

1 JUNE 2004



Financial Management

**AMC HEADQUARTERS FINANCIAL
MANAGEMENT PROCEDURES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: AMCFSS/A8BI (Mr. Bill Bjornstad)

Certified by: HQ AMC/A8B
(Col Edwin R. Newcome)

Supersedes AMCI 65-101, 1 April 2004

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This instruction implements Air Force Policy Directive (AFPD) 65-1, *Management of Financial Services*, to define staff responsibility for processing budget estimates, financial plans, operating budgets, funding programs, and revisions. Additionally, it describes the concept, responsibility, organization, and functions of the HQ AMC Budget Advisory Board (BAB) and establishes the procedures for administering matters referred to the board. It applies only to directors at HQ AMC. It does not apply to Air National Guard or US Air Force Reserve units. See **Attachment 1** for a glossary of references and supporting information.

SUMMARY OF REVISIONS

This revision incorporates Interim Change IC 2004-2. Interim Change (IC) 2004-2 to AMCI 65-101 adds the 18th Air Force and Air Mobility Warfare Center to **Attachment 2**, Budget Advisory Board Membership. A copy of IC 2004-2 is located at **Attachment 5** of this publication. **A bar (|) indicates revision from the previous edition.**

1. Concept. Staff agencies responsible for specific functional areas must review and validate all budget estimates, financial plans, operating budgets, funding programs, and other fiscal actions prior to their presentation to the HQ AMC BAB. To provide continuity, the same staff agency should review material containing related information each time the board considers a subject.

2. Coordination. Staff agencies assist in preparing the justification for funding requirements, distributing approved requirements and funding, and monitoring obligations and expenses within their financial program areas. Staff agencies must coordinate their findings and recommendations with other staff agencies that have a collateral or supervisory interest.

3. Budget Advisory Board (BAB).

3.1. Concept. The HQ AMC BAB is a deliberative, advisory body. It does not possess power of decision or executive authority, but functions as an impartial group that reviews, evaluates, and recommends courses of action that serves the best interests of the Air Force and HQ AMC rather than the immediate or particular interest of a single staff agency. The board is designed to:

3.1.1. Bring the collective judgment and experience of selected staff officers to bear upon financial matters of the command.

3.1.2. Ensure all pertinent factors are considered in developing and executing command financial programs.

3.1.3. Review progress toward attainment of financial programs.

3.1.4. Provide the Vice Commander, HQ AMC, and/or the HQ AMC Council with information and recommendations on financial requirements, approved financial programs, prioritization of unfunded requirements, and current status of execution against the approved program.

3.2. Responsibility. The BAB is directly responsible to AMC/CV for recommending appropriate HQ AMC policy and courses of action on financial matters pertaining to HQ AMC appropriated and the Transportation Working Capital Fund (TWCF) programs. The BAB is also responsible for maintaining continued surveillance of HQ AMC financial capability and programs to carry out assigned missions in order that critical financial problems may be anticipated and appropriate solutions may be recommended to the HQ AMC Council and/or the AMC/CV. The BAB members are specifically responsible for keeping their directorates informed on all BAB actions.

3.3. Functions. In discharging its responsibility, the HQ AMC BAB will:

3.3.1. Review, analyze, and develop recommendations on budget estimates, financial plans, operating budgets, funding programs, wing/command unfunded requirements, and revisions.

3.3.2. Review and analyze both the tentative and final approved annual appropriated fund programs received from Air Force. Also, the HQ AMC BAB develops recommendations for distributing funds and command special programs among HQ AMC funding points according to established priorities.

3.3.3. Review (on an as-needed basis) the status of funds and progress of financial program execution.

3.3.4. Develop recommendations for changes in the available financial resources utilization, including redistribution between HQ AMC funding points, special programs, and categories of expense necessary as the result of changes in programs and priorities, initiation of new programs and program slippage, and other factors affecting existing distribution and fund utilization.

