



# AFMO

## *Army Financial Management Optimization*

**Army Day Briefing**

***Driving Change in Financial Management  
Across the Army Enterprise***



# Purpose and Agenda



**Purpose:** Build upon the learning from the “AFMO 101” briefing to provide greater understanding of the AFMO Campaign Plan approach and targeted outcomes to the PDI Army Day audience.

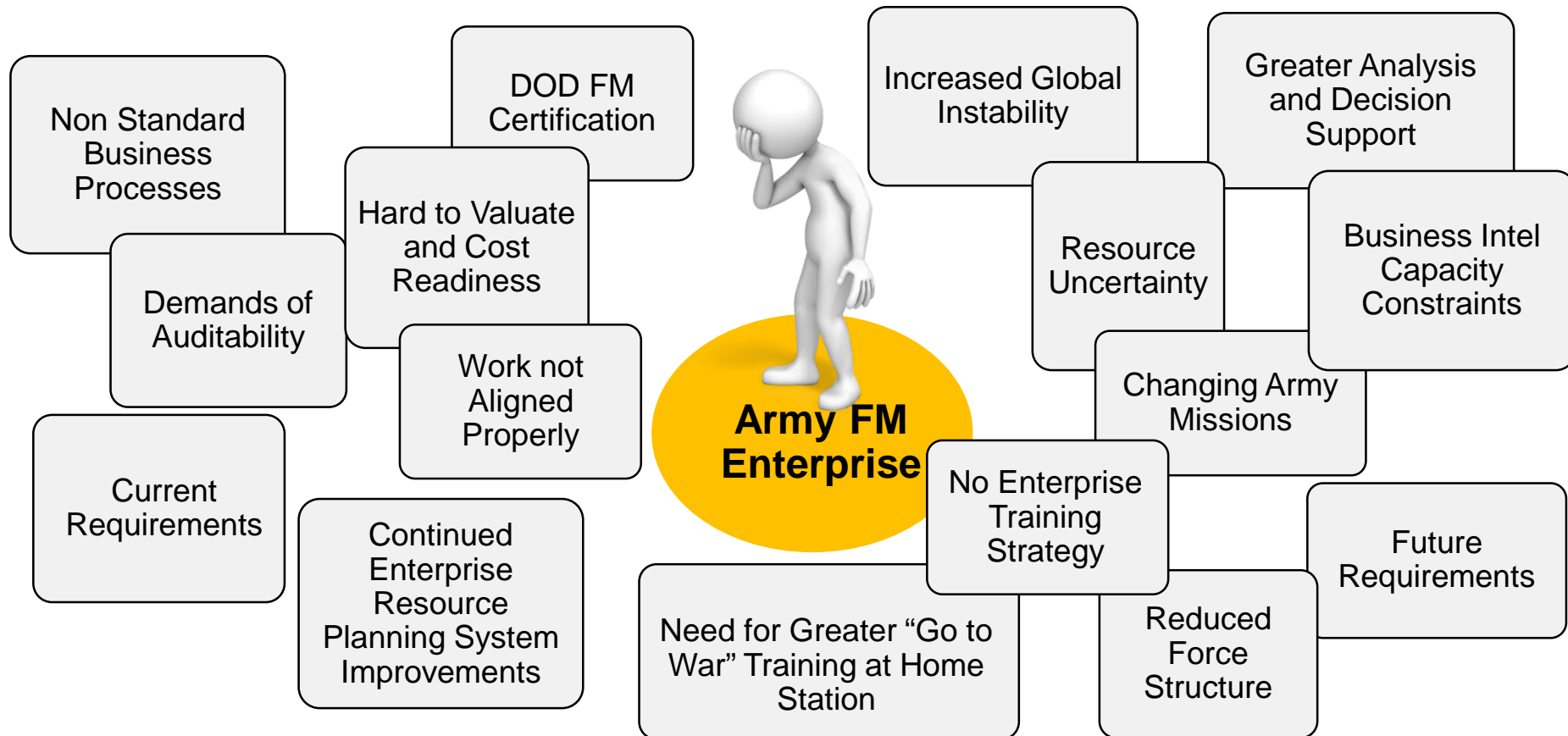
**Agenda:**

- Overview of the Environment and Campaign Plan
- Overview of Line of Effort Key Efforts
- Campaign Way Ahead



# The Problem Set...

**How does the Army deliver Financial Management (FM) capability (processes, functions, tasks, etc.) more effectively and efficiently, enhance workforce competencies and readiness, and improve decision support capabilities while achieving audit readiness requirements for 2017 and beyond?**



**Some of the factors driving us to change...to win in a complex world**



# The Solution...



## Guiding Principles

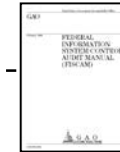
- Standardize business processes across the Army FM enterprise
- Perform work where it is best accomplished (consider accuracy, speed, accountability, responsibility, expertise, and value)
- Organize and operate to leverage the Army Total Force (Civilian and Military, AC and RC)...along with deliberate contractor support
- Promote professional development through lifelong training, education and experience to continuously enhance our workforce
- Seek organizational learning, innovation and continuous improvement from top-down guidance and bottom up adaptation
- Build and reinforce a single, integrated Army FM enterprise!





# Implementation...AFMO Campaign Plan

## Strategic Environment



## AFMO Campaign Plan

### Lines of Effort (LOE)

LOE 1: **Systems** Domain

LOE 2: Business **Processes**

LOE 3: **Organizations**

LOE 4: FM Professional **Workforce**

LOE 5: **Internal Controls** Environment

LOE 6: Army **Cost** Framework

LOE 7: **Strategic Management & Communications**

### Campaign Objectives

- (1) Achieve and Sustain **Auditability**
- (2) Deliver **FM Operations** Efficiently and Effectively
- (3) Improve and Sustain **Readiness** in FM Elements
- (4) Provide Financial Information and Business Analytic Support for Improved **Decision Making**

### Campaign End State

An integrated **effective** and **efficient** end-to-end financial management **enterprise** operation, **optimized** to provide necessary **resources** to meet the **Army's missions** with proper **stewardship** and **accountability** of resources and providing **accurate** and **timely** financial information and **analysis** for actionable **decision making** that will receive a favorable Financial Statement **clean audit opinion**.





# AFMO Campaign Objectives



- Public confidence in stewardship of DoD resources is high
- Business processes are standardized and auditable across the Army
- Automated Internal Controls systems are implemented throughout the FM environment

- Standardized Business Analytics are integrated leveraging breadth of financial cost data
- Business Intelligence (BI) capability delivers advanced analytics to commanders
- Improved decision making creates value capacity for commands and customers

## CO 1

**Achieve and Sustain Auditability**

## CO 2

**Deliver FM Operations Efficiently and Effectively**

- Systems & processes are standardized & integrated by trained people in all FM operating environments
- FM Organizations are high performing
- Governance, decision and communication support are aligned

## CO 4

**Provide Financial Information and Business Analytic Support for Improved Decision Making**

## CO 3

**Improve and Sustain Readiness in FM Elements**

- FM Elements have access to enabling ERP systems
- FM Elements are high performing in any business or operating environment
- FM Elements are integrated with Home Station Mission





# AFMO Strategy Map (1 of 2)



## Campaign Objectives (CO)

AFMO  
End State and Vision

### CO 1: Achieve and Sustain Auditability

### CO 2: Deliver FM Operations Efficiently and Effectively

### CO 3: Improve and Sustain Readiness in FM Elements

### CO 4: Provide Financial Information and Business Analytic Support for Improved Decision Making

1.1.1  
Adapt system domain for auditability

1.1.2  
Implement document internal controls for all systems

1.1.3  
Enable timely data & audit query

2.1.1  
Integrate E2E processes enterprise-wide

3.1.1  
Enable operational readiness to use FM Systems

4.1.1  
Ensure availability of timely, accurate info & reports

1.2b.1  
Publish new or revised policies, directives & regs.

