American Society of Military Comptrollers Aviation Chapter

Wright Flyer

May-Jun 2021

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Chapter President

Sheena Fast

Greetings Aviation Chapter Members!

As the Chapter's program year comes to a close, this is my farewell message as President. However, I'll continue to be active in the chapter in other ways. When I first accepted the President-Elect position 2 years ago (to those who aren't aware, we serve first as President-Elect for one year, then the one-year term as President), I could not have foreseen just what my Presidential term would look like. While I was apprehensive about the numerous times I would need to speak in front of a room full of people—that never quite came to fruition! Although the year looked quite different from what I expected, one thing that I have always expected, was to have amazing support from the chapter officers and committee members – and I was not disappointed! From our monthly virtual training sessions to the incredible support for the Mini-PDI, there was amazing support both within the chapter and from the financial management community, including senior leaders.

I'm happy to report that the Aviation Chapter received 5-Star Recognition AND received the Distinguished Award for Chapter Communications for the 2020-2021 awards year! Special thanks to JR Frazier and Colleen Robinson for their efforts to help us achieve this recognition.

Calling all members/volunteers! We've all heard the saying "many hands make light work" – well, we need more hands to help out with our chapter! The Chapter is still looking for volunteers for a few open positions, and we can always use extra volunteers as a "Co-Chair" for most committees. Please contact Beth Jankowski or your organizational VP if you'd like to volunteer or have any questions. This is a great opportunity to get involved with our organization! See below for the responsibilities of each of the positions/ committees we need filled.

- Professional Development Committee – establishes education and training goals for the Chapter; plans, coordinates, and arranges any seminars, training sessions or classes conducted by the Chapter; and accomplishes other educational activities as directed by the Executive Board to include mini-PDIs.

Twitter: @asmctweets
Facebook: www.facebook/pages/American-Society-of-Military-Comptrollers
Website: http://www.asmc-aviation.org/

- Community Actions Committee – organizes volunteer activities.
- Ways and Means Committee – organizes fundraising activities.
- Historian – maintains an up-to-date written history of the Chapter.

See below for some additional national ASMC news/opportunities for continuous learning:

*The ASMC National Virtual PDI 2020, with 28.5 CPEs, is offered at no cost to ASMC members. Go to https://asmconline.org/pd/virtual-pdi/ to register (make sure your membership is up-to-date first!). FREE CPE!!

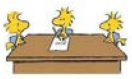
*The July Tips and Tricks provided by TekSouth will be on 15 July 2021 at 1000 (EST) or 1500 (EST) (one hour). Mr. Ed Fritts will be presenting this session about Power Query, Power Pivot, Data Model, and OnLine Analytical Processing (OLAP) Pivot Table—all four linked in one Excel Workbook. He'll show how easy it is to maneuver between all the above Business Intelligence tools. The full synopsis for the session can be found on the registration page. You can register at https://www.teksouth.com/vtt-reg/.

*Don't forget to renew your membership!! National is having a monthly drawing for members who renew on-time or early – so remember to check when your membership expires.

THANK YOU all, especially all the officers and committee chairpersons, for all that you have done for the Chapter over the past year. I know you will all provide great support for our new President, Beth Jankowski, as she leads the Chapter through the next year.

Sheena Fast
President, Aviation Chapter

May/June Member Meeting



On 27 May, Ms. Angela Ruter presented, "Briefing the Boss". The full presentation can be found at https://www.asmc-aviation.org.

On 22 Jun, guest speaker Mr. Stephen Bialik presented how to navigate through the new CRISIA. Information and guides can be found on AFFSO SharePoint site, https://usaf.dps.mil/:f:/r/sites/11098/AF-FM-XF-01/CRIS%20Documents/New%20CRISIA?csf=1&web=1&e=w7ILRe

Upcoming Member Meetings:

29 July, Mr. Michael B. Brame, Education & Training
Topic: “Creating and Using Pivot Tables”

Congratulations

Ms. Teresa Bickett, AFMC/FM, Deputy Director, will be leaving to go to the Pentagon as the Director, Budget Investment, Office of the Secretary of the Air Force for Financial Management