3.3.5. Become personally familiar with local requirements and problems as the result of group or individual visits to each HQ AMC funding point. These visits may be conducted in conjunction with staff visits made in the course of the individual member's regular duties.

3.4. Organization. The HQ AMC BAB is a working group. [Attachment 2](#) lists primary and alternate board members.

3.4.1. The Chief of HQ AMC Budget Division (HQ AMC/A88) is the chairperson. The Deputy Chief of HQ AMC Budget Division is the alternate chairperson. HQ AMC/A88 provides the recorder.

3.4.2. During the absence of the primary member, the alternate member functions and votes as a regular member.

3.4.3. The recorder's duties:

3.4.3.1. Reviews all matters referred to the BAB for completeness, context, and appropriateness.

3.4.3.2. Makes all arrangements necessary for BAB meetings, including setting the time for meetings and maintaining current BAB members' list.

3.5. Recording Minutes and Disseminating Results of BAB Actions. Professional secretaries, recording devices, or other means may be used to aid in completing minutes; however, no other use of the product of such devices will be made.

3.6. Meetings. Two-thirds of the applicable members comprise a quorum for any meeting. The chairperson calls meetings as necessary.

3.7. Procedures for Submitting Items to the Board. Originating staff agencies should review and develop items submitted to the board. In the Directorate of Comptroller, HQ AMC/A88 consolidates and presents staff recommendations to the board. Representatives of staff agencies concerned accomplish presentations or discussions concerning details of staff recommendations. As required by the BAB, presentations by subordinate units may be requested.

3.8. Visitors. Personnel (other than BAB members) may attend meetings when required to make or assist in a presentation or when material to be presented is pertinent to their area of responsibility. The staff agency concerned coordinates presentations with the BAB chairperson and advises the recorder of the names and security clearances of such personnel.

3.9. Voting. Make recommendations based on a majority vote of the board. In the event of a tie vote among the attending BAB membership, the chairperson (Chief, HQ AMC Budget Division or designee) will cast the deciding vote.

3.10. Board Recommendations. When appropriate, present BAB recommendations to the HQ AMC Council, AMC/CV, or to AMC/CC (as required), as early as practicable after completing board actions. The BAB coordinates recommendations with HQ AMC/A3/A4/A5/A6/A7/A8 before presenting to the HQ AMC Council, the AMC/CV, or AMC/CC. Board members and selected staff personnel, as required, attend these presentations.

3.11. Implementing Board Recommendations. Staff agencies implement BAB recommended and AMC/CV, HQ AMC Council, or AMC/CC as appropriate, approved actions immediately. Do not refer to the HQ AMC BAB in correspondence going outside HQ AMC.

4. Administrative Procedures.

4.1. Program Data. The HQ AMC Directorate of Plans and Programs (HQ AMC/XP) furnishes all staff agencies with program information for the financial program periods involved and provides the program input and mission statements applicable to the general statement. The HQ AMC Directorate of Operations (HQ AMC/DO) furnishes flying hour program data.

4.2. Distributing Field Budget Submissions. HQ AMC/A88 distributes portions of field budget submissions to the BAB for staff consolidation, as applicable.

4.3. Technical Budgetary Guidance. HQ AMC/A88 provide necessary technical guidance and assistance to the HQ AMC staff during any budgetary review.

4.4. Financial Management Board and Financial Working Group. The direction of HQ AMC Resource Management System (HQ AMC/RMS) is established and maintained by two key financial committees: the Financial Management Board and the Financial Working Group. Both committees are designed to work in concert to ensure the most effective and efficient financial plans, operating budgets, and day-to-day execution policies. The Financial Working Group is made up of directorate resource advisors (RA) and chaired by HQ AMC/DS. A representative from HQ AMC/A88O and AMCFSS/A88T will also be present. The membership reviews operating budgets, program execution, and resource allocations and makes recommendations to the Financial Management Board. This board reviews and approves these recommendations and ensures the overall program is balanced and moving in the direction the board determines best for the headquarters. The Director of Staff (HQ AMC/DS) chairs the Financial Management Board. Headquarters' directors or their designees make up the membership.

