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Principal Deputy Under Secretary for Memorial Affairs, NCA
Chief of Staff, NCA
Deputy Under Secretary for Field Programs and Cemetery Operations Deputy Under Secretary for Finance and Planning and Chief Financial Officer
Deputy Under Secretary for Management
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Welcome to the National Cemetery Administration

It is the National Cemetery Administration's (NCA) honor to care for more than 4 million Veterans and family members buried in Department of Veterans Affair national cemeteries, including more than 350 recipients of the Medal of Honor. We provide a final resting place in national shrines with lasting tributes that commemorate their service and sacrifice to our nation.

You are joining an outstanding organization In 2019, the American Customer Service Index (ACSI) awarded NCA the highest rating in customer satisfaction for any federal agency or private corporation surveyed for the seventh time. We care about the work we do and it shows.

Our three priorities are: 1) preserving the Legacy: ensuring no veteran ever dies; 2) providing access and choosing VA; and 3) partnering to serve veterans. We expect you to c:1o your job and serve to your full potential to help us focus on these priorities and continue providing exceptional service to our Veterans.

This Welcome Packet was designed as part of NCA’s onboarding program to help acquaint you with NCA, our leadership, and our organization. We are glad you joined NCA and welcome to the team!

Randy Reeves
Under Secretary for Memorial Affairs
Date: DECEMBER 18 2011

From: Under Secretary for Memorial Affairs

subj: Leadership Covenant

To: National Cemetery Administration Team Members

1. As Under Secretary for Memorial Affairs, I have many functions and responsibilities. My most important responsibility is to support you, so that you may provide the best support and service possible to our Nation’s Veterans and their families. Without each of you doing your job and serving to your full potential, none of us would be able to serve Veterans; our core mission.

2. As your Under Secretary of Memorial Affairs, I can only effectively lead you from a foundation premised on integrity, honesty and trust. I am placing my complete trust in each of you to serve our Veterans and their families. I am also trusting each of you to always be honest with me, and not only let me know where we as a team can do better, but where I can do better. I’ll strive to always keep you as well-informed as I can, and I will count on you to do the same with me. To that end I expect you to:
   - Know your strengths and weaknesses and seek continuous self-improvement through study and serious application
   - Set realistic professional goals and work to achieve them
   - Work on technical, supervisory and leadership proficiencies to prepare yourself for the job of the leader in the next higher position in the Administration
   - Strive to make sound and timely decisions
   - Be a team player
   - Be courteous, respectful and professional in your daily endeavors
   - Seek responsibility and take responsibility for your actions
   - Let me know when/where we can do better

3. I will strive always to:
   - Be honest and upfront with you
   - Be a team player
   - Be dedicated and always give my best effort
   - Strive to keep you informed
   - Treat everyone with respect
   - Listen without prejudging and expect your frank opinions
   - Hold you accountable

Each of you is important to me and I look forward to working with you to serve our Nation’s Veterans and their families.

Thank you for all you do to serve every day.

Randy Reeves
National Cemetery Administration
Mission and Vision Statement

Mission

NCA honors Veterans and their eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our Nation.

Vision

As the model of excellence for burial and memorials for our Nation's Veterans and their families, NCA ensures that No Veteran Ever Dies.

Purpose

- To provide burial space for Veterans and their eligible family members.
- To maintain national cemeteries as national shrines, sacred to the honor and memory of those interred or memorialized there.
- To mark Veterans' graves with a Government-furnished headstone, marker or medallion and to provide Presidential Memorial Certificates in recognition of their service to a grateful nation.
- To administer grants for establishing or expanding state and tribal government veterans cemeteries.
The VA has adopted Core Values and Characteristics that apply universally across the Department. The five Core Values define "who we are," our culture and how we care for Veterans, their families and other beneficiaries.

“Because I CARE, I will …”
The phrase, “Because I Care, I Will…” is a call to action. A call to do everything we can, every day, to improve the lives of Veterans and others we serve.

While our Core Values define “who we are,” our Characteristics define “what we stand for,” and what we strive to be. Our Characteristics are goals that we want everyone – VA employees, Veterans, and the American people – to connect with our Department and with our people.

VA’s Core Values and Characteristics apply across each Administration, location, role and person. They unite and define us, and set us apart from other organizations. The Values reflect our commitment to Veterans and their families. Keep them in mind every day as you do your job – and look for ways to show “I CARE.”

Our Core Values Are:

**Integrity** – Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom I engage.

**Commitment** – Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA’s mission. Fulfill my individual responsibilities and organizational responsibilities.

**Advocacy** – Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.

**Respect** – Treat all those I serve and with whom I work with dignity and respect. Show respect to earn it.
Excellence – Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for my actions, willing to admit mistakes, and rigorous in correcting them.

Our Core Characteristics Are:

**Trustworthy** – VA earns the trust of those it serves – every day – through the actions of all employees. They provide care, benefits, and services with compassion, dependability, effectiveness, and transparency

**Accessible** – VA engages and welcomes Veterans and other beneficiaries, facilitating their use of the entire array of its services. Each interaction will be positive and productive.

**Quality** – VA provides the highest standard of care and services to Veterans and beneficiaries while managing the cost of its programs and being efficient stewards of all resources entrusted to it by the American people. VA is a model of unrivalled excellence due to employees who are empowered, trusted by their leaders, and respected for their competence and dedication.

**Innovative** – VA prizes curiosity and initiative, encourages creative contributions from all employees, seeks continuous improvement, and adapts to remain at the forefront in knowledge, proficiency, and capability to deliver the highest standard of care and services to all of the people it serves.

**Agile** – VA anticipates and adapts quickly to current challenges and new requirements by continuously assessing the environment in which it operates and devising solutions to better serve Veterans, other beneficiaries, and Service members.

**Integrated** – VA links care and services across the Department; other federal, state, and local agencies; partners; and Veterans Services Organizations to provide useful and understandable programs to Veterans and other beneficiaries. VA’s relationship with the Department of Defense is unique, and VA will nurture it for the benefit of Veterans and Service members.
MISSION

The U.S. Department of Veterans Affairs (VA), National Cemetery Administration (NCA), honors Veterans and their eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our nation.

NCA STATISTICS

• NCA maintains 3.83 million graves with 628,746 additional developed gravesites available: 356,873 available gravesites for casketed remains, 115,115 in ground gravesites for cremated remains and 156,758 columbarium niches for cremated remains.

• As of the end of FY2019, NCA manages approximately 22,368 acres within its cemeteries. Approximately 59% is undeveloped, and, along with available gravesites in developed acreage, has the potential to provide approximately 5.1 million casket gravesites.

• As of the end of FY2019, of the 138 VA national cemeteries, 79 are open to all interments; 16 can accommodate cremated remains and the remains of family members for interment in the same gravesite as a previously deceased family member; and 43 will accommodate only interments of family members in the same gravesite as a previously deceased family member.

• As of the date on this fact sheet, May 2020, four additional cemeteries have been transferred by the Department of the Army to the VA, bringing the total number of VA national cemeteries to 142. Two of these four can accommodate cremated remains and the remains of family members for interment in the same gravesite as a previously deceased family member; and two will accommodate only interments of family members in the same gravesite as a previously deceased family member.

• Since 1973, when VA managed 82 national cemeteries, annual interments in VA national cemeteries have increased by more than 370% from 36,422 to 134,833 in FY 2019.

• Of the 134,833 interments conducted in FY 2019, 64% were in the 20 busiest national cemeteries: Riverside (CA); Florida (FL): Calverton (NY); Ft. Snelling (MN); Jefferson Barracks (MO); Dallas-Ft. Worth (TX); Great Lakes (MI); Ft. Sam Houston (TX); Abraham Lincoln (IL); Ft. Rosecrans/Miramar (CA); Ft. Logan (CO); Willamette (OR); Sacramento Valley (CA); National Military Cemetery of Arizona (AZ); Tahoma (WA); Houston (TX); Ohio Western Reserve (OH); South Florida (FL); Massachusetts (MA); and Sarasota (FL).

• As of Sept. 30, 2019, 10 national cemeteries contain more than 2,160,258 occupied gravesites, collectively accounting for 57% of all NCA gravesites maintained: Long Island (NY); Riverside (CA); Calverton (NY); Fort Snelling (MN); Jefferson Barracks (MO); Willamette (OR); Florida National Cemetery (FL); Fort Sam Houston (TX), and Golden Gate (CA).
• Largest National Cemetery: Calverton, NY, 1,045 acres.

• Smallest National Cemetery: Hampton VAMC, VA, 0.03 acres.

• Oldest National Cemetery: 11 established in 1862.

• Newest National Cemetery: Snake River Canyon National Cemetery established in March 2020.


• Since 1973, NCA has furnished more than 14 million headstones and markers.

• In FY 2019, NCA furnished 345,780 headstones and markers. Of this number, 161,939 headstones and markers and 13,168 medallions were issued to Veterans interred in private cemeteries worldwide.

• NCA provided approximately 564,804 Presidential Memorial Certificates to the loved ones of deceased Veterans in FY 2019.

• Since 1980, NCA’s Veterans Cemetery Grants Program has awarded grants totaling more than $862 million to establish, expand, improve, operate and maintain 116 Veterans cemeteries in 49 states and territories including tribal trust lands, Guam, and Saipan. These VA-funded Veteran cemeteries provided more than 39,932 burials in FY 2019.

• Volunteers donated more than 191,000 hours at national cemeteries during FY 2019.

• More than 3.4 million people visited VA national cemeteries in FY 2019.

• NCA has built two rural cemeteries that are now open - Fargo National Cemetery, in Fargo, North Dakota which had its first interment in October 2019, and Snake River Canyon National Cemetery in Buhl, Idaho, which had it first interment in March 2020. In addition, NCA plans to establish six more rural national cemeteries in sparsely populated locations across the country. NCA newest national cemetery, Western New York National Cemetery, is under development. By FY 2021, NCA is scheduled to open five columbaria-only sites in New York, NY; Chicago, IL; Indianapolis, IN, Alameda, CA; and Los Angeles, CA.

• Twenty percent (113,365 Veterans interred in FY19) of U.S. Veterans who died (estimated 584,000 in FY19) in the U.S., and Puerto Rico in FY 2019 were buried in a national, state or tribal Veterans cemetery. As new national, state and tribal Veterans cemeteries open, this percentage is expected to increase.

Updated May 2020
Office of Engagement and Memorial Innovations
The National Cemetery Administration

In the summer of 1862, George F. Root was putting the finishing touches on the words and music of the "Battle Cry of Freedom" that would be adopted as a national anthem (in different versions) by both the Union and the Confederacy. It was the second summer of a terrible war that few had believed would last more than several months. Thousands had already died at places like Wilson's Creek, Bull Run, Shiloh, and Fort Donelson.

On July 17 of that year, Congress enacted legislation that authorized the President to purchase "cemetery grounds" to be used as national cemeteries "for soldiers who shall have died in the service of the country." Fourteen cemeteries were established that first year, including one in the sleepy Maryland town of Sharpsburg where 4,476 Union soldiers were laid to rest after the one day of terrible slaughter that was the Battle of Antietam. (By way of comparison, approximately 3,000 Americans, British and Canadians died on June 6, 1944, in the invasion of Normandy).

By 1870, the remains of nearly 300,000 Union dead had been buried in 73 national cemeteries. Most of the cemeteries were located in the southeast, near the battlefields and campgrounds of the Civil War. After the war, Army crews scoured the countryside to locate the remains of soldiers who had died in battle. They were buried with honor in the new national cemeteries, which were enclosed by brick walls and entered by means of ornate gates. Tragically, however, the identities of nearly half of those who died in service to the Union and are buried in national cemeteries are unknown.

The National Cemetery Administration has evolved slowly since the initial period of great challenge associated with the Civil War. All honorably discharged Veterans became eligible for burial in 1873. Cemeteries associated with military posts on the western frontier, such as Fort McPherson, Nebraska, were added to the system in the late 19th century.

In the 1930s, new national cemeteries were established to serve Veterans living in major metropolitan areas such as New York, Baltimore, Minneapolis, San Diego, San Francisco, and San Antonio. Several, closely associated with battlefields such as Gettysburg, were transferred to the National Park Service because of their value in interpreting the historical significance of the battles. In 1973, Public Law 93-43 authorized the transfer of 82 national cemeteries from the Department of the Army to the Veterans Administration, now the Department of Veterans Affairs (VA). Joining with
21 VA Veterans cemeteries located at hospitals and nursing homes, the National Cemetery System comprised 103 cemeteries after the transfer.

On Nov. 11, 1998, the President signed the Veterans Programs Enhancement Act of 1998 changing the name of the National Cemetery System (NCS) to the National Cemetery Administration (NCA).

In 1999 and 2003, Congress passed two laws directing VA to establish 12 new national cemeteries: One in Oklahoma; two in Pennsylvania; one in Michigan; one in Georgia; one in Alabama; one in South Carolina; two in California; and three in Florida.

Today, there are 151 national cemeteries in all. VA, through its National Cemetery Administration, administers 135 of them. Two national Cemeteries – Arlington and Soldiers Home – are still administered by the Army. Fourteen national cemeteries are maintained by the Department of the Interior.

Nearly 4 million people, including Veterans of every war and conflict – from the Revolutionary War to the war in Iraq and Afghanistan – are honored by burial in VA’s national cemeteries. More than 20,000 acres of land from Hawaii to Maine, and from Alaska to Puerto Rico are devoted to the memorialization of those who served this nation. More than 350 recipients of the Medal of Honor are buried in VA’s national cemeteries.

In August 2016, VA opened its 135th cemetery – Omaha National Cemetery. Of the 135 national cemeteries, 75 are open to all interments; 17 can accommodate cremated remains and the remains of family members for interment in the same gravesite as a previously deceased family member; and 41 will perform only interments of family members in the same gravesite as a previously deceased family member.

In addition to providing a gravesite and a graveliner, VA opens and closes the grave, provides a headstone or marker, a Presidential Memorial Certificate, a U.S. Flag, and perpetually cares for the grave at no cost to the Veteran’s family.

Today, there are more than 22 million living Veterans who have earned the honor of burial in a national cemetery. Veterans who have met minimum active duty service requirements, as applicable, and with discharges other than dishonorable, their spouses and dependent children may be eligible for burial in a VA national cemetery. Those who die on active duty may also be buried in a national cemetery.

For more information or to confirm eligibility, please contact the nearest national cemetery or visit www.cem.va.gov.

Updated May 2017
NCA History Program
Department of Veterans Affairs
Organizational Chart

Secretary of Veterans Affairs

Deputy Secretary

Chief of Staff

Veterans Benefits Administration

Veterans Health Administration

National Cemetery Administration

Office of General Counsel

Office of Acquisition, Logistics and Construction

Veterans Experience Office

Office of Inspector General

Office of Accountability and Whistleblower Protection

Board of Veterans Appeals

Office of Management

Office of Information and Technology

Office of Enterprise Integration

Office of Human Resources Operations, Security and Preparedness

Office of Public and Inter-governmental Affairs

Office of Congressional and Legislative Affairs

Secretary of Veterans Affairs
Robert Wilkie  
Secretary of Veterans Affairs  

The Honorable Robert Wilkie was nominated by President Trump to serve as the tenth Secretary of Veterans Affairs. He was confirmed by the United States Senate on July 23, 2018, and sworn in on July 30, 2018. Mr. Wilkie previously served as the acting Secretary of VA from March 28 to May 29, 2018.

Before confirmation as VA Secretary, Mr. Wilkie served Secretary James Mattis as his Under Secretary of Defense for Personnel and Readiness—the principal advisor to the Secretary and Deputy Secretary of Defense for Total Force Management as it relates to readiness, National Guard and Reserve component affairs, health affairs, training, and personnel requirements and management, including equal opportunity, morale, welfare, recreation, and the quality of life for military families.

The son of an Army artillery commander, Mr. Wilkie spent his youth at Fort Bragg. Today, he is a colonel in the United States Air Force Reserve assigned to the Office of the Chief of Staff. Before joining the Air Force, he served in the United States Navy Reserve with the Joint Forces Intelligence Command, Naval Special Warfare Group Two, and the Office of Naval Intelligence.

Mr. Wilkie has more than 20 years of federal service at the national and international levels. During the George W. Bush Administration, Mr. Wilkie served both Donald Rumsfeld and Robert Gates as Assistant Secretary of Defense from 2005–2009, and he was the youngest senior leader in the Department. Mr. Wilkie was Special Assistant to the President for National Security Affairs and a senior director of the National Security Council under Dr. Condoleezza Rice. He also has extensive experience in the United States Congress, including recent service as Senior Advisor to Senator Thom Tillis and service as Counsel and Advisor on International Security Affairs to the Majority Leader of the United States Senate, the Honorable Trent Lott. Mr. Wilkie shepherded the Senate confirmation process for James Mattis, Robert Gates, and Admiral Mike Mullen (CJCS), and he was responsible for the preparation of General David Petraeus and Ambassador Ryan Crocker for their multiple appearances before the Congress in defense of the Iraqi Surge.

Mr. Wilkie was Vice President for Strategic Programs for CH2M HILL, one of the world’s largest engineering and program management firms, where for five years he held program management and advisory assignments as diverse as the London 2012 Summer Olympics and the reform and reorganization of the United Kingdom Ministry of Defense Supply and Logistics System (DE&S).

Mr. Wilkie holds an Honors degree from Wake Forest University, a Juris Doctor from Loyola University College of Law in New Orleans, a Master of Laws in International and Comparative Law from Georgetown University, and a Masters in Strategic Studies from the United States Army War College. A graduate of the College of Naval Command and Staff, Air Command and Staff College, the United States Army War College, and the Joint Forces Staff College, Mr. Wilkie has published articles in the Naval War College Review, Parameters, Armed Forces Journal International, Air and Space Power Journal, and Proceedings. He holds personal and unit decorations, as well as the Defense Distinguished Public Service Medal, the highest non-career civilian award of the Department.
Pamela J. Powers  
Performing the Duties of Deputy Secretary

On April 2, 2020, President Donald J. Trump, tasked Pamela Powers to Perform the Duties of VA Deputy Secretary. In this position, she will serve in broad roles as designated by the Secretary, to include leading enterprise modernization efforts. Until further notice, she will also continue to serve as Chief of Staff advising the Secretary in the federal government’s second-largest Cabinet department, with a budget of more than $218 billion and over 400,000 employees serving in VA medical centers, clinics, benefits offices, and national cemeteries across the country.

Ms. Powers has nearly 30 years of service in the Air Force and the Department of Defense, with experience in executive-level management, policy development, strategic planning and programming, legislation, operations, and communications.

Before joining VA, Ms. Powers served as Chief of Staff to the Under Secretary of Defense for Personnel and Readiness. In that capacity, Ms. Powers was responsible for day-to-day operations of Department of Defense Total Force Management as it relates to readiness, National Guard and Reserve component affairs, health affairs, training, and personnel requirements and management, including equal opportunity, morale, welfare, recreation, and quality of life matters.

During her military service, Ms. Powers was assigned to posts in Arizona, Delaware, New Jersey, Kuwait, and Washington, D.C. She served as the Military Assistant to the Assistant Secretary of Defense, Legislative Affairs, where she managed operations of the Office of Legislative Affairs and led the Department of Defense Congressional Travel Program. Ms. Powers also served as the Executive Director for the Air Reserve Forces Policy Committee and as a Senior Advisor to the Assistant Secretary of the Air Force, Manpower and Reserve Affairs. In 2015, Ms. Powers deployed to Kuwait, where she served as Chief of Staff to the 9th Air Expeditionary Task Force-Levant, Combined Joint Task Force-Operation Inherent Resolve.

A graduate of the United States Air Force Academy with a Bachelor of Science degree in Organizational Psychology, Ms. Powers holds a Master of Strategic Studies from the United States Army War College and a Master of Organizational Management from the University of Phoenix. She also served as a Department of Defense Congressional Fellow in the Office of Senator Susan Collins of Maine.

Ms. Powers retired from the Air Force as a colonel on March 1, 2018, and her awards and decorations include the Legion of Merit and the Defense Meritorious Service Medal.
THE HONORABLE
RANDY C. REEVES
UNDER SECRETARY
FOR MEMORIAL AFFAIRS

Randy C. Reeves was nominated by President Donald J. Trump to serve as the 6th Under Secretary for Memorial Affairs and was confirmed by the United States Senate effective November 8, 2017.

As Under Secretary, he leads 136 national cemeteries in providing dignified burial services for Veterans and eligible family members. His responsibilities include maintaining the cemeteries as national shrines; design and construction activities related to the establishment of new national cemeteries; overseeing memorial programs to honor the service of Veterans, including the provision of headstones, markers, medallions and Presidential Memorial Certificates; and administering federal grants to help states, territories and tribal governments establish Veterans cemeteries.

Prior to his confirmation, Mr. Reeves served as the Executive Director of the Mississippi Veterans Affairs Board from 2011-2017. During his tenure, he drastically increased service to Mississippi Veterans while consistently improving fiscal accountability and efficiency of operations. Mr. Reeves also served as the President of the National Association of State Directors of Veterans Affairs (NASDVA) in 2017, an organization whose members serve and represent our Nation’s 22 million Veterans. In January 2009, he was appointed as the first Director of the Mississippi Veterans Memorial Cemetery and coordinated funding for and oversaw construction of Mississippi’s first state Veterans cemetery. He was appointed Deputy Director of the Mississippi Veterans Affairs Board in 2009 where he was responsible for leading Strategic Planning and Modernization initiatives for the agency.

Mr. Reeves originally entered military service in 1980 when he enlisted in the United States Air Force. He served eight years as an enlisted and then commissioned as an officer in the United States Navy in 1988. During his 27-year military career he served at sea and ashore in various positions. He is a Veteran of Operation Desert Storm and the Global War on Terrorism with multiple deployments.

Mr. Reeves was inducted into the G.V. (Sonny) Montgomery VA Medical Center’s Wall of Honor in November 2017. He was recognized for his work in Mississippi government with the 2013 Excellence in State Government Award and received the NASDVA President’s Award for his work on behalf of Veterans in 2013 and 2015. In October 2015, he was appointed as a member of the Veterans Affairs Rural Health Advisory Committee.

Mr. Reeves is a Certified Public Manager. He is a graduate of the John F. Kennedy School of Government Senior Executive Program at Harvard University, the John C. Stennis Institute State Executive Development Institute at Mississippi State University, and the Institute for Educational Leadership Education Policy Fellowship program. He earned a master’s in Health Science from Touro University and earned a Bachelor of Management from Peru State College in Nebraska. He is the recipient of numerous military and civilian honors and awards.
Ronald E. Walters was named the Principal Deputy Under Secretary for Memorial Affairs, effective January 2009. From June 2014 through December 2017, Mr. Walters led the National Cemetery Administration (NCA) in roles as interim and acting Under Secretary for Memorial Affairs. Prior to his position as Principal Deputy Under Secretary, Mr. Walters served as NCA’s Deputy Under Secretary for Finance and Planning and Chief Financial Officer from July 2006.

As Principal Deputy Under Secretary, Mr. Walters helps lead 136 national cemeteries in providing dignified burial services for military Veterans and eligible family members. His responsibilities also include: maintaining the cemeteries as national shrines; land acquisition, design, construction, and other activities relating to the establishment of new national cemeteries; overseeing other memorial programs to honor the service of deceased Veterans, including provision of headstones, markers, medallions and Presidential Memorial Certificates; and administering federal grants to help states, territories and tribal governments establish Veterans cemeteries.

In his previous position, Mr. Walters was responsible for the successful implementation of key legislative mandates including the Chief Financial Officers (CFO) Act and the Government Performance and Results Act (GPRA) within NCA. He represented NCA at congressional hearings, in briefings with members of Congress and their staff, Veterans Service Organizations (VSOs), the Office of Management and Budget (OMB), and advisory committees and other interested groups.

He began a career with the Department of Veterans Affairs (VA) in 1985 as a Budget Analyst in the Controller’s office and held various other management positions during his tenure. In October 2003, he accepted a position as the Associate Chief Financial Officer for Budget and Planning in the Office of Personnel Management. He held that position until joining NCA in 2006.

Mr. Walters received a Ph.D. in Political Science from Johns Hopkins University (JHU) in 2002 and a Master’s in Public Administration from George Washington University in 1986. He graduated magna cum laude and Phi Beta Kappa with a Bachelor of Arts from Georgetown University in 1984. He was a Rhodes Scholar finalist in Virginia and received a Presidential Rank Award in 2010. He was a finalist for the 2014 Samuel J. Heyman Service to America Medal in the Management Excellence category. Mr. Walters has taught courses in American Government at JHU and Montgomery College. He is currently an instructor at the University of Maryland (Baltimore County).
Tom Howard
Chief of Staff
National Cemetery Administration

Mr. Howard has served as the Chief of Staff in the National Cemetery Administration (NCA) since July 2015.

Mr. Howard is the senior advisor to the Under Secretary for Memorial Affairs and the Principal Deputy Under Secretary for Memorial Affairs, which has a $620 million budget with over 1,900 employees, and national cemeteries nationwide.

As Chief of Staff, Mr. Howard advises NCA senior leadership on a broad range of activities across NCA involving complex policy issues, organization alignments, and programmatic issues. Mr. Howard is focused on transformational and innovative initiatives. He was instrumental in the establishment of NCA’s new educational program office, the Veterans Legacy Program, and the development of NCA’s digital memorialization efforts.

Mr. Howard works with the NCA senior leadership team to manage NCA’s 135 cemeteries in providing dignified burial services for Veterans and eligible family members. His responsibilities also include: ensuring cemeteries are maintained as national shrines; land acquisition, design, construction, and other activities relating to the establishment of new national cemeteries; overseeing memorial programs to honor the service of deceased Veterans, including provision of headstones, markers, medallions and Presidential Memorial Certificates; and administering federal grants to help states, territories and tribal governments establish Veterans cemeteries.

Mr. Howard has served in a variety of executive support capacities since 2014. He has experience in working with senior executives, congressional members, and VA stakeholders.

CAREER CHRONOLOGY:

2015 – 2018   Chief of Staff, National Cemetery Administration
2014 – 2015   Executive Assistant to the Deputy Under Secretary for Finance and Planning, NCA
2009 – 2014   Program Analyst, Legislative and Regulatory Service, NCA

EDUCATION:

2010   Masters of Public Administration, Virginia Tech
2004   Bachelor of Arts, the College of William and Mary
Glenn Powers
Deputy Under Secretary for Field Programs
and Cemetery Operations
National Cemetery Administration (NCA)

Glenn Powers was appointed as the Deputy Under Secretary for Field Programs on March 10, 2011. As part of a re-organization in 2016, Mr. Powers was reassigned to be the Deputy Under Secretary for Field Programs and Cemetery Operations. Since 2011, he has been responsible for leading five district (regional) offices, 135 national cemeteries, and NCA operations including the National Cemetery Scheduling Office and Memorial Products Service processing sites nationwide. Mr. Powers provides leadership for the Headstone, Marker, Niche Cover, Medallion and Presidential Memorial Certificate Program; services to determine eligibility for NCA administered burial and memorial benefits; and programs to develop and improve VA national cemeteries. NCA annually provides interments for more than 130,000 Veterans and eligible family members and delivers more than 650,000 Presidential Memorial Certificates and 350,000 headstones, markers and niche covers to national cemeteries, state Veterans and tribal cemeteries, private cemeteries and next of kin around the world.

Mr. Powers joined NCA in 2006 as the Director of Memorial Service Network IV in Indianapolis where he managed the operations of 27 national cemeteries in nine states. Mr. Powers was a United States Army infantry officer, retiring in the grade of lieutenant colonel in 2006. His military assignments included combat tours in Operation Enduring Freedom and Operation Just Cause; and various command and staff positions at Fort Ord, Calif.; Schofield Barracks, Hawaii; the United States Military Academy, West Point, NY; and Fort Campbell, Ky. His final military assignment was as Professor of Military Science and Battalion Commander for the U.S. Army ROTC unit located at Indiana University-Purdue University in Indianapolis.

CAREER CHRONOLOGY:

2016 – Present	Deputy Under Secretary for Field Programs and Cemetery Operations, NCA, Washington DC
2011 – 2016	Deputy Under Secretary for Field Programs, NCA, Washington DC
2006 – 2011	Director, Memorial Service Network IV, Indianapolis, IN

EDUCATION:

2010	Senior Executive Service Candidate Development Program
2009	Veterans Health Administration Health Care Leadership Institute (ECF Members)
2008	Federal Executive Institute - Leadership for a Democratic Society
1996	Masters of Arts in Geography, University of North Carolina, Chapel Hill, NC.
1986	Bachelor of Science, United States Military Academy, West Point, NY.
MATTHEW T. SULLIVAN  
DEPUTY UNDER SECRETARY FOR  
FINANCE AND PLANNING AND  
CHIEF FINANCIAL OFFICER  
WASHINGTON, DC

Matthew T. Sullivan was named the Deputy Under Secretary for Finance and Planning and Chief Financial Officer for the National Cemetery Administration, effective Feb. 8, 2015.

Mr. Sullivan previously served as the Director, Office of Enterprise Risk Management (OERM) in the Department of Veteran Affairs (VA) Office of Management from October 2012.

As the Director of OERM, he provided leadership in maintaining a Department-wide risk-aware culture and management infrastructure that enables early warning and robust management of top risks that threaten agency priorities and goals.

Mr. Sullivan also served as the Director of the VA Integrated Operating Model from March 2010. He was responsible for improving integration and management within the Department’s key corporate management functions, including: acquisition, construction and facilities management, human resources, information technology, and financial management.

He joined VA in 2005 as a Management Analyst with the Veterans Health Administration. There he served as a liaison with the Government Accountability Office and VA Office of the Inspector General reviewing and auditing programs, policies, and activities.

He earned a Masters in Public Administration from George Mason University in 2008 and was inducted into Pi Alpha Alpha, the global honor society in the field of Public Administration. He is a U. S. Army Veteran and earned a Bachelor of Science from the U.S. Military Academy at West Point.

Mr. Sullivan is a Certified Government Financial Manager by the Association of Government Accountants and a Certified Project Management Professional by the Project Management Institute. He is also a graduate of the Leadership for a Democratic Society at the Federal Executive Institute in Charlottesville, Virginia.

Updated February 2015
RICK CHANDLER
DEPUTY UNDER SECRETARY
FOR MANAGEMENT
WASHINGTON, D.C.

Rick Chandler was selected as the Deputy Under Secretary for Management June 11, 2018. He oversees the National Cemetery Administration’s (NCA) offices that provide national-level support and guidance in the areas of Design and Construction, Contracting, Human Resources, Human Capital Development, Training, Safety, Information Technology, and Business Transformation Requirements.

Mr. Chandler is responsible for the management of all minor design and construction projects at the 136 national cemeteries across the United States.

Prior to joining NCA, Mr. Chandler worked at the Department of Veterans Affairs (VA) for three years, having served as the Deputy Assistant Secretary/Chief Financial Officer for VA’s Office of Information and Technology since August 2015. In this position, he was responsible for managing three teams of approximately 350 government and contract employees. These teams oversaw VA’s IT budget (over $4.5 billion); financial operations; human capital management; space and facilities; and strategic planning and analysis.

Prior to joining VA, Mr. Chandler served as the Director, Policy and Planning Staff for the Office of the Chief Information Officer at the Department of Justice from 2012 to 2015. He was the Chief Information Officer in the Office of Planning, Analysis and Technology for the Executive Office for Immigration Review from 2009 to 2012.

Mr. Chandler served in the U.S. Army Reserves for eight years. He holds a Master of Public Administration degree from Northeastern University and a Bachelor of Arts from State University of New York (SUNY) at Oswego.
Lisa Jeanne Pozzebon was appointed as the Executive Director of Cemetery Operations in January 2017.

Ms. Pozzebon is responsible for the effective operation and oversight of the National Cemetery Administration’s (NCA) five district offices, 135 national cemeteries, and 33 soldiers’ lots and monuments in the provision of burial and memorial benefits.

Ms. Pozzebon oversees the development of integrated operational requirements in support of increased access to burial benefits through the expansion of existing cemeteries and the establishment of new cemeteries. Through the Cemetery Design and Improvement Service she provides technical and engineering guidance and fleet management support, and conducts research and development on processes and technologies to improve cemetery operations. Ms. Pozzebon is also responsible for management and oversight activities in support of NCA’s Emergency Preparedness Program and the Watch Office Team located within VA’s Integrated Operations Center in Washington, D.C.

Prior to this appointment Ms. Pozzebon served as the Assistant Deputy Under Secretary for Field Operations in the Veterans Benefits Administration from December 2014 through January 2017. She also served as Assistant Director, Portland VA Regional Office from 2007 to 2014; and Executive Assistant to the Deputy Under Secretary for Benefits from 2005 to 2007.

Ms. Pozzebon earned a Masters of Public Administration from the Maxwell School, Syracuse University, a Master’s Certificate in Project Management from George Washington University and a Bachelor of Arts in Economics with Honors and Psychology from the University of California, Santa Cruz. She is also a graduate of the e-Gov Senior Fellows Program (2004), the Assistant Director Development Program (2007), the Senior Executive Fellows Program at Harvard University (2010) and the Senior Executive Service Candidate Development Program (2012).
AMEROPHAN CALLAHAN
EXECUTIVE DIRECTOR
FIELD PROGRAMS
ST. LOUIS, MO

Ame Callahan was appointed Executive Director, Field Programs effective, April 28, 2019. In this position, she provides unified leadership of two major customer facing business lines for the National Cemetery Administration, Memorial Products Service and the National Cemetery Scheduling Office covering eligibility determinations, burial scheduling, and headstones, markers and medallions; the Presidential Memorial Certificate program; two primary call centers and all related processes.

Prior to this appointment, Ms. Callahan served as the Executive Cemetery Director for Fort Snelling National Cemetery from June 2017 responsible for all burial, maintenance and administrative operations at the fourth business cemetery among 136 VA national cemeteries throughout the United States.

Ms. Callahan previously served as Executive Assistant for the Continental District (CD) in Denver, CO. In this capacity, she served as the principal advisor to the Executive Director and Chief of Operations. The District oversees operations of 20 National Cemeteries in nine states. Previous assignments include the Director of Fort Bliss/Ft. Bayard and Wood National Cemeteries responsible for all burial, maintenance, administrative, and operations at these facilities.

Ms. Callahan also served in various leadership roles at the Northern Arizona VA Health Care System from 2002-2013 including Public Affairs Officer, Chief Voluntary Services, Resource Management Service Line Manager and Chief Financial Officer, Business Manager for the Specialty and Diagnostics, and Special Assistant to the Medical Center Director.

Ms. Callahan is a retired U.S. Air Force Chief Master Sergeant (E-9). She is a graduate of the 2011 Leadership VA. She holds a Bachelor of Science in Industrial Technology from Southern Illinois University and a Master of Education with a concentration in Counseling and Human Relations from Northern Arizona University.
Dr. Lisa Thomas was appointed as Executive Director, Human Capital Management for the National Cemetery Administration effective June 26, 2016.

Dr. Thomas is responsible for NCA’s divisions of Training, Workforce Development & Safety; Human Capital Management Policy & Programs; and the Human Resource Center.

She has considerable management and leadership experience and was named Assistant Deputy Under Secretary for Health (ADUSH) for Workforce Services in the Veterans Health Administration on October 19, 2014.

As the ADUSH for Workforce Services, she provided oversight to a staff of more than 850 people with a $1.1 billion budget working throughout 39 states within the offices of Workforce Management and Consulting; Employee Education System; National Center for Organization Development; Office of Academic Affiliations; and the Healthcare Leadership Talent Institute.

As the ADUSH for Workforce Services, Dr. Thomas led the strategic integration for these VHA offices that had a direct impact on the development of more than 300,000 VHA employees and over 120,000 health profession trainees. She also provided guidance, information and consultation to VHA Central Office components, VHA health care facilities, Veterans Integrated Service Networks and external entities such as health professional organizations, Congress and other Federal agencies.

Prior to this appointment, Dr. Thomas served as the VHA Chief of Staff for nearly four years, and has held several senior executive service level positions in her 25-year VA career serving the nation’s Veterans.

Dr. Thomas earned a Masters of Art in Clinical Psychology and a Doctorate in Philosophy, Clinical Neuropsychology from the California School of Professional Psychology. She is also a graduate of the Federal Executive Institute (September 2005) and an alumna of Leadership VA class of 2000.
Gina Farrisee was selected as the Executive Director of Strategy and Analysis, effective July 2018. As the Executive Director, Ms. Farrisee assists with projects such as the Army Cemetery transfer. In this role, she will also serve as a special advisor to the Principal Deputy Under Secretary for Memorial Affairs, Mr. Ronald E. Walters.

Prior to joining NCA, Ms. Farrisee served as the Senior Advisor to the Deputy Secretary, Department of Veterans Affairs (VA). In this function she advised senior personnel on the development and implementation of department-wide policies, programs and the internal operations of the Department of Veterans Affairs.

Ms. Farrisee has a distinguished career as a leader in human resources management. Previously, Ms. Farrisee served as Assistant Secretary, Office of Human Resources and Administration (HR&A) at the VA. Ms. Farrisee directed an HR&A team of over 750 employees who supported more than 300,000 VA employees and 4,000 human resources professionals across the country. The HR&A team provided professional assistance in the areas of Administration, Human Resources Management, Diversity and Inclusion, Resolution Management, Labor-Management Relations, Human Capital Investment Plan Strategic Management, Veterans Employment Service, and Corporate Senior Executive Management. In addition, HR&A provided enterprise training through the VA Learning University. Prior to that, she served as VA’s Deputy Assistant Secretary for Human Resources Management.

As the Commanding General of the United States Army Human Resources Command (HRC), she provided leadership, operational and managerial oversight of more than 4,000 HRC employees who provided worldwide Human Resource services to a customer base of over 1 million people composed of Active and Reserve Soldiers, Veterans and family members including but not limited to human capital management, professional development, casualty and mortuary affairs, promotion boards, freedom of information requests, Department of Army awards and personnel systems. She led the command in managing a complex, high-volume customer service and geographically dispersed service delivery network.

Ms. Farrisee was awarded numerous military decorations to include: The Distinguished Service Medal with two oak leaf clusters, Defense Superior Service Medal and Legion of Merit with two oak leaf clusters. She holds a Master of Science, National Resource Strategy from National Defense University, Washington, D.C., and a Bachelor of Arts in Sociology from the University of Richmond, Virginia.
Mr. Daniel “Danny” Devine was selected as the Executive Director of the Office of Engagement and Memorial Innovations, effective July 2018. As the Executive Director, he is responsible for managing key strategic initiatives, including digitizing the memorialization experience; expanding outreach to the Veteran community and developing partnerships with the education and academic communities.

Mr. Devine has a distinguished career in the VA, serving as the Senior Advisor to former VA Secretary Peake and the Under Secretary for Health; was the Deputy Director in VBA’s Compensation Service, the Deputy Assistant Secretary (DAS) for the Office of Congressional and Legislative Affairs as well as the DAS for Public Affairs. He has also worked on the House Committee on Veterans Affairs.

He is a graduate of the Interagency Institute for Federal Health Care Executives, Uniformed Services University and the Federal Executive Institute. Mr. Devine has a Bachelors of Science in Journalism from the University of Maryland and is a proud graduate of the Defense Information School (DINFOS) in Indianapolis. He is the 2009 recipient of the prestigious AMVETS Silver Helmet Award.
Map of NCA Cemetery Districts
Clyde Marsh was appointed Executive Director of the North Atlantic District of the National Cemetery Administration (NCA) effective November 13, 2018. He is responsible for the operations and oversight of 38 national cemeteries and 12 soldiers’ lots, government lots and Confederate cemeteries located in nine Northeastern and Mid-Atlantic states and the District of Columbia.

Mr. Marsh previously served as State Commissioner of the Alabama Department of Veterans Affairs managing agency benefits and services in 67 counties for 340,000 Veterans. He managed a workforce of 120 state employees and more than 900 contract health service providers with an annual budget of more than $100 million. In 2012, he coordinated the design and construction of Alabama’s fourth Veterans Home and the first state Veterans cemetery.

Mr. Marsh served on the Under-Secretary Benefits Commission in 2008 and was the President of the National Association of the State Directors of Veterans Affairs from 2013 to 2014. He was appointed the Geriatrics and Gerontology Advisory Committee (GGAC) by then Secretary of VA Eric Shinseki in 2012 and appointed as Chair of the GGAC by then Secretary of VA Bob McDonald in 2016. He also served as a member of the VA Rural Health Advisory Committee from 2012 to 2014.

Mr. Marsh retired from the U.S. Navy as a Rear Admiral, completing a successful 31-year Naval career which included leadership positions as Commander Amphibious Group Three, Commander Amphibious Squadron Five, Deputy Director Expeditionary Warfare Division and Captain of USS Sumter and USS Cleveland. He led Task Force 51 during the Iraq War, where he commanded 31 United States and Coalition ships and 44,000 personnel in combat operations. Marsh earned four Legion of Merit Medals, the Bronze Star, three Meritorious Service Medals, Navy Marine Corps Commendation Medal and Navy Achievement Medal. He was the first Navy Admiral to be awarded the Department of the Navy Nathaniel Stinson Leadership Award for innovative equal opportunity, human resource and diversity initiatives. He is author of an Aspitore Book Chapter titled “The Changing Landscape of Veterans Affairs.”

EDUCATION:
2019 VA Senior Executive Strategic Leadership Course, UNC Kenan-Flagler Business School
2004 Executive Business Course Certification, University of North Carolina (UNC), Chapel Hill, NC
1998 Graduate of Armed Forces Staff College, Norfolk, VA
1988 Masters of Science, Troy University, Troy, AL
1973 Bachelor of Arts, Alabama Agricultural and Mechanical University, Huntsville, AL

Updated February 2020
Michael G. Picerno was appointed Executive Director of Calverton National Cemetery May 30, 2017. He is responsible for all administrative, burial and maintenance operations at Calverton National Cemetery. Calverton is one of the largest and most complex cemeteries in the United States, with an average of 6,000 annual interments, more than 260,000 Veterans and eligible family members interred, and more than 1,000 acres developed.

Prior to his current position, Mr. Picerno served as Director of the Calverton National Cemetery from January 2006 to May 2017.

He served as Assistant Director of Jefferson Barracks National Cemetery in St. Louis, from June 2004 to December 2005 and as the Director of Quantico National Cemetery in Virginia from April 2002 until June 2004. Mr. Picerno previously served at Calverton National Cemetery as the Assistant Director from June 2000 until April 2002.

Mr. Picerno joined the Department of Veterans Affairs as a part-time File Clerk at the Buffalo Regional Office in 1979. In 1987, he entered the Personnel Intern Training Program and has held a series of positions with increasing responsibility in the Veterans Benefits Administration and the Veterans Health Administration before joining the National Cemetery Administration. Prior to joining NCA, Mr. Picerno served as Staff Assistant to the Director at the Northport, N.Y., VA Medical Center.

Mr. Picerno is a graduate of the University of Buffalo, completing his Bachelor of Science degree while a full-time employee of the VA Regional Office. He has also completed graduate courses in public administration and human resource management.
North Atlantic District (Philadelphia, PA)
Acadia National Cemetery (Bourne, MA)
Albany Rural Cemetery Soldiers' Lot (Albany, NY)
Alexandria National Cemetery (Alexandria, VA)
Allegheny Cemetery Soldiers' Lot (Pittsburgh, PA)
Annapolis National Cemetery (Annapolis, MD)
Ashland Cemetery Soldiers' Lot (Carlisle, PA)
Ball's Bluff National Cemetery (Leesburg, VA)
Baltimore National Cemetery (Baltimore, MD)
Bath National Cemetery (Bath, NY)
Beverly National Cemetery (Beverly, NJ)
Calverton National Cemetery (Calverton, NY)
City Point National Cemetery (Hopewell, VA)
Cold Harbor National Cemetery (Mechanicsville, VA)
Congressional Cemetery Gvmt Lots (Washington, DC)
Culpeper National Cemetery (Culpeper, VA)
Cypress Hills National Cemetery (Brooklyn, NY)
Danville National Cemetery (Danville, VA)
Finn's Point National Cemetery (Pennsville, NJ)
Fort Harrison National Cemetery (Richmond, VA)
Gerald B. H. Solomon Saratoga National Cemetery (Schuyler, NY)
Glendale National Cemetery (Richmond, VA)
Grafton National Cemetery (Grafton, WV)
Green Mount Cemetery Soldiers’ Lot (Montpelier, VT)
Hampton National Cemetery (Hampton, VA)
Hampton National Cemetery (VAMC) (Hampton, VA)
Indiantown Gap National Cemetery (Annville, PA)
Long Island National Cemetery (Farmingdale, NY)
Loudon Park National Cemetery (Baltimore, MD)
Massachusetts National Cemetery (Bourne, MA)
Mount Moriah Cemetery Naval Plot (Philadelphia, PA)
Mount Moriah Cemetery Soldiers' Lot (Philadelphia, PA)
Mount Pleasant Cemetery Soldiers' Lot (Augusta, ME)
National Cemetery of the Alleghenies (Bridgeville, PA)
New Bern National Cemetery (New Bern, NC)
Philadelphia National Cemetery (Philadelphia, PA)
Point Lookout Confederate Cemetery (Scotland, MD)
Prospect Hill Cemetery Soldiers' Lot (PA) (York, PA)
Prospect Hill Cemetery Soldiers' Lot (VT) (Brattleboro, VT)
Quantico National Cemetery (Triangle, VA)
Raleigh National Cemetery (Raleigh, NC)
Richmond National Cemetery (Richmond, VA)
Salisbury National Cemetery (Salisbury, NC)
Seven Pines National Cemetery (Sandston, VA)
Staunton National Cemetery (Staunton, VA)
Togus National Cemetery (Togus, ME)
Washington Crossing National Cemetery (Newtown, PA)
Western New York National Cemetery (Pembrooke, NY)
West Virginia National Cemetery (Grafton, WV)
Wilmington National Cemetery (Wilmington, NC)
Winchester National Cemetery (Winchester, VA)
Woodlawn Cemetery Soldiers' Lot (Ayer, MA)
Woodlawn National Cemetery (Elmira, NY)
Stephan J. Frank was appointed Executive Director of NCA-Southeast District effective May 3, 2015. As Executive Director, he is responsible for administering the daily operations for 32 national cemeteries and one soldiers' lot located in eight Southeastern states and Puerto Rico.

Prior to joining the National Cemetery Administration, Mr. Frank served an over five-year tour of active duty with U.S. Army Forces Command (FORSCOM) at Fort McPherson, Georgia, and Fort Bragg, North Carolina, where he served in the Logistics Directorate (G4) as Chief of Current Operations, Deputy Chief of Future Operations and Chief of Strategic Mobility.

Mr. Frank is a Colonel in the U.S. Army Reserve with over 26 years of service. He previously served a tour of duty in Baghdad, Iraq during Operation Iraqi Freedom and as an Officer Candidate School instructor at the Georgia Military Institute as well as numerous other command and staff positions.

Mr. Frank has extensive experience in the judicial branch of government, having served as the executive director of a state-wide judicial organization and as the court administrator for a judicial circuit. He also has private sector experience as a practicing attorney and owner/operator of a printing distributorship.

Mr. Frank has been awarded the Meritorious Service Medal and Joint Service Commendation Medal among others from the military as well as the Distinguished Service Award from the Council of State Court Judges of Georgia.

Mr. Frank earned a Masters of Strategic Studies (MSS) from the U.S. Army War College in 2014; a Masters of Business Administration (MBA) from Kennesaw State University in 2012; a Juris Doctor (JD) from the University of Georgia School of Law in 1993; and a Bachelor of Arts (BA) from Emory University in 1988.

Updated July 2015
RODERICK A. THOMAS  
EXECUTIVE DIRECTOR  
FLORIDA NATIONAL CEMETERY  
BUSHNELL, FLORIDA  

Roderick Thomas was named Executive Director of Florida National Cemetery effective Oct. 2, 2017. As a newly appointed member of the Senior Executive Service, he is responsible for all administrative, burial and maintenance operations at both Bay Pines and Florida National cemeteries.

Prior to this assignment, he served as Director of Long Island National Cemetery in Farmingdale, New York from February 2015; Director of Rock Island National Cemetery in Illinois from September 2014; Director of Bath National Cemetery, in Bath, New York from March 2014; and Assistant to the Director at Long Island National Cemetery from July 2013.

Mr. Thomas is a 2013 graduate of the National Cemetery Administration’s (NCA) year-long Cemetery Director Intern Program.

Prior to attending the program, he served as Interment Supervisor at Riverside National Cemetery in California from 2010. He joined NCA in 2007 as a Cemetery Caretaker also at Riverside.

Mr. Thomas served more than 21 years in the U. S. Marine Corps and retired at the rank of master sergeant. He served two combat tours in Iraq during Operation Iraqi Freedom, one tour in Kuwait during Operations Desert Shield/Storm and a tour in Somalia during Operation Restore Hope.

He earned a Master of Business Management from Argosy University in Los Angeles, California in 2011 and a Bachelor of Business Management from the University of Phoenix in 2008.

Updated October 2017
Southeast District (Decatur, GA)
Alabama National Cemetery (Montevallo, AL)
Barrancas National Cemetery (Pensacola, FL)
Bay Pines National Cemetery (St. Petersburg, FL)
Beaufort National Cemetery (Beaufort, SC)
Camp Nelson National Cemetery (Nicholasville, KY)
Cape Canaveral National Cemetery (Mims, FL)
Cave Hill National Cemetery (Louisville, KY)
Chattanooga National Cemetery (Chattanooga, TN)
Corinth National Cemetery (Corinth, MS)
Danville National Cemetery (Danville, KY)
Evergreen Cemetery Soldiers’ Lot (Southgate, KY)
Florence National Cemetery (Florence, SC)
Florida National Cemetery (Bushnell, FL)
Fort Jackson National Cemetery (Columbia, SC)
Fort Mitchell National Cemetery (Ft. Mitchell, AL)
Georgia National Cemetery (Canton, GA)
Jacksonville National Cemetery (Jacksonville, FL)
Knoxville National Cemetery (Knoxville, TN)
Lebanon National Cemetery (Lebanon, KY)
Lexington National Cemetery (Lexington, KY)
Marietta National Cemetery (Marietta, GA)
Memphis National Cemetery (Memphis, TN)
Mill Springs National Cemetery (Nancy, KY)
Mobile National Cemetery (Mobile, AL)
Mountain Home National Cemetery (Mountain Home, TN)
Nashville National Cemetery (Madison, TN)
New Albany National Cemetery (New Albany, IN)
Puerto Rico National Cemetery (Bayamon, PR)
Sarasota National Cemetery (Sarasota, FL)
South Florida National Cemetery (Lake Worth, FL)
St. Augustine National Cemetery (St. Augustine, FL)
Tallahassee National Cemetery (Tallahassee, FL)
Zachary Taylor National Cemetery (Louisville, KY)
Joshua M. de Leon was appointed Executive Director of NCA-North Atlantic District effective May 3, 2014. As Executive Director, he is responsible for administering the daily operations for 38 national cemeteries and 12 soldiers' lots, government lots and Confederate cemeteries located in nine Northeastern and Mid-Atlantic states as well as the District of Columbia.

Mr. de Leon previously served as Acting Executive Director of the NCA North Atlantic District from December 2013 to April 2014, and as Director of the Veterans Cemetery Grants Service from March 2012.

He previously served as program manager for one of the VA Secretary's major initiatives, Systems to Drive Performance. Prior to that assignment, he was chief of Financial Reports in the VA Office of Finance and the deputy director of the Financial Process Improvement and Audit Readiness Division.

Prior to joining the Department of Veterans Affairs, Mr. de Leon served in the private sector as an expense management controller and underwriting consultant for CIGNA Healthcare from 2006 to 2009.

Mr. de Leon served in the U.S. Coast Guard from 1998 to 2006, where he held assignments as deputy comptroller for the Coast Guard’s Financial Management Directorate, business manager for the Office of Financial Systems, assistant chief of Strategic Planning, and East Coast Operations leader for Coast Guard Recruiting Command.

Mr. de Leon is a graduate of USDA’s Senior Executive Service Candidate Development Program. He also completed the Key Executive Leadership Program at American University. He holds a Bachelor’s in Business Administration and a Master’s of Business Administration from Temple University in Philadelphia, Pa. He is also a Certified Project Management Professional.

July 2015
Artis Parker was appointed Executive Cemetery Director of Jefferson Barracks National Cemetery, effective September 16, 2018. As the Executive Director, he is responsible for all burial, maintenance and administrative operations. He also oversees Alton, Jefferson City, Mound City, and Springfield national cemeteries and North Alton Confederate Cemetery.

Prior to his current position, Mr. Parker served as Chief Operating Officer for the National Cemetery Administration, Midwest District, from April 2014. He was responsible for assisting the Executive Director in overseeing the operations of 47 National Cemeteries in twelve states in the Midwestern United States.

Mr. Parker previously served as Director of Fort Snelling National Cemetery in Minneapolis, from January 2012 and Assistant Director of the same cemetery from August 2010.

Mr. Parker also served as Director of Barrancas National Cemetery in Pensacola, Fla., and Mobile National Cemetery in Alabama from July 2009; and Director of Mountain Home National Cemetery in Tennessee from October 2007.

Mr. Parker graduated in 2006 from the comprehensive year-long Cemetery Director Intern Program at the National Cemetery Administration (NCA) National Training Center in St. Louis.

Mr. Parker is a U.S. Army Veteran with 24 years of service. He has held several leadership positions including Recruiting Station Commander, Recruiter Course Instructor and Recruiter Trainer and received several achievement and meritorious medals throughout his career.

Mr. Parker graduated from Columbia Southern University with a Bachelor of Science in Business Administration/Human Resource Management in 2012.

Updated January 2019
Kimberly M. Wright was appointed Executive Director of Fort Snelling National Cemetery, effective April 28, 2019. As the Executive Director, she is responsible for all burial, maintenance, and administrative operations. She will also oversee Fargo National Cemetery in Harwood, North Dakota, and Northwoods National Cemetery in Harshaw, Wisconsin.

Prior to this current position, Ms. Wright served as Executive Director, Field Programs effective, Oct. 18, 2016. In this position, she provided unified leadership of two major customer facing business lines for the National Cemetery Administration—Memorial Products Service (MPS) and the National Cemetery Scheduling Office (NCSO). The NCSO covers eligibility determinations and burial scheduling and MPS covers headstones, markers and medallions; the Presidential Memorial Certificate program; and two primary call centers and all related processes to ensure contact center employees are supported with appropriate technology and training. Her leadership of both MPS and the NCSO processes, policies, web-based applications, and surveys improved all aspects of arranging or scheduling all burial and memorial services.

Ms. Wright previously served as Director of Field Programs from July 2011; Acting Associate Director of Field Programs from April 2011; Director of Memorial Programs Service from May 2010; Director of Memorial Service Network I in Philadelphia, Pennsylvania from April 2005; Supervisory Program Analyst at the Memorial Service Network II office in Decatur, Georgia from December 2002; System Coordinator at VA Central Office in Washington, DC from April 2000; and as a Program Analyst at the Atlanta National Cemetery Area office from March 1994.

Ms. Wright also served as Director of Camp Nelson National Cemetery in Nicholasville, Kentucky from January 1993; Assistant to the Director at Florida National Cemetery from August 1991, and Director of Alexandria National Cemetery in Pineville, Louisiana from December 1987. She joined the National Cemetery Administration as a Director Trainee at Fort Snelling National Cemetery in Minneapolis, Minnesota and completed her training at Rock Island National Cemetery in Rock Island, Illinois in January 1987.

Ms. Wright earned a Bachelor of Science degree from the University of Minnesota in 1984. She completed Leadership VA in 2001, the Federal Executive Institute in 2006, and the SES Candidate Development Program in 2011.
Midwest District (Indianapolis, IN)
Abraham Lincoln National Cemetery (Elwood, IL)
Alton National Cemetery (Alton, IL)
Baxter Springs City Soldiers' Lot (Baxter Springs, KS)
Black Hills National Cemetery (Sturgis, SD)
Camp Butler National Cemetery (Springfield, IL)
Camp Chase Confederate Cemetery (Columbus, OH)
Confederate Mound (Chicago, IL)
Confederate Stockade Cemetery (Sandusky, OH)
Crown Hill Cemetery Confederate Plot (Indianapolis, IN)
Crown Hill National Cemetery (Indianapolis, IN)
Danville National Cemetery (Danville, IL)
Dayton National Cemetery (Dayton, OH)
Fargo National Cemetery (Harwood, ND)
Forest Hill Cemetery Soldiers' Lot (Madison, WI)
Forest Home Cemetery Soldiers' Lot (Milwaukee, WI)
Forest Lawn Cemetery Soldiers' Lot (Omaha, NE)
Fort Crawford Cemetery Soldiers' Lot (Prairie du Chien, WI)
Fort Custer National Cemetery (Augusta, MI)
Fort Leavenworth National Cemetery (Fort Leavenworth, KS)
Fort Mackinac Post Cemetery (Mackinac Island, MI)
Fort McPherson National Cemetery (Maxwell, NE)
Fort Meade National Cemetery (Sturgis, SD)
Fort Scott National Cemetery (Fort Scott, KS)
Fort Sheridan National Cemetery (Fort Sheridan, IL)
Fort Snelling National Cemetery (Minneapolis, MN)
Fort Winnebago Cemetery Soldiers' Lot (Portage, WI, WI)
Great Lakes National Cemetery (Holly, MI)
Hot Springs National Cemetery (Hot Springs, SD)
Jefferson Barracks National Cemetery (St. Louis, MO)
Jefferson City National Cemetery (Jefferson City, MO)
Keokuk National Cemetery (Keokuk, IA)
Lakeside Cemetery Soldiers' Lot (Port Huron, MI)
Leavenworth National Cemetery (Leavenworth, KS)
Marion National Cemetery (Marion, IN)
Mound Cemetery Soldiers' Lot (Racine, WI)
Mound City Cemetery Soldiers' Lot (Mound City, KS)
Mound City National Cemetery (Mound City, IL)
North Alton Confederate Cemetery (Alton, IL)
Oakdale Cemetery Soldiers' Lot (Davenport, IA)
Ohio Western Reserve National Cemetery (Seville, OH)
Omaha National Cemetery (Omaha, NE)
Quincy National Cemetery (Quincy, IL)
Rock Island Confederate Cemetery (Rock Island, IL)
Rock Island National Cemetery (Rock Island, IL)
Springfield National Cemetery (Springfield, MO)
Union Confederate Monument Site (Kansas City, MO)
Wood National Cemetery (Milwaukee, WI)
Woodland Cemetery Soldiers' Lot (Cleveland, OH)
Woodlawn Monument Site (Terre Haute, IN)
Kash Grimes was appointed Executive Director of National Cemetery Administration (NCA) Continental District in Denver, Colorado, effective May 12, 2019.

He is responsible for a network of over 20 national cemeteries for Veterans and dependents spanning a nine-state geographic area under the management of the Office of Field Programs.

Prior to joining NCA, Mr. Grimes served as Director of the Department of Energy (DOE) Environmental Management Consolidated Business Center (EMCBC) from March 2018, where he was responsible for leadership, management and oversight of approximately 180 federal staff supporting 15 DOE sites with an annual budget of more than $1 billion.

Mr. Grimes was appointed to the Senior Executive Service and served as Deputy Director of the EMCBC from May 2016 to March 2018.

Prior to joining the Department of Energy, Mr. Grimes served in the U.S. Navy, retiring as a Captain in the Supply Corps while stationed at the Naval Air Systems Command in Patuxent River, Maryland. He earned numerous medals including the Defense Superior Service Medal and the Legion of Merit. He served as Commanding Officer of Priority Material Office, Bremerton, Washington and Commander, Defense Contract Management Agency-Denver. His career included serving aboard two vessels, the USS Mobile and the USS West Virginia.

Mr. Grimes graduated the Columbia University Senior Executive Program in 2008. He earned a Master of Science Management from the Naval Postgraduate School in Monterey, California in 1999, a Juris Doctorate from the University of Kentucky in 1986 and a Bachelor’s in Business Administration, also from the University of Kentucky, in 1983.
Continental District (Lakewood, CO)
Alexandria National Cemetery (Pineville, LA)
Baton Rouge National Cemetery (Baton Rouge, LA)
Biloxi National Cemetery (Biloxi, MS)
Dallas-Fort Worth National Cemetery (Dallas, TX)
Fayetteville National Cemetery (Fayetteville, AR)
Fort Bliss National Cemetery (El Paso, TX)
Fort Douglas Post Cemetery (Salt Lake City, UT)
Fort Gibson National Cemetery (Ft. Gibson, OK)
Fort Logan National Cemetery (Denver, CO)
Fort Lyon National Cemetery (Las Animas, CO)
Fort Missoula Post Cemetery (Missoula, MT)
Fort Sam Houston National Cemetery (San Antonio, TX)
Fort Sill National Cemetery (Elgin, OK)
Fort Smith National Cemetery (Fort Smith, AR)
Houston National Cemetery (Houston, TX)
Kerrville National Cemetery (Kerrville, TX)
Little Rock National Cemetery (Little Rock, AR)
Louisiana National Cemetery (Zachary, LA)
Natchez National Cemetery (Natchez, MS)
Pikes Peak National Cemetery (Colorado Springs, CO)
Port Hudson National Cemetery (Zachary, LA)
San Antonio National Cemetery (San Antonio, TX)
Yellowstone National Cemetery (Laurel, MT)
Mr. Bradley Phillips was appointed to the Senior Executive Service September 25, 2011, and serves as the Executive Director for NCA-Pacific District in Oakland. As the Executive Director, he is responsible for overseeing 14 national cemeteries and seven satellite cemeteries to ensure dignified burial services for military Veterans and eligible family members. NCA Pacific District supports Veterans and their families in nine states, including Alaska and Hawaii.

Prior to his appointment, Mr. Phillips served as Assistant Director at the Veteran Benefits Administration's Winston-Salem Regional Office from December 2009. As Deputy G2, U.S. Army, Japan from May 2008, he worked closely with the Japanese Ground Self-Defense Force, contributing to improving information sharing and interoperability between U.S. and Japanese forces. From 2003 he served as Deputy Chief of Plans and Architecture, U.S. Army, Europe, and as a senior analyst at Northrop Grumman from July 2001.

Mr. Phillips enlisted in the U.S. Army in 1976 as a Radio Operator in the 82nd Airborne Division, then separated in 1980 to attend college. Upon graduating in 1984 he returned to active duty and was commissioned as an infantry officer. In 1989 Mr. Phillips was assigned to the Military Intelligence Corps. His key functions included Company Commander, Battalion Operations Officer, and Battalion Executive Officer. He also served with NATO and participated in deployments to Bosnia and Kosovo.

Mr. Phillips retired from the U.S. Army in 2001 with 20 years of service. He graduated from the Senior Executive Fellow Program at Harvard University in 2009; the U.S. Army Command and General Staff College in 1995; received a Master of Science in Biology from the University of Texas, San Antonio in 1994, and a Bachelor of Science in Zoology from Texas A & M University in 1984.

Mr. Phillips’ awards and honors include the Defense Meritorious Service Medal, Meritorious Service Medal, U.S. Army, (3rd Award), JointService Commendation Medal (2nd Award), Army Commendation Medal, Army Good Conduct Medal, National Defense Service Medal, Armed Forces Expeditionary Medal, Overseas Service Medal, Airborne Wings, and the Knowlton Award for Excellence in Military Intelligence.

Updated July 2015
Peter Young was named Executive Director of Riverside National Cemetery, effective September 3, 2017. He is responsible for all burial, maintenance and administrative operations at the facility. Mr. Young previously served as Director of Riverside National Cemetery in Riverside, CA from August 2014, Director of Abraham Lincoln National Cemetery in Elwood, IL from November 2013, Assistant Director of Fort Sam Houston National Cemetery in San Antonio, TX from February 2013 and Director of Fort Rosecrans and Miramar National Cemeteries in San Diego, CA from October 2012, Assistant Director of Fort Sam Houston National Cemetery in San Antonio, TX from January 2011.

Mr. Young served as Chief of Operations (COO) for Memorial Service Network (MSN) I in Philadelphia, PA from February 2007. As the COO, he assisted the MSN Director with the administration of 33 national cemeteries, 12 soldier’s lots, government lots, and Confederate cemeteries located in nine northeastern and Mid-Atlantic States as well as the District of Columbia.

He was the Director of Salisbury National Cemetery, NC from August 2005 and was the Assistant Director at Salisbury from May 2004. He also served as the Director of Natchez National Cemetery, MS and Alexandria National Cemetery, LA from October 2002 until May 2004.

Mr. Young joined the National Cemetery Administration (NCA) in January 2002 as a Director Intern at Willamette National Cemetery in Portland, OR.

Mr. Young enlisted in the United States Navy in early January 1970, rapidly advanced to Chief Petty Officer and then retired in 1994 as a commissioned officer.

Updated November 2017
Pacific District Map

Pacific District (Oakland, CA)
Bakersfield National Cemetery (Arvin, CA)
Eagle Point National Cemetery (Eagle Point, OR)
Fort Bayard National Cemetery (Fort Bayard, NM)
Fort Lawton Post Cemetery (Seattle, WA)
Fort Richardson National Cemetery (Fort Richardson, AK)
Fort Rosecrans National Cemetery (San Diego, CA)
Golden Gate National Cemetery (San Bruno, CA)
Los Angeles National Cemetery (Los Angeles, CA)
Miramar National Cemetery (San Diego, CA)
National Memorial Cemetery of Arizona (Phoenix, AZ)
National Memorial Cemetery of the Pacific (Honolulu, HI)
Prescott National Cemetery (Prescott, AZ)
Riverside National Cemetery (Riverside, CA)
Roseburg National Cemetery (Roseburg, OR)
Sacramento Valley National Cemetery (Dixon, CA)
San Francisco National Cemetery (San Francisco, CA)
San Joaquin Valley National Cemetery (Santa Nella, CA)
Santa Fe National Cemetery (Santa Fe, NM)
Sitka National Cemetery (Sitka, AK)
Snake River Canyon National Cemetery (Buhl, ID)
Tahoma National Cemetery (Kent, WA)
Vancouver Barracks National Cemetery (Vancouver, WA)
Willamette National Cemetery (Portland, OR)