Cynthia Payne, AFMC/FM, Civ Cat III, HQ AFMC/FM Award Winner for 1st Quarter, CY21 and HQ AFMC Staff Award Winner for the 1st Quarter

Alfredo Gutierrez, AFMC/FMAI, Civ Cat II, HQ AFMC/FM Award Winner 1st Qtr, CY21

TSgt Brian Wilkerson, AFMC/FMAH, NCO, HQ AFMC/FM Award Winner 1st Qtr, CY21

Melanie Craig, AFRL, CAT III FY21 2nd quarter AFMC/FM award winner

SSgt Brandon Arp, 88 CPTS/FMF, AFMC 2021 Technical Sergeant Select

(M)Sgt Adam Swanson, NASIC RA, AFMC/FM's 2021 Master Sergeant Select

Capt Benjamin Quintin, AFMC/FMAO, Major select

Richard Marshall, 88 CPTS/FMA, retires effective 5 June 2021 with over 30 years of outstanding federal service

Brian's Law, Part I
By: Brian Schultz

If you have been around defense acquisition since the 1980s, you may be familiar with "Augustine's Laws." The laws, first published in 1984, are a collection of 52 satirical observations by Norman Augustine, former president and chief operating officer of Martin Marietta Corp. The laws provide interesting insights into the tough realities of defense acquisition.

With all the changes since the 1980s, we need additional laws that reflect the latest realities and help us understand acquisition. The following laws come from my diverse experiences during 40 years in defense acquisition, both in government and in industry. Like Augustine's laws, they provide satirical insights but are all supported by factual and anecdotal evidence. Furthermore, as Einstein suggested, I will explain these laws in a simple manner so they are easy to understand.

Laws of science advance from results of experiments that describe what occurs under certain conditions. The laws rely on verifiable and repeatable evidence. Laws of acquisition follow a similar methodology. One observes the interactions, collects data, and carefully analyzes the evidence to arrive at conclusions. I believe the following conclusions are clear and compelling. We should know if they continue to remain valid by the year 2050.

Law No. 1: Acquisition Policy will "re-reform" every couple of years and eventually come back to Ground Zero after 20 years.
Figure 1 provides evidence of major historical events shaping acquisition policy since 1981. It includes so many events and reforms that it is hard to fit them into one, readable chart. These were just the major events and do not include every policy change. While the chart stops at the year 2017, consider the changes since then. Just in the last three years, we have a new acquisition framework, broader use of new authorities such as middle tier of acquisition and other transaction agreements, and a complete paradigm shift in how we acquire software capabilities. If history teaches us anything, we have to be resilient and adaptive to apply new policy and methods. The pace of change continues to accelerate, which means that acquisition professionals must be continuous learners and be willing to embrace change.

Law No. 2: If you work in acquisition long enough, you will revisit the same issues at least three times with different people.
This law needs no explanation. If you have more than 25 years' of acquisition experience, you understand. If not, wait a few years. Issues such as the best type of contract for development, reducing cycle time, streamlining the bureaucracy, use of commercial processes, and reforms to reduce wasteful spending keep coming back. Refer to Law No. 1 for evidence.

Law No 3: Plan for and expect contract cost growth (but partake in moderation).
Cost growth is one of the most common metrics to assess the performance of acquisition programs. We see cost growth as a basis for allegations of mismanagement, calls for reform, root cause studies, and repeated congressional interaction to explain the cause and corrective actions. Figure 2 illustrates the basic cost growth conundrum.

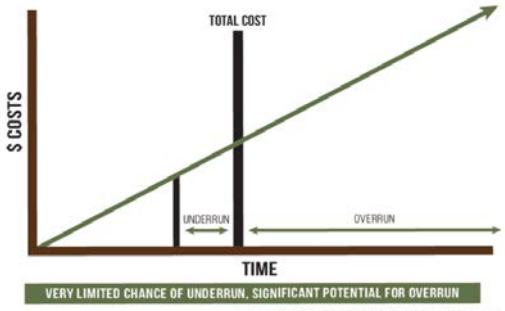
As the Figure 2 shows, there is only a very small opportunity to achieve a cost underrun (or a bullseye of hitting the target cost) in any given incentive or cost type contract. This is simple math and probability theory. Since the typical development effort involves new designs of complex weapons systems with advanced technologies that must operate in extreme environments, should it be a surprise that contract costs will likely exceed the initial target? Does that reflect a poor outcome? Probably not.

Figure 1. Major Events That Shaped Defense Systems Acquisition, 1981–2017

The winning contractor may have purposely underbid in hopes of winning the development contract based on price competition. The company return on investment comes later with production and sustainment. Even in a sole-source environment, where contractors can price the work more conservatively, it will be a challenge to hit the target or achieve an underrun. Additionally, there can be excessive optimism at the start of development in attempting to sell the program as affordable and achievable.

The lesson from this law suggests it is best to plan and budget for some reasonable cost growth over the initial contract target and then manage the expectations of stakeholders. The costs above target are often a worthwhile investment so long as they stay within affordability goals. Do not expect miracles when it comes to cost performance on any given contract. Plan for the likely cost outcome, which will often exceed the target!

Figure 2. Distribution of Possible Contract Cost Outcomes



Source: DAU Workshop WSM 014, Business Strategy Topic.

Law No. 4: Saving money costs too much.
To be clear, we must continually look for opportunities to find inefficiencies and save costs. But the reality suggests there is no free lunch. When we take costs out of a program, something must go. For example, the cost reductions could include reduced content, less performance, smaller staffs, or lower quality.

I worked with a program team a few years back that was doing a great job of delivering new software capabilities to its users. This team was looking for ways to save money internally to its program office operations and was struggling to find meaningful savings. Cutting internal operations costs would impact the ability to deliver the new software releases, many of which were providing significant productivity enhancements that saved the Warfighter significant time and resources. Any internal savings would be minimal compared to the customer's savings. As the British proverb states, don't be "penny wise, pound foolish."

Our financial processes can also have unintended consequences. One danger involves offering up part of your budget so others can use it before the appropriation availability expires. This might occur if you determine that you can execute the program this year with less than the full budget. As a result, oversight officials are likely to propose that you live with reduced budgets going forward. Instead of being offered a reward or incentive for finding efficiencies, the program manager (PM) is punished for doing the right thing!

On the other hand, the appropriation availability also incentivizes PMs to award contracts early in the fiscal year to meet execution goals. If this execution lags, the funds will often be pulled to enable funding for other programs that can execute before Congress cuts the Department of Defense (DoD) budget. This incentive to award contracts early can come at the expense of negotiating greater savings and greater value that might be possible under more flexible rules.

Law No. 5: Any acquisition group greater than six people is not a team but an audience.
The Integrated Product Team (IPT) is the foundation for organizing acquisition teams. Since it is difficult and time consuming to manage a large group, a small, capable team should be the norm. Some studies show that the optimal team size ranges from five to seven people. Appropriate staff can augment and support the core team as needed, but the core team must remain small.

Consider the advice of Kelly Johnson, renowned Lockheed Martin engineer who ran the original Skunkworks Organization that designed aircraft such as the SR-71 and U-2. This law has stood the test of time, for Johnson began his engineering career in the 1930s. As one of his 14 Rules and Practices, he stated: "The number of people having any connection with the project must be restricted in an almost vicious manner. Use a small number of good people (10% to 25% compared to the so-called normal systems)." Kelly Johnson, (Rule 2 of 14). See Kelly's 14 Rules.

Law No. 6: The 80 percent solution is really a gold-plated system in disguise.
The 80 percent solution embodies the concept of cost-performance trade-offs and finding the "knee in the cost curve." Figure 3 illustrates how additional capability performance comes at a price. Common wisdom in our program-centric acquisition model suggests PMs should seek the knee in the cost curve. The "knee" represents that point at which development costs start to climb rapidly for little additional performance (depicted as the 80 percent solution). Gold plated is slang for adding additional, expensive, and unnecessary capability adds features.

Given the DoD system of systems dependencies, mission engineering, the internet of things, interoperability, multi-domain operations, and many other factors related to how acquisition of a single program fits into the big architecture, we should consider the broader context.

For example, what if the minimum performance is all that is really needed? Why should we spend anything more when we have so many other budget demands? How much longer is the deployment schedule with the additional performance? Can we add the additional performance later when new technology will make it easier and more cost-effective? Is the additional performance unnecessary as the system environment and threat change? These are just some of the questions related to the 80 percent solution concept and why something less like a 50 percent solution may be a better alternative at an enterprise level.

In addition to a deep knowledge of the system technical baseline, PMs need to understand the mission domain of the capability requirements and the operational context associated with it. This will enable greater collaboration to help the Warfighter and other key stakeholders make informed decisions.

Do not accept the conventional trade-space "illusion" at face value without a full understanding of the system and operational mission implications. With tight resources, a 50 percent solution at lower cost and faster deployment may be the best approach.

Figure 3. Cost-Performance Trade Space

Source: DAU Course ACQ 315 Understanding Industry.

Law No. 7: The best acquisition strategy starting point is a blank page.
A simple, easy-to-follow checklist can be a great tool. Whether a recipe, maintenance procedure, or assembling a new piece of furniture, checklists help us ensure that we do everything and in the right order. Unfortunately for the checklist aficionados, the acquisition profession has so many "gray" areas where there is no single right answer. Acquisition professionals must use good judgment and analytical skills to develop sound plans and make informed decisions.

The traditional tailoring model starts with a list of everything possible and then relies on professional judgement to tailor out requirements. It can be much easier to leave everything in, versus justifying why we took something out. Starting with a blank page does not mean that we ignore all the relevant information and regulations that may apply to your program. On the contrary, it suggests being more familiar with that information so we can apply requirements in a more effective manner. This sounds like tailoring-in as part of the Adaptive Acquisition Framework.

Critical thinking is the enabler to help the team sort through all the applicable requirements and objectively form a judgment based on facts, risks, opportunities, and assumptions. This thinking may require creativity and exploration of new possibilities to assess different alternatives. Starting with a blank page helps us to resist the temptation to do it the same old way we did it before and to break into new thought patterns. Critical thinking is challenging and requires practice but can also be rewarding as you develop new solutions and overcome barriers to success.

Law No. 8: Excessive Process Focus Leads to "Self-Licking Ice Cream Cones."
This law relates to the debate of process versus product emphasis. Organizations can become too process focused, to the detriment of delivering good products. An overly zealous process focus can result in compliance regimes that exist solely to ensure that we follow the rules. It can also stifle innovation and creativity.

Aviation Chapter

We often think of process rigor as a good thing. The idea is to ensure that we develop good processes and then follow them. A self-licking ice cream cone is slang for a self-perpetuating system or entity that has no purpose other than to sustain itself.

Years ago, a senior staff engineer accused my team of not following standard engineering processes within our portfolio of primarily commercial products. My chief engineer and other functional experts had to defend our team's tailored processes that fully complied with the spirit and intent of the engineering process but looked different from those of the rest of the organization. And the processes looked different because many of the requirements did not apply to non-developmental items. Applying many of these unnecessary efforts would waste time and money. This fiasco culminated with an independent inspection group audit of our team's processes. The audit team awarded the team an outstanding unit recognition, highlighting proactive engagement and rapid delivery of warfighting capabilities.

Beware of overreliance on process. In the words of Thomas Schranz, chief executive officer and co-founder of computer software company Blossom "Good companies manage Engineering, great companies manage Product."

Law No. 9: PPBE really means "Plan for Protracted Budget and Enactment."
The Planning, Programming, Budgeting, and Execution (PPBE) process has been a mainstay for resource allocation in defense acquisition. The PPBE process originated in the 1960s under former Secretary of Defense Robert McNamara. While it uses a logical flow that aligns resources to strategy and priorities, many criticize it as being too cumbersome, inflexible, and bureaucratic for today's environment.

Flexibility and speed are imperatives for effective resource allocation. The lead time for new program investments in PPBE, including large modifications to existing programs, typically is 18 to 24 months from the time of a validated requirement. The requirements validation process also can have a long lead time, especially for complex weapon systems. The lead time can then grow longer if Congress does not pass an appropriations bill in October, since new start programs are not typically authorized under a continuing resolution authority. Add up all these durations and it may be several years before the DoD can even begin to respond to new technologies, threats, and requirements.

Put another way, it is really challenging to execute rapid and flexible acquisition without rapid and flexible funding.

Law No. 10: Early logistics planning is like the national debt: No one cares now because the pain comes later.
This law is a serious matter. While we know how important logistics is to life-cycle costs and system readiness, how many programs did we terminate or deny a development milestone approval due to poor sustainment engineering and planning? While I know of several programs deferring their full-rate production decision because of poor suitability results in operational testing, that is too late in the system acquisition process.

One of my first jobs in acquisition was to improve reliability of a communications system that had to incorporate significant design and manufacturing process changes to resolve its problems. This not only added significant costs but delayed the operational capability. I saw firsthand what happens with lack of reliability and quality emphasis in the early design and manufacturing development. We must learn to care much earlier and use the tools we have to avoid poor sustainment outcomes.

Epilogue

Laws of science are subject to change. As we gather more data and learn more, we refine our knowledge. The same applies to laws of acquisition. As we adopt new methods, we will learn and improve. If you have relevant evidence regarding these 10 laws, please share with me so I can either validate or revise accordingly.

Ten laws can only address a handful of the acquisition conundrums that many will encounter. The tile of this article ("Brian's Laws Part I") suggest that more will follow. Part II is coming soon—definitely before the year 2050!

Mr. Brian Schultz is a professor of Program Management and an executive coach in DAU's Capital and Northeast Region at Fort Belvoir, Virginia.

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TREASURER'S REPORT

May 2021

Treasurers: Dawn O'Connell and Rebecca Workman

	WPFCU - Chapter General Funds	Fidelity - Chapter Investments	Fidelity - Augsburg Scholarship
Beginning Balance	$18,990.68	$147,653.31	$142,949.48
+ Income	$0.06	$5,050.51	$4,791.74
- Expenses	$100.00	$0.00	$0.00
Ending Balance	**$18,890.74**	**$152,703.82**	**$147,741.22**

Note:
The Fidelity ending balances are 31 May 2021. The Fidelity account balances are investments and fluctuate with the market. This causes unrealized gains and losses, which are captured in the Income.

Aviation Chapter Calendar	
Jul 2021	Speaker: Mr. Michael B. Brame, Education & Training

Internet Explorer End of Life

Internet Explorer 11 is the final, and only supported, version of the long-standing browser. Even though the browser will technically receive support until the end of Windows 10's support, Microsoft has been encouraging users to end their use of Internet Explorer for a while now. In Microsoft's view, Internet Explorer is no longer classified as a browser. Rather, it is referred to as a compatibility tool. By August, most Microsoft's own services will no longer be accessible via Internet Explorer. Overall, Internet Explorer 11 is considered to be an unsafe browser and Microsoft will likely only offer support to keep the browser functioning at a bare-minimum level. Web browsing via Internet Explorer will likely result in poor performance over time and an inability to access certain sites or services.

If you are currently using Internet Explorer 11 outside of an enterprise environment, it is time to start searching for an alternative browser. Some of the biggest alternative browsers, in alphabetical order, include Chrome, Edge, Firefox, and Opera. Within an enterprise environment where Internet Explorer is the required browser for certain sites or systems, you should be fine using it. However, you should consider using another browser when Internet Explorer is not required.

Chromium Edge

Last year, Microsoft released an upgraded version of the Edge browser. This new version is based on Chromium (i.e., the engine behind Chrome) and has replaced the legacy Edge on any computer running at least the Windows 10 October 2020 update. The Chromium based Edge browser has improved performance and ability to customize. Users looking for a new browser or users who prefer Microsoft software may want to give this new browser a try.

