

# NEWSLETTER

THE ULTIMATE **FORCE MULTIPLIER**

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## FINDING A WAY TO “YES”: EMBRACING THE ART OF THE POSSIBLE IN FINANCIAL MANAGEMENT

DAF FM Strategic Plan Connections

### Goal 3

by *MSgt Duane Robinson, ACC*

In the Financial Management (FM) community, our expertise in managing resources and ensuring compliance often defines our value. Yet, we sometimes find ourselves sidelined, reduced to the perception of being the team that says “no.” To truly support the mission, FM professionals must evolve into solution-oriented enablers. By adopting the principles of the “Art of the Possible” (AoP), we can transform how we operate and ensure FM’s role is recognized as indispensable to achieving mission success.

### The Need for Transformation

To transform the FM community from a perceived roadblock to an indispensable enabler of mission success, we must look beyond our transactional processes. While compliance, manual workflows, and separation of duties ensure fiscal integrity, they can also entrench a mindset that prioritizes efficiency over impact. Transformation begins with recognizing that FM’s goal is to empower the people and missions behind the transactions.

The Air Force Sustainment Center’s (AFSC) adoption of the AoP process exemplifies this transformation. By mapping workflows, identifying bottlenecks, and addressing constraints, AoP has streamlined operations while maintaining alignment with mission priorities. This demonstrates that compliance and efficiency can coexist with innovation and responsiveness, allowing FM professionals to play a proactive role in operational success.

The FY22–26 FM Strategic Plan reinforces these principles, placing innovation, collaboration, and continuous process improvement at the forefront. By embracing these ideals, FM professionals can better support Airmen and Guardians, ensuring resources are allocated effectively and decision-making is agile enough to meet the dynamic demands of our missions. ➤

Photo left: Illustration by MSgt Robinson, generated with AI.



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# FINDING A WAY TO “YES”: EMBRACING THE ART OF THE POSSIBLE IN FINANCIAL MANAGEMENT *(cont.)*



Transformation requires not only a shift in processes but also a change in mindset. By reimagining FM as a partner in mission execution—one that balances fiscal responsibility with creative problem-solving—we can fully realize the art of the possible in Financial Management.

## Adopting the Art of the Possible

The AoP is not merely a concept but a transformative mindset that champions continuous improvement, creative problem-solving, and proactive collaboration. For FM professionals, adopting AoP means reframing challenges as opportunities and enabling mission success through innovation and adaptability. This mindset can be realized by focusing on four key areas:

### 1. Collaborative Planning:

Early engagement with stakeholders ensures that FM strategies align with broader mission objectives. AoP reinforces the principle that “common goals drive behavior,” making shared objectives a cornerstone of effective operations.

### 2. Solution-Oriented Thinking:

Shifting from a problem-focused approach to one centered on possibilities allows FM teams to address barriers constructively. AoP’s “constraint-based management” approach empowers teams to identify bottlenecks, optimize workflows, and enhance outcomes.

### 3. Integrating Resources and Processes:

Balancing personnel, tools, and systems fosters a responsive and adaptable FM infrastructure capable of meeting evolving mission demands with agility.

### 4. Building Relationships Across Teams:

Engaged leadership and cross-functional collaboration are at the core of AoP. Strengthening internal and external connections enhances trust, transparency, and operational synergy, paving the way for sustained success.

## Practical Steps for FM Professionals

To embody the “Art of the Possible,” FM teams should take proactive steps to integrate AoP principles into their operations. These include:

- **Streamlining Workflows:** Conduct end-to-end process reviews to identify inefficiencies, eliminate redundancies, and improve service delivery.
- **Enhancing Visibility:** Deploy dashboards and other visual tools to provide real-time insights into financial processes, enabling data-driven decisions and greater accountability.
- **Engaging Leadership:** Actively involve leaders at all levels in identifying constraints, driving process improvements, and fostering a culture of innovation and empowerment.