1.2b.2  
Standardize business processes

2.2b.1  
Identify, document & implement FM best practices

2.2b.2  
Use BPR to improve efficiency & effectiveness

4.2a.1  
Integrate execution data into PPBE feedback loop

1.2d.1  
Improve CIVPAY integration into PPBE process

4.2d.1  
Use PPBE to ensure affordable Army manpower/civpay

1.3a.1  
Provide governance, policy, oversight & accountability

2.3a.1  
HQDA Inf. Of strategic decisions

3.3a.1  
Optimize HQDA FM by layering execution functions to field

1.3b.1  
Enable Sustained Auditable Environment

2.3b.1  
USAFMCOM Achieves FOC

2.3b.2  
Transform and Sustain FM Landscape

3.3b.1  
Deliver Enterprise -Wide FM support

4.3b.1  
Provide and Facilitate BA Support

2.3c.1  
Improve FMSOC operations to fully enable ERP capabilities

3.3c.1  
Maximize use of available FM elements to do FMSOC mission

## Major Objectives (MO) by LOE

LOE 1 – Systems Domain (OPR: DASA-FIM)

LOE 2 – FM Business Processes (OPR: AFMO TF)

LOE 2a – PPBE (OPR: OASA(FM&C))

LOE 2b – FM Operations (OPR: DASA-FO)

LOE 2c – Cost Management (OPR: DASA-CE)

LOE 2d – Managing Manpower Financial Resources (OPR: ABO)

LOE 3 – Organizations (OPR: AFMO TF)

LOE 3a – HQDA (OPR: OASA(FM&C))

LOE 3b – USAFMCOM (OPR: USAFMCOM)

LOE 3c – FMSOC Pilots (OPR: USAFMCOM)

