



**2023**

# **FSS LEADERSHIP CONFERENCE**

---

24-27 October | San Antonio, Texas

Hotel Estancia Del Norte  
37 NE Loop 410 at McCullough  
San Antonio, Texas, 78216, USA



Digital Agenda

**QUALITY CONNECTIONS...  
READY, SET, GROW!**





**DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS AIR FORCE SERVICES CENTER  
JOINT BASE SAN ANTONIO LACKLAND TEXAS**

17 October 2023

Colonel Carolyn Ammons  
Commander  
2261 Hughes Avenue, Suite 156  
JBSA-Lackland TX 78236-9854

Force Support Leaders,

Welcome to the 2023 Force Support Squadron (FSS) Fall Leadership Workshop! I am excited to see all of you in person. Your presence and participation are the keys to success as we strive to organize, train, and equip FSS leaders at every level. This year's objective is to provide valuable program updates to help you succeed as our Services enterprise responds to our ever-changing environment. We are going to build upon the success of the spring virtual workshop as our theme continues to be "Quality Connections...Ready, Set, Grow!"

I understand how difficult it can be to take time away from your installation. I appreciate your commitment to your professional development and to the mission of delivering customer-focused Service capabilities, generating resilient, mission-ready warfighters, and strengthening families and communities. AFSVC is here to help FSS leaders at all levels make connections. Based on your feedback, we plan to update you on a broad set of discussion topics in both morning and afternoon sessions and arm you with the tools and knowledge to lead your Services enterprise into the future.

I hope you will find the content from this week's workshop valuable and applicable to your role. You will walk away knowing that AFSVC stands ready to support you; we are one team delivering premier Service capabilities to Airmen, Guardians, and families. If you have any concerns that aren't addressed this week, let us know! Only through open dialogue will we meet our goal of supporting you.

We look forward to seeing the positive results that come from collaboration and teamwork throughout this week. You make mission success possible through your commitment to excellence in all you do. Now, let's get started!

Sincerely,

**AMMONS.CAROL**  
**YN.F.1031823800**

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AMMONS.CAROLYN.F.103182380  
0  
Date: 2023.10.17 14:38:10 -05'00'

CAROLYN F. AMMONS, Colonel, USAF



# AFSVC Organizational Chart



## HOTEL INFORMATION, DIRECTIONS, DINING OPTIONS

### Estancia Del Norte

37 NE Loop 410 at McCullough  
San Antonio, Texas, 78216, USA  
+1 210-366-2424

### [Directions](#)

### [Dining Options Near Estancia Del Norte](#)

#### Fitness and Recreation

- Outdoor pool with full food and beverage service
- 24/7 Fitness center

#### FREE Shuttle Service

- Airport pick-up/drop-off every 15-30 min. from 4 a.m. to 12:30 a.m.
- Free shuttle to nearby shopping malls

#### Conveniences

- Free Parking
- Free WiFi
- Digital KeyHilton Honors
- Streaming TV
- ATM

**Estancia Del Norte Features,** just off Loop 410, our hotel is next to North Star Mall and San Antonio International Airport, less than 10 minutes from the terminal. We are within 10 miles of the Alamo, River Walk, and the Pearl district. Enjoy meals and an extensive bourbon selection at Paseo Bar. We also offer over 12,000 sq. ft. of event space.

**The San Antonio Mural,** a custom 23 ft by 9 ft installation by local muralist Sienna Dunnis, tells the story of San Antonio from floor to ceiling.

**The Grand Courtyard,** from north to south, is complete with creative landscaping highlighted by the Grand Promenade stretching down the middle of the courtyard. The northern side of the courtyard features even space, iron elevator and outdoor pool. The southern side features Laso's alfresco dining and outdoor lounge seating, complete with fire pit to enjoy exquisite South Texas evenings under the stars.

**Paseo Bar,** South Texas cocktail culture set in a modern hacienda. Enjoy unique and classic cocktails with a view of the grand courtyard. "Paseo" tiles spill down the bar to the floor, beginning the Promenade through the magnificent Grand Courtyard. Breakfast and lunch are available with seating throughout the Lobby.