## Call to Action

The FM community must embrace a new narrative—one that positions its professionals as strategic partners in mission success. By adopting the AoP mindset, FM can transform perceptions and strengthen its role as a catalyst for operational excellence.

Senior FM leaders are uniquely equipped to spearhead this transformation. As stewards of change, they should integrate AoP methodologies into future iterations of the FM Strategic Plan. Key priorities should include:

- **Harnessing Technology:** Leverage advancements in data analytics, predictive modeling, and automation to streamline processes, enhance transparency, and improve accountability.
- **Empowering the Workforce:** Cultivate an inclusive and innovative environment where FM professionals are encouraged to tackle challenges with creativity and confidence.
- **Optimizing Resources:** Proactively address constraints to enhance resource allocation, improve service delivery, and bolster operational readiness. ➤

# FINDING A WAY TO “YES”: EMBRACING THE ART OF THE POSSIBLE IN FINANCIAL MANAGEMENT (cont.)



Strategic alignment with these principles will not only foster a culture of collaboration and innovation, but also ensure that FM remains indispensable to mission success.

## Conclusion

AFSC’s implementation of the “Art of the Possible” demonstrates the transformative potential of this framework. When paired with the vision of the FY22–26 FM Strategic Plan, AoP offers a powerful roadmap for unlocking unprecedented levels of effectiveness and efficiency.

By embedding AoP principles into our operations, we can redefine the role of FM—leading with creativity, collaboration, and a steadfast commitment to mission success. It’s time for FM to shift from saying “no” to embracing the art of saying “yes.”

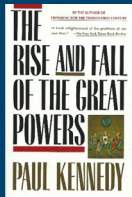
### About the Author

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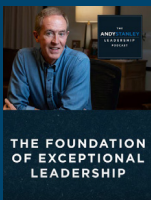
## WORTH THE READ: Publication Recommendations

Looking for a new book, podcast, or article recommendation? Look no further – the [2025 Chief of Staff of the Air Force \(CSAF\) Leadership Library](#) is here! Explore General David Allvin’s picks and dive into learning:



### Book

*The Rise and Fall of the Great Powers: Economic Change and Military Conflict from 1500 to 2000* by Paul Kennedy serves as a comprehensive exploration of the past five centuries, offering a unique perspective on the interplay between economic resources, politics, and military conflict that has shaped the rise and decline of global powers.



### Podcast

*The Andy Stanley Leadership Podcast: The Foundation of Exceptional Leadership* frames growth as a personal responsibility, emphasizing the importance of aligning our actions with our values. This podcast offers practical wisdom and insights to help listeners become better leaders and better versions of themselves.



### Article

*Understanding the Military AI Ecosystem of Ukraine* by Kateryna Bondar is a timely and informative study that captures the modern application of AI in current warfare. This report offers valuable lessons learned regarding Artificial Intelligence (AI) development and adoption, and considers near-peers’ adversarial approaches to AI.

Visit the [CSAF Leadership Library website](#) to learn more about the purpose and history of the collection, and peruse book, podcast, and article recommendations from previous years!

# INNOVATING TOGETHER: AFIMSC'S BUDGET OFFICERS SUMMIT



DAF FM Strategic Plan Connections

## Goal 3

*by Maj John Concepcion, AFIMSC*

The Air Force Installation and Mission Support Center's (AFIMSC) Budget Officers Summit was a resounding success, bringing 243 attendees from 93 different organizations across the Air and Space Force together in San Antonio, Texas. The theme of this year's summit, "Innovate Together: Nurturing Partnerships for Organizational Excellence," set the tone for a dynamic and enlightening experience. The event kicked off with an inspiring rendition of the national anthem, performed by a great local singer, and a member of AFIMSC/FMA team, Ms. Ellen Lounsberry. This wonderful start to the summit set the stage for collaboration and learning.