5. Orientation. HQ AMC/A88 develops, offers, and conducts an orientation program as needed for HQ AMC staff agencies, and other interested personnel within the HQ AMC staff.

6. Operational Risk Management (ORM). AFI 90-901, *Operational Risk Management*, defines ORM as a decision-making process to systematically evaluate possible courses of action, identify risks and benefits, and determine to best course of action for any given situation. It enables commanders, functional managers, supervisors, and individuals to maximize operational capabilities while limiting all dimensions of risk by applying a simple, systematic process appropriate for all personnel and functions, both on- and off-duty. ORM has four main principles: (1) accept no unnecessary risk; (2) make risk decisions at the appropriate level; (3) accept risk when benefits outweigh the cost; and (4) integrate ORM into operations and planning at all levels. HQ AMC/A8 has directed the implementation of the ORM fundamentals and philosophy into all aspects of our financial management culture in accordance with AFI 90-901.

DAVID E. PRICE, Colonel, USAF
Comptroller

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 65-1, *Management of Financial Services*

AFI 90-901, *Operational Risk Management*

Abbreviations and Acronyms

A8—Financial Management and Comptroller (A-Staff)

A88—Financial Management and Comptroller - Budget

A88O—Financial Management and Comptroller – Budget – Operations and Maintenance

A88T—Financial Management and Comptroller – Budget – TWCF

AFPD—Air Force Policy Directive

AMC—Air Mobility Command

AMCFSS—Air Mobility Command Financial Support Squadron

BAB—Budget Advisory Board

HQ—Headquarters

ORM—Operation Risk Management

RA—Resource Advisor

RMS—Resource Management System

TWCF—Transportation Working Capital Fund

Attachment 2**BUDGET ADVISORY BOARD MEMBERSHIP**

Directorate of Personnel (HQ AMC/A1):

Primary Member—Chief, Military Personnel Plans Division

Alternate—Chief, Force Structure Management Branch

Directorate of Intelligence (HQ AMC/A2):

Primary Member—Chief, Systems and Requirements Division

Alternate—Chief, Budget Requirements Branch

Directorate of Operations (HQ AMC/A3):

Primary Member—Chief, Resources Division

Alternate—Deputy Chief, Resources Division

Directorate of Logistics (HQ AMC/A4):

Primary Member—Chief Logistics, Plans Division

Alternate—Chief, Logistics Resources Branch

Directorate of Plans and Programs (HQ AMC/A5):

Primary Member—Director, Operational Programming

Alternate—Deputy Director, Operational Programming

Directorate of Communications and Information (HQ AMC/A6):

Primary Member—Chief, Plans, Policy, and Requirements Division

Alternate—Chief, Financial Management Branch

Directorate of Installations and Mission Support (HQ AMC/A7):

Primary Member—Chief, Resources Division
Alternate—Deputy Chief, Resources Division

Directorate of Financial Management and Comptroller (HQ AMC/A8)

Primary Member—Chief, Budget Division (Chairman)
Alternate Member—Deputy Chief, Budget Division (Chairman)

Command Surgeon (HQ AMC/SG):

Primary Member—Deputy, Medical Support Division
Alternate—Chief, Financial Management Branch

Staff Judge Advocate (HQ AMC/JA):

Primary Member—Deputy Staff Judge Advocate
Alternate—Chief, Civil Law Division

Directorate of Staff (HQ AMC/DS):

Primary Member—Director, Staff
Alternate—Deputy Director, Staff

Directorate of Test and Evaluation (HQ AMC/TE):

Primary Member—Director, Test and Evaluation
Alternate—Deputy Director, Test and Evaluation

Directorate of Security Forces (HQ AMC/SF):

Primary Member—Chief, Plans and Programs Division
Alternate—Chief, Resources Branch

Command Chaplain (HQ AMC/HC):

Primary Member— Chief, Personnel and Development
Alternate—Staff Chaplain, Plans and Programs

Directorate of Inspector General (HQ AMC/IG):

Primary Member—Deputy, Inspector General
Alternate—Chief, Plans Division

| Air Mobility Warfare Center:

Primary Member—Vice Commander, Air Mobility Warfare Center
Alternate—Comptroller, Air Mobility Warfare Center

| 18th Air Force:

Primary Member—Director of Resources, Tanker Airlift Control
Center
Alternate—Deputy Director of Resources, Tanker Airlift Control
Center

Attachment 3**IC 2003-1 TO AMCI 65-101, AMC HEADQUARTERS
FINANCIAL MANAGEMENT PROCEDURES****1 NOVEMBER 2003**

OPR: AMCFSS/A8BI (Mr. Bill Bjornstad)

Certified by: HQ AMC/A8B (Col Edwin R. Newcome)

3.4.1. The Chief of HQ AMC Budget Division (HQ AMC/A8B) is the chairperson. The Deputy Chief of HQ AMC Budget Division is the alternate chairperson. HQ AMC/A8B provides the recorder.

3.7. Procedures for Submitting Items to the Board. Originating staff agencies should review and develop items submitted to the board. In the Directorate of Comptroller, HQ AMC/A8B consolidates and presents staff recommendations to the board. Representatives of staff agencies concerned accomplish presentations or discussions concerning details of staff recommendations. As required by the BAB, presentations by subordinate units may be requested.

3.10. Board Recommendations. When appropriate, present BAB recommendations to the HQ AMC Council, AMC/CV, or to AMC/CC (as required), as early as practicable after completing board actions. The BAB coordinates recommendations with HQ AMC/A3/A4/A5/A6/A7/A8 before presenting to the HQ AMC Council, the AMC/CV, or AMC/CC. Board members and selected staff personnel, as required, attend these presentations.

4.2. Distributing Field Budget Submissions. HQ AMC/A8B distributes portions of field budget submissions to the BAB for staff consolidation, as applicable.

4.3. Technical Budgetary Guidance. HQ AMC/A8B provide necessary technical guidance and assistance to the HQ AMC staff during any budgetary review.

4.4. Financial Management Board and Financial Working Group. The direction of HQ AMC Resource Management System (HQ AMC/RMS) is established and maintained by two key financial committees: the Financial Management Board and the Financial Working Group. Both committees are designed to work in concert to ensure the most effective and efficient financial plans, operating budgets, and day-to-day execution policies. The Financial Working Group is made up of directorate resource advisors (RA) and chaired by the Chief, Operations Flight (AMCFSS/A8BO) or other designee, with the Deputy Chief, Operations Flight as the alternate. A representative from AMCFSS/A8BT will also be present. The membership reviews operating budgets, program execution, and resource allocations and makes recommendations to the Financial Management Board. This board reviews and approves these recommendations and ensures the overall program is balanced and moving in the direction the board determines best for the headquarters. The Director of Staff (HQ AMC/DS) chairs the Financial Management Board. Headquarters' directors or their designees make up the membership.

5. Orientation. HQ AMC/A8B develops, offers, and conducts an orientation program as needed for HQ AMC staff agencies, and other interested personnel within the HQ AMC staff.

6. Operational Risk Management (ORM). AFI 91-213, *Operational Risk Management (ORM) Program*, defines ORM as "a logic-based common sense approach to making calculated decisions on human, material, and environmental factors before, during, and after Air Force operations. It enables commanders, functional managers, and supervisors to maximize operational capabilities while minimizing risk by

applying a simple, systematic process appropriate for all personnel and Air Force functions. ORM has 4 main principles: (1) accept no unnecessary risk; (2) make risk decisions at the appropriate level to establish clear accountability; (3) accept risk when benefits outweigh the cost; and (4) integrate ORM into Air Force doctrine and planning at all levels. HQ AMC/A8 has directed the implementation of the ORM fundamentals and philosophy into all aspects of our financial management culture in accordance with AFI 91-213.