[HOTEL DIRECTIONS](#)



[LOCAL DINING DIRECTIONS](#)



## 2023 FSS CONFERENCE COORDINATORS

### Questions? We've Got You Covered!



**Mr. John Anderson**  
**937-286-0621**



**Ms. Lesley Glendenning**  
**602-885-7249**

## CONFERENCE WIFI LOGIN

**Username:** HILTON HONORS MEETING  
**Promotion Code:** SATIN

1. Click on setting **/Wi-Fi/Hilton Honors Meeting**
2. Tapestry Collection Landing Page will pop up.  
Click: **I HAVE A PROMOTIONAL CODE**
3. Enter Promotional Code: SATIN
4. Click: **CONNECT**



# Agenda, Monday, 23 October 2023

TRAVEL DAY (Check-in hotel)

## HOTEL MAP



## Tuesday, 24 October 2023 Daily Theme: READY

Time	Topic	Briefer/POC	Room
<b>0730-0800</b>	<b>Coffee and Conversation</b>		<b>Foyer</b>
0800-0815	Welcoming Remarks/Admin		Estancia A&B
0815-0900	Report to Stakeholders & Strategic Update	Col Carolyn Ammons, AFSVC/CC	Estancia A&B
0900-0945	Health & State of AF MWRF/Financial Update & MOA's	Mr. Chris Cropper, AFSVC/VF	Estancia A&B
<b>0945-1000</b>	<b>Break</b>		
1000-1030	FSS Civilian Career Field Manager	Ms. Jiri Crowder, AF/A1XO	Estancia A&B
1030-1130	Guest Speaker	Mr. Greg Patterson, Chick-Fil-A	Estancia A&B
<b>1130-1300</b>	<b>Lunch</b>		
<b>1300-1405</b>	<b>Breakouts</b>		
1300-1330	889's	Mr. Ian Black, AFSVC/VP	Rio Grande
	Fitness & Sports	Maj Tiffany Lewis, AFSVC/VM	Estancia C
	Automated Readiness & Contingency Quarter Management Program	MSgt Tajia Euhus & SMSgt Tanina Sirmons, AFSVC/VM	Estancia A&B
	Unite	Mr. Steve Reffey & Mr. Laron Collins, AFSVC/VC	Las Brisas
<b>1330-1335</b>	<b>Changeover</b>		
1335-1405	889's	Mr. Ian Black, AFSVC/VP	Rio Grande
	Fitness & Sports	Maj Tiffany Lewis, AFSVC/VM	Estancia C
	Automated Readiness & Contingency Quarter Management Program	MSgt Tajia Euhus & SMSgt Tanina Sirmons, AFSVC/VM	Estancia A&B
	Unite	Mr. Steve Reffey & Mr. Laron Collins, AFSVC/VC	Las Brisas
<b>1405-1415</b>	<b>Break</b>		
1415-1515	AF Child Care Updates	Ms. Lesley Smith, AFSVC/VC	Estancia A&B
<b>1515-1530</b>	<b>Break</b>		



## Tuesday, 24 October 2023 Daily Theme: READY

Time	Topic	Briefer/POC	Room
1530-1600	Using CYPBMS to Effectively Manage Child and Youth Programs	Ms. Patti Mehrens, AFSVC/VC	Estancia A&B
1600-1645	School Liaison (Education)	Ms. Lori Phipps, AFSVC/VC	Estancia A&B
1645-1715	Open Forum/Daily Wrap		Estancia A&B
1730-1830	Ice Breaker		Estancia A&B





## Wednesday, 25 October 2023 Daily Theme: SET

Time	Topic	Briefer/POC	Room
<b>0700-0745</b>	<b>Coffee and Conversation</b>		<b>Foyer</b>
0745-0800	Welcoming Remarks/Admin		Estancia A&B
0800-0830	AFIMSC Perspective	Maj Gen John J. Allen, AFIMSC/CC	Estancia A&B
<b>0830-0840</b>	<b>Break</b>		
0840-1010	AFFORGEN and FSS Impacts	Maj Steven Deal, AF/A1XO	Estancia A&B
<b>1010-1025</b>	<b>Break</b>		
1025-1135	Base Capital Improvements	Mr. Kevin Norton, AFSVC/VM	Estancia A&B
<b>1135-1300</b>	<b>Lunch</b>		
1300-1345	HAF/A1S	Mr. H.L. Larry, AF/A1S	Estancia A&B
<b>1345-1400</b>	<b>Break</b>		
<b>1400-1545</b>	<b>Breakouts</b>		
1400-1445	Financial Systems Update	Ms. Jane Belinfante, AFSVC/VI	Estancia A&B
	AFIMSC Food Analytics	Mr. David Fish, AFIMSC/IZA	Estancia C
	Community Programs	Ms. Abigail Pollard & Ms. Susan Lear, AFSVC/VC	Rio Grande
1400-1500	AFRC Resources & HR	Ms. Sarah Ross & Ms. Sydney Velez, AFSVC/VI	Las Brisas
<b>1445-1450</b>	<b>Changeover</b>		
1450-1535	Financial Systems Update	Ms. Jane Belinfante, AFSVC/VI	Estancia A&B
	AFIMSC Food Analytics	Mr. David Fish, AFIMSC/IZA	Estancia C
	Community Programs	Ms. Abigail Pollard & Ms. Susan Lear, AFSVC/VC	Rio Grande
<b>1535-1545</b>	<b>Break</b>		
1545-1645	Air Force Food & Beverage/Name Brand Foods	Mr. Mark d'Entremont & Mr. Brian DeCamp, AFSVC/VM & Mr. Daniel Labatte, AFSVC/VB	Estancia A&B
1645-1715	Open Forum/Daily Wrap Up		Estancia A&B



