, answer correspondence, provide assistance and perform such other duties as may be directed by the President.

The Treasurer will receive and deposit all monies of the Chapter, pay its just bills, maintain its books of accounts, and make appropriate reports on the financial condition of the Chapter to the President and the members as directed. He/She or the President will sign all the checks or warrants on the funds of the chapter.

The Membership Director is responsible for recruiting new members and retaining current members. He/She will forward copies of membership rosters to National Headquarters on a quarterly basis. He/She will also forward copies of check and applications to National Headquarters and verify that they have been added to the roster and receive their membership certificates.

The Chapter Activities Director is responsible for coordinating the Chapter's activities with the local community. He/She will lead those activities in the Chapter's activities plan that involve the community. He/She will inform the community of Chapter sponsored events to gain their participation and serve as the community's point of contact to the Chapter on requests for volunteers and participation in community activities. He/She will inform the Executive Committee of upcoming community events that may be of benefit to the Chapter's membership. He/She will be responsible for developing, maintaining, and submitting all documentation for the Chapter Competition Submission.

Newsletter Chairman is responsible for the gathering of information and publication of the Chapter newsletter. The newsletter is to be published at least quarterly. A copy will be given to the 1st Vice President for forwarding to National Headquarters also quarterly. He/She is also responsible for publicizing noteworthy activities of the Chapter, to include Web Page maintenance.

The Retired Member Representative will be the Chapter's point of contact to retirees in the local community who were former government employees. He/She will keep retirees informed of upcoming Chapter events and inform the Membership Director of possible candidates for membership. He/She will be the spokesperson for

the retirees in the Executive Committee meetings relaying their ideas and suggestions to its members for their consideration.

Points of Contact

Chapter President - Bev Lemon
Business phone: (831) 583-3030
Fax number: (831) 583-3020
EMAIL: beverly.lemon@dfas.mil

1st VP - Sam Castellino
Business phone: (831) 583-3028
Fax number: (831) 583-3020
EMAIL: sam.castellino@dfas.mil

Co-VP, OpLoc & Mongoose - Dave Riney
Business phone: (831) 583-3008
Fax number: (831) 583-3020
EMAIL: dave.riney@dfas.mil

Co-VP, OpLoc & Mongoose - Karen Forbes
Business phone: (831) 583-3005
Fax number: (831) 583-3020
EMAIL: karen.forbes@dfas.mil

VP, NPS & NSAMB - Annie Pierce
Business phone: (831) 656-2021
Fax number: (831) 656-2376
EMAIL: ampierce@nps.navy.mil

VP, DLIFLC & POM - Kathy Holland
Business Phone: (831) 242-6554
EMAIL: hollandk@pom-emh1.army.mil

VP, DMDC - Randy Faulkner
Business phone: (831) 583-2444
EMAIL: faulknrt@osd.pentagon.mil

Treasurer - Terri Schreader
Business phone: (831) 656-5082
Fax number: (831) 656-2548
EMAIL: tsschreader@nps.navy.mil

Secretary - Helen Dorwin
Business phone: 656-3755
EMAIL: hfdorwin@monterey.nps.navy.mil

Helen Dorwin, our new Chapter Secretary, is a Budget Analyst for Navy Family Housing located at the Naval Support Activity Monterey Bay. She recently transferred to the area with her husband and two children. Helen began her career with Civil Service in 1986 at the Naval Air Station Jacksonville, FL, where she was also a member of ASMC for eight years. Helen enjoys music, cooking and walking on the beach with a cup of cappuccino.

Membership Director - Vacant

Community Activities Dir - Ken Mitchell
Business phone: (831) 583-1222
EMAIL: kenneth.mitchell@dfas.mil

Newsletter Editor - Randy Stage
Business phone: (831) 656-2367
EMAIL: rsstage@nps.navy.mil

Retired Member Rep - Joanne Hughes
Business phone: (831) 394-2017
Fax number: (831) 675-9404
EMAIL: craftyjo@aol.com



Do you have a great idea? No one will listen to it at work. We are always looking for contributions for the feature article. If you have a good idea that no one at work will listen to, write an article on it! When it's published you can show the boss. Maybe he'll like it better when he sees it in print.

Feature Article

Systems Analysis for Thinking Outside the Box

LTC Randy Stage, USA
Defense Resources Management
Institute

Are you inside the loop or outside? Here is a simple test to help you determine where you stand. If you've heard that you need to "think outside the box" you're inside the loop. If you've never been told to think outside the box then, I'm sorry to inform you, you are outside of it. Either way I hope this article will be useful because I want to discuss what thinking outside the box is about and where it can be useful in financial management.

An important skill in management is the ability to analyze situations or problems and from

the analysis provide recommendations for making decisions. One type of analysis widely used in the Department of Defense for defense planning is broadly known as systems analysis. The purpose of this article is to introduce the general structure of systems analysis, explain its components, and present some ideas of how it can be used for defense management. My motivation for writing on this subject is to help those in the comptroller field understand the analyses that goes on around them so they can play an active, constructive part in providing a framework for analyzing the financial aspects of decisions.

Systems analysis is not the universal solution for all problems. It's most useful when deciding what should be done, what course of action should be pursued, and when searching for the "right things to do". It's most useful when dealing with a new situation or with a problem which has never been encountered before and one where traditional solutions are not appropriate. It is a search for alternatives to deal with a radical change in the problem environment. Unlike other types of problems, the solutions for systems analysis type problems are usually neither evident nor precise. A quantitative analysis may address whether it is cheaper to perform maintenance in-house or to contract it out. A system analysis approach to this type of problem would address the best way to perform maintenance in order to meet readiness standards.

There are many versions of the systems analysis process. This discussion isn't original but consolidates ideas from several sources notably those described by E. S. Quade in Analysis for Public Decisions¹ and Gene H. Fisher in Cost Considerations in Systems Analysis². Variations of their ideas can be found in many other references. The general model consists of four phases that lead the analyst through a logical set of steps.

The first is the Conceptual Phase. At the beginning of the analysis issues of concern are identified followed by development of goals and objectives. Issues of concern are the factors of the situation that create a problem. Defining issues of concern helps to bound or limit the scope of the analysis. Goals are the end-state that the decision process seeks to achieve. Objectives are the conditions that must exist in order for the goal to be achieved. A problem may have only one or a very few goals but it likely may have many objectives.

To continue with the example of the best way to perform maintenance, the issues of concern may be personnel reductions, a heavy workload, a smaller budget, and an urgent need to repair equipment and return it to service. The goal could be to determine the best way to meet equipment readiness standards. A short list of objectives may include minimizing costs, maximizing effectiveness, low risk,

multiple vendor sources, early implementation date, and performing the work without additional personnel.

"Thinking outside the box" can help conceptualize the problem from a different perspective. Instead of seeing the problem and its possible solutions in conventional terms, thinking outside the box could provide insights to see more possibilities. Perhaps it isn't a matter of a budget shortfall. Perhaps the problem is also a matter of having the wrong job skills, outdated technology, poor scheduling of work orders, or other shortcomings. Taking a broad view of the problem early in the analysis allows for more possibilities later.

Conceptualizing the problem leads into the Research Phase. In this phase, data is collected to better understand the problem and the relationships between the different elements of the situation are explored. However, the most significant aspect that occurs is development of alternatives. Alternatives are different courses of action that could possibly meet the objectives and thereby achieve the goal. Some alternatives may be variations on other ones. Others may be radically different than anything previously considered. The nature of systems analysis problems dictates that there are multiple alternatives. Since systems analysis supports a decision process, if there is only one alternative then there really isn't a decision to be made. The one course of action

is implemented without further discussion and everyone can go to lunch early.

Development of alternatives is the second place where thinking outside the box is important. Presumably the problem exists because the situation has changed from the past and the old solutions are no longer adequate. Thinking outside the box allows the analyst to think of creative ways of coping with the new situation. If new alternatives aren't considered the old ones will be used and the same results will occur. Presumably the new problem exists because the old solutions don't work. That's why it's important not to apply the same inadequate solutions. It may not be clear early in the analysis what all alternatives are. Some may be discovered later when more information is available.

The research phase is followed by the Analytic Phase. In this phase the analysis attempts to determine what will happen if an alternative is chosen. When choosing an alternative, it's important to understand what will happen when it's implemented in the real world. We, therefore, would like to forecast or predict what is likely to happen if/when a particular alternative is chosen. Since it usually isn't possible to implement each of the alternatives in the real world to see what will happen a substitute for reality is used. Models are the substitutes for reality used to evaluate the alternatives and predict the

consequences of implementing each one. A model is a representation of reality that includes only the elements from the real world pertinent to the case. Organizational charts, influence diagrams, cost structures, and maps are examples of simple models. More sophisticated models are run on PC or larger computers. The Department of Defense uses many quantitative models to evaluate the interaction of many factors to estimate the combined effect. Much of the data and their relationships collected in the research phase are used to build the models or provide inputs for them. Quantitative models do not have to be complex. A simple example of a quantitative model would be to add total fixed costs and total variable costs to get total costs for a project. A second example is to multiply the average cost of a repair by the number of units repaired to determine the total cost of repairs. Regardless of the model used, it should be able to produce and predict the result of implementing a course of action.

After the consequences of each alternative have been estimated, the analysis moves to the Judgement Phase. Here the results of the modeling are compared to evaluate how well each alternative meets the objectives. The interpretation of the modeling results allows the analysis to evaluate each alternative and decide on a preferred choice. The results are unlikely to lend themselves to an easy decision. Among any group of alternatives, some will

rank high against some of the objectives and poorly against others. The most effective alternative is often the most expensive. The low risk alternative may require more time to develop. Most likely no alternative will emerge as a clear choice. Quite likely none of the alternatives will be acceptable the first time the analysis is performed.

What happens when none of the alternatives meets all of the objectives? If none of the alternatives solve the problem there isn't a solution and the analysis isn't finished. The answer is what most people involved in analysis don't want to hear. It is to go through the analysis again. The best alternative to a new situation is usually found only through an iteration process. Repeating the steps with new information and a better understanding of what works and what doesn't work can help the analysts see the problem in different terms and lead them to look further afield for new alternatives. Alternatives that weren't apparent in the initial try may become evident when the problem is understood better.

Discovering new alternatives is very often the case when analyzing new situations. It isn't reasonable to expect the analysts to foresee all possible alternatives at the start. It's only after reviewing the information in a systematic way that the complexity of the situation is revealed. Even a second iteration may not be sufficient. The analysis may

require many iterations of refinement before finding a solution that meets the objectives and can achieve the goal. In fact, successive iterations may reveal that the original goal and objectives weren't really correct.

Because systems analysis is a structured process that helps search for new alternatives to deal with new situations, it is very useful in today's security environment. Today's security environment represents a new and unfamiliar situation. New threats, different budget priorities, new technologies, pay and retention issues, base closures, a Revolution in Military Affairs (RMA), and a Revolution in Business Affairs (RBA) distinguish today's problems from those we were used to dealing with in the past. A systems analysis approach assists both the force planner and the financial manager to find ways of dealing with the new environment.

Two areas where thinking outside the box using systems analysis can be applied is in the reengineering activities and the Total Quality Management (TQM) efforts occurring throughout the Department of Defense. Both activities look for new ways of performing an organization's mission either by changing the organization or by improving the organization's processes. Organizations that have acquired new missions experience a radical change in their problem environment and can benefit from using systems analysis to integrate the new mission with

their existing operations. A systems analysis approach can be very useful by leading the analysis to search for new and innovative ways of performing old jobs faster, cheaper, and better. Organizations that acquire new missions can employ a systems analysis approach to integrate their new responsibilities with their existing operations.

Another contemporary example where systems analysis can play an important role is in the expanding use of Information Technology (IT). Properly used, IT offers improved responsiveness, higher quality service, greater effectiveness, and lower costs. These advances aren't realized by doing old activities with new computers. Instead, it requires challenging old practices to streamline processes, eliminate unessential steps, and decentralize tasks. Again, thinking outside the box, and viewing the situation differently than in the past will help discover new ways to capitalize on the opportunities that IT offers.

New situations, new problems, and new missions often require new solutions. To discover the new solutions new perspectives are often needed. The systems analysis approach offers a structured method to think outside the box of the conventional approach. Conceptualizing the problem by defining the goals and objective will direct the analysis down the correct path. Collecting data and identifying alternatives will provide an

informed basis for conducting the analysis. Using models to predict the consequences of the various alternatives provides insights on what will happen once they are implemented. Judgement based on experience and the preferences of the decision makers is necessary to select the alternative which best meets the objectives and satisfies the goal. The Department of Defense of tomorrow will be different than it is today. The difference will be the new solutions that are discovered for the new challenges.

¹ Quade, E.S., Analysis for Public Decision Third Edition, 1989, Englewood cliff, NJ: Prentice Hall.

² Fisher, Gene H., Cost Considerations in Systems Analysis, 1971, New York: American Elsevier

LTC Randy Stage is an active duty Army member. In his twenty-one years of military service, he has served in a wide variety of Army and Joint assignments as a Field Artillery Officer and an Operations Research/ Systems Analyst. His tours include duty in Korea, Germany, and Belgium as well as at numerous CONUS sites. Currently he is assigned as an instructor at the Defense Resources Management Institute, Naval Postgraduate School. He graduated from the University of Nebraska and has an MBA from Oklahoma City University.