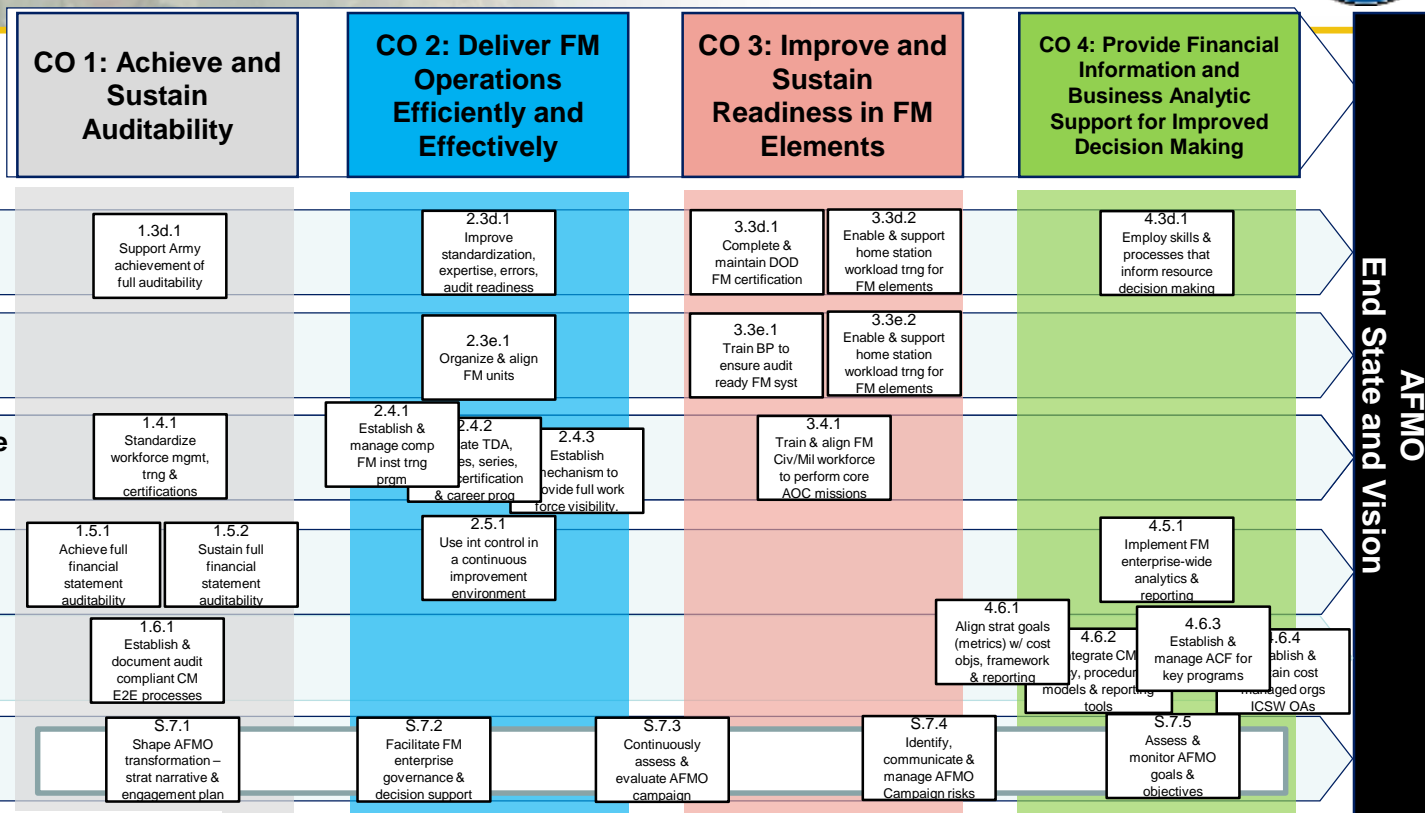


# AFMO Strategy Map (2 of 2)

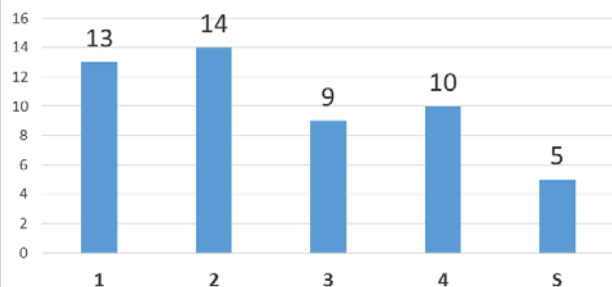


## Campaign Objectives (CO)

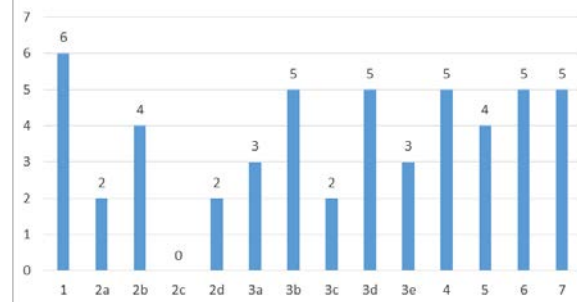
### Major Objectives (MO) by LOE



Count of Major Objectives by Campaign Objective



Count of Major Objectives by LOE



Total # of Major Objectives Across LOEs = 51

UNCLASSIFIED//FOUO





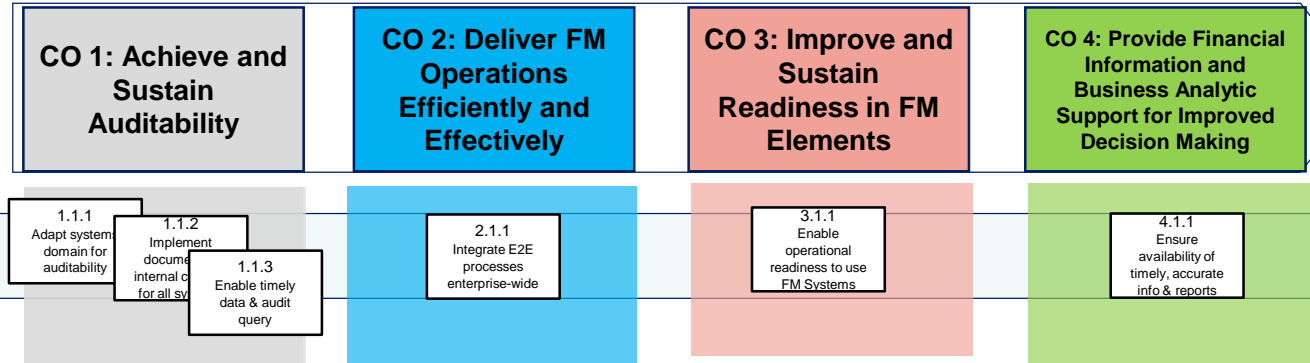
# LOE 1 – Systems Domain



## Campaign Objectives (CO)

### Major Objectives (MO) by LOE

#### LOE 1 – Systems Domain (OPR: DASA-FIM)



### LOE 1 Activity

- GFEBS increment II
- All systems FISCAM compliant
- Retire legacy systems (97) **(FY17Q4)**
- Support effective internal controls and accountability of all Army funds in ERPs and their feeder systems **(FY17Q4)**

Definition: develop, implement, and sustain modernized financial management systems that are able to most effectively and efficiently support Army end-to-end business process execution, maintain full auditability, and provide Commanders and FM leaders with timely, accurate, and reliable information for critical decision making.



# LOE 2 – Business Processes



## Campaign Objectives (CO)

Major Objectives (MO) by LOE	CO 1: Achieve and Sustain Auditability	CO 2: Deliver FM Operations Efficiently and Effectively	CO 3: Improve and Sustain Readiness in FM Elements	CO 4: Provide Financial Information and Business Analytic Support for Improved Decision Making	End State and Vision AFMO
LOE 2a – PPBE (OPR: OASA(FM&C))		2.2a.1 Maximize Army's buying power for year of execution		4.2a.1 Integrate execution data into PPBE feedback loop	
LOE 2b – FM Operations (OPR: DASA-FO)	1.2b.1 Publish new or revised policies, directives & regs. 1.2b.2 Standardize business processes	2.2b.1 Identify, document & implement FM best practices 2.2b.2 Use BPR to improve efficiency & effectiveness			
LOE 2d – Managing Manpower Financial Resources (OPR: ABO)	1.2d.1 Improve CIVPAY integration into PPBE process			4.2d.1 Use PPBE to ensure affordable Army manpower/civpay	

## LOE 2 Activity

- Reduce de-obligations in appropriation expired period **(FY16)**
- Standardize Field level reporting of execution data **(FY17Q4)**
- Revise relevant legacy system Army regulations, directives and policy to reflect the current ERP and internal control environment **(FY17Q4)**
- Establish, implement and validate standardized business processes **(estimated completion FY18Q3)**
- Review “as is” and “to be” E2E Army Enterprise FM Systems **(FY17)**



# LOE 3 – Organizations



## Campaign Objectives (CO)

Major Objectives (MO) by LOE	CO 1: Achieve and Sustain Auditability	CO 2: Deliver FM Operations Efficiently and Effectively	CO 3: Improve and Sustain Readiness in FM Elements	CO 4: Provide Financial Information and Business Analytic Support for Improved Decision Making
LOE 3a – HQDA (OPR: OASA(FM&C))	1.3a.1 Provide governance, policy, oversight & accountability	2.3a.1 HQDA Inf. Of strategic decisions	3.3a.1 Optimize HQDA FM by layering execution functions to field	
LOE 3b – USAFMCOM (OPR: USAFMCOM)	1.3b.1 Enable sustained auditable financial statements	2.3b.1 Achieve USAFMCOM FOC	2.3b.2 Maintain operational FM integrity during transformation	3.3b.1 Deliver enterprise level FM support to the field
LOE 3c – FMSOC Pilots (OPR: USAFMCOM)		2.3c.1 Improve FMSOC operations to fully enable ERP capabilities	3.3c.1 Maximize use of available FM elements to do FMSOC mission	4.3b.1 Provide business analytical (business intell) support
LOE 3d – OA Pilots (OPRs: USAREUR, FORSCOM)	1.3d.1 Support Army achievement of full auditability	2.3d.1 Improve standardization, expertise, errors, audit readiness	3.3d.1 Complete & maintain DOD FM certification	3.3d.2 Enable & support home station workload trng for FM elements
LOE 3e – FM Units (OPR: AFMS)		2.3e.1 Organize & align FM units	3.3e.1 Train BP to ensure audit ready FM syst	3.3e.2 Enable & support home station workload trng for FM elements
				4.3d.1 Employ skills & processes that inform resource decision making

End State and Vision  
AFMO

### LOE 3 Activity

- Codify Roles, Responsibilities, Relationships and Authorities (R3A) within the FM Enterprise Domain (FY16)
- USAFMCOM achieves Full Operational Capability (FOC) – enterprise wide R3A
- USAFMCOM achieves synergistic effect in its coordination and interaction with the FM enterprise community (ECD FY17Q4)
- Improve business operations fully enable ERP capabilities
- Development and Implementation of an approved organizational change model (FY17Q1)
- Maximize use of available FM Soldiers to perform core competency tasks (currently in progress)
- Integrate S8 Certification training into Senior Leaders Course/Basic Officer Course/Captain's Career Course (FY17Q1)



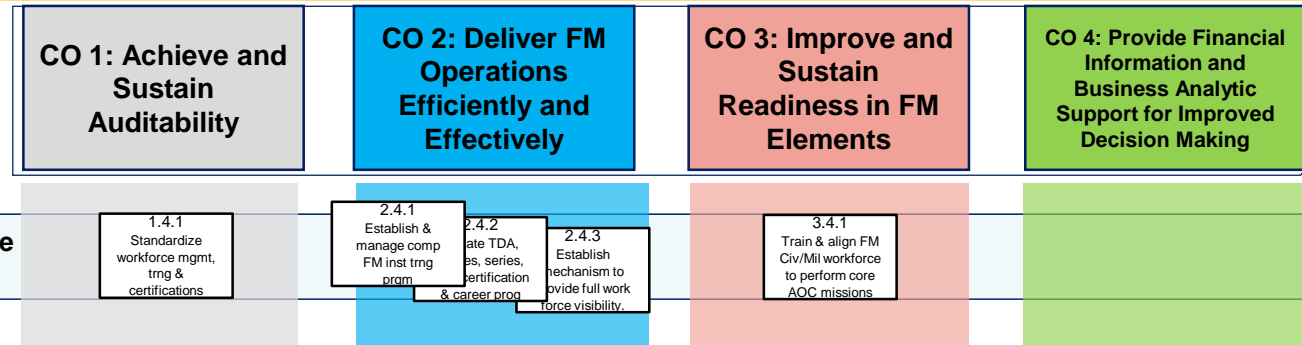
# LOE 4 – Professional Workforce



## Campaign Objectives (CO)

### Major Objectives (MO) by LOE

#### LOE 4 – FM Professional Workforce (OPR: Comp. PO and AFMS)



## LOE 4 Activity

- Conduct FM Workforce Assessment
- Develop an Enterprise Training and Professional Development Strategy
- Develop, publish and manage Audit Readiness training courses, competencies and certification requirements **(ECD - FY18Q1)**

