As Air Force Comptrollers, our ability to adapt to the ebbs and flows of the budget environment and customer needs is what makes our career field essential to the success of our great nation and the Department of Defense. We must maintain this mindset as the Air Force shifts into the Joint All Domain environment. In the conflict against a peer competitor, providing flexible and resilient formations is key to meeting the commanders’ intent – within the Air Force, we call this Agile Combat Employment.

Agile Combat Employment (ACE): A proactive and reactive operational scheme of maneuvers executed within threat timelines to increase survivability while generating combat power. In Air Force Special Operations Command (AFSOC), we are meeting the service’s initiative of ACE by creating and employing Mission Sustainment Teams.

Mission Sustainment Team (MST): A group of highly skilled Airmen from multiple specialty types who can move quickly around an area of operation and provide base operating support to aircrew and maintainers. We produce this by employing Mission Command, which gives Airmen the freedom of action needed to exploit rapidly developing opportunities and succeed.

From personal experience, being a Mission Commander and a part of AFSOC’s MST has been amazing! It is rare for service members who have a non-operational Air Force Specialty Code to get the opportunity to be a part of the joint environment tactically. When my Commander at the 1st Special Operations Comptroller Squadron (1 SOCPTS), Maj Joe Regan, approached me with the opportunity to lead a team of 55 Multi Capable Airmen (MCA), I knew this was the calling to serve that I always dreamed about. It reminded me of listening to our former Chief of Staff, and now Chairman of the Joint Chiefs, General Charles Q. Brown, speak on Accelerate Change or Lose. Our team of MCA was set up perfectly to operate within his intent.
Spotlight: An Air Force Comptroller Leading and Living Agile Combat Employment (cont.)

Comptroller Reflection

Although I looked forward to the leadership opportunity in MST, I knew leaving 1 SOCPTS would be a difficult part of that journey. The family-like atmosphere that our leadership, Maj Regan and CMSgt Graham, cultivated during their time here put precedence on taking care of the squadron family and our customers. When I reflect on my time within 1 SOCPTS, I can clearly see the impact we made in accelerating change through how we provided customer service.

We launched OpEvolve, which is our virtual face-to-face customer service program that allows us to tailor services and provide financial support to our customers anyplace, anytime, anywhere. We also extended our customer service hours from 0900 – 2000 to provide our Air Commandos with more convenient times that better meet their operational needs. I absolutely miss being able to provide the World Class Customer Service that is offered at the 1 SOCPTS, but I relish the opportunity that has been given to me here in MST.

MST Reflection

As they say, a leader needs to “be comfortable with being uncomfortable.” I have been challenged and grown since my selection to AFSOC’s MST. First, I recognize that our most valued asset is our diversity. Leading a team with over 26 specialty codes allows you to analyze and assess issues from many different perspectives. It has been a pleasure observing and developing the members of our team to solve problems with various approaches, whether creatively, analytically, or rationally. There are several ways to slice a pie, and we (Big Air Force) need to continue to seek ways to employ the lethality from our diversity.

MSTs align to Chief of Staff of the Air Force (CSAF) Action Orders. Specifically, Action Order - C: Competition, requires us to adapt to the competition we are facing, and Action Order - D: Design Implementation, refers to the development of combating our competition. MSTs are organized, trained, and equipped for rapid, scalable employment across the globe, answering our Nation’s call with how we will win the next fight. Lastly, I’ve learned true Air Commando culture can be authentically created through a diversification of Airmen and a shared purpose.

My foundation as an Air Force Comptroller, having the adaptability to respond to external requirements and needs, set the tone for adapting and succeeding within the Air Force’s ACE construct. My time as an MST Commander allowed me and the members of my team to embrace a camaraderie that fuels us with a deep-rooted passion for the mission. Ultimately, our Air Commando culture is the strategic advantage between winning and losing our next conflict.

About the Author

2Lt Andre Jackman is the Mission Sustainment Team Commander for the 1st Special Operations Wing located at Hurlburt Field, Florida.
Failure is an Asset, not a Liability: How a $1B Error Accentuated Automation in Financial Management

By Yelena Sinyawski, SAF/FMBOI

The day was Monday, 24 July 2023 and it was slightly after 0800EST in the Pentagon.