The conference had a strong speaker line up, featuring senior leaders from various organizations, including, Mr. Carlos Rodgers from SAF/FM; Major General Michael Greiner from SAF/FMB; Mr. Samuel Grable from AFIMSC/CA; and Ms. Melissa Blakesly from AFIMSC/FM, among others. Each speaker provided their unique perspective on the current financial environment, offering valuable insights on mentorship, career development, upcoming processes, and leadership perspectives on the future.

A key takeaway from the summit was the importance of outreach and collaboration. Mr. Jonathon Byrnes from AFIMSC/A258, emphasized the need to maintain and advance thoughts, ideas, concepts, and innovations by partnering with academia, industry, and other governmental agencies to share resources. This message was echoed by Maj Gen Greiner, who spoke about the future of financial management. He gave outstanding insights on what Deployed Combat Wings and Air Base Wings will look like as the Department of Defense (DoD) prepares for future conflict.

In addition to the keynote speakers, the summit featured technical topics ranging from cost and economic analysis to Construction Task Orders (CTO) and their impact on installations. Attendees also had the opportunity to focus on personal growth and development, with presentations by Ms. Hillary Johnson, the FM Career Field Team Chief, and mentoring breakouts with Ms. Blakesly and Ms. Lara Sayer.

The summit also showcased innovative ideas and solutions from various organizations. Ms. Angela Trego from AFIMSC/FMF briefed on the "Qtrac Customer Service Tracker," a base-level innovative idea that has been adopted enterprise-wide. Other organizations shared their innovative ideas and tools, including the Support Agreement Tool, Utilities Dashboard, Non-Air Force Automation Tools, and the Budget Analysis Tool (BAT).

The Budget Officers Summit was a testament to the power of collaboration and innovation. By bringing together individuals from various organizations and backgrounds, this summit provided a unique opportunity for sharing ideas, learning from each other, and driving organizational excellence. As the attendees left the summit, they were inspired to return to their organizations with new ideas and a renewed commitment to innovation and partnership.

In the words of one of the budget officers: "The Budget Officers Summit was an incredible experience. I was inspired by the speakers, impressed by the innovative ideas, and grateful for the opportunity to connect with colleagues from across the organization. I am already looking forward to next year's summit."



Ms. Blakesly and CMSgt Horton recognize the organizer of the summit.



Capt William Mitchell was recognized by Ms. Melissa Blakesly and CMSgt Fabio Horton for outstanding performance.

### About the Author

*Maj John Concepcion is the Branch Chief, Financial Operations at Air Force Installation and Mission Support Center (AFIMSC/FMAO) located at Lackland Air Force Base, Texas.*

# THE INTEGRAL ROLE OF FINANCIAL STRATEGY IN THE GRAND FORKS ISR MISSION



DAF FM Strategic Plan Connections

## Goal 3, Obj 3.1

*by Maj Janeth Calahorrano and Ms. Jessica Johnson, ACC*

The Grand Forks Intelligence, Surveillance, and Reconnaissance (ISR) mission is pivotal in advancing national security and ensuring rapid and accurate decision-making in defense operations. As the complexity of modern warfare and security challenges intensifies, an effective financial strategy becomes paramount in supporting the Grand Forks ISR mission. The integration of finance into its operational framework enhances capabilities, optimizes resources, and drives innovation, ultimately contributing to mission success.

Investment in advanced technology is critical for the ISR mission. The landscape of intelligence and surveillance is continuously evolving, requiring cutting-edge tools and systems. Finance plays a vital role in allocating funds to research and development (R&D) projects that foster innovation in surveillance technologies, data analytics, and secure communications. Investment in these areas not only improves data collection and processing, but also enhances situational awareness and response times during critical missions. As a result, the ISR mission can operate more efficiently, ensuring that military personnel have access to real-time information, which is essential for informed decision-making.

Additionally, finance supports partnership and collaboration opportunities, which are essential for the growth and development of ISR capabilities. Engaging with private sector entities, academic institutions, and international allies can yield significant advancements in technology and operational strategies. Financial resources are vital for establishing collaborative contracts, joint ventures, and research initiatives, all of which enhance the ISR mission's effectiveness. By investing in partnerships, Grand Forks can harness external expertise and innovative solutions, fostering a culture of knowledge sharing and synergy that ultimately strengthens national security efforts.

A critical component of sustaining the ISR mission is the provision of exceptional finance customer service to our ISR Airmen. Financial professionals within the Grand Forks Air Force Base Comptroller Squadron work diligently to provide support and guidance, ensuring that personnel have a clear understanding of their pay and entitlements. By offering support, quick responses to inquiries, and accessible resources, finance personnel empower ISR Airmen to focus on their critical missions without unnecessary financial



An RQ-4 Global Hawk soars through the sky to record intelligence, surveillance, and reconnaissance data. Air Force and Navy officials met to discuss joint training with the RQ-1. (Courtesy photo by USAF)

concerns. This approach not only enhances morale but also ensures that Airmen are fully equipped and informed, enabling them to perform their roles effectively and efficiently.

Finance is essential for ensuring compliance, risk management, and sustainability in the ISR mission. Robust financial oversight helps identify potential risks, ensuring that projects stay within budget and comply with regulatory and operational requirements. By managing financial risks effectively, Grand Forks can sustain its operations while mitigating financial uncertainties, contributing to the long-term viability of the ISR mission.

Finally, finance plays a crucial and varied role in supporting the Grand Forks ISR mission. A solid financial foundation is essential for ensuring the mission can effectively protect national security and invaluable assets in a world that is becoming more complex and challenging. By managing resources wisely and investing in technology and partnerships, we can enhance our capabilities and respond effectively to emerging threats.

### About the Author

*Maj Janeth Calahorrano is the Commander and Ms. Jessica Johnson is the Budget Chief of the 319th Comptroller Squadron located at Grand Forks Air Force Base, North Dakota.*



## DEAMS Update

### DEAMS Functional Management Office

by DEAMS Functional Manager



Ever bustling with activity, there has been no hibernating for the Functional Management Office (FMO) this winter. A flurry of development activities, deployments, and training has kept everyone busy with continuous updates, changes, and learning opportunities. Here's a glimpse at just a few of the many efforts that have been happening.

### Agile Development Update

#### Automated Funds Management

The launch of the interface between the Automated Funds Management (AFM) system and the Defense Enterprise Accounting and Management System (DEAMS) is pending policy direction on the level of distribution of continuing resolution funding. Accordingly, the deployment approach has been adjusted to release this new functionality to a select number of pilot organizations for live testing before rolling it out enterprise-wide. This approach has worked well in the past as it allows the team to identify and correct unforeseen challenges. When released, the AFM interface will allow systemic processing of target loads from all Operating Budget Authority Documents (OBADs) initiated within AFM with Program Availability Type (PAT) Codes 62, 63, and a DEAMS Agency Accounting Identifier (AAI). For more information, including Frequently Asked Questions, please visit the [AFM News Page](#) on the DEAMS Outreach Portal.

### OBIEE Reports Update

The DEAMS FMO continues to burn down the Discoverer Viewer (DV) inventory of reports that have been replaced by new Oracle Business Intelligence Enterprise Edition (OBIEE) reports. In January, an additional 138 DV reports were unshared following a 30-day field review period. This process will continue until all the DV reports have been replaced with OBIEE reports. To date, 579 DV reports have been unshared and replaced by 135 corresponding OBIEE reports.

To view the list of DV reports that have been unshared, as well as those scheduled to be unshared, visit the [OBIEE page](#) on the DEAMS Outreach Portal and view the [Unshared Disco Report List](#). While you are there, check out the [Disco to OBIEE Report Crosswalk](#), which is available to find which OBIEE report has replaced a DV report.

OBIEE has also been added to the [System Stoplight Chart](#) on the DEAMS Outreach Portal to keep users informed of its operational status. This chart is the first place users should go when experiencing system issues to see if the issue is known and being worked. ➤

System	Title
DEAMS	Green: Full VPN or LAN access is required in order to access DEAMS. If you receive access errors, VPN users can try using alternate VPN clients/servers & LAN users can try clearing cache and SSL state (refer to instructions on DEAMS Users Group mailBook).
EOD	Green: EODs scheduled to run per normal
GL	Green: No current issues reported
DIMES	Green: No current issues reported
OBIEE	Yellow: The Oracle Business Intelligence Enterprise Edition (OBIEE) currently displays three General Ledger (GL) Data Warehouse reports on the DEAMS OBIEE Dashboard General Ledger tab and two on the Critical Task List tab. These reports are not being updated in a timely fashion as the warehouse data continues to experience issues with the data load process. This is a reminder that the warehouse reports listed below will be incomplete until this issue is resolved (estimated completion date unknown). Please do not use these GL Data Warehouse reports until this issue is resolved. General Ledger Reports: -General Ledger Transactions STH -Overspent Funds -Trial Balance by BLIN

The System Stoplight Chart keeps users informed of operational status for various systems.



## System Releases

System fixes and updates are a constant way of life for the DEAMS Agile Development teams. As updates are developed, they are installed timely to maximize the efficiencies gained. Many changes are behind-the-scenes system updates which enhance performance or improve data integrity, but occasionally, an update can display a new look or feel for customers. As updates are installed, the FMO publishes User Release Notes explaining these system changes. These notes can be found in the [Release Notes](#) library on the DEAMS Outreach Portal.

## Deployment and Training Update

### FY25 Deployments

The DEAMS Deployment/Training (D/T) Team is actively preparing for the upcoming deployment to numerous United States Space Force programs under the Space Systems Command (SSC) and the Space Operations Command (SpOC). Collaboration with key personnel at SSC and SpOC has been ongoing. User accounts are being created, and plans for onsite training are on track to begin in early March 2025.

The D/T Team continues to provide hands-on support to the G-Invoicing pilot program to ensure a smooth and effective implementation. The United States Transportation Command (USTRANSCOM), the United States Marine Corps (USMC), the 167th Air National Guard in West Virginia, and the United States Department of Veterans Affairs have provided the benchmark for additional pilots scheduled in the coming months.

The team will continue piloting G-Invoicing when the 'Servicing' side functionality is delivered later in FY25. A full enterprise-wide deployment, accompanied by user training, is expected to be delivered in FY26.

### Miscellaneous Payments Training

Training for the Miscellaneous Payments Basic and Experienced User courses resumed in January 2025. The Basic course consists of 10 hours of training across two days for those financial managers and resource advisors who are new to the Miscellaneous Payments process. Experienced User training is a series of two-hour sessions, scheduled over four consecutive days. Each session covers a different topic to accommodate a multitude of financial roles: Supplier, Requisition and Purchase Order, Receipt and Invoice, and Departmental Accountable Official (DAO) Review and Troubleshooting. Continuing Education Training (CET) credits can be earned for attending these courses. Course schedules are posted to the [SAF/FMFO Training Calendar](#) on the DEAMS Outreach Portal with information on dates, times, access information, and training materials.

### Refresher Training

As always, Refresher Training is available to the field on any of the DEAMS processes. If your unit has a need for Refresher Training on a DEAMS process specific to your location, contact Mr. Ernest Kindle at [ernest.kindle.1.ctr@us.af.mil](mailto:ernest.kindle.1.ctr@us.af.mil).

For more information on the topics discussed in this article, please contact the DEAMS Strategic Communications Team at [saf.DEAMS.stratcomms@us.af.mil](mailto:saf.DEAMS.stratcomms@us.af.mil).