Internet Search Engines

Today, Google is the largest and most recognized search engine on the internet. The engine is so popular and effective that it has become a verb. However, some users do not want to continue "googling" to find information on the internet. For example, some users may have concerns over usage of personal data and others may just want to try out something different. Regardless of the reasons, many effective search engines exist. Several search engines even serve certain niche uses or support specific causes. Below is a list of just some of the many search engines which are available.

Bing and **Yahoo!** are the top two search engines behind Google.

DuckDuckGo is one of the most popular search engines which focus on user privacy.

Qwant is a search engine based out of France which focuses on user privacy.

Ecosia is a newer search engine, about a decade old, which not only focuses on privacy but uses most of its search-based revenue to plant trees.

OneSearch is a search engine focused on privacy and unfiltered results.

ASMC – Aviation Chapter
Executive Board Meeting Minutes
24 June 2021 (1000-1100)
Telecon Teams Meeting

I. **Call to Order - President**: Sheena Fast

II. Attendance/Reports

Treasurers: Rebecca Workman (A), Dawn O'Connell (A)
Secretary: Shawn Kain (A)
President-Elect: Beth Jankowski (A)
Vice-Presidents
AFAA: Heather Brodess (A)/Incoming Brian Surowiec (A)
AFLCMC: Dawn Holding
AFMC: Terri Desch (A)/Incoming JoAnne Hutchison (A)
AFRL: Kristen Wentworth (A)
At Large: Amy Williams (A)
Contractors: Patrice Solorzano (A)*
88th CPTS: Shannon Noles

Committee Chairs:

Audit: Stephanie Burd (A), Michelle Hatton
Augsburg Scholarship: JoAnne Wills
Awards and Recognition: Sheena Fast
Chapter Competition: JR Frazier/Incoming Heather Brodess
Communications: Colleen Robinson (A)
Community Activities: Rhonda Pepitone (A)
Health & Wellness: Fernando Mason (A)
Membership: Rhonda Pepitone (A), Cynthia Payne
Professional Development: Vacant
Programs: Tammy Pendergast (A)
Ways & Mean: Vacant
(A) = In Attendance

II. General Business:

A. OLD:
i. Open positions: Professional Development, Ways and Means, Community Activities, and Historian
ii. Open Co-Chairs: Programs Committee
1. New officer induction: We'll plan to induct new officers at the July general meeting. The incoming officers should plan to be there for the beginning of meeting, if possible. Beth will check with some other organizations on how they've done virtual inductions.
iii. Chapter coins: Need to order a minimum of 100.
iv. National & Local Annual Awards:

1. We have a few awards left to present for last year and current year – mostly for AFLCMC, please let Sheena know if you can assist. Sheena will send Beth list of plaques remaining.

v. Fundraisers: We did not submit a letter of intent to work the vendor booths for the 2021 Air Show. Potential: Dayton Dragons. Dawn O – suggestion for fundraiser (go to base gas station and pump gas for people for donations. Brian S – around Christmas, coordinate with BX and set up table out front to do gift wrapping (possible donations of giftwrap.

vi. Future socials – virtual social (i.e. via Zoom) to help get more people involved in the chapter. (Tammy – POC)

B. NEW:

i. Disposition of old laptop computer, still with Josh – Board Vote: No-nays, all are for Josh disposing of the old laptop.

ii. Potential addition of job opportunities on website and/or newsletter. One board member suggested to ask National how they do it. Members agreed with getting legal read. Beth suggested we could post actual jobs to include contractor and government and/or add website links for USAJOBs, AFRL, etc. on newsletter.

iii. Rebecca asked if we should vote on coins since it's the end of budget year. Sheena stated we should wait until the beginning of the new program year, and vote with the new Board in place.

iv. Next member meetings:

1. 29 July – Michael Brame, Pivot Tables
2. Aug - TBD
3. Please let Tammy Pendergast know about any potential speakers.

v. Meeting adjourned at 10:45.

AMSC Online Learning Center

The ASMC Online Learning Center currently offers recorded sessions from the past two PDIs as well as access to quarterly ASMC Journals and a short exam associated with them. PDI workshops and the Journal exams offer Continuing Professional Education (CPE) credit and a certificate to validate user participation. The online Leaning Center can be accessed by loging into the Member Portal - https://asmconline.org/membership/join-login/

ASMC National PDI 2021

Thank you to all who joined ASMC last week for PDI 2021! We enjoyed hosting all of you in a virtual setting, which comes with its own perks. Not able to catch a session or visit a sponsor's booth yet? No problem! The virtual platform will be open for all paid registrants for six months, so rewatch that session you loved or go back and check out that sponsor that peaked your interest at your own leisure.

CDFM 20th Anniversary Close-out

As we come to the end of our 20th anniversary year, the Certified Defense Financial Manager™ (CDFM) Certification Program proudly celebrates our 13,850 professionals who earned the CDFM over the years! We remain inspired by your dedication to the field of defense financial management and thank you for your continued support.

This has been a very exciting year, as OUSD(C) and we have launched significant enhancements to the CDFM Program over the last year, offering even more value to our candidates, certificants, and the DFM community! Here are a few:

--OUSD(C) released an exception to policy memorandum in January 2021 [http://asmc.informz.net/ASMC/data/images/OUSDC_Policy_Memo_DFMCP_Certification_Requirement_Alternatives.pdf] which allows the FM workforce to earn and maintain the CDFM as an alternative to any of the three DFMCP levels. (The CDFM has always been one of the DoD-approved test-based certifications recommended for individuals with DFMCP Certification Levels 2 and 3.)

--CDFM testing capabilities were expanded to include remotely proctored online exams. [https://asmconline.org/cdfm/scheduling/onvue/]

--The first online practice test for CDFM candidates was launched. [https://asmconline.org/cdfm/practice-test/]

--Text message and postcard recertification reminders were added to help work around email firewalls.

In the coming years, we would like to challenge you – our candidates, certificants, champions of the program, chapter members and leaders, stakeholders – to continue to inform your colleagues about the value of the CDFM and the benefits it will bring to your careers. [http://asmc.informz.net/ASMC/data/images/21_ASMC005_Benefits_One-Pager.pdf] With your help, we will continue to advance the value of this distinguished credential so that it serves you well into the future. We also look forward to celebrating our certificants at the 2022 Atlanta PDI CDFM Reception, as we truly missed seeing you this year.

To those who have been a part of this outstanding program, we thank you and commend you for being committed to excellence in your career path. We look forward to serving you and entire the defense financial community for another 20 years and beyond!

Questions? Contact ASMC at [certification@asmconline.org].

2020-2021 Executive Board

President	Ms. Sheena Fast
President-Elect	Ms. Beth Jankowski - AFMC
Secretary	Mr. Shawn Kain
Treasurers	Ms. Rebecca Workman; Ms. Dawn O'Connell

Organizational Vice Presidents

88th CPTS VP	Ms. Shannon Noles
AFAA VP	Ms. Heather Brodess
HQ AFMC VP	Ms. Terri Desch
AFRL VP	Ms. Kristen Wentworth; Ms. Helen Barfield
AFLCMC VP	Ms. Dawn Holding
At Large VP	Ms. Amy Williams
Contractor VP	Ms. Patrice Solorzano

Committee Chairs

Audit	Ms. Stephanie Burd; Ms. Michelle Hatton
Augsburg Scholarship	Ms. JoAnne Wills
Awards and Recognition	Ms. Sheena Fast
Chapter Competition	Mr. Clarence (JR) Frazier
Communications	Ms. Colleen Robinson
Advertising/Publicity	Ms. Anita Kerns
Newsletter Editor	Ms. Colleen Robinson
Photographer	Ms. Tracey Hearns
Webmaster	Mr. Jonathan Paden
Community Activities	Ms. Rhonda Pepitone
Health & Wellness	Mr. Fernando Mason
Membership	Ms. Angela Brown; Ms. Cynthia Payne
Professional Development	Vacant
Early Careerist	Ms. Saundra Moncree
Programs	Ms. Tammy Pendergast
Tickets	Ms. Elaine Norsworthy
Ways & Means	Vacant