Definition: to establish a high achieving civilian and military FM workforce mix with the right skills, grade, series, and numbers in the right position that is fully trained and certified and ready to meet the current and future requirements of a changing Army.



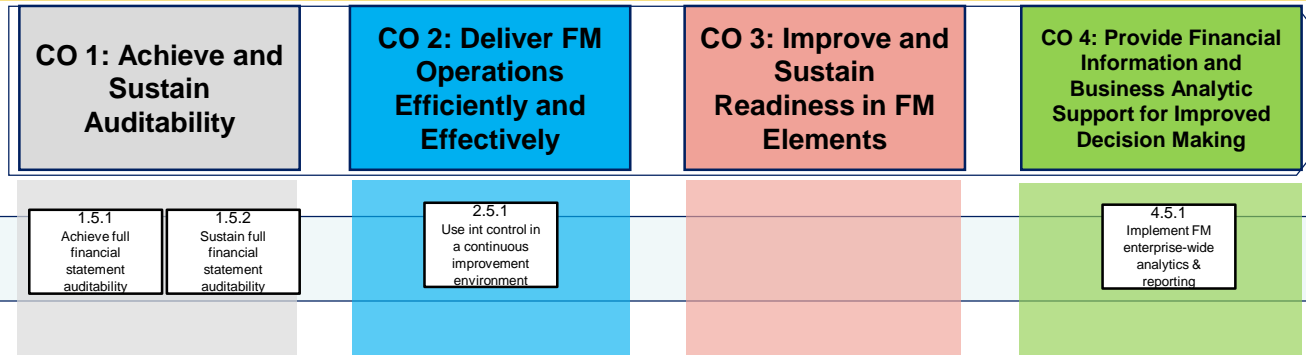
# LOE 5 – Internal Controls Environment



## Campaign Objectives (CO)

### Major Objectives (MO) by LOE

#### LOE 5 – Internal Controls Environment (OPR: DASA-FO)



### LOE 5 Activity

- Achieve audit requirements for FY17
- Reconciled all general fund, AWCF, ERP, legacy and feeder system data
- Revise AR 11-2 (MICP) and submit request through OSD in order to accomplish the A-123 integration **(FY17Q4)**
- Develop and execute a single source of end-to-end business process documentation and internal control catalogs **(FY17Q1)**
- Revise Army Joint Reconciliation Program (JRP) **(FY17)**

Definition: establish improved system (i.e. ERP Feeder) and business process internal controls for greater operational efficiency and effectiveness to achieve and sustain an unmodified audit opinion for the Army.

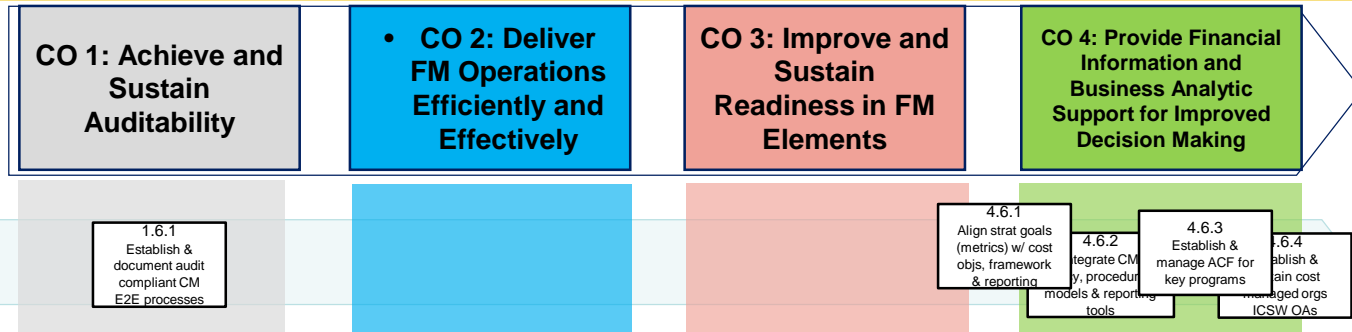


# LOE 6 – Army Cost Management



## Campaign Objectives (CO)

### Major Objectives (MO) by LOE



### LOE 6 Activity

- Integrate Cost Management policy, procedures, models & reporting tools
- Develop and publish policy and guidance **(IN PROGRESS)**
- Expand usage cost models (e.g. OSMIS, FORCES) to selected programs **(FY16 and ANNUALLY)**
- Track and report results, best practices in CMSG **(QUARTERLY)**
- Develop CFs for selected enterprise and organizational level programs (USAEUR, USAR, IMIDIP, CoTR) **(IN PROGRESS)**
- Continue to select and expand capability to new selected programs (annually) **(ONGOING)**

Definition: establish and strengthen policies, processes, procedures, ERPs, and workforce analytical capabilities to maximize the use of available resources in the PPBE decision making process and create value across the Army; ensure effective management of cost to formulate, submit, and defend the Army budget; and provide transparency in support of financial auditability.



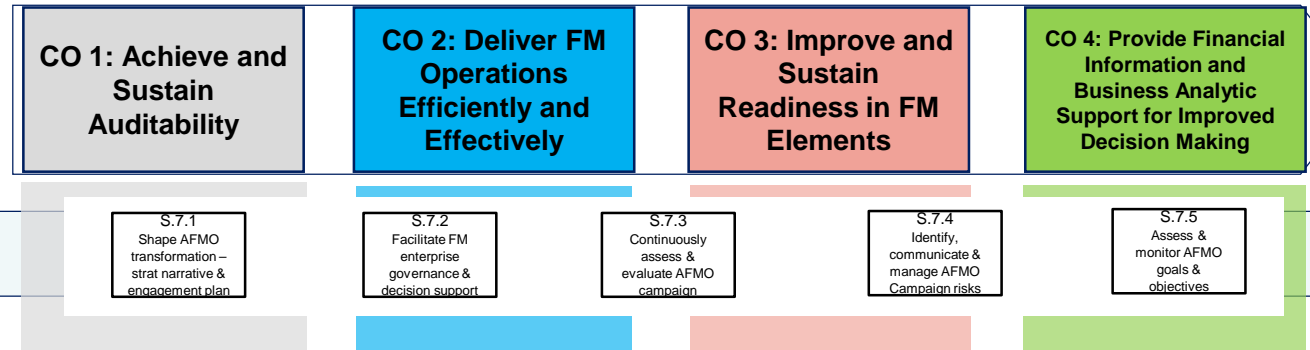


# LOE 7 – Strategic Management & Comms.



## Campaign Objectives (CO)

### Major Objectives (MO) by LOE



### LOE 7 – Strategic Communication & Management (OPR: AFMO TF)

### LOE 7 Activity

- Build and maintain support for AFMO across external and internal stakeholders through strategic communications and engagements
- Maintain Governance structure and R3A framework for the enterprise
- Plan, implement and measure the AFMO Campaign Plan
- Conduct strategic estimates, reviews, and planning
- Evaluate performance measurements utilizing the Army's Strategic Management System (SMS)

**Definition:** ensure all stakeholders are engaged with the right information, at the right time, to support their situational awareness and readiness to support Financial Management (FM) enterprise transformation from planning to full deployment and sustainment of the campaign; enable FM enterprise leader decision making; ensure the AFMO Campaign remains aligned with HQDA, DOD, and USG policy, strategic direction, and resource planning.



# AFMO Campaign “Big Blocks”



- AFMO Campaign Plan
- FM Enterprise Roles, Responsibilities, Relationships and Authorities (R3A) Document
- Enterprise Governance
- Standardized E2E Business Processes
- Audit Readiness
- DOD FM Certification
- Workforce Study
- Training and Professional Development Strategy
- USAFMCOM Transformation
- Operational Change Model
- Integrated Cost Performance Management



# The Way Forward = Transformation



- AFMO *is* driving change across the FM Enterprise
  - People (organizations and workforce)
  - Processes
  - Systems
- Begin formal execution of Campaign Plan by Line of Effort
- Collaboration across the Army/DoD Enterprise
- People are the key; an adaptive, flexible, certified, professional workforce that is part of a high-performing learning organization

***Ultimately, we are all stakeholders in this effort!***



# Questions?



For more information please contact:

**COL John Vogel**

(703) 545-8793

[john.t.vogel.mil@mail.mil](mailto:john.t.vogel.mil@mail.mil)

**COL Andrew McConachie**

(703) 692-4798

(703) 693-2689

(301) 677-6330

[andrew.j.mcconachie.mil@mail.mil](mailto:andrew.j.mcconachie.mil@mail.mil)



# BACK UP SLIDES



***“Delivering optimal Financial Management enterprise solutions to the Army and its global stakeholders.”***



## **Army Financial Management Transformation**

**Holistic, top down and bottom up approach to change**

**CO 1**

**Achieve  
and  
Sustain  
Auditability**

**CO 2**

**Deliver  
FM  
Operations  
Efficiently  
and  
Effectively**

**CO 3**

**Improve  
and  
Sustain  
Readiness  
in FM  
Elements**

**CO 4**

**Provide  
Financial  
Information  
and  
Business  
Analytic  
Support for  
Improved  
Decision  
Making**

**Guiding Principles**

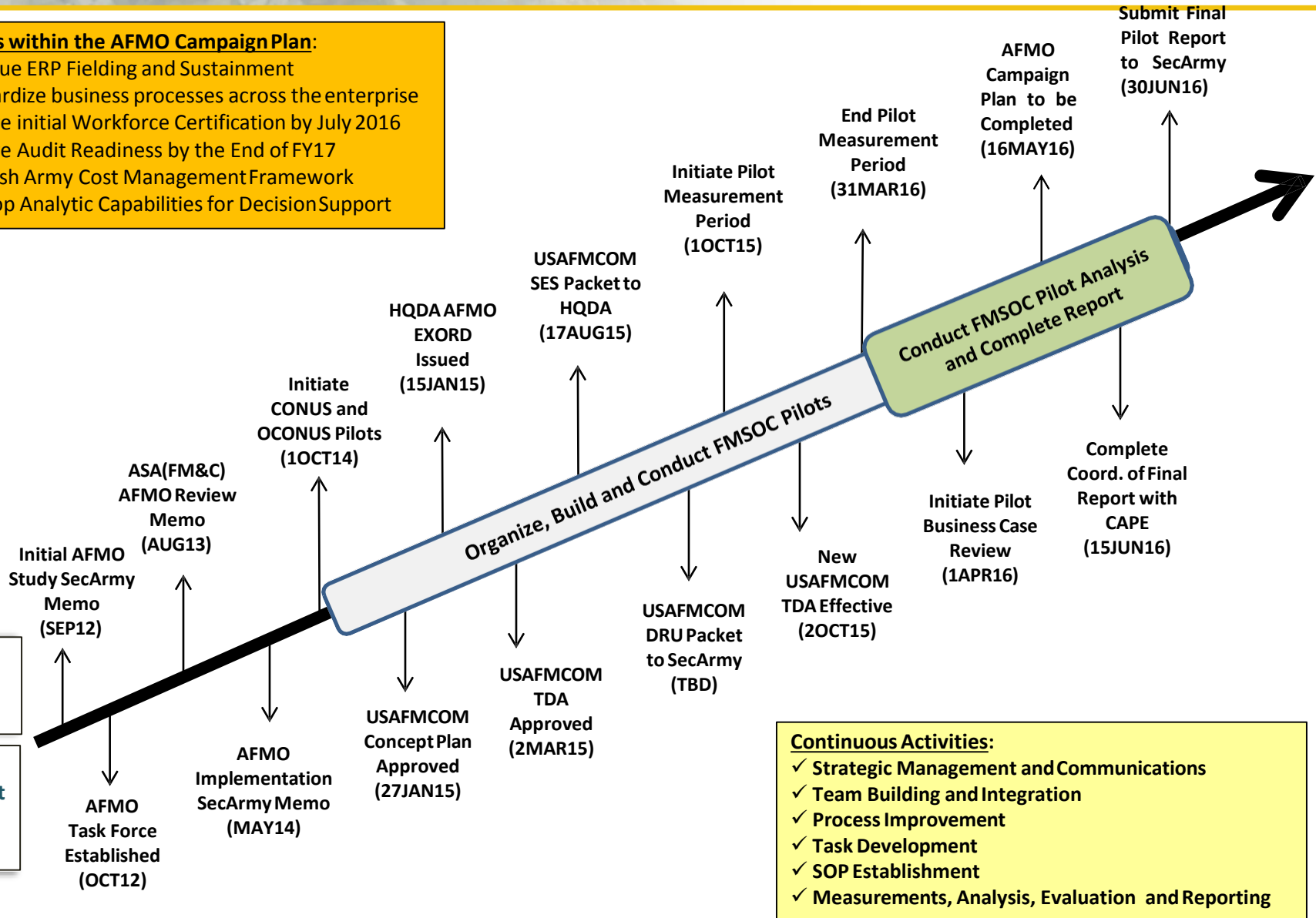




# AFMO Campaign Timeline

## Key Tasks within the AFMO Campaign Plan:

- ❖ Continue ERP Fielding and Sustainment
- ❖ Standardize business processes across the enterprise
- ❖ Achieve initial Workforce Certification by July 2016
- ❖ Achieve Audit Readiness by the End of FY17
- ❖ Establish Army Cost Management Framework
- ❖ Develop Analytic Capabilities for Decision Support



## Continuous Activities:

- ✓ Strategic Management and Communications
- ✓ Team Building and Integration
- ✓ Process Improvement
- ✓ Task Development
- ✓ SOP Establishment
- ✓ Measurements, Analysis, Evaluation and Reporting



# AFMO Strategy Map

## (Major Objectives to Campaign Objectives)



### AFMO End State and Vision

#### CO 1: Achieve and Sustain Auditability

1.1.1 Adapt systems domain for auditability	1.3b.1 Enable Sustained Auditable Environment
1.1.2 Implement documented internal controls for all systems	1.3d.1 Support Army achievement of full auditability
1.1.3 Enable timely data & audit query	1.4.1 Standardize workforce management, trng & certifications
1.2b.1 Publish new or revised policies, directives & regulations	1.5.1 Achieve full financial statement auditability
1.2b.2 Standardize business processes	1.5.2 Sustain full financial statement auditability
1.2d.1 Improve CIVPAY integration into the PPBE process	1.6.1 Establish & document audit compliant CM E2E processes
1.3a.1 Provide governance, policy, oversight & accountability	

#### CO 2: Deliver FM Operations Efficiently and Effectively

2.1.1 Integrate E2E processes enterprise-wide	2.3c.1 Improve FMSOCs business operations to fully enable ERP capabilities
2.2a.1 Maximize Army's buying power for year of execution	2.3d.1 Improve standardization, expertise, error rate, & audit readiness
2.2b.1 Identify, document, & implement best practices for FM operations	2.3e.1 Organize and align FM units
2.2b.2 Use B.P.R. to continuously improve efficiency & effectiveness	2.4.1 Establish & manage comprehensive FM institutional training program
2.3a.1 Establish HDQA organization structure to support strategic decisions	2.4.2 Update TDA, PD, grades, series, trng, certifications & career progression
2.3b.1 USAFMCOM Achieves FOC	2.4.3 Establish mechanism to provide full work force visibility
2.3b.2 Transform and Sustain FM Landscape	2.5.1 Use internal control in a continuous improvement environment

#### CO 3: Improve and Sustain Readiness in FM Elements

3.1.1 Enable operational readiness to use FM systems	3.3d.2 Enable and support home station workload training for FM elements
3.3a.1 Optimize HQDA FM by layering execution functions to the field	3.3e.1 Train BP to ensure account and audit readiness using FM Systems
3.3b.1 Deliver enterprise level FM Support	3.3e.2 Enable and support home station workload training for FM elements
3.3c.1 Maximize use of available FM elements to perform FMSOC missions	3.4.1 Train & align FM CIV/Mil workforce to perform core AOC 2025 FM missions
3.3d.1 Complete and maintain DOD FM certification	

#### CO 4: Provide Financial Information and Business Analytic Support for Improved Decision Making

4.1.1 Ensure availability of timely, accurate information & reports	4.5.1 Implement FM enterprise-wide analytics & reporting
4.2a.1 Integrate execution data into the PPBE process feedback loop	4.6.1 Align strategic goals (metrics) with cost objs, framework & reporting
4.2d.1 Use PPBE to effectively ensure affordable Army manpower / CIVPAY	4.6.2 Integrate CM policy, procedures, models & reporting tools
4.3b.1 Provide and Facilitate BA support	4.6.3 Establish & manage Army Cost Framework (ACF) for key programs
4.3d.1 Employ skills & processes that inform resource decision making	4.6.4 Establish & sustain cost managed organizations ICSW OAs

#### Strategic Communication & Management Objectives

S.7.1  
Shape AFMO transformation - strategic narrative & engagement plan

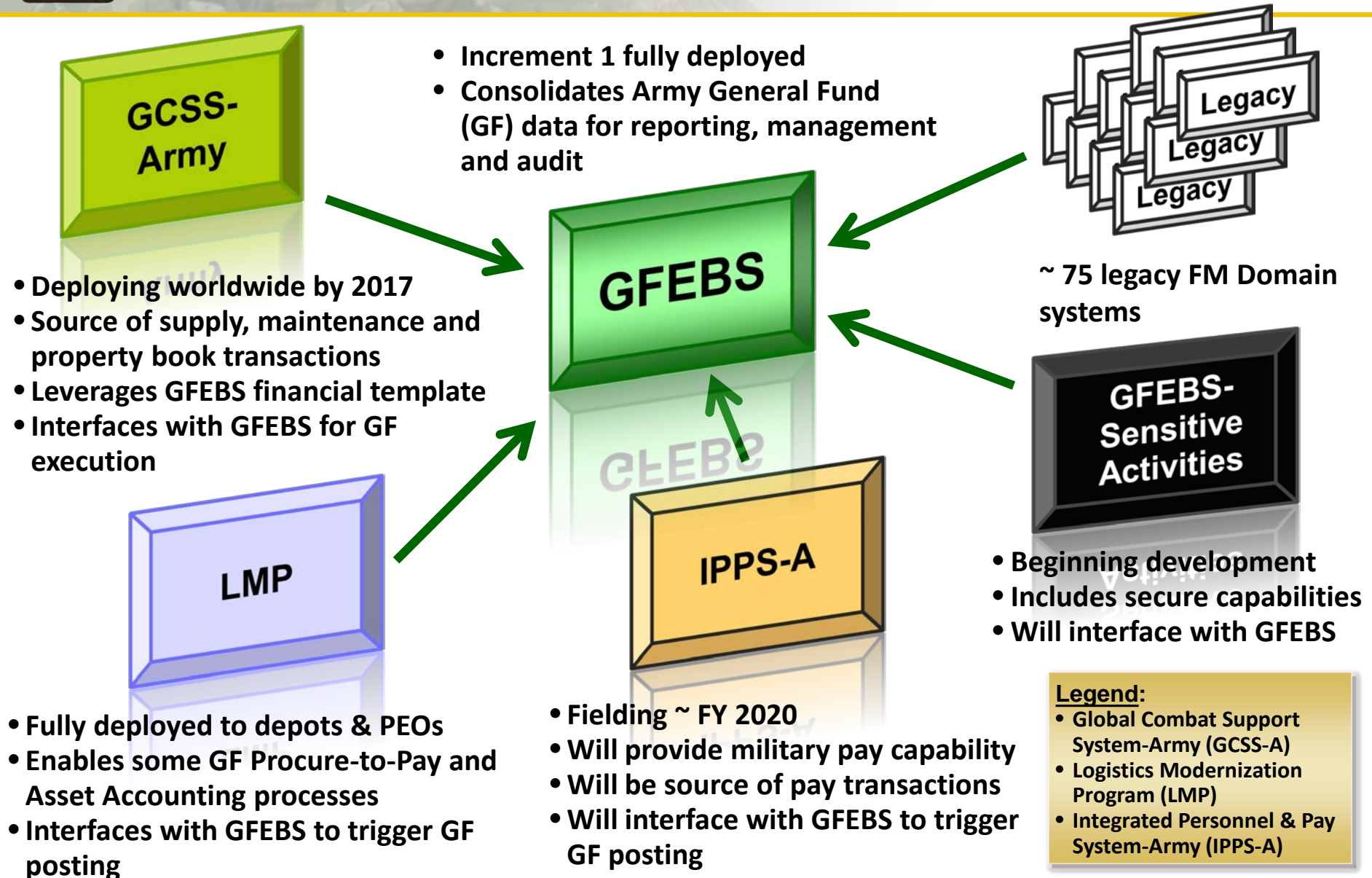
S.7.2  
Facilitate FM enterprise governance & decision support

S.7.3  
Continuously assess & evaluate AFMO campaign

S.7.4  
Identify, communicate & manage AFMO campaign risks

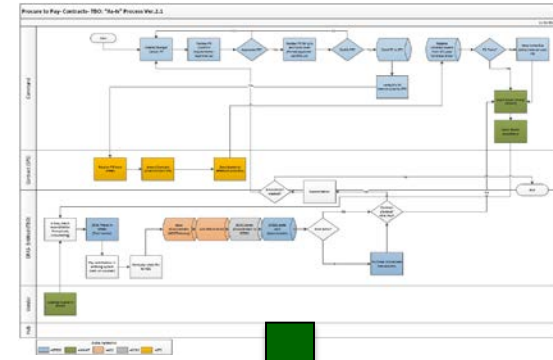
S.7.5  
Assess & monitor AFMO goals & objectives

# LOE 1: Systems Domain

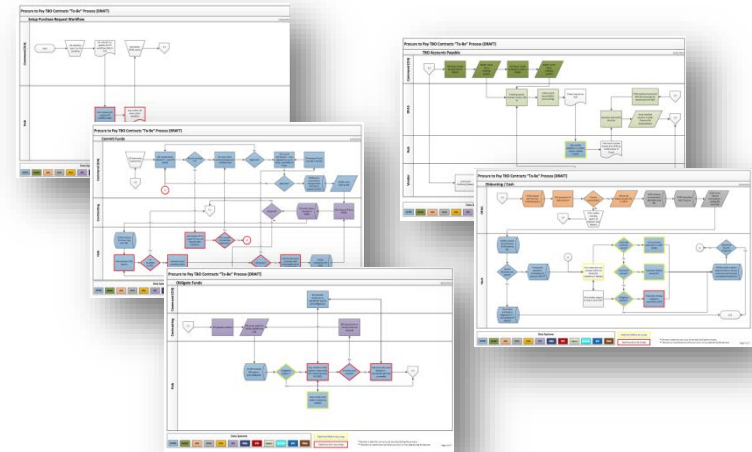


- *Through Business Process Reengineering processes are standardized for efficiency and effectiveness.*
- *Systems technological capabilities are leveraged and optimized.*

## As-Is Process



## Decomposed To-Be Process



- Understand ERP opportunities
- Reduce legacy systems
- Exploit system capabilities

**Not business as usual!**

**GFEBs**

**GCSS-Army**  
GLOBAL COMBAT SUPPORT SYSTEM - ARMY

**IPPS-A**  
INTEGRATED PERSONNEL AND PAY SYSTEM - ARMY

**US ARMY LMP**  
LEADERSHIP MANAGEMENT PROGRAM

**Goal: Standardized business processes are critical to achieving audit readiness. Standardization is enhanced through use of ERP IT capabilities.**







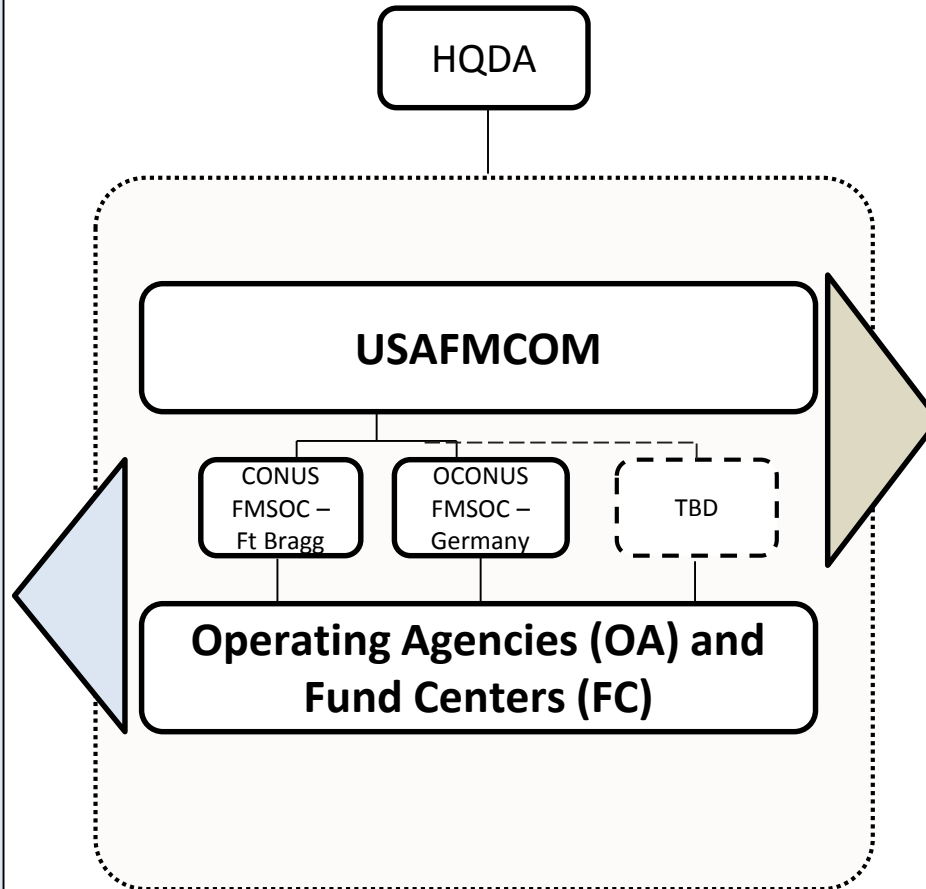
# LOE 3b, 3c, 3d: Organizations



## Key FMSOC and OA

### Outcomes:

- Better analysis and increased decision support capacity
- Better control of current year execution; spend funds when and where they're needed most (unit readiness)
- Aligned support with standardized tasks to reduce costs and minimize redundancies
- Reduced errors and re-work
- Takes execution out of HQDA
- Increase Soldier involvement = "train as you fight" as part of one Army FM enterprise operating system = greater FM unit readiness



## Key USAFMCOM

### Outcomes:

- Operational level HQ for the Army FM enterprise
- FM systems domain oversight and management
- Functional financial analysis support
- Cost Management support
- Improves standardized financial management processes for more effective and efficient financial operations
- Audit compliance monitoring, training and oversight enables auditable financial statements
- Classified Accounting
- Electronic Commerce / Banking





# LOE 3: Organizations

US Army Financial Management Command (USAFMCOM)



## *The Army's Financial Management Enterprise Operational Headquarters*

### Systems Support Operations

- ❖ Systems oversight/management
- ❖ Functional financial analysis support
- ❖ Cost Management support

USAREUR

EUCOM

AFRICOM

USARAF

FORSCOM

XVIII Corps

I Corps

III Corps

USARC

### Pilot Sites

OCOUS  
FMSOC

CONUS  
FMSOC

USAFMCOM  
CSM

Special Staff

Deputy to the  
Commander  
for Field  
Operations

Systems  
Support  
Operations  
(SSO)

Deputy to the  
Commander  
for Financial  
Management  
Operations

Army  
Financial  
Services  
(AFS)

Financial  
Audit &  
Compliance  
(FAC)

FMSOCs

### Financial Management Support Operations Center

- ❖ Standardize processes
- ❖ Improved performance
- ❖ Reduce errors/re-work efforts