## DEAMS Critical Tasks for Effective Performance

*Ms. Jeannette Beer, Director, SAF/FMFO*



Thanks to our Accounting Policy & Operations (SAF/FMFO) Command Subject Matter Experts (SMEs), the [DEAMS Critical Task List \(CTL\)](#) in the [DEAMS Users Group](#) is an incredibly useful resource to support successful financial management operations. The CTL collects actions users should be taking regularly throughout the fiscal year to better posture themselves for year-end closeout. Each document includes the task to perform, Office of Primary Responsibility (OPR) and Office of Coordinating Responsibility (OCR), task frequency, reports used, guidance to run the report or perform the task, and links to applicable SAF/FMFO User Forums topics and DEAMS Answer Bank documents.

<b>Overspent Funds</b>	<b>Obligation Authority</b>	<b>Target Load Accuracy</b>	<b>Disbursing Reconciliation</b>	<b>Reimbursement Funds</b>
<b>Purchase Orders</b>	<b>SF1081s &amp; JVs</b>	<b>Miscellaneous Payments</b>	<b>Government Purchase Card</b>	<b>Open Document Listing (ODL)</b>
<b>Invoices on Hold</b>	<b>Travel Orders</b>	<b>AROWS Requisitions</b>	<b>PTEOs</b>	<b>Requisitions</b>

Not sure where to start? SAF/FMFO Command SME Lead, Mr. Troy Sanders, recently published a video walking through these critical tasks in his Users Forum video, [15 Habits of Highly Effective DEAMS Users](#). In the video, Mr. Sanders provides an overview of the 15 critical tasks, prioritization strategies, and helpful resources.

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By adopting these habits and best practices, you can enhance your financial management capabilities, reduce errors, and become a highly effective DEAMS user, ultimately supporting your organization’s mission and making the most of taxpayer dollars.

*Mr. Troy Sanders, Command SME Lead*

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Watch (and bookmark!) the video to level up your skills and plan for closeout. As a reminder, our Users Forums in the DEAMS Users Group put SME-created resource materials at your fingertips, on your time. Access all Users Forum content by month on the [Find Information](#) page. SAF/FMFO is utilizing a *Back-to-Basics* approach to the support we provide with exciting tools, updates, and training on the horizon.





## Level Up With Becker CPE!

DAF/FM has extended its partnership with Becker CPE to provide additional training hours through financial management and leadership courses. Personnel enrolled in the DoD FM Certification program are eligible to access the comprehensive Becker CPE catalog, which includes a wide array of financial management and leadership training courses and webcasts such as the following topics:

- The Government Accountability Office
- Yellow Book Requirements
- Effective Business Writing
- Emotional Intelligence
- Fraud and Forensics
- Generally Accepted Government Auditing Standards (GAGAS)
- Government/Fund Accounting
- Enterprise Risk Management
- And many more!

Follow the steps below and start your Becker CPE journey today!

1. [Click Here](#) to explore the Becker CPE program.
2. Click on the yellow button “Log in to access Becker CPE” on the middle of the page.
3. Enter your User ID: Your government e-mail address.
4. Enter the temporary password: Becker123! (Case sensitive and include the “!”)  
And follow the prompts to establish a new password.
5. Use the search and filter functions to find your next course!



If you experience issues logging in or accessing courses, first request to reset your password. If you still experience issues, please contact [saf.fmew.workflow@us.af.mil](mailto:saf.fmew.workflow@us.af.mil) for assistance.

## Find It On FICS: RTC Updates

It's a new year for open and aged payments as the Resource Training Center (RTC) has released some exciting new products to assist you this year!

1. The new PX/PQ Playbook guides separation and special action technicians step-by-step on how to compute payments.
2. The DAF350 Separation computation tool has been updated for the new tax season.
3. The SRB calculator's taxes & TSP have been fixed & updated.
4. The SLA Calculator has been updated for the new year.

You can find these tools and more on the [Financial Information Collaboration Space \(FICS\) 2.0 SharePoint](#) site.

Follow DAF FM on LinkedIn and Facebook!

<https://www.linkedin.com/company/daffm/> | <https://www.facebook.com/USAFComptroller>