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 65-1, *Management of Financial Services*

AFI 91-213, *Operational Risk Management (ORM) Program*

Abbreviations and Acronyms

A8—Financial Management and Comptroller (A-Staff)

A8B—Financial Management and Comptroller - Budget

A8BO—Financial Management and Comptroller – Budget – Operations and Maintenance

A8BT—Financial Management and Comptroller – Budget – TWCF

AFPD—Air Force Policy Directive

AMC—Air Mobility Command

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BAB—Budget Advisory Board

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ORM—Operation Risk Management

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RMS—Resource Management System

TWCF—Transportation Working Capital Fund

Attachment 2

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Primary Member—Chief, Military Personnel Plans Division

Alternate—Chief, Force Structure Management Branch

Directorate of Intelligence (HQ AMC/A2):

Primary Member—Chief, Systems and Requirements Division

Alternate—Chief, Budget Requirements Branch

Directorate of Operations (HQ AMC/A3):

Primary Member—Chief, Resources Division

Alternate—Deputy Chief, Resources Division

Directorate of Logistics (HQ AMC/A4):

Primary Member—Chief Logistics, Plans Division

Alternate—Chief, Logistics Resources Branch

Directorate of Plans and Programs (HQ AMC/A5):

Primary Member—Director, Operational Programming

Alternate—Deputy Director, Operational Programming

Directorate of Communications and Information (HQ AMC/A6):

Primary Member—Chief, Plans, Policy, and Requirements
Division

Alternate—Chief, Financial Management Branch

Directorate of Installations and Mission Support (HQ AMC/A7):

Primary Member—Chief, Resources Division

Alternate—Deputy Chief, Resources Division

Directorate of Financial Management and Comptroller (HQ AMC/A8)

Primary Member—Chief, Budget Division (Chairman)

Alternate Member—Deputy Chief, Budget Division
(Chairman)

Command Surgeon (HQ AMC/SG):

Primary Member—Deputy, Medical Support Division
Alternate—Chief, Financial Management Branch

Staff Judge Advocate (HQ AMC/JA):

Primary Member—Deputy Staff Judge Advocate
Alternate—Chief, Civil Law Division

Directorate of Staff (HQ AMC/DS):

Primary Member—Director, Staff
Alternate—Deputy Director, Staff

Directorate of Test and Evaluation (HQ AMC/TE):

Primary Member—Director, Test and Evaluation
Alternate—Deputy Director, Test and Evaluation

Directorate of Security Forces (HQ AMC/SF):

Primary Member—Chief, Plans and Programs Division
Alternate—Chief, Resources Branch

Command Chaplain (HQ AMC/HC):

Primary Member— Chief, Personnel and Development
Alternate—Staff Chaplain, Plans and Programs

Directorate of Inspector General (HQ AMC/IG):

Primary Member—Deputy, Inspector General

Alternate—Chief, Plans Division

Attachment 4

IC 2004-1 TO AMCI 65-101, AMC HEADQUARTERS FINANCIAL MANAGEMENT PROCEDURES

1 APRIL 2004

SUMMARY OF REVISIONS

This revision incorporates Interim Change IC 04-1. Interim Change (IC) 04-1 to AMCI 65-601 provides the new A-Staff 3-digit office symbols for HQ AMC Financial Management and Comptroller throughout the publication, effective 9 Jan 04. All references to HQ AMC/A8B, AMCFSS/A88I, HQ AMC/A8BO, and AMCFSS/A8BT in the previous publication are changed to HQ AMC/A88, AMCFSSA88I, HQ AMC/A88O, and AMCFSS/A88T respectively. Paragraph 4. changes the HQ AMC FWG chair to HQ AMC/DS. Paragraph 6. changes the ORM reference from AFI 91-213 to AFI 90-901 as well as revising the verbiage. A copy of IC 04-1 is located at [Attachment 3](#) of this publication.

3.4.1. The Chief of HQ AMC Budget Division (HQ AMC/A88) is the chairperson. The Deputy Chief of HQ AMC Budget Division is the alternate chairperson. HQ AMC/A88 provides the recorder.

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AMC—Air Mobility Command

AMCFSS—Air Mobility Command Financial Support Squadron

BAB—Budget Advisory Board

HQ—Headquarters

ORM—Operation Risk Management

RA—Resource Advisor

RMS—Resource Management System

TWCF—Transportation Working Capital Fund

DAVID E. PRICE, Colonel, USAF

Comptroller

Attachment 5**IC 2004-2 TO AMCI 65-101, AMC HEADQUARTERS
FINANCIAL MANAGEMENT PROCEDURES****1 JUNE 2004**

OPR: AMCFSS/A8BI (Mr. Bill Bjornstad)

Certified by: HQ AMC/A88 (Col(S) Thomas J. DuPre)

SUMMARY OF REVISIONS

This revision incorporates Interim Change IC 2004-2. Interim Change (IC) 2004-2 to AMCI 65-101 adds the 18th Air Force and Air Mobility Warfare Center to **Attachment 2**, Budget Advisory Board Membership. A copy of IC 2004-2 is located at **Attachment 5** of this publication.

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Alternate—Chief, Force Structure Management Branch

Directorate of Intelligence (HQ AMC/A2):

Primary Member—Chief, Systems and Requirements Division

Alternate—Chief, Budget Requirements Branch

Directorate of Operations (HQ AMC/A3):

Primary Member—Chief, Resources Division

Alternate—Deputy Chief, Resources Division

Directorate of Logistics (HQ AMC/A4):

Primary Member—Chief Logistics, Plans Division

Alternate—Chief, Logistics Resources Branch

Directorate of Plans and Programs (HQ AMC/A5):

Primary Member—Director, Operational Programming
Alternate—Deputy Director, Operational Programming

Directorate of Communications and Information (HQ AMC/A6):

Primary Member—Chief, Plans, Policy, and Requirements Division
Alternate—Chief, Financial Management Branch

Directorate of Installations and Mission Support (HQ AMC/A7):

Primary Member—Chief, Resources Division
Alternate—Deputy Chief, Resources Division

Directorate of Financial Management and Comptroller (HQ AMC/A8)

Primary Member—Chief, Budget Division (Chairman)
Alternate Member—Deputy Chief, Budget Division (Chairman)

Command Surgeon (HQ AMC/SG):

Primary Member—Deputy, Medical Support Division
Alternate—Chief, Financial Management Branch

Staff Judge Advocate (HQ AMC/JA):

Primary Member—Deputy Staff Judge Advocate
Alternate—Chief, Civil Law Division

Directorate of Staff (HQ AMC/DS):

Primary Member—Director, Staff
Alternate—Deputy Director, Staff

Directorate of Test and Evaluation (HQ AMC/TE):

Primary Member—Director, Test and Evaluation
Alternate—Deputy Director, Test and Evaluation

Directorate of Security Forces (HQ AMC/SF):

Primary Member—Chief, Plans and Programs Division
Alternate—Chief, Resources Branch

Command Chaplain (HQ AMC/HC):

Primary Member— Chief, Personnel and Development
Alternate—Staff Chaplain, Plans and Programs

Directorate of Inspector General (HQ AMC/IG):

Primary Member—Deputy, Inspector General
Alternate—Chief, Plans Division

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Primary Member—Vice Commander, Air Mobility Warfare Center
Alternate—Comptroller, Air Mobility Warfare Center

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Primary Member—Director of Resources, Tanker Airlift Control
Center
Alternate—Deputy Director of Resources, Tanker Airlift Control
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DAVID E. PRICE, Colonel, USAF

Comptroller