## Thursday, 26 October 2023 Daily Theme: GROW

Time	Topic	Briefer/POC	Room
<b>0700-0730</b>	<b>Coffee and Conversation</b>		<b>Foyer</b>
0730-0745	Welcoming Remarks/Admin		Estancia A&B
0745-0845	AFPC/CC Update	Brig Gen Jefferson J. O'Donnell, AFPC/CC	Estancia A&B
<b>0845-0900</b>	<b>Break</b>		
0900-1030	CC Resources for Leading Civilian Career Management	Mr. Chett Kline, Ms. Jeannie Cotton & Ms. Alicia Thornton-Murray, AFPC/DPCZU	Estancia A&B
<b>1030-1045</b>	<b>Break</b>		
1045-1145	Military & Family Readiness	Ms. Donna Huffman, AFPC/DPFF	Estancia A&B
<b>1145-1300</b>	<b>Lunch</b>		
<b>1300-1435</b>	<b>Breakouts</b>		
1300-1430	FSS SEL	CMSgt Learie Gaitan, AFSVC/CEM	Estancia A&B
1300-1345	Air Force Entertainment (AFE)	Mr. Tom Edwards, AFSVC/VC	Las Brisas
	School Liaison	Ms. Lori Phipps, AFSVC/VC	Rio Grande
	AFIMSC APF Resourcing	Mr. David Fish & Ms. Barbara Stewart, AFIMSC/IZA	Estancia C
<b>1345-1350</b>	<b>Changeover</b>		
1350-1435	Air Force Entertainment (AFE)	Mr. Tom Edwards, AFSVC/VC	Las Brisas
	School Liaison	Ms. Lori Phipps, AFSVC/VC	Rio Grande
	AFIMSC APF Resourcing	Mr. David Fish & Ms. Barbara Stewart, AFIMSC/IZA	Estancia C
<b>1435-1445</b>	<b>Break</b>		
1445-1515	Force Support Cohort Program (FSCAP)	Maj Eric Johnson, AFMAA/MTTP	Estancia A&B
1515-1615	State of Lodging	Ms. Janae Sergio, AFSVC/VB	Estancia A&B
1615-1645	Open Forum/Daily Wrap		Estancia A&B

*Turn in your "passport" and win Unite dollars for your squadron!*



## Friday, 27 October 2023 Daily Theme: QUALITY CONNECTIONS

Time	Topic	Briefer/POC	Room
<b>0700-0730</b>	<b>Coffee and Conversation</b>		<b>Foyer</b>
0730-0740	Welcoming Remarks/Admin		Estancia A&B
0740-0825	Improving Consumer Digital Experience	Mr. David Collins, AFSVC/VSM	Estancia A&B
<b>0825-0835</b>	<b>Break</b>		
0835-0935	PCI	Mr. Maurice Evans, Mr. James Bizzell, AFSVC/VT	Estancia A&B
	FSS Outreach - Information Technology	Mr. Ronn Greer, AFSVC/VT	
<b>0935-0945</b>	<b>Break</b>		
0945-1015	Enterprise Asset Management System	Mr. Ken Bowman, AFSVC/VT	Estancia A&B
1015-1115	NAF Pay	Mr. Daniel "Mike" Hildebrandt, AFSVC/VI	Estancia A&B
<b>1115-1130</b>	<b>Break</b>		
1130-1200	Closing Remarks	CMSSgt Learie Gaitan, AFSVC/CEM	Estancia A&B
1200-1215	Final Admin Announcements		Estancia A&B



**QR CODES (Use Your iPhone Camera, Center the QR Code and Click the Link)**



**24 Oct – Day 1  
Feedback Survey**



**25 Oct – Day 2  
Feedback Survey**



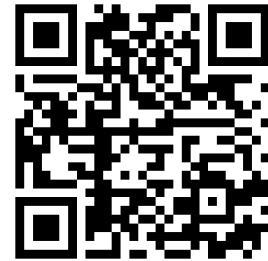
**26 Oct – Day 3  
Feedback Survey**



**27 Oct – Day 4  
Feedback Survey**



**ALL DAYS  
ALL BREAKOUT SESSIONS**



**FSS LEADs  
Facebook Group**



**FSS Leadership Conference  
Virtual Parking Lot**



**AFSVC PORTAL  
DASHBOARD**



**mySERVICES**



**FSS Leadership Conference  
Digital Agenda**





## MAJOR GENERAL JOHN J. ALLEN, JR.

Maj. Gen. John Allen is the Commander, Air Force Installation and Mission Support Center, Joint Base San Antonio-Lackland, Texas. He leads an intermediate-level headquarters responsible for providing installation and mission support capabilities to 83 Air Force and Space Force installations, nine Air Force major commands and two direct reporting units with an annual budget of \$10 billion. One of six centers assigned to Air Force Materiel Command, the unit’s cross-functional team integrates civil engineering, operational acquisition, security forces, Airmen and family services, base communications, chaplain, financial management, logistics readiness, and public affairs programs across 10 detachments and four primary subordinate units. Those units are the Air Force Civil Engineer Center, Air Force Installation Contracting Center, Air Force Security Forces Center and Air Force Services Center.

Maj. Gen. Allen graduated from Virginia Tech in 1990. He entered active duty in 1992. He has served in a variety of squadron-level civil engineer assignments as well as assignments on wing, major command and the Headquarters Air Force staff. In addition, he has commanded at the squadron, group and wing levels.

Prior to his current position, the general was the Commander, Air Force Civil Engineer Center, Air Force Installation and Mission Support Center, Air Force Materiel Command, Joint Base San Antonio-Lackland, Texas.

### EDUCATION

- 1990 Bachelor of Science, Civil Engineering, Virginia Tech, Blacksburg, Va.
- 1997 Squadron Officer School, Maxwell Air Force Base, Ala.
- 2000 Master of Science, Engineering Management, University of Alaska Anchorage, Anchorage
- 2003 Air Command and Staff College, Maxwell AFB, Ala., by correspondence
- 2006 Master of Military Operational Art and Science, Air Command and Staff College, Maxwell AFB, Ala.



### EFFECTIVE DATES OF PROMOTION

- Second Lieutenant Jan. 15, 1992
- First Lieutenant July 7, 1993
- Captain July 7, 1995
- Major May 1, 2002
- Lieutenant Colonel March 1, 2006
- Colonel Aug. 1, 2011
- Brigadier General June 8, 2018
- Major General May 7, 2021



2008 Air War College, Maxwell AFB, Ala., by correspondence  
2010 Master of Arts, National Security and Strategic Studies, U.S. Naval War College, Naval Station Newport, R.I.  
2014 Enterprise Leadership Seminar, University of North Carolina, Chapel Hill  
2018 Air Force Senior Leader Orientation Course, Joint Base Andrews, Md.  
2019 Capstone General and Flag Officer Course, National Defense University, Washington, D.C.  
2020 LOGTECH Executive Program in Logistics and Technology, University of North Carolina, Chapel Hill  
2021 Continuous Process Improvement for Executives, San Antonio, Texas  
2021 Advanced Senior Leader Development Seminar, Warrenton, Va.

## **ASSIGNMENTS**

1. January 1992—September 1995, Programmer and Readiness Flight Chief, 23rd Civil Engineer Squadron, Pope Air Force Base, N.C.
2. December 1993—March 1994, Civil Engineer, 4404th Civil Engineer Squadron, King Abdul-Aziz Air Base, Dhahran, Saudi Arabia
3. September 1995—September 1996, Maintenance Engineer, 8th Civil Engineer Squadron, Kunsan AB, South Korea
4. October 1996—February 1998, Base Development Chief, 3rd Civil Engineer Squadron, Elmendorf AFB, Alaska
5. March 1998—July 2000, Executive Officer, 3rd Wing, Elmendorf AFