



# AIR FORCE COMPTROLLER

The Ultimate Force Multiplier

## Fiscal Frontlines: AIR FORCE *Financial Management* READINESS REVEALED

FALL 2023 — VOLUME 56, ISSUE 3

SAF  FM



# AIR FORCE COMPTROLLER

## FALL 2023 - VOLUME 56, ISSUE 3



### In this issue

**The Honorable Frank Kendall**  
Secretary of the Air Force

**The Honorable Kristyn E. Jones**  
Assistant Secretary of the Air Force  
(Financial Management and Comptroller)

The Air Force Comptroller is an official, non-directive departmental publication distributed three times per year. Its purpose is to provide timely information to Air Force Financial Management and Comptroller personnel relating to mission accomplishment; to assist them in solving problems and improving efficiency of operations; to communicate new developments and techniques; and to stimulate professional thoughts and developments.

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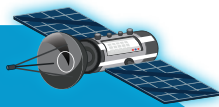
The Comptroller's Corner .....	1
<b>Articles</b> .....	
Experiencing Diamond Saber: A Brilliant Exercise for Financial Readiness.....	2
Success in Contingencies Starts from Preparation at Home .....	7
Readiness: From A Civilian Lens .....	9
This is NOT My First Language: The Deployment Experience That Gave Us a New (Joint) Language.....	11
Progress in Motion: The Approach to Reinvent FM Contingency Capabilities.....	14
<b>Book Review</b> .....	
The Green Eyeshades of War: An Examination of Financial Management during War .....	17
<b>From the Desk of...</b> .....	
Ms. Melissa Blakesly, SES, AFIMSC/RM .....	18
<b>Recognition</b> .....	
Aces High Awards .....	20
Promotions & Retirements .....	22

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# The Comptroller's Corner



**The Department of the Air Force (DAF) stands ready to defend the nation in any area of responsibility or domain.** We often identify the strength of the DAF with the roar of fighter jets and the vigilance of space capabilities, which is understandable considering the direct impact and deterrence these capabilities instill in our adversaries. However, I want to highlight a force effectively underpinning every operation with responsible resource management. The role of financial management in Integrated Deterrence and Readiness is foundational in the capabilities of our force, one that deserves recognition and understanding.

Integrated Deterrence and Readiness are the linchpin of the Department's mission, encompassing a wide array of capabilities and operations, ultimately designed to play a major role in the Department of Defense's (DoD) ability to safeguard and advance vital US national security interests. The 2022 National Defense Strategy outlines deterrence through three different lenses: denial, resilience, and cost impositions. Within this framework, DAF financial management plays a crucial role in supporting the force's ability to respond effectively to any situation.

## Resource Allocation for Readiness

At the core of the DAF's financial management function is the allocation of resources. In the context of Integrated Deterrence and Readiness, it relies heavily on mitigating resourcing risks through prioritization. Although often understated, it is a complex financial undertaking to equip the men and women of the DAF with the tools and technology they need, at the speed of relevance. Financial managers play a pivotal role in budgeting and allocating funds to maintain and enhance the readiness of the DAF. Whether it's acquiring new aircraft or space architecture, upgrading existing systems, or investing in training and professional development of the force, financial managers must optimize resources and availability to maintain a state of constant readiness.

## Operational Flexibility

One of the defining features of the modern security landscape is its unpredictability. The DAF must be ready to pivot rapidly and respond to emerging threats and challenges. This agility, in large part, is a testament to the effective management of our fiscal resources and proper linkage to our operational strategy.

Financial managers work diligently to ensure the DAF can fund and execute operations across a spectrum of environments, from conventional to irregular warfare and even humanitarian missions. Our ability to swiftly allocate resources to address unforeseen crises, such as natural disasters or acts of aggression, is evidence of our expertise and commitment.

## Legislative Advocacy

The Secretary of the Air Force remains focused on accelerating vital DAF modernization efforts to ensure Combatant Commanders have sufficient capabilities for a "fight tonight" scenario. To ensure this success, our budgets must balance near, mid, and far-term risk to resources. As financial managers we are responsible to engage and foster relationships with our legislative counterparts. We often work closely with Congress and other appropriate authorities to advocate for funding, communicate the impacts of congressional action on DAF programs, and inform Congress through timely responses to requests for information (RFIs). Congress' support, insights, and recommendations are integral in shaping defense budgets and ensuring the DAF receives the necessary resources to execute its mission.

In conclusion, financial management is a foundational asset and force multiplier in Integrated Deterrence and Readiness. Financial management ensures the Air and Space Forces stand ready to protect and defend our nation. By efficiently allocating resources and engaging interagency collaboration, financial management is integral to the success of the DAF's mission. Our unwavering commitment to maintaining fiscal readiness is essential to the force's preparedness on the fiscal frontlines.

Regards,  
Carlos Rodgers  
Principal Deputy Assistant Secretary of the Air Force,  
Financial Management and Comptroller



# Experiencing Diamond Saber: A Brilliant Exercise for Financial Readiness

*This summer, a group of Air Force reservists and active duty FMers participated in a comprehensive two-week joint training exercise called Diamond Saber. Since 2004, the U.S. Army Reserve has led this exercise to train and evaluate their soldiers and joint partners on warfighting functions. Through this collaborative training our Airmen enhance their financial readiness and bring lessons back to their squadrons. Read on for 1st Lt Cole, TSgt Wheaton, SrA Salgado, and A1C Rutherford's personal lessons learned from the program.*



*The Diamond Saber Air Force Class of 2023 after 104 hours of contingency training.*

## 1st Lt Doris Cole

**During 16-29 July 2023, Army Financial Management led their annual Diamond Saber exercise at Joint Base McGuire-Dix-Lakehurst (JB MDL).** This was the first time that both Air Force Reserve and Air Force Active Duty had been invited to participate. A total of 387 members across three branches –Army, Air Force, and Marines – arrived to participate in the joint-service exercise. **The purpose of the exercise is to prepare finance members on warfighting functions such as payment support, disbursing operations, accounting, fiscal stewardship, auditability, and data analytics.**



We spent the first week getting to know one another and building our teams, and e quickly learned each of us had different career experiences. Some of us had only served in budget or customer service roles for our entire careers. The fact that many of us had never been deployed before was also apparent. Diamond Saber participants were fortunate to be trained by seven top-notch and well-rounded instructors that had been deployed and/or were highly experienced. After building our teams and sharing our experiences, we dove right into the training material.

The instructors ensured that we understood the roles we would perform if deployed. It was important that we all understood the significance of each Unit Type Code (UTC) to successfully build our teams. Each team had one budget officer, two cashiers, two budget technicians, and one disbursing agent. We spent each day learning and practicing the responsibilities of each role. Exposure to these different roles proved to be a great experience, even if a Budget Officer wouldn't normally perform a Disbursing Agent's role. Realizing the importance of understanding all key roles of a Financial Management (FM) deployed team was a key lesson learned.

Once training week concluded, we used the following week to apply what we learned. This exercise offered a remote environment to establish a functioning FM office to support real customers and FM members. Each day we faced at least 20 different real-world scenarios. Teams served customers who wanted funds loaded on their Eagle Cash card, or who wanted to set up their Savings Deposit Program (SDP). Every so often, instructors threw us a curve ball where we had to analyze the situation. In my opinion, the most valuable part was being tasked with joint-service scenarios. In one scenario we collaborated with the Army to pay for leased vehicles. In another scenario we worked with the Marines to receive an escort to make a high-dollar payment with a vendor. It was a great experience to see how other branches function as FM.

It was an honor to attend the Diamond Saber and meet amazing leaders from different places. Towards the end of the week, special visitors provided further insight on the incredible opportunity that Diamond Saber offers and the future direction of FM. Until this experience, I had never heard of an FMer being the Wing Commander of any base. It was super encouraging to hear from Colonel Smith, the Commander of JB MDL. By attending this temporary duty (TDY), **I am able to bring back contingency training to my squadron and prepare us for tomorrow's fight.** I would encourage leaders to send their members to this TDY, as it was one of the most valuable trainings I have experienced since starting my career.

### ABOUT THE AUTHOR

*1st Lt Doris Cole is the Deputy Flight Commander, Financial Analysis for the 71st Comptroller Squadron located at Vance AFB, Oklahoma.*

## TSgt Carl Wheaton

**In today's complex military landscape, finance personnel play a critical role in ensuring the success of deployment operations.** The need for highly trained, adaptable financial experts has never been more apparent. The Diamond Saber exercise is a comprehensive two-week training program designed to equip finance Airmen with the knowledge and skills required for success in their deployment roles. The program enhances technical proficiency, fosters cross-branch collaboration, and inspires confidence among participants.

The first week of the training program focused on building a solid foundation of knowledge and skills. The diverse group of participants, including lieutenants, technical sergeants, staff sergeants, senior airmen, and airmen first class, began with classroom-based training. Recognizing the initial confusion regarding Unit Type Codes/Mission Capability Statements (UTC/ MISCAPs), the training was tailored to provide a basic understanding of these essential concepts.



*The Commitment Killers team ensured they were in balance before providing the paying agent \$100K. (Pictured from left to right: TSgt Sison, 1st Lt Cole, SSgt Malone, A1C Carattini, TSgt Mitterholzer, A1C Koudadze, and SSgt Waller)*





The curriculum progressed from basic legacy and Defense Enterprise Accounting Management System (DEAMS) Lines of Accounting (LOAs) to setting up teams for practical exercises. These teams, comprised of individuals with various levels of budget experience, were tasked with roles related to finance and accounting, including the critical role of the cashier. The course also emphasized **the importance of data security, transparency, and accountability** throughout the week.

The second week marked the transition away from classroom theory to practical application in the field. Airmen set up fully functional finance offices, complete with vaults, customer service areas, cashier cages, back offices, and customer service counters. **This hands-on experience allowed participants to apply their knowledge in a real-world setting.**

The training was further enriched through collaboration with Army and Marine units participating in the exercise. Airmen faced daily scenarios that encompassed the full spectrum of financial responsibilities, from cashier operations to DD1081, SF1034, DD1131, DD2659, and DD2664 forms. Importantly, they were encouraged to solve these scenarios without the ability to ask questions, fostering independence and problem-solving skills.

The two-week training program proved to be a resounding success, equipping Airmen with a depth of knowledge and practical experience that surpassed the capabilities of traditional “Just-In-Time” training. The course’s comprehensive nature and focus on practical application allowed participants to gain self-confidence in their roles. CMSgt Kaci Duhart, SAF/FM Executive for Enlisted Matters, recognized the outstanding performance of three Airmen, highlighting the program’s success, by acknowledging their attention to detail, ability to assist others and how quickly they grasped the concepts of the contingent operation.



Furthermore, the program facilitated cross-component understanding, with Active Duty and Reserve personnel working seamlessly together. Collaboration with other branches provided invaluable insights into the Deployable Disbursing System (DDS), enhancing inter-service cooperation.

In conclusion, this two-week training program serves as a model for preparing finance personnel for the challenges of deployment. It increases knowledge, skills, and abilities, instills certitude, and fosters teamwork among Airmen from different walks. As the military continues to evolve, such comprehensive training programs will be instrumental in ensuring readiness and mission success.

**ABOUT THE AUTHOR**

*TSgt Carl Wheaton is the Disbursing Manager for the US Air Forces in Europe at Ramstein Air Base, Germany.*

**SrA Pedro Salgado**

**In the realm of military readiness, training exercises are the bedrock of operational excellence.** At McGuire Air Force Base (AFB), I immersed myself in the 2023 Diamond Saber exercise—a two-week temporary duty (TDY) that transcended mere skill refinement. The exercise aimed to cultivate a profound understanding of contingency operations, with a specific focus on the Finance career field, and foster an environment that mimics the challenges of an actual deployment.

We started by acclimating to the environment, undergoing check-in procedures, and settling into barracks. A meeting with instructors followed, setting our expectations, and providing a schedule overview. The exercise spanned two weeks: the first, intensive classroom sessions and the second, hands-on application.

During the week of classwork, we delved into every aspect of a deployment in our career field, including rank requirements for different deployment bands. Subsequently, we determined our individual bands and were organized into three distinct teams. Each team

included a cashier, disbursing agent, budget officer, and a budget technician. This division allowed us to focus on the class sessions that corresponded to our assigned band. Once these arrangements were finalized, the instructors walked us through each unit type code (UTC), teaching us the necessary steps and processes.

The requirement to complete our own appointment documents (DD 577) further enriched our training. Each participant had to complete the requisite paperwork and submit it for review. Following official appointments, we applied our classroom learning by engaging in scenarios that demanded active participation. We gained proficiency in various tasks, such as: balancing as a Disbursing Agent, calculating eligible amounts for the Savings Deposit Program (SDP), processing payments to local vendors through the Limited Depository Account, and presenting a Status of Funds briefing. Despite varying bands, each participant familiarized themselves with all categories to ensure mutual support during the week of scenarios.

After completing the initial week of classes, **we were able to attend Combat Arms Training and Maintenance (CATAM), which provided insights into the Army’s training methods including rifle operation and shooting procedures.** The Army employs virtual reality (VR) simulations for qualification, featuring rifles that can jam, fire, and reload – mirroring real rifles. Following this experience, we returned to the second phase of the exercise.

During the last week, we divided into our respective teams, configuring our offices and setting the operational hours. With preparations complete, cashiers received their domestic and foreign currency through a SF-1081, and we executed series of continuous scenarios until day’s end. Balancing tasks were carried out diligently, ensuring our balance and funds remained intact. The scenarios extended beyond mere accommodation exchanges, operating the Eagle Cash Card, protocols for handling lost funds, and procedures for lost dorm keys. Operations involved simulating genuine customer interactions while practicing responses to lost funds, theft, or potential robbery. Once cashiers balanced, they assisted disbursing agents, contributing to the spreadsheet where necessary.

Reflecting on my time at Joint Base McGuire, the exercise underscored the value of immersion in contingency operations. It surpassed task mastery, delving into execution methodologies. This comprehensive training equips Airmen to confront deployment challenges confidently. Such expertise is a testament to the outcomes of joint military cooperation.

**ABOUT THE AUTHOR**

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*Teams execute various financial scenarios.*

**AIC Kiersten Rutherford**

**“A diamond doesn’t start out polished and shining. It once was nothing special, but with enough pressure and time, becomes spectacular.” – Solange Nicole**

Participating in the Diamond Saber exercise was an enlightening journey that has expanded my professional horizons in unexpected ways. This comprehensive exercise, led by the U.S. Army Reserve, brings together service members from various components and services to refine the skills of finance and comptroller personnel in critical warfighting functions.

During the exercise, I received training in areas such as funding the force, payment support, disbursing operations, accounting, fiscal stewardship, auditability, and data analytics. Focusing on tasks outside of our typical roles was a refreshing departure from the norm. A highlight of this exercise was being entrusted with the responsibility of managing a cash drawer, which impressed upon me the importance of meticulous accountability.





As one of the junior-ranking individuals present, I had the privilege of learning from the vast experiences of Non-Commissioned Officers (NCOs), Senior Non-Commissioned Officers (SNCOs), and officers. Their recent deployment experiences brought relevance and practicality to the learning process, allowing me to discern and prioritize the most pertinent information. **These interactions offered a glimpse into the dynamic operational landscape of finance and shaped my understanding of what truly matters in the field.**

One of the most rewarding outcomes of the exercise was the acquisition of recent training materials, such as Cashier and Disbursing Agent Excel resources. These additions to our toolkit signify a positive step towards enhancing our capabilities and ensuring our practices remain current and efficient. The ability to bring these resources back to our unit is a testament to the exercise's tangible impact on our daily operations.

Beyond training materials, the exposure to the budgeting and contracting components of contingency operations provided a crash course in strategic decision-making. This newfound understanding enabled me to view our operations from a broader perspective and appreciate the intricate interplay between actions and consequences. This shift in perspective has empowered me to contribute to the big picture while executing tasks both in contingency operations and at our home station.

The insights I gained into the significance of Unit Type Codes (UTCs) highlighted the ripple effect of individual actions throughout the operational chain. Understanding how even the smallest detail can impact the overall operation instilled in me a renewed sense of responsibility and attention to detail. This comprehension aligns with our commitment to precision and excellence.

I am grateful for the timeliness of the Diamond Saber exercise, as I now find myself on the cusp of deployment. The knowledge and skills I acquired are not merely theoretical but are practical tools that I am ready to employ. This exercise has provided me with the confidence and readiness to effectively contribute to our mission, armed with a comprehensive understanding of the intricacies involved.

In conclusion, the Diamond Saber exercise has been a pivotal experience that has sharpened my capabilities and prepared me for the challenges that lie ahead. I am grateful for the opportunity to learn, interact, and grow within a dynamic and immersive environment. The exercise's impact is not limited to theory but has equipped me with essential tools as I embark on my deployment.

**ABOUT THE AUTHOR**

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*The Diamond Saber allowed participants to apply their knowledge in a real-world setting.*

# Success in Contingencies Starts from Preparation at Home

*by 1st Lt Zoe Montague and SSgt Lizzully Canales-Acuna, AETC*

**In a recent Coffee Talk with Chief Master Sergeant of the Air Force JoAnne Bass, Secretary of the Air Force Frank Kendall posed some questions about near-peer conflict,** “The threat is here already. So, we’ve got to think about [two questions]: Are we organized to deal with that threat? [and] Are we training to deal with that threat?”

The Department of the Air Force (DAF) Financial Management (FM) Strategic Plan for FY2022-2026 highlights the career field’s commitment to dealing with our near-peer threats. Objective 3.4 of the plan involves enhancing contingency capabilities through re-vamped deployment training and exercises to ensure the FM military workforce is always ready to deploy and respond when called.

## School’s in for Finance

The schoolhouse is the first step in a financial manager’s preparation for contingency. Mr. Fred Simmons, the Air Mobility Command contingency planner believes that financial managers should begin prepping for contingencies as soon as they enter the Air Force.

**“First and foremost, new Airmen need to understand the deployment process,”** Simmons said. “Your MAJCOM contingency planners, as well as the Unit Deployment Managers at the squadron level should be part of your network.” There are nine FM contingency planners across the DAF which make up the Contingency Warplanner Working Group. “Our focus is ensuring deployment policies and procedures are in place to provide the best FM support possible to Combatant Commanders,” Simmons said.

The recent adoption of the Air Force Force Generation Model (AFFORGEN) is a new change the career field is navigating. **The AFFORGEN model is a 24-month deployment cycle, with four 6-month phases. Each of these phases (Ready, Available to Commit, Reset, and Prepare) are intended to better prepare Airmen to train, execute the mission, and recover.**

Simmons also stated, “AFFORGEN has brought a lot of changes, yet the core functions for FM deployments have remained the same,” and that “Airmen are still provided the predictability they have grown accustomed to with past Air Expeditionary Force concepts, but there is now more of a teaming concept where units deploy together as part of the Expeditionary Air Base.”

The schoolhouse incorporates contingency training in all courses to ensure new lieutenants, FM civilians, and FM enlisted personnel learn about contingency readiness.



*The FM patch is proudly worn at the schoolhouse.*





# Success in Contingencies Starts from Preparation at Home (cont.)

## Basic Financial Management Course

During Block VI of the Basic Financial Management Course (BFMC), officer and civilian students learn contingency and emergency operations. They dive into the different FM Unit Type Codes (UTCs) and learn their future roles in a deployed environment.

In Phase I of the class, students learn the foundational principles of contingencies, with a focus on how the career field pursues deployments. In Phase II, during the in-residence portion of the course, students take on exercises simulating real world scenarios. Additionally, each class is briefed by one of the members of the Contingency Warplanner Working Group to gain a deep understanding of what goes into contingency planning.

The contingency planners have briefed every BFMC course, even adapting to course changes through the Covid-19 pandemic. The brief drives home the importance of deployments and contingency preparation early in the careers of new FM officers and civilians, instilling the warrior mindset that is expected of all Airmen.

Another important aspect of this brief details how FM civilians can play a role in contingencies. There are several opportunities for civilians to deploy and serve alongside uniformed financial managers.

## Enlisted Course

Our enlisted courses also teach contingency operations to 3-, 5-, and 7-level FMers. For our 3-level students, we begin in Block VIII with a basic introduction of the contingency training lifecycle and how it pertains to each financial manager. Then we discuss UTCs and readiness reporting and wrap up with the FM role in AF Force Presentation Model. In the 5-level course, students start to become familiar with the basis of balancing and agent operations.

Lastly, the 7-level course offers the most in-depth portion of contingency training for enlisted members here at the schoolhouse. The 7-level course is fast paced, intricate, and very hands-on. We give students the opportunity to work as if they are starting a bare base with no electronical capability, so this requires the use of manual forms. Over the final five days of the course, they execute a series of scenarios and work in groups to navigate the tasks. Students are charged with briefing a commander, establishing a Limited Depositary Account, processing manual payments to vendors, manual document tracking on an AF 616, and balancing a DD 2665-Daily Agent Accountability Summary. These are all processes that mirror what is expected of a 7-level Airman in a deployed environment. This course helps further develop members in their understanding of the deployment process. The 7-level course is designed to challenge our non-commissioned officers and give them the ability to work under pressure and be ready for when they are tasked to deploy.

## Home Station

The next step in preparing for contingencies occurs at the home station. According to Simmons, “Participation in unit contingency training as well as local exercises can address and correct any issues that may arise prior to a deployment. Additionally, providing support to the Installation Deployment Readiness Cell during deployment and redeployment processing is a great way to see the deployment process first-hand.”

**The future of Air Force FM contingencies is rapidly developing. It is imperative that we continue to sharpen our spear as a lethal financial force to meet the challenge as our adversaries continue to increase the pressure.**

### ABOUT THE AUTHORS

1st Lt Zoe Montague is a Basic Financial Management Course Instructor and SSgt Lizzully Canales-Acuna is an Financial Management Course Instructor, both for the 335th Training Squadron located at Keesler AFB, Mississippi.



Basic Financial Management Course Hallway.

# Readiness: From A Civilian Lens

by Dr.Yolanda Rutland, SAF/FM

**“Readiness” is often thought of in terms of our military’s preparations to move out and support the warfighter downrange. However, there is another huge portion of our workforce which can be called upon to execute that same mission—yes, our civilian Airmen and Guardians.** Civilians bring a whole new perspective to the fight, different from our military Airmen and Guardians.

According to the Air Force Personnel Center, “Qualified Air Force civilians can broaden their career experience and bring valuable knowledge back to the workplace by volunteering for deployments.” These opportunities allow our civilian population to not only contribute to the fight on the home front but also from a deployed location. These deployments are not limited to special occupational series, and our Financial Management (FM) Workforce is no exception. The objective of our civilian expeditionary opportunities is two-fold: (1) provide an avenue to broaden our civilians’ capabilities and experiences; (2) while providing support and relief to our military forces.

Our FM civilians have answered the call and risen to the challenge on many occasions. Though many have volunteered to serve in an expeditionary role, this article highlights three individuals from Air Force FM who answered the deployment call and will dive into the deployment experience through their civilian lenses. Dorothy Swims, Barbara Pickering, and Louise Kefelian each provided insightful answers to a handful of interview questions and had great stories to share.

## Why did you choose to go on a deployment?

**Dorothy Swims:** “I desired so much to further my support to the United States mission during the Resolute Support Mission (RSM) in Afghanistan. At Keesler AFB, I assisted in the management and execution of the Overseas Contingency Operations (OCO) funding. I worked closely with the Air Education and Training Command (AETC) Headquarters budget analysts to ensure there was ample funding to support the deployment of our warfighters. I considered if there was more I could do to assist and support the warfighters.”

## Do you think your pre-deployment training was sufficient? Did it prepare you for what you faced during your deployment?

**Barbara Pickering:** “It prepared me for the job I was going to be doing, however, I was not prepared for the way of life (community bathrooms, working long days with only one day off a week, and no leave time). This gave me a deeper appreciation for what our military counterparts have to face in austere locations.”

## Describe the roles & responsibilities you had on your deployment.

**Louise Kefelian:** “I was the primary Counter-Islamic Train and Equip Fund (CTEF)-Syria Deputy Director/Budget Officer managing a Congressional monitored budget of \$160M for FY22/23 and FY23/24. I oversaw and executed the CTEF-S budget, a 2-year appropriation, and validated this special funding used in direct support of our Partner Forces. My responsibilities included advising Senior leaders on the FY25 Justification Book (J-Book) to ensure CTEF was properly planned and funding met the mission requirements. I prepared and briefed the CJTF-OIR J8 Comptroller, CSOJTF-L, J8 Director, and the Partner Force Direct Working Group (PFDWG) which included OSD-Comptroller (OSD-C), OSD-Policy (OSD-P), USCENCOM, and other direct stakeholders on status of funds (SOF), including action items and hot interest items. I also worked with multiple outside agencies and stakeholders to ensure the timely execution of CTEF-S funding such as CSOJTF-L, J7, DFAS, DLA, DSCA, 408th CSB/SOCCENT Contracting, and MEDLOG/TEWLS. Additionally, I coordinated on policy and procedural revisions for management and control of CTEF-S resources, while overseeing funding in support of strategically critical international partners.”

## How do you feel that you contributed to the warfighters?

**Barbara Pickering:** “Various distinguished visitors/leaders from many countries and within DOD needed to visit Jordan for reasons which I cannot reveal, and I personally assisted in ensuring each visit was as secure/comfortable as possible in our deployed environment.”



# Readiness: From A Civilian Lens (cont.)

**Louise Kefelian:** “Based on the mission I supported, I felt directly connected to the mission and the warfighter. I was responsible for the budget with the sole purpose of supporting the warfighter to conduct theater operations.”

**Dorothy Swims:** “Because I was there and performed a small portion of the big mission, they did not have to make time for the duties I was executing. They were able to maintain their focus on their military mission in providing training, advice, and assistance to the Afghan security forces. Also, they were able to continue to provide protection not only to the United States citizens but to citizens of other countries supporting the RSM.”

**Great Power Competition has been defined in the following manner, “It’s when large nations vie for the greatest power and influence — not just in their own parts of the world, but also farther out.” Given that definition, in what ways do civilian FMers day-to-day operations support Great Power? Any examples you can provide from your own position?**

**Louise Kefelian** summed it best, “Civilian FMers are a Tour de Force. The impact we bring to DoD FM Decision Support allows leaders and commanders to execute the US Mission with full reach back, knowing FMers’ day-to-day operations are supported by smart and thoughtful inputs during the PPBE process. This perspective accentuates the FM acumen and how it is connected across all levels, driving our goal to keep a competitive military advantage over our competitors and keep them on their toes while always ensuring the US remains in the forefront.”

**Finally, would you recommend other FM civilians to go on a deployment? Why or Why Not?**

**Dorothy Swims:** “I would highly recommend to those FM members who are first line supervisors and/or middle managers to consider a deployment opportunity. I think it opens the mindset to truly operate outside of the box and become involved in performing tasks/duties outside of the Air Force financial/budgetary environment. It also offers the opportunity to use financial/budgetary skills in another operating environment.”

**Barbara Pickering:** “Yes, it was a great experience to see what our military goes through, and many times they don’t get a choice on whether or not to deploy.”

**Louise Kefelian:** “Without a doubt, absolutely! When you come back there is a fresh perspective and light bulb moment, as you are able to see how your regular position supports the deployers in any capacity.”

## Civilian Airmen & Guardians: The Backbone

Each of these three civilians have a unique outlook on their deployment. I am truly grateful they were willing to share their experiences through the civilian lens and hope this article raises awareness on the contribution civilians bring to the readiness effort. Not only do our civilian FMers support the Department of the Air Force’s financial readiness through deployments, but also in their day-to-day responsibilities, working alongside military personnel to keep our nation prepared for whatever may lie ahead in the changing strategic environment.

Our civilian Airmen and Guardians stand as the rigid backbone of our mission, quietly but resolutely ensuring the wheels of our workforce keep turning smoothly. Their dedication, expertise, and unwavering commitment are the towers upon which our success is built. As we reflect on their vital role, it becomes profusely clear that without the efforts of civilians, our mission would be but a fragile structure, teetering on the precipice of uncertainty. It is imperative that we treasure and invest in this invaluable workforce, for they are the sentinels of our workforce’s future!

## ABOUT THE AUTHOR

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# This is NOT My First Language: The Deployment Experience That Gave Us a New (Joint) Language

*by Lt Col Leria Diaz, HAF, Capt Garrett Bauer, SpOC, and MSgt Justin Limos, AETC*

## Welcome to Combined Joint Task Force – Operation INHERENT RESOLVE (CJTF-OIR )

As soon as we landed in Kuwait, in support of Operation INHERENT RESOLVE (OIR), we, the CJ8 Triad (the Comptroller, Deputy Comptroller, and the Senior Enlisted Leader), had to learn to speak a new language, the “joint language,” to effectively support OIR’s mission to Advise, Assist, and Enable our partner forces in Iraq and Syria in securing the lasting defeat of ISIS (now better known as Daesh). The “Air Force language,” our first language, serves us well in our mission to enable the delivery of airpower to our Nation at the base and staff level. However, once we are working with our sister services, we must become interoperable, and it requires the adoption of a new language... the joint warfighting language. In this article, we’ll discuss the abstract importance of language, how our deployment experience supporting OIR provided the opportunity to learn this new language, and lastly, how the Air Force is positioning itself to contribute to the future joint fight with the Air Force Force Generation (AFFORGEN) model.



*(Left-to-Right) CJ8 Leadership Triad: Capt Garrett Bauer, MSgt Justin Limos, and Lt Col Leria Diaz.*

## Abstract Importance of Language

A fundamental component of human interaction is language. Workplace language is required to communicate ideas, thoughts, and objectives in a specific manner to produce a desired output. Individual services and, further, individual jobs within the military have their own specific jargon. This job-specific language allows efficient and tactical communication between employees of the same knowledge and skillset. However, these words are often composed of niche acronyms and phrases that, without explanation, would confuse other service members. This issue is exacerbated when working in a joint deployed environment, and our experience in CJTF-OIR was no different. Once aware of the verbal disconnect, we made intentional use of service/job-agnostic language which was instrumental in accomplishing mission objectives. Context is key because there are meetings, forums, and leadership discussions where tactical jargon is expected and appropriate. However, the day-to-day interface with other units and service members could be far more productive when utilizing a common operating language.



# This is NOT My First Language (cont.)

## CJ8 Triad Voices: “Our Deployment Experience Gave Us a New Language”

### MSgt Limos

Upon notification of my assignment to be the Senior Enlisted Leader of the CJTF-OIR CJ8 Directorate, it didn’t immediately dawn on me that it would be a Resource Management team staffed by Financial Managers – but of course, it would be! I’m a Financial Manager, AND it was in the name all along...CJ8, with the “8” being the key identifier for financial management. Fast forward, and my time immersed in the joint environment that is CJTF-OIR has only increased my understanding of the Air Force’s intent to transition toward the AFFORGEN model. Our CJ8 team comprised Soldiers, Sailors, Marines, and Airmen, as did all other directorates. It became clear how other services were already familiar with using terms such as the “8” for FM or “1” for Manpower & Personnel, etc.

### Capt Bauer

On my first day as the CJ8 Deputy Chief Comptroller for OIR, I noticed the frequent use of the term “Chief of Staff,” which I initially had only associated with our Chief of Staff of the Air Force (CSAF). However, within weeks, I realized it was standard language across the staff, and it actually represented a doctrinal component of a Joint Staff. It was a subtle revelation, but understanding the positional importance of its organizational impacts on the Joint Force’s operations cannot be understated. Compared to other services that were

already accustomed to this structure and language in their units, Air Force personnel, with limited doctrine influence at base level, faced a steeper learning curve when it came to deciphering and communicating in the language of the Joint Force. This underscored that readiness should not only be quantitative in how we prepare a force, but it should also be qualitative. To increase the Air Force’s qualitative readiness, the conversational language we use within our organization must permeate through each of our organizational echelons.

### Lt Col Diaz

As the CJ8 Chief Comptroller for OIR, this deployment experience sharpened the joint language skills learned during my previous joint assignment at Southern Command and my academic year at the Army Command and General Staff Officer Course. I was thoroughly immersed in the new joint language during those assignments. Nevertheless, more acronyms were to be learned during my time in OIR.



The CJ8 Unit patches worn for Operation INHERENT RESOLVE.

Without hesitation, we dove into Army Central (ARCENT) Command’s world and learned how they manage the budget as the Lead Executive Agent for Central Command. This unique experience allowed us to expand our capacity to translate concepts and to become the changing agents of choice because we can speak both Air Force and joint languages.

## The Future Joint Warfighting and AFFORGEN

AFFORGEN is the Air Force’s new way to present and generate forces, and it’s one of the concepts the Air Force is advancing to ensure high-end readiness as part of a joint team. Another related effort is establishing Air Task Forces with an attached expeditionary A-Staff. Moving forward with the expeditionary A-Staff allows the Air Force to posture for success as multi-capable Airmen and strengthens our capabilities in a joint structure. Together with the AFFORGEN model, it promotes definable units of action while aligning Airmen at all ranks to become more accustomed to terminology and language used regularly by other services and in the joint environment. With the Air Force moving forward with these concepts, Airmen will increasingly find themselves in a position where this joint language will be a way of life.

## Call to Action: Become “Bilingual”

Every Air Force Airman (Big A...officer, enlisted, civilians, and even contractors) would benefit from acquiring joint language skills. Joint Publication 1 (JP-1): Joint Warfighting states, “The changing character of war and geopolitical landscape require an integrated and interoperable, multi-domain-capable, joint and coalition force to demonstrate credible deterrence.” It can be frustrating to learn a new language, and the path of least resistance often has us leaning towards our first language of Air Force. Still, Airmen are charged



Combined Joint Task Force - Operation INHERENT RESOLVE CJ8 Team.

## So, why do we need to learn this Joint Language?

Simple...Interoperability! This is no longer a convenient buzzword; it is a competitive advantage that differentiates our military from others around the world. Our strategic leaders have long seen the need to push for more collaborative engagement among the armed services. One critical factor that underpins the success of joint military operations is the ability to communicate and understand the language of joint and sister services. This common language ensures that all military branches operate with one cohesive message and mission, ultimately enhancing the overall effectiveness of joint operations. We shared how our CJTF-OIR deployment experience allowed us the opportunity to learn and hone our joint language skills and, lastly, how the Air Force’s new AFFORGEN construct is moving us closer to joint language immersion. We hope that we sparked your interest in looking at joint operations through a new lens and understanding that learning this new language will help the Air Force deliver the next generation of AIRPOWER!

### ABOUT THE AUTHORS

Lt Col Leria M. Diaz is the Director, Defense Financial Management & Comptroller School, Maxwell AFB, Alabama.  
Capt Garrett R. Bauer is a MAJCOM Budget Analyst, Space Operations Command, Peterson SFB, Colorado.  
MSgt Justin J. Limos is a Senior Enlisted Leader, Financial Management Learning Center, 335th Training Squadron, Keesler AFB, Mississippi.



## DAF Financial Management is on LinkedIn!

Follow DAF Financial Management on LinkedIn to hear the latest updates from the SAF/FM front office. There you will also find Hot Job Alerts, news on how FM is bringing our strategy to life, and information on recent all calls and conferences.

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# Progress in Motion: The Approach to Reinvent FM Contingency Capabilities

## DAF FM Strategic Plan Update: Objective 3.4

by CMSgt Kaci Duhart and MSgt Samuel Spaethe



Air Force Financial Management  
**STRATEGIC PLAN** The way the Department of the Air Force (DAF) organized, trained, and equipped Airmen to fight the War on Terrorism worked

in our favor for the past 20 years. But in today’s strategic environment, we face a whole new adversary, one who has watched our every move for 20 years. So, what does that mean? Where are we headed, and how can we be ready for this new future state?

Our adversary is totally different; we must think about how they intend to attack us and defend our great nation and its allies accordingly. It means they know every play in our playbook as well or better than we do... with the silver lining being that we can now position ourselves to focus on what’s next. This is one of the reasons why we must redesign the way we organize, train, and equip today’s Airmen to ensure they are ready to fight tomorrow’s war regardless of the environment. We need to ensure our FM Airmen stay ready!

Through the execution of the DAF Financial Management Strategic Plan, we have been making progress towards the third goal to Optimize Resources, Mitigate Risk and Improve Service to Customers. When it comes to Objective 3.4 of Goal 3, our efforts are truly preparing our Airmen for the changing strategic environment.

### The Changing Strategic Environment:

I think we’re all aware by now who our future adversaries are. China remains our primary focus, and their approach has been long-term and deliberate. Their operations have been almost entirely within the Cyber realm. Their attacks haven’t been with conventional ordinance, but with digital payloads. They are after our networks and our data, our means of communication, and our systems. They are relying on us being unable to operate when the power goes out. So, I ask you: If the power went out today, would you be able to operate?

### Updating the FM Contingency/Deployment Model:

In the past, DAF FM fought with boots on the ground and cash in hand. We sent paying agents out to handle the granular operations, and we balanced the books upon their return. We established bare-bases and funded security and infrastructure, then accounted for everything via spreadsheets, emails, and other digital transfers. We had robust reach-back support. Many of these efforts will, and do, remain relevant. Some procedures haven’t been done in a while and will need to be resharpened. Finally, new processes must be formulated and executed to keep up with a modern war. In some cases, we need to innovate with modern technology to better manage our accountability at all levels. In other cases, we need to dive back into the past to have more traditional methods at the ready in the event of a sabotage on our network. Let the new tools give us precise operations, with the old ways in our back pocket to keep operations running in limited environments. That way, we keep the mission running, no matter what.

### Re-vamping FM Deployment Training and Exercises:

With a new operational environment comes a new need to strategize about our readiness. Lately, DAF FM has executed contingency training as more of an afterthought since FM has been well-established for decades. Now, with experience from a prior war, and an unknown future to look forward to, the time has come to refocus on training. There are some great examples, past and present, out in the field. Diamond Saber focuses on joint total force training, Operational Contract Support Joint Exercise (OCSJX) focused on Contracting squadrons and Comptroller squadrons across multiple branches working together, and Silver Flag remains as the gold standard for contingency preparation, but its focus shifted from training to qualification. These exercises give us a great framework to build our future training from, however, the training must be standardized, robust, and mandatory. We cannot be prepared as a career field unless we prepare with our allies together.

With that said, DAF FM is working on multiple initiatives to establish a more systemic path to readiness. We’re teaming with the Air Force Installation Contracting Center (AFICC/ KQ) to leverage their best practices to establish an annual contingency training plan, complete with a capstone exercise. This coming year, your local contracting squadrons ought to begin reaching out and asking you to join them for their local capstone exercise. I ask that you reach out first and see where you can fit in to begin your own training now. We’re also working on ways to make Diamond Saber a more official option as a capstone exercise. As our attendance to the Diamond Saber program grows, so will our relationship with the Army. However, with greater attendance comes a greater need for resources, so we will work to bring additional Air Force funding and resourcing to support our augmentation with the Army in future years.

One thing is certain, there isn’t a shortage on FM deployment training material. Early this year the Directorate of Workforce Management and Executive Services (SAF/FME), redesigned the Total Force Comptroller Contingency Familiarization Course (TF CCFC), which can be found on myLearning and Precipio platforms. The course is now broken into four tracks: Foundational, Financial Operations, Financial Analysis, and Disbursing. Upon completion of one track, members can earn anywhere between eight to 12 CETs toward FM certification. Additionally, the Resource Training Center updated the Combat Comptroller scenario which can be found on Financial Information Collaboration Space (FICS). This year we also launched a virtual classroom for Silver Flag so members can receive instructor-led contingency training from anywhere. The course consists of five 1-hour training sessions, followed by five additional self-paced student assignments.

### Ensuring FM Workforce Readiness:

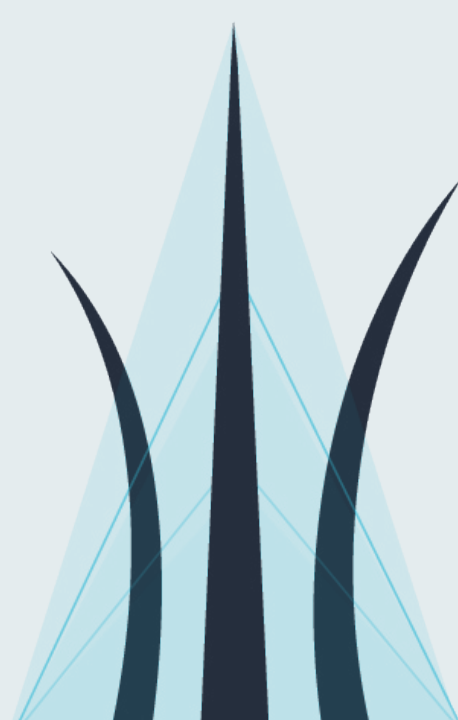
As the Department of the Air Force (DAF) moves into the Air Force Force Generation (AFFORGEN) model, we must also move into a mindset of multi-point readiness, and each of us has a part to play. From skillset to level of expertise and accounting skills to cyber skills, we need to begin laying new groundwork for each area as we prepare for tomorrow. We may be called on to support activities outside our career field. Just like in the past, we will be joining a fight that we don’t have all the answers to. Critical thinking and decisive action are key to leading our combatant commanders to victory.



**OBJECTIVE 3.4.**  
Enhance the FM Contingency Capabilities to Support the New Strategic Environment

#### DESIRED OUTCOMES:

- Updated FM Contingency/ Deployment model that supports the expected operational realities
- Re-vamped FM deployment training and exercises that strengthen FM’s contingency capabilities and value to Combatant Commanders
- FM workforce always ready to deploy and respond when called





# Progress in Motion (cont.)

However, functional readiness is only half of the story. Not only do our professional skillsets need to be squared away, but our personal lives do as well. We need to have a sharp mind, a healthy body, and a family support plan so that when the flag goes up, we can leave immediately. This is something that has not and never will change: we are a military force, and we need to be ready to deploy at any time.

**To conclude**, we have a lot of knowns in our past that we can sharpen, and a lot of unknowns in our future that we must anticipate the best we can. We know what weapons exist in the world today: electromagnetic pulse (EMP), coordinated network attacks, propaganda campaigns, and other forms of sabotage. The punches will not be pulled in future conflicts, so we need to ensure expertise of our FM skills, both online and offline, in order to keep the pressure up when the network is down.

## ABOUT THE AUTHORS

CMSgt Kaci Duhart is the Executive for Enlisted Matters to the Assistant Secretary of the Air Force for Financial Management and Comptroller located at the at the Pentagon, Washington D.C.

MSgt Sam Spaethe is the Enlisted Force Development Manager for SAF/FM located at the at the Pentagon, Washington D.C.

## REFERENCES:

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[U.S. Army Reserve Soldiers conduct finance training at Exercise Diamond Saber](#)

[OCSIX | The Premier DoD Joint Operational Contract Support Exercise](#)

# Know Your FM Key Personnel? myFMHub has you covered!

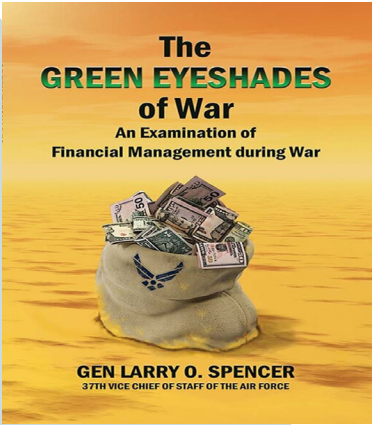
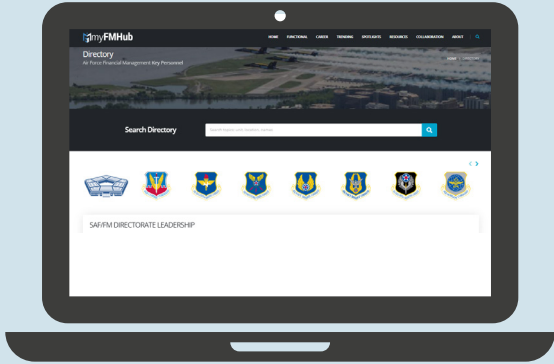
No more waiting a full year for the latest FM Directory in the Fall Air Force Comptroller magazine. Your biggest points of contact for all things Air Force FM will be continuously refreshed and available on myFMHub!

The [Air Force Financial Management Key Personnel Directory](#) (FM Directory) is a valuable resource that provides a centralized list of contact information, like the Comptroller, Chief Enlisted Manager, Financial Analysis, and Financial Operations POCs, for each organization. The FM Directory is easily accessible through [myFMHub](#), just log in and click the Directory button in the top left. Upon entering, you will find POC, workflow email addresses, and phone numbers for FM organizations and groups including:

- SAF/FM Directorate Leadership
- MAJCOMS, COCOMS, DRUS, and FOAS
- Executive Officers
- FM Warplanners, Key Force Development Personnel, and Education & Training Opportunities
- Other FM Organizations & Special Teams

The directory’s interactive format features a search function that allows you to quickly search for the information you need. Tailor searches by name or unit/ location to find the FM contact you’re looking for.

Help make sure the FM Directory stays up to date! We are in the process of a bulk refresh to the directory this fall. Starting January 2024, updates to the directory will be made on a rolling basis. To submit updates, scroll to the bottom of the myFMHub FM Directory page and click the email button or send an email to [saf.fmew.workflow@us.af.mil](mailto:saf.fmew.workflow@us.af.mil).



# The Green Eyeshades of War: An Examination of Financial Management during War

by General Larry O. Spencer

Reviewed by SSgt Anthony Seya

## The Green Eyeshades of War: An Examination of Financial Management during War

is a book on military financial management written by retired United States Air Force General Larry O. Spencer who also occupied the position of 37th Vice Chief of Staff of the Air Force. The book, published by the Air University Press in July 2016, recounts the use of congressional funds by Air Force financial managers throughout World War II, Vietnam, Operation Desert Storm, and Operations ENDURING FREEDOM and IRAQI FREEDOM. General Spencer himself, who went from Enlisted to Officer, and who served for more than forty years in the military, participated and assumed command in Operation DESERT STORM and Operations ENDURING FREEDOM and IRAQI FREEDOM.

In his book, General Spencer addresses military members and anyone interested in the subjects of military, war, and the use of congressional funds. However, the main target audience is the financial management community. In summary, General Spencer explains that, despite sharing obvious similarities and holding the same values, those who have a career in financial management while in garrison, at home, conduct themselves very differently than those conducting operations to manage congressional funds during war. General Spencer reaches this conclusion at the end of his analysis, maintaining that wartime financial managers have consistently lacked readiness, preparedness, and experience over the years. He elaborates his analysis through various military scenarios from World War II, Vietnam, Operation DESERT STORM, and Operations ENDURING FREEDOM and IRAQI FREEDOM. The conclusion remains the same – during those wars, there is another war: a lack of readiness in financial management. Expressing his utmost disappointment, General Spencer titles one of his last chapters “Enough is Enough,” wondering when this state of affairs would end. He concludes his book by making a recommendation: “Now is the time to capitalize on the lessons from the past and to take the journey of transformation into the future.”

I found this book captivating. The honest, straightforward, and generous flow of information throughout the book, backed by poignant images and numerous citations at the end of every block of chapters, the sometimes heart wrenching tales of service members at war, imbued with appropriate humor here and there, in the end, make the book an easy, enjoyable, and rewarding read. I devoured *The Green Eyeshades of War*. Once I started reading, I couldn’t put it down.

There is a dearth of books on military readiness in the field of fiscal management. General Spencer’s book is one I would highly recommend. This four-star General, the first Air Force officer within the financial management primary specialty to be promoted as such, writes uniquely and eloquently, and the book fully delivers on all its promises. It is a work of art; not only because it is so well-written but also because its relevance is undisputed when it comes to all of today’s military threats that our dear nation faces.

## ABOUT THE AUTHOR

SSgt Anthony Seya is the Financial Operations Supervisor (Special Actions Team) for the 86th Comptroller Squadron at Ramstein AB, Germany.

BOOK REVIEW



# From the Desk of...

Ms. Melissa Blakesly, SES, AFIMSC/RM



**Greetings from the Alamo City, the Mission City, the River City, Military City, U.S.A., and the home of YOUR Air Force Installation and Mission Support Center (AFIMSC).** In San Antonio and at AFIMSC, not only do you get the best culture, food, and fun, you also find the best place to serve as financial managers in the Department of the Air Force! All day, every day, we are focused on supporting the fight by resourcing our Airmen, Guardians, and Installations. As our motto states, **“Your Success is Our Mission!”** and we take that to heart every single day!

When I found out I had been selected to be the Director of Resources Management at AFIMSC, I was beyond excited and a bit overwhelmed when I considered the vast portfolio. Did you know AFIMSC handles such disparate portfolios including prisons, Military Working Dogs, on-base lodging, dining facilities (DFACs), Child Development Centers (CDCs), environmental concerns, military construction, Facilities Sustainment, Restoration, and Modernization (FSRM), Chaplains, and even our Olympians? I love that I get to learn something new about AFIMSC’s responsibility just about every day, and that there is a team in AFIMSC Resource Management Directorate (RM) who keep Air Force leadership educated on our many diverse, mission-critical issues. I am honored to support this amazing team of professionals who work daily to support AFIMSC’s \$9B annual budget.

We love hearing from our customers, “What’s going on at AFIMSC/RM this year?” because we are always thrilled to talk about the positive initiatives being developed and deployed. One of the highest priorities we are working on is our support to the Financial Management (FM) Strategic Plan as the champion of Objective 3.3, **“Consistently deliver outstanding financial customer service.”** We look at customer service from two perspectives – 1) the tools our FM analysts need to provide excellent customer service, and 2) the tools our customers need to receive excellent service.

The first includes a series of dashboards with weekly expansions which provide real-time, transparent data to enable better customer support. Many of you are familiar with these dashboards, but you can view all our current dashboards, including the most recent addition of Open Payments, on our AFIMSC/RMF SharePoint.

The second includes the RM Financial Operations Division (RMF) team’s latest launch of an enterprise-wide customer scheduling tool designed to standardize the customer experience and provide important reporting data to comptrollers. Once fielded, our Airmen and Guardians will have the capability to schedule in-person or virtual appointments with their local Comptroller Squadrons (CPTS) by simply scanning a QR code from their mobile devices. The user-centric experience is designed to mirror what customers see in their everyday life while performing tasks like mobile banking. Every customer will have the flexibility to check-in from their location and receive a text notification with either a confirmed appointment time or an estimated wait time if they desire to walk-in. Walk-in visitors will no longer need to spend valuable time in lobbies as this innovative tool employs real-time data to forecast the exact time they can be seen. Phase 1 deployment has started, and we anticipate releasing the full implementation schedule soon!

In a demonstration of our pledge to expand Financial Management Readiness at the installation-level, the Financial Operations (FMF) team has codified their response protocols for all natural disasters. Building upon their achievements in creating a one-page primer CPTS leaders can keep on their desk; the team recently field-tested its Emergency Response Team (ERT) while Hurricane Idalia forced evacuations at MacDill Air Force Base. Grounded in historical evidence that early and frequent communication, combined with collaborative boots-on-ground partnership, leads to excellent results, the Travel Pay Ellsworth team sent two members to MacDill for a two-week period to assist in policy reads and voucher processing. The results were truly remarkable...accuracy of vouchers submitted was 99%, a substantial improvement over the 50% average experienced in previous years. Our goal is to ensure the ERT is there with you before you know you need us!



Our RM Cost Division (RMC) team is getting after innovation through the development of a data-informed execution plan. AFIMSC collects, validates, and allocates funding for 22-27,000 individual Installation and Mission Support (I&MS) requirements. Using contractual/execution data and advanced modeling tools, we’re looking to minimize this labor intensive, error prone financial drill. The team is looking to develop a data- and analytics-driven approach to distribute resources equitably and efficiently to I&MS needs. The end goal is an automated tool that will bridge the translation gap between contract documents and FM-specific data sources. By accurately forecasting requirements, we will reduce the burden of installation requirements collection. During FY24, we plan to develop and test prototypes for three of the ten I&MS portfolios.

The RM Budget (RMA) division has the responsibility of leading and informing budget and execution year funding drills, developing funds distribution/execution strategies, and delivering globally integrated decision support. They collect and assess the requirements needed for planning, fiscal guidance/policy, and analytical support for stakeholders across enterprise management portfolios, installations and subordinate units, and higher headquarters. In addition to this effort and scope, the team continues to innovate as they leverage technology to improve processes that will positively impact the enterprise.

In closing, I would like to share RM’s new mission & vision statements. Hopefully, you will see the items discussed above are nested nicely in these priorities.

**Mission: Standardize financial management for multidimensional partners by deploying innovative solutions throughout the Installation and Mission Support Enterprise**

**Vision: Recognized Leader of Financial Management - Empowered by a Culture of Innovation**

I want you to notice two words in our Mission statement: “Standardize” and “Deploy,” which are at the heart of what we do as an organization. A good example of this is RMF’s deployment of the scheduling tool in which we learned about a local tool during the Spring 2023 Executive Session and worked directly with the contractor to standardize deployment across the enterprise. Continued efforts like this are how we will achieve our vision statement.

AFIMSC/RM is focused on leading the Department of the Air Force FM community through all these transformational activities and is experimenting with innovative ideas to solve complex financial management challenges. Please feel free to reach out to any of us in AFIMSC/RM with questions or inputs.

## ABOUT THE AUTHOR

*Ms. Melissa D. Blakesly is the Director of Resources for the Air Force Installation and Mission Support Center located at Joint Base San Antonio-Lackland, Texas.*



CONGRATULATIONS!

WINNER OF THE BEST ARTICLE: SUMMER 2023 ISSUE

OMB Fellowship Experience

By Maj Blair Kessler, SpOC





# Aces High Awards



**TSgt Gerard Doran Jr.**  
Air Force Installation & Mission Support, Joint Base San Antonio-Lackland-Kelly  
(Port San Antonio), Texas

Technical Sergeant Gerard Doran is a Financial Operations Policy and Procedures Manager assigned to the Air Force Installation and Mission Support Center (AFIMSC), Joint Base San Antonio (JBSA)-Lackland-Kelly, Texas. He was born in Tulsa, Oklahoma and raised in Benton, Louisiana where he joined the Air Force in July 2004. While at his first assignment to the 341st Comptroller Squadron (CPTS) at Malmstrom Air Force Base (AFB), Montana, his knowledge and customer service skills were key to the squadron receiving the “Best Financial Services Office in Air Force Space Command” award for 2006.

During his deployment to Kandahar, Afghanistan in 2010 for operation ENDURING FREEDOM, he served as the 809th Expeditionary Red Horse squadron resource advisor funding 40 critical intergovernmental contracts worth \$1.2M. His efficient processes and partnership with contracting saved the government over \$6M during FY11 end of year closeout, earning him a Navy Achievement Medal.

Since his arrival to AFIMSC in 2022, he has supported nine MAJCOMS and 78 installations across the Air and Space Force. He has provided travel policy interpretations for more than 1,100 inquiries, determining solutions through multiple financial customer service delivery models, while maintaining a less than 24-hour response time. He spearheaded the Robotic Process Automation (RPA) testing for Defense Travel System (DTS) permission level reporting which boosted audit efficiency by 21% and eliminated more than 15.8K research hours for the enterprise. He was pivotal during both Typhoon Mawar and Hurricane Idalia Financial Management (FM) emergency and evacuations guidance. TSgt Doran’s outstanding contributions, excellence, and performance to the FM community is a perfect example of **ACES HIGH!**



**SrA Alysha Richardson**  
325th Comptroller Squadron, Tyndall Air Force Base, Florida

Senior Airman Alysha Richardson is the Special Actions team lead for the Financial Operations flight assigned to the 325th CPTS at Tyndall AFB, Florida. SrA Richardson was born in Olongapo City in the Philippines. She migrated to the United States with her mother when she was 18 years old. Following in her uncle’s footsteps, she enlisted into the United States Air Force in January 2020. Alysha began showcasing her natural leader instincts early in her career, stepping up to serve as an element leader while at basic military training in Lackland AFB, Texas. SrA Richardson attended Financial Management Technical Training School at Keesler AFB in Mississippi, where she earned the academic excellence award.

SrA Richardson arrived at Tyndall AFB for her first assignment in March 2020 where she quickly learned how to complete a variety of skills as a Financial Operations technician. Her prudent capabilities and meticulous attention to detail had her immediately completing tasks such as voucher balancing, voucher audits, and facilitating 135 virtual Zoom in-processing briefings during and immediately following the COVID-19 pandemic. Additionally, she executed her mission as lead cashier for 1.5 years disbursing \$542,000 and continues to diligently train newly appointed Airmen on cashier requirements. She teamed with the Force Support Squadron to correct 212 pay affecting issues eliminating financial hardships on Airmen and families. Alysha’s expertise proved invaluable while certifying \$318,000 in military pay entitlements. SrA Richardson’s effort and leadership culminated in her earning Squadron Airman of the Quarter three times, 2021 Squadron Airman of the Year, Senior Airman Below-The-Zone, and the John L. Levitow award while attending Airman Leadership School. Moreover, during her time at Tyndall AFB, she has also quickly become the base songbird for the National Anthem, being handpicked for more than fifty events across the installation. SrA Richardson’s devotion to serving the country and Airmen make her a great addition to the United States Air Force and the 325th Comptroller Squadron, clearly earning the title **ACES HIGH!**



# Aces High Awards



**SSgt Angelica Yap**  
1ST Special Operations Comptroller Squadron, Hurlburt Field, Florida

Staff Sergeant Angelica Yap is a Financial Analyst Supervisor assigned to the 1st Special Operations CPTS, Hurlburt Field, Florida. She was born and raised in Pampanga, Philippines where she graduated high school, and later immigrated to the United States, joining the Air Force in 2018.

Upon arrival to her first duty station, she hit the ground running as a DTS technician reviewing & auditing 12,000 vouchers and \$165,000 in entitlements for the most deployed wing. She also provided personal Permanent Change of Station (PCS) support to two thousand newly assigned Air Commandos before being hand selected for a technical sergeant Disbursing Agent (DA) deployment. While assigned, she managed 190 personnel and executed DA duties for three currencies totaling \$348,000 for air mobility missions in support of three combat commands. Her efforts were essential in executing more than 1,600 sorties, 4,000 flight hours and movement of 33,000 lbs. of cargo across 23 partnered nations.

Upon her return, she was selected to support Naval Air Station Pensacola for two months, where she led the Financial Operations Flight (FMF) and also trained 35 Command Support Staff (CSSs) on military pay for which she was lauded by the Air Education and Training Command (AETC) Financial Management Comptroller.

Sergeant Yap’s superb performance persisted as she transitioned to the FMA Flight. In her new role, she redesigned DTS processes and trained 40 members while executing a \$12 million contingency exercise deployment program. She created over 3,000 authorizations, enabling 12,300 combat sorties across 13 Areas of Responsibility (AORs), effectively disrupting enemy command and control capabilities. Her steadfast professionalism earned her recognition from the Deputy Assistant Secretary for Budget (SAF/FMB), the United States Special Operations Command (USSOCOM) Financial Services Officer (FSO) of the Year in 2019 and 2020, and the USSOCOM Contingency Operations Airman of the Year in 2021.

Sergeant Yap’s determination paired with her dedication to the Air Force and the Comptroller community makes her **ACES HIGH!**



**A1C Lyla K. Price**  
31st Comptroller Squadron, Aviano Air Base, Italy

Airman First Class Lyla Price is a financial operations technician assigned to the 31st CPTS at Aviano Air Base (AB), Italy. She hails from a small town in Ohio, Canal Winchester, where she grew up with her younger brother. After graduating from Canal Winchester High School in 2021, she attended a real estate institute but eventually decided to join the Air Force. After graduating from basic military training as an element leader in April 2022, she headed to Keesler AFB, Mississippi, to attend Financial Management technical training school.

In August 2022, A1C Price joined the 31st CPTS at Aviano AB, Italy, quickly becoming an invaluable Airman to the team. Since arriving, she’s excelled as a customer service technician providing military and travel pay support to five thousand Active Duty Airmen spread across Aviano AB, four Geographically Separated Units and two Expeditionary Squadrons. Her expertise has been utilized by the Judge Advocacy Office to assist with compiling financial evidence for a courts-martial, which expedited the findings and proceeding, earning her the “Top Performer” for the 3rd Quarter 2023. A1C Price is rounding her Financial Operations knowledge while appointed as an entrusted cashier. These duties give her the responsibility for processing travel claims and disbursing over \$9M to Aviano’s local national employees. In addition to her primary duties, A1C Price volunteers her off-duty time as the Wing Staff Agencies (WSA) Event Coordinator and Bowling team head coach. She’s organized six fundraisers and moral events while also leading the bowling team to first place with zero losses. A1C Lyla Price’s unparalleled professionalism and selfless service are why she is **ACES HIGH!**







# Promotions & Retirements

## PROMOTIONS

AFGSC  
AFMC

Skrypak, Frank, Col; FM/FMA – Barksdale AFB  
Clark, Jennifer, NH-04; AEDC/FM – Arnold AFB  
Dahlin, Melissa, NH-04; HQ AFMC/FMFS – Wright-Patterson AFB  
Day, Darrell, NH-04; AFTC/AEDC FM – Arnold AFB  
Ehresman, Tiffany, NH-04; AFLCMC/WNF – Wright-Patterson AFB  
Heyl, Stephen, NH-04; AFLCMC/WNF – Wright-Patterson AFB  
Kennedy, Zachary, NH-04; AFSC/WR-ALC/FMB – Robins AFB  
Ketterer, Taylor, NH-04; AFLCMC/HNF – Hanscom AFB  
Saldana Cambron, Laura, NH-04; AFLCMC/WFF – Wright-Patterson AFB  
Saulsberry, Carla, NH-04; AFLCMC/WVF – Tinker AFB

AFMC

Showalter, Janetta, NH-04; AFLCMC/XAF – Wright-Patterson AFB  
Wemple, Kortney, NH-04; HQ AFMC/FMFA – Wright-Patterson AFB  
Wilcox, Tracy, NH-04; AFLCMC/EBF – Robins AFB  
Wilson, Blake, NH-04; AFLCMC/XAF – Wright-Patterson AFB  
Wilson, Samantha, NH-04; AFLCMC/WAF – Wright-Patterson AFB

AMC  
PACAF

Young, Qwanzetta, CMSgt; 60 CPTS/WSA SEL – Travis AFB  
Mendoza, Elizabeth, GS-15; FM/Deputy Director – JB Pearl Harbor Hickam  
Salender, Ruth, CMSgt; 51 CPTS/FMD – Osan AB, South Korea  
Taylor, Sari, CMSgt; 673 CPTS/FMD – JB Elmendorf-Richardson  
Gmytrasiewicz, Andrew, Col; FM/FMA – Ramstein AB, Germany  
Dow, Chantele, SES; HQ USSOCOM/SOFM – MacDill AFB

USAFE-AFACRICA  
USSOCOM

ACC

Ambush, Kevin, GS-14; 16 AF/FM – JBSA-Lackland  
Biscardi , Michael, GS-12; ACC/FMA – JB Langley-Eustis  
Gonzalez, Christopher, Capt; 9 AF/FM – Shaw AFB  
Hicks, Danee, TSgt; 55 CPTS/FMF – Offutt AFB  
Kaspari, Luke, Lt Col; ACC/FMA – JB Langley-Eustis  
Michaud, Michelle, GS-12; ACC/FMA – JB Langley-Eustis  
Michaud, Nickolas, GS-13; ACC/FMA – JB Langley-Eustis  
Rogers, Mary, GS-13; 688 CW/FM – JBSA-Lackland  
Sansbury, Tanisha, GS-14; ACC/FMA – JB Langley-Eustis

AETC

Garza, Juan, GS-14; AETC/FMAT – JBSA-Randolph  
Harris, Sharif, Maj; AETC/FMAO – JBSA Randolph AFB  
Leinenbach, Raymond, Maj; 502 CPTS/FM – JBSA-Lackland  
Olubiyi, Victor, MSgt/E-7; 502 CPTS/FMF – JBSA-Lackland  
Wilson, Christina, GS-12; AETC/FMFB – JBSA-Randolph

AFGSC

Dismuke, Allen, Lt Col; AFGSC/FMAO – Barksdale AFB  
Ellstrom, Richard, MSgt; 90 CPTS/FMF – F.E. Warren AFB  
Garrett, Monica, Capt; 2 CPTS/FMA – Barksdale AFB

Herman, Andrew, Capt; 28 CPTS/FMF – Ellsworth AFB  
Lewis, Brian, Capt; FM/FMAI – Barksdale AFB  
Pummill, Alicia, SMSgt; 509 CPTS/SEL – Whiteman AFB  
Whittington, Josie, TSgt; 341 CPTS/FMA – Malmstrom AFB

AFMC

Austin, Mark, GS-13; AFLCMC/HNF – Hanscom AFB  
Baldinelli, Bradley, GS-13; AFLCMC/HNF – Hanscom AFB  
Bassler, Jacob, GS-12; AFLCMC/WII – Wright-Patterson AFB  
Bonsall, Jeremy, GS-12; 448 SCMW/FMA – Tinker AFB  
Bow, Terence Jr, GS-12; AFLCMC/NHF – Lackland AFB  
Brewer, Dustin, Capt; AFLCMC/WAF – Wright-Patterson AFB  
Brooks, Sherri, Capt; AFLCMC/HBF – Offutt AFB  
Bruno, Morgan, GS-12; AFLCMC/WFF – Wright-Patterson AFB  
Chan, Nga, NH-03; 412 TW/FMAP – Edwards AFB  
Charlot, Natasha, NH-03; 96 TW/FMA – Eglin AFB  
Chatel, Matt, GS-12; OC-ALC/FMA – Tinker AFB  
Cho, Noah, Capt; AFLCMC/HBF – Hanscom AFB  
Dagdag, Luis, GS-13; HQ AFMC/FMRS – Wright-Patterson AFB  
Eden, Alex J., MSgt; 96 CPTS/FMF – Eglin AFB  
Evans, Liliana, GS-13; OC-ALC/FMA – Tinker AFB

AFMC

Feaver, Tyler, NH-03; AFLCMC/WIF – Wright-Patterson AFB  
Garza, Monica, GS-12; AFLCMC/NHF – Lackland AFB  
Gentry, Michelle, NH-03; OC-ALC/FMB – Tinker AFB  
Gottlieb, Wilborne Jr, GS-13; AFLCMC/EBA – Eglin AFB  
Gower, Jeremy, Capt; 72 CPTS/FMF – Tinker AFB  
Guyon, Ruth, NH-03; AFLCMC/WIF – Patuxent River ABS  
Hampton, Jameia, NH-03; 96 TW/FM/FMP – Eglin AFB  
Henderson, Kevin, GS-13; AFLCMC/WJF – Wright-Patterson AFB  
Horton, Michelle, GS-12; 78 ABW/CE – Robins AFB  
Jackson, Lashanda, NH-03; HQ AFMC/FMRA – Wright-Patterson AFB  
King, Shanice, GS-12; AFLCMC/EBF – Robins AFB  
Klarquist, Sarah, GS-13; AFLCMC/WNF – Wright-Patterson AFB  
Kleiner, Isaiah, GS-12; AFLCMC/WFF – Wright-Patterson AFB  
Krueger, Daniel, GS-13; AFLCMC/WAF – Wright-Patterson AFB  
Lefler, Candice, GS-12; AFLCMC/WAF – Hill AFB  
May, Colton, GS-12; AFLCMC/WBF – Wright-Patterson AFB  
Moore, Jim, NH-03; 78 CPTS/FMAO – Robins AFB  
Moree, Andrew, Capt; AFLCMC/FM – Wright-Patterson AFB

Nelson, David, GS-13; AFLCMC/WBF – Tinker AFB  
Northrop, Reinmarie, Capt; AFLCMC/WJF – Arlington, VA  
Newsome, Jaycen, GS-12; AFLCMC/WFF – Wright-Patterson AFB  
Peffer, Christina, GS-13; AFLCMC/XAF – Wright-Patterson AFB  
Perry, Casey, GS-12; AFLCMC/WNF – Robins AFB  
Phillips, Jaelyn, GS-12; AFLCMC/EBF – Eglin AFB  
Ramon, Daniel, GS-12; AFLCMC/NHF – Lackland AFB  
Roberts-Miller, Julie, GS-12; 635 SCOW/FM – Scott AFB  
Roob, Abigail, GS-12; HQ AFMC/FMRS – Wright-Patterson AFB  
Saadati, Navid, NH-03; AFSC/OO-ALC/309 MMXG/MXDSR – Hill AFB  
Sayre, Jennifer, NH-03; AFTC/AEDC/FM – Arnold AFB  
Scantling, Shane, Capt; AFLCMC/WLF – Wright-Patterson AFB  
Sledge, Hayley, NH-03; AFLCMC/FZC – Wright-Patterson AFB  
Smolyansky, Kirill, GS-12; AFLCMC/GBF – Wright-Patterson AFB  
Spirk, Joseph, NH-03; AFLCMC/WNF – Wright-Patterson AFB  
Stiles, Jason, GS-12; 66 CPTS/FMZ – Hanscom AFB  
Stull, Anita, GS-12; 72 ABW/CEIA – Tinker AFB  
Swearingen, Noah, GS-12; AFSC/WR-ALC/FMB – Robins AFB  
Taylor, Barbara, GS-13; HQ AFMC/FMFW – Wright-Patterson AFB







PROMOTIONS (CONT)

AFMC

Tourtillott, Michael, GS-12; 72 ABW/SCXX – Tinker AFB  
Upton, Emily, GS-12; HQ AFMC/FMAH – Wright-Patterson AFB  
Vogler, Noah, Capt; AFLCMC/WIF – Wright-Patterson AFB  
Witzman, Madeline, NH-03; AFLCMC/WLF – Wright-Patterson AFB  
Xander, Keith, GS-12; AFLCMC/EZP – Wright-Patterson AFB  
Zayac, Lindsey, GS-12; AFSC/WR-ALC/FMA – Robins AFB

AMC

Cunningham, Caleb, MSgt; 43 CPTS/FMF – Pope Army Airfield  
Jones, Mathison, Capt; HQ AMC/FME – Scott AFB  
Laubscher, Erin, GS-12; HQ AMC/FMAO – Scott AFB  
Murray, Hannah, Capt; HQ AMC/FME – Scott AFB  
Newkirk, Matthew, Capt; AMC/FM/FMA – Fairchild AFB  
Prete, Magen, SMSgt; AMC/FM/FMD – Dover AFB  
Wanzer, Aaron, MSgt; 728 AMS/RA – Incirlik AB, Turkey

DRUs and FOAs

Akyeampong, Monica, GS-12; HQ AFDW /FMP – JB Andrews  
Bolton, Mindy, MSgt; USAFA HQ/FMF – US Air Force Academy  
Jones, Robert, SMSgt; AFDW/11 CPTS/SEL – JB Anacostia-Bolling  
Wilkerson, Angela, MSgt; USAFA CW/CWT – US Air Force Academy

PACAF

Fite, Jack, Capt; 8 CPTS/FMA – Kunsan AB, South Korea  
Taylor, Mercedes, MSgt; 51 CPTS/FMA – Osan AB, South Korea  
Wong, Daniel, MSgt; 18 CPTS/RA – Kadena AB, Japan

SpOC

Band, Brian, MSgt; 460 CPTS/FMF – Buckley SFB

USAFE-AFAFRICA

Evans, Rungkun, MSgt; 501 CSW/FMF – RAF Alconbury, United Kingdom  
Gameren, Ethan, Capt; 31 CPTS/FMAO – Aviano AB, Italy  
Graham, Kathryn, Capt; 86 CPTS/FMF – Ramstein AB, Germany  
Loss, Alyssa, Capt; 48 CPTS/FM – RAF Lakenheath, United Kingdom  
Mann, Joshua, Lt Col; 86 CPTS/CC – Ramstein AB, Germany  
Rook Shroyer, Evangelinn, Capt; 39 CPTS/FMA – Incirlik AB, Turkey  
Smith, Jacquada, TSgt; 86 MMS/RA – Ramstein AB, Germany  
Thum, Alicia, C-7A; FMA/FMAO – Ramstein AB, Germany

USNORTHCOM

Kotrch, James, GS-12; JTF-CS – JB Langley-Eustis

USSOCOM

Northcutt, Vera, GS-14; HQ USSOCOM/SOFM – MacDill AFB  
Quinn, Kristin, GS14; HQ USSOCOM/SOFM – MacDill AFB

RETIREMENTS

AFMC

Aguilar, Edwin, NH-04;AFSC/WR-ALC/FMB – Robins AFB  
Dickerson, Kimberly, NH-04;AFLCMC/EBF – Robins AFB  
Green, Todd, GS-15;AFLCMC/FM – Wright-Patterson AFB  
Scott, Richard, NH-04;AFLCMC/WFF – Wright-Patterson AFB  
Thompson, Scott, Col; FM/FM – Ramstein AB, Germany

USAFE-AFAFRICA

ACC

Guinee, Marie, GS-12; AFSOUTH/12 AF - Davis-Monthan AFB

AFMC

Battle, Aurelia, NH-03; AFLCMC/EBF – Eglin AFB  
Beattie, Patsy, GS-12; AFSC/WR-ALC/402/MXSG/MXDSR – Robins AFB  
Jennings, Linda, GS-12; AFLCMC/EBF – Eglin AFB  
Lawrence, Debra, NH-03; AFTC/FMA – Edwards AFB  
May, Donna, GS-12; 78 ABW/CE – Robins AFB  
Pichardo, Anita, GS-12; OO-ALC/FMA – Hill AFB  
Rechtorovic, James, NH-03; AFLCMC/WLF – Wright-Patterson AFB  
Reodique, Ricky, GS-12; HQ AFMC/FMAH – Wright-Patterson AFB  
Swanson, Darren, GS-12; AFLCMC/WAF – Tinker AFB  
Turowski, Justin, TSgt; 75 CPTS/FMF – Hill AFB  
Turpin, Robert Jr, GS-12; AFLCMC/EBF – Eglin AFB  
Williams, Woxie , GS-13; AFLCMC/EBF – Eglin AFB

AMC

Tarris, Deneene, GS-14; AMC/FM/FMA – Scott AFB

DRUs and FOAs

Chambers, Mary Anne, SMSgt; USAFA HQ/FMD – US Air Force Academy  
Jackson, Orville, TSgt; Defense Cyber Crime Center/FM – Linthicum, MD

PACAF

Mptias, Demetrios, MSgt; 8 CPTS/FMA – Kunsan AB, South Korea

SpOC

Ballesteros, Mary, MSgt; SAF FMBIB-AFOY

USNORTHCOM

Cosgrove, Michael, GS-13; USNORTHCOM/J8 – Peterson SFB

USAFE-AFAFRICA

Proffitt, Gregory, SMSgt; CPTS/FMD – RAF Mildenhall, United Kingdom

A U.S.Air Force F-22 Raptor assigned to the 43d Fighter Squadron flies alongside a KC-135 Stratotanker after aerial refueling over the Florida Panhandle, March 3, 2023. During pilot training, students learn aircraft flying fundamentals to properly and safely operate the aircraft, including day and night aerial refueling. (U.S.Air Force photo by Tech. Sgt. Betty R. Chevalier)







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