As the Department of the Air Force (DAF) Operation and Maintenance (O&M) Funds Control analyst, I was in the middle of pulling the daily Status of Funds (SOF). It was the first official week for both my first- and second-line supervisors, and we had a SAF/FMBO (Budget Operations Directorate) huddle scheduled for 0900EST. In preparation for the 0900EST meeting, my new leadership asked me to provide the day’s obligation data ASAP.

Preparing the SOF report, I was thrilled to see the obligations reached 80.4% one week shy of the 31 July suspense to obligate 80% of the DAF O&M budget. I quickly provided the data to leadership, who, in turn, relayed it at the FMBO huddle. What a great start to a Monday!

As I returned to my desk and reviewed the SOF again, I horrifically realized I left out a significant detail...almost $1B of pending reprogramming sources awaiting congressional approval. For several reasons, these funds are pulled from the financial system and manually added back to the SOF because they are still part of the DAF portfolio. In the rush of preparing the SOF, I inadvertently left out the sources and, as a result, inaccurately communicated valuable information to leadership. While I readily informed my new supervisors of the error and that the DAF was truly 79.5% obligated, the message had already reached SAF/FM leadership.

The work we do in finance has an impact, and I never felt the pressure more than I did that day. While the mistake had high visibility and was painful to experience, it emphasized the value of automation in financial management.

Earlier in July, I had reached out to the renowned Josh Johnson (SAF/FMF) on automating several SAF/FMBO Funds Control tasks, to include the Status of Funds, Limitations Stoplight Chart, and Command End of Month Balancing Tracker. Specifically, the DAF O&M SOF involved a substantial manual workload with unique, SAF-level considerations (i.e., classified funding, pending reprogramming sources, etc.). After extensively communicating with Josh on the desired data visualization and finding solutions for the manual additions, we received the final review from our senior FM expert, Kara Fast, and were nearly ready to publish the report when the mistake was made. It was a humbling and critical realization of how manual errors could be avoided with automation available at our fingertips.

In August, the PowerBI SOF was deployed and briefed to SAF/FM senior leaders, Command FMs, and the FM career field at end-of-year closeout calls. What began as a process improvement of an FMB internal product was broadcast to the greater FM community and garnered considerable positive feedback.
Failure is an Asset, not a Liability: How a $1B Error Accentuated Automation in Financial Management (cont.)

Some of the key advantages of the PowerBI SOF include the following:

- Saved 650+ hours/year by replacing extensive, manual processes with a web-based platform automatically updated from source systems, leading to a more timely and accurate SOF
- Enabled stakeholders at all levels to easily create a subscription and receive the SOF report directly to their email inbox at a frequency and time of their choosing
- Allowed the field to view the same SOF as SAF/FM leaders in the Pentagon, posturing them to answer questions from leadership
- Supported SAF/FM Strategic Plan Objective 3.1 by transitioning from a stand-alone Excel spreadsheet to a centralized location for financial analysis and reporting (the field was already leveraging PowerBI for the FM Morning Paper, Cancelling Funds effort, etc.)

While many lessons were learned in the process, below are the three most crucial I would like to convey:

1. **Failure is an asset, not a liability...if you allow it to be.** We all make mistakes, and it does not feel natural, nor should it. However, mistakes provide us with an opportunity to drive change. Rather than viewing all failure as negative, I would challenge you to ask yourself, “What is a mistake I have made, and what could I do to prevent it from occurring again in the future?”

2. **Change is possible at every level, but it requires humility and collaboration.** First, take time to learn the current processes and build rapport with stakeholders prior to trying to drive change. Be humble that you do not know it all, and respect those who have gone before you. Second, collaborate with those who can help (and are smarter than you!). I could not have built the PowerBI perspectives on my own. Instead, the expertise of Josh Johnson and the incredible support from the FMF/AFAOC (Air Force Accounting Operations Center) team led to a product that has benefited the larger FM career field. When it comes to innovation in your organization, who would it help for you to build relationships with?

3. **Empowering leaders across the DAF are needed to inspire and encourage innovation.** To succeed in the great power competition, the Air Force needs humble, empowering leaders who will champion the ideas of our Airmen. Our country cannot risk sharp ideas falling to the wayside due to jealousy or complacency; there is too much at stake. Regardless of your position, we all have influence. What kind of influence will you choose to have?

I am sincerely grateful for the buy-in and encouragement we received for the PowerBI SOF from our senior leaders. My hope is to see this same eagerness for innovation at every echelon of the Air Force, to hear of Airmen being empowered regardless of their rank or experience, and to experience positive change proliferating across the Air Force.

**About the Author**

*Ms. Yelena Sinyawski is the DAF O&M Funds Control Manager at SAF/FMBOI at the Pentagon.*
Financial Managers Help Rebuild
by MSgt Janene Garza, PACAF

On 25 May 2023, the lovely island of Guam took a direct hit from a Category 4 Typhoon named Mawar. As much as the island prepared for the storm, no one was expecting the magnitude of damage this long-lasting storm would create. With its fierce winds and torrential rains, Typhoon Mawar caused significant damage to more than the beautiful coconut trees. The island’s infrastructure, particularly the roofs of homes in the local community, was heavily impacted. Many families were left vulnerable as their homes suffered structural damage, or complete roof collapses. The aftermath of the disaster required urgent attention to ensure the safety and well-being of affected communities.

During this storm, two of our Financial Managers (FMers) assigned to the 36th Contingency Response Group at Andersen Air Force Base (AFB), were deployed throughout the Pacific to provide paying agent support for multiple POTUS visits. MSgt Janene Garza was in Australia while TSgt Jason Grigg was providing support in Papua New Guinea. Tracking the looming storm, and a POTUS visit cancellation, the Resource Advisors started working return trips home. Stuck in-place until it was safe, MSgt Garza’s team made it back on 01 June. Already entrusted as a paying agent, she was able to assist with a few payments to accelerate recovery efforts. Since the local airport was still in the recovery phase as well, the number one task was to recover the runway to allow for the arrival of government assisting agencies.

In comes the Federal Emergency Management Agency (FEMA). FEMA arrived on the island and tackled the subsistence issue first. They distributed water and Meals Ready to Eat (MREs) across the island. With support from the Contingency Response Group and volunteers like MSgt Garza and TSgt Grigg, FEMA dispersed 656 pallets of commodities, including 325,000 meals and 560,000 liters of water. Shortly afterwards, they addressed the infrastructure issue. After the initial survey, the team discovered over 800 roofs that needed to be repaired. Tasking the local military populace, the Contingency Response Group selected the 554 Rapid Engineer Deployable, Heavy Operational Repair Squadron, Engineer (RED HORSE), to lead the Air Force team’s efforts.

As the Resource Advisor, MSgt Garza coordinated with the Comptroller Squadron to secure funding to provide supplies and protective gear for her RED HORSE Squadron (RHS). As big of a task as this was, a call for volunteers was sent out. MSgt Garza and TSgt Grigg answered that call, along with many others. They were pleasantly surprised to be teamed together their first day on the job, and equally surprised when they had to take a break to handle travel card increases for multiple members departing the next day.

A team comprised of two FMers, two structure troops, a silver flag instructor, and a security forces guardsman, repaired two roofs that day, providing two families with the safety and security of a roof over their head. The 554 RHS worked continuously for two and a half months repairing 187 roofs, among many other recovery efforts around Andersen AFB.

This article highlights the efforts of only two Financial Managers, but the assistance provided by the FM community in the aftermath of Mawar was invaluable. Their expertise in resource allocation and collaboration with relevant stakeholders helped communities affected by the disaster recover more swiftly. As we head into the stressful season of closeout and an unknown Fiscal Year 2024, reflecting on moments such as this makes me proud to be an FMer.

About the Author
MSgt Janene Garza is the Resource Advisor for the 554 RED HORSE Squadron located at Andersen Air Force Base, Guam.
Achieving Digital Transformation through Excel and Your AI Wingman

by Maj Stefan Choquette, HQ NORAD-USNORTHCOM

In the current military landscape, the need for agility, efficiency, and precision in resource management cannot be overstated. General VanHerck, the commander of North American Aerospace Defense Command and U.S. Northern Command (NORAD-USNORTHCOM), directed the Air Force and NORAD-USNORTHCOM to pursue aggressive digital transformation through enhanced staff collaboration and rapid data synthesis. To meet this demand, I embarked on a mission to empower our resource managers with advanced Microsoft Excel skills and the support of Artificial Intelligence (AI).

Course Design

The journey began with meticulous planning. Over three weeks, I led the training course for all Department of the Air Force, NORAD-USNORTHCOM resource managers to develop their skills. The course was split into three distinct lessons, each building upon the previous one.

The first lesson focused on mastering Excel formulas and effectively manipulating data. We delved into 15 key formulas, from the everyday to the more abstract, and learned to nest functions for advanced operations.

The second lesson revolved around organizing data for machine processing, constructing pivot tables, and data modeling using PowerQuery. These skills are essential for resource managers dealing with large datasets because leaders are looking for more in-depth analysis of data across platforms. In budget, we are great at reading a historical box score but through utilizing predictive analytics we can buy leaders time to get ahead of our adversaries. By using Excel's data models, we can build pivot tables to combine budget data with contracting data, personnel data, or even mission data to support leaders' decision making.

Lastly, the third, and most intriguing, lesson introduced our resource managers to the world of AI. Rather than diving into how to code, we explored how AI is constructed and its potential as a co-pilot for advanced analysis. This demystification of AI empowered the team to understand the structured inputs needed to generate better results and improved trust in AI’s capabilities and effectiveness. Once we established an understanding of AI outputs, the team was able to ask AI to output VBA code without having to code anything themselves.

Notable Achievements

By rapidly integrating AI into their workflow, our resource managers discovered that tasks, which formerly took hours to analyze, could now be completed in minutes. The AI became their partner in solving complex problems with lightning speed.

The art of effectively instructing AI was among the most valuable lessons learned. It became clear that AI, while powerful, requires clear and structured instructions to yield desirable results. The need to be precise and unambiguous in requests was a key takeaway for many.

The team’s feedback was overwhelmingly positive. The hands-on experience, coupled with the guidance of team members, solidified their skills. “Ah-ha” moments were plentiful as they grasped the “why” behind certain practices and the immense potential of advanced tools. The most significant revelation, however, was their newfound ability to accomplish complex tasks in mere minutes with AI as their co-pilot.
Achieving Digital Transformation through Excel and your AI Wingman (cont.)

Conclusion

Looking to the future, AI is a tool we should embrace to augment our analytical capabilities. It presents an opportunity to automate repetitive tasks, freeing up valuable man-hours. Continuous learning and experimentation are the keys to innovation in our comptroller enterprise. With AI, we can iterate on ideas rapidly, learn from failures, and achieve maximum effectiveness.

The era of laboriously learning computer language coding is giving way to natural language processing, making complex tasks more accessible. Financial management professionals should embrace this technology’s ease of use and its potential to revolutionize our workflows.

In our ever-changing landscape, embracing technology is not an option but a necessity. With Excel skills sharpened and AI as a co-pilot, the US Air Force Comptroller community is poised for even greater success in resource management.

Key Takeaways for FMers

1. Continue learning Excel functions, formulas, and features.
2. Explore how other tools can be integrated to speed up workflows.
3. When working with AI, understanding the expected output is crucial for accurate analysis.

References

To learn more what you can do with AI and how machine learning can help you improve, I encourage readers to explore these resources:

The Basics of “What is Machine Learning?” - “How AIs, like ChatGPT, Learn” YouTube video
A Visual Representation of Machine Learning - “Multi-Agent Hide and Seek” YouTube video
OpenAI ChatGPT - https://chat.openai.com

About the Author

Maj Stefan Choquette is a Joint Command Budget Analyst for NORAD-USNORTHCOM located at Peterson SFB, Colorado Springs, Colorado.
Information “DEAM’ed” Worthy of Sharing
DEAMS Functional Management Office
by Mr. Todd Baker, DEAMS Functional Manager

System and Organization Controls (SOC 1) Audit
As an Application Service Provider (ASP), the Defense Enterprise Accounting Management System (DEAMS) undergoes an annual SOC 1 report to give our customers assurance that DEAMS’ system of internal controls is in place and operating effectively. DEAMS’ critical customers include the US Air Force General Fund, USSOCOM, USTRANSCOM, the AF Surgeon General, and the Defense Health Program (DHP). The SOC 1 audit opinion provides these reporting organizations the control information and transparency their financial statement auditors can rely on to achieve their own audit goals. In a nutshell, a SOC 1 report is an audit that can be leveraged by our customer’s financial statement auditors.

Throughout FY23, the DEAMS program underwent a SOC 1 audit by an independent public accountant and received a “Qualified” opinion in August 2023. This opinion marks the significant progress made over the last year to develop and implement corrective action plans which resolved Notices of Findings and Recommendations (NFRs). The opinion is the result of focused, dedicated efforts by cross-functional teams from the DEAMS Functional Management Office (FMO), Program Management Office, and Air Force Accounting Operations Center (AFAOC) who pulled together with a “one program/one team” approach.

While the DEAMS‘ qualified opinion is a significant accomplishment, the journey is far from over. Our priority is to achieve a sustainable unmodified opinion and continue to expand the audit scope to meet the needs for all users of the DEAMS Program.

Agile Development Update
The Non-Prompt Payment Act (PPA) Payment Term has been available for use in DEAMS since July 2023. This option allows streamlined processing of payments when interest penalty payments do not apply. Manually entered invoices, including Miscellaneous Payments, will generate interest penalty invoices if the date exceeds the PPA schedule. These will require intervention by the Defense Finance Accounting Service (DFAS) to void. This new option stops the interest invoice from being created when one is not required, streamlining the payment process, and reducing man hours for DFAS. We anticipate official policy to be released soon regarding the use of the Non-PPA Payment Term. The Development Team also resumed installing system releases that were developed and tested but held while the system was in code freeze for Fiscal Year End closeout. Whenever system updates or new functionality are installed, the FMO publishes User Release Notes explaining these system changes/updates, to the DEAMS Outreach Portal.

Deployment and Training Update
FY24 Deployments
Throughout FY23, the DEAMS Deployment/Training Team worked with the National Geospatial Intelligence Agency to achieve DEAMS “go live” goal and accomplished this on 1 October 2023. This is the second external agency to deploy to DEAMS, following the Space Development Agency who deployed in early FY23.
The Civil Air Patrol (CAP) is another DEAMS deployment with an October 2023 “go live” date. While some CAP transactions already flow through DEAMS, their remaining portfolio will be transitioned at the beginning of FY24. The Deployment/Training Team has been onsite with the CAP Financial Management Office at Maxwell AFB, Alabama during this effort to ensure a smooth transition.

Also in the works is a “mini-deployment” at the United States Air Force Academy (USAFA). Most of USAFA deployed to DEAMS many years ago, and this deployment captures a large reimbursement program that was deliberately left in legacy systems at that time.

Legacy to DEAMS
The Legacy to DEAMS (L2D) Implementations continue across the enterprise. FY23 L2D efforts resulted in more than $332M removed from Legacy systems. Of that total, $275.3M transitioned to DEAMS. The team is now busy wrapping up the loose ends from the Air National Guard and Air Force Reserve Command implementations conducted during fourth quarter of FY23 and began training at the US Air Force Academy and Air Force Global Strike Command in preparation for their Legacy documents to transition to DEAMS. On deck for later in FY24 is the Air Mobility Command, Air Education & Training Command, and the Air Force District of Washington.

Targeted Training
Deployment/Training Team members are also working with the AF Operations (AF/A3) community to develop and deliver focused training for Air Card Miscellaneous Payments. This training will be delivered virtually in the first quarter of FY24 to Airmen and Guardians around the world. Although this is a hefty undertaking, it carries a broad reach and will become a benchmark for similar targeted training opportunities.

DEAMS Refresher Training
For FY24, the Deployment/Training Team is rebranding the program formerly known as “DEAMS Operation Revisit (DOR)” to “DEAMS Refresher Training,” which more accurately describes both the focus and intent of the program. The Refresher Training still offers users, bases, and commands targeted attention and focused training, and at the same time can support immediate processing requirements if needed. Whether conducted onsite or virtually, the DEAMS team tailors Refresher Training to the organization’s needs and can partner with DFAS for cases that require urgent direction and action. To request DEAMS Refresher Training, please contact the DEAMS FMO Deployment Training Lead, Ms. Colleen Robinson, colleen.robinson@us.af.mil.

Integration Team Update
The DEAMS Integration Team is a small group of experts who work with future business partners to make sure they have the blueprint needed to configure their systems when the time comes to interface with DEAMS. They participate in planning events, working groups, and other teams on projects such as Identity, Credential and Access Management (ICAM), Maintenance Repair Overhaul (MRO), Joint Travel Management System (JTMS), and MilMove.