### Key USAFMCOM Outcomes:

- FM systems support
- Process standardization
- Auditable financial statements

### Financial Audit & Compliance

- ❖ Audit compliance
- ❖ Training
- ❖ Monitoring





# LOE 4: FM Professional Workforce



*Our people are the key to continued success ...through enterprise Talent Management and validated workforce professional skills at all levels*



# LOE 5: Internal Controls Environment



## Priorities

### Statement of Budgetary Resources (SBR)

- Funds Receipt, Dist., and Monitoring
- Payroll (Civ. & Mil.)
- Acquisition of Assets
- Reimbursable Inbound
- Grants, Cooperative Agreements, Subsidies, Contributions, and Advances
- FBWT / Disb. & Collect.
- Financial Reporting
- Contractual Services/ Acquisition of Assets:
  - Reimbursable Out (MIPRs)
  - Purchase Cards
  - Supply Requisition
  - Contracts
  - Other

### Existence and Completeness (E&C) of Assets & Liability

- General Equipment (GE)
- Operating Materials and Supplies (OM&S)
- Real Property (RP)
- Inventory
- Other Balance Sheet Items

### Enterprise Resource Planning (ERP) Systems

- General Fund Enterprise Business System (GFEBS)
- Global Combat Support System—Army (GCSS-A)
- Logistics Modernization Program (LMP)
- Integrated Personnel and Pay System—Army (IPPS-A)
- Material Feeder Systems

## Actions

### Establish effective control environment

### Assess documentation & processes

- Implement corrective actions
- Assess financial statement data for accuracy

### Assess system controls

- Correct control deficiencies

## Goals

Information is timely, accurate, relevant

- Standard processes
- Effective internal controls
- Proper documentation
- Accurate, timely, reliable and supportable financial data

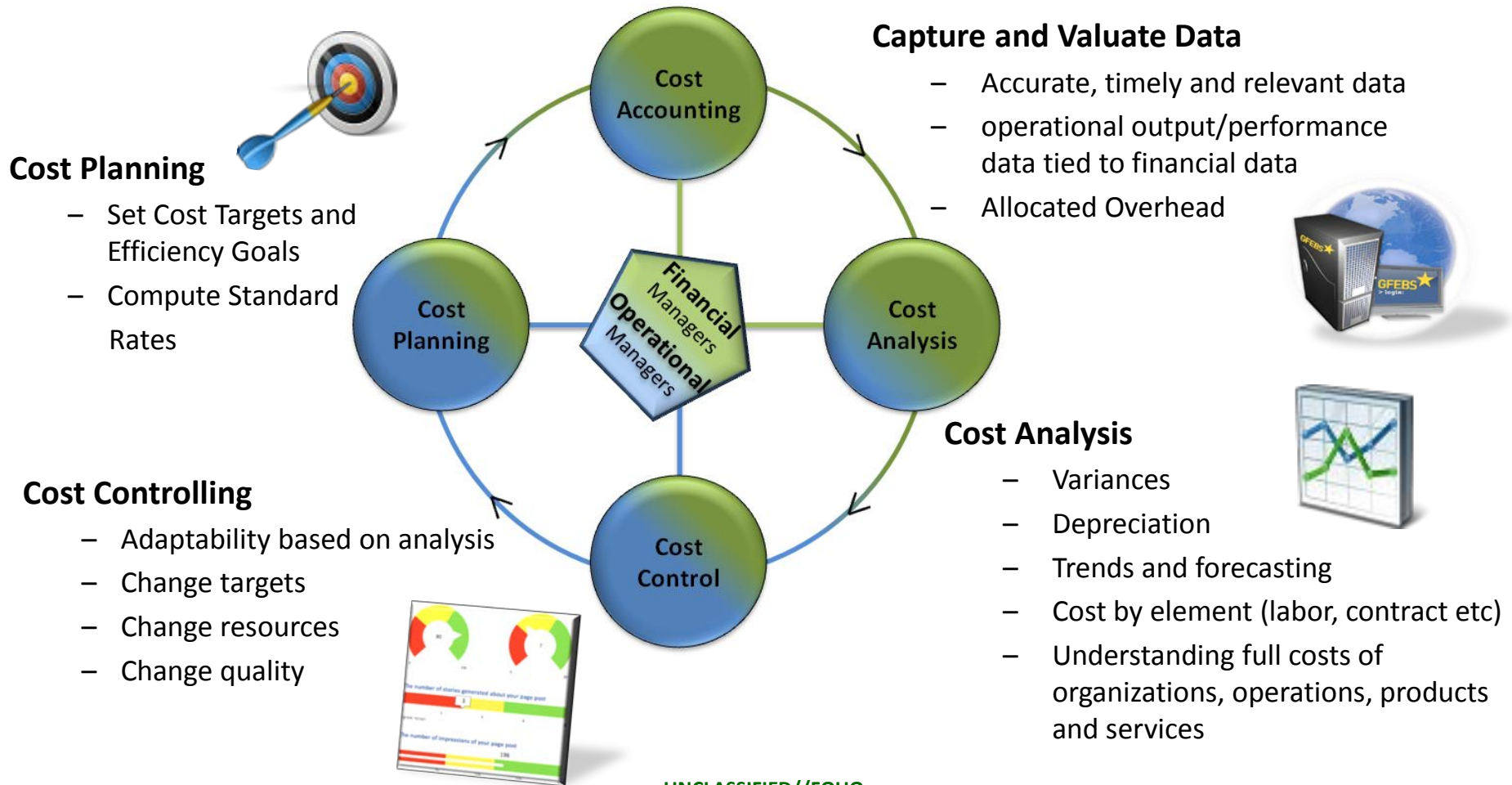
Army is auditable

Compliant Systems (FFMIA, FISCAM\*)

# LOE 6: Army Cost Framework

## Resource Informed Decision Making

Managing business operations *efficiently* & *effectively* through accurate measurement & *understanding* “Full Cost” of an organization’s business processes, products and services to provide *Best Value*.







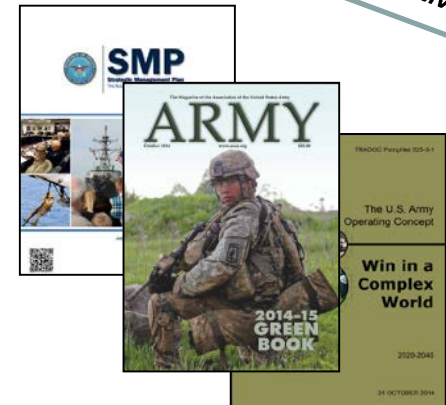
# LOE 7: Strategic Management and Communications



Governance



Align to Army Strategic Objectives



*"Resources to Win in a Complex World"*

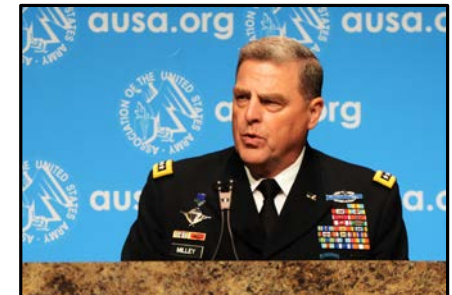
Achieve and Sustain Auditability

Deliver FM Operations Efficiently and Effectively

Provide Financial Info and Analytic Support for Improved Decision Making

Improve and Sustain Readiness in FM Elements

*"Driving Change in Financial Management across the Army Enterprise"*



Strategic Planning

Program Risk Management

Support to Decision Makers

Engage with Key Stakeholders