For more information on this article, please contact the DEAMS Strategic Communications Team at saf.DEAMS.stratcomms@us.af.mil.
The Fiscal Year End is the Beginning
by Ms. Jeannette “Jenny” Beer, Director, AFAOC

Well, the clock struck zero and we made it through another Fiscal Year End (FYE) Closeout! I first need to offer a huge congratulations to the entire field for your actions in closing the books. Our Virtual FYE War Room on milBook saw plenty of activity in resolving accounting issues and closing support requests thanks to diligent Command POCs and operational Subject Matter Experts (SMEs). Now, we can all start anew and look ahead to meet the challenges and triumphs this new fiscal year brings.

The FYE War Room resolved 104 escalations, including 19 questions and 85 ticket elevations from 6 September through 3 October.

The Air Force Accounting Operations Center (AFAOC) shared relevant and timely briefing materials during the Air Force Accounting and Finance Office (AFAFO)-hosted FYE Calls with the commands. These calls, which occurred daily beginning 18 September, aimed to support customers with closeout operations. Topics included:

- Subsequently Available Authority
- AFAOC FYE Focus Areas, FYE War Room
- Searching the Defense Enterprise Accounting Management System (DEAMS) Users Group
- Reports Refresh Times
- Self Service Workflow Rewind
- PC Release Process & Full GPC Overview
- Importance of General Ledger (GL) Dates
- Planning Purchase Requisition (PR) Flags
- Requisition Certifier Checklist

Topics were chosen based on pain points, importance, and relevance for timely processing at FYE. Much of this information has been consolidated in the “FYE Tips” section of our FYE Closeout Information SharePoint site, located within the DEAMS Outreach Portal. This ensures easy access for future closeouts because, as you know, in FM...

We Never Stop!

That’s right, AFAOC has already begun FY24 Closeout preparations in collecting FYE23 Lessons Learned from the field. These lessons learned are invaluable to our mission of providing world-class support to our customers every day, particularly during closeout. Speaking of world-class support, each month we curate a DEAMS Top Ten list, which is a collection of hot topics and timely solutions to help keep your programs running smooth all fiscal year. Additionally, our valued Monthly Users Forums will begin again this November in the DEAMS Users Group to share tips, tricks, and instructional content directly from SMEs!

AFAOC is dedicated to providing our incredible FM Systems customers with the resources and support they need, all fiscal year long. Please follow the DEAMS Users Group and DEAMS Outreach Portal and take advantage of everything we offer for the support you deserve. Happy New (Fiscal) Year!
DON'T GET SPOOKED BY THE CET DEADLINE!

There's nothing scarier than waiting until the last minute to log your Certification and Education Training (CET) credit hours. If you were previously certified in an odd year (2017, 2019, or 2021) the two-year due date for certification is 31 December 2023.

Treat yourself and earn your CET credits from resources like:
- myLearning: https://lms-jets.cce.af.mil/
- Percipio: https://usaf.percipio.com
- JKO: https://jkodirect.jten.mil
- myFMHub Periodical Quizzes: Air Force Comptroller Magazine & Online Newsletter
- Becker CPE: https://www.becker.com/us-airforce
- FM myLearn (osd.mil)

Click here to learn more about how to log your CET hours in the FM LMS system or contact your local component administrator for help.

COMING SOON... CALL FOR AQIC APPLICANTS

The Department of the Air Force Acquisition Instructor Course (AQIC) operates to “Accelerate the Kill Chain” and offers acquisition specialists the opportunity to become skilled tacticians, leaders, and instructors.

Opportunities to apply for this highly selective program will open at the end of October, with nomination packages expected by January. Note that FM nominees must have AF Personnel Center approval to be released.

Find additional application information on the AQIC milSuite and monitor your inbox for the nomination email from myFSS.

DID YOU CATCH THE 2023 AIR FORCE ASSOCIATION’S (AFA) AIR, SPACE, AND CYBER CONFERENCE?

If you missed it, click here to explore the presentations and catch up on all the news coverage of the event. This year’s theme was: Defeating Multipolar Threats: A Strategic Imperative for Airmen & Guardians, and it was hosted at the Gaylord National Resort & Convention Center in National Harbor, Maryland.

You can watch the Commander of Air Force Materiel Command (AFMC), General Duke Z. Richardson, give the conference’s keynote address where he emphasized the need to outpace the People’s Republic of China in the race to fielding new weapon systems. Gen Richardson also cited AFMC’s role in developing the B-21 Raider program as a case study for how the FM community can come together to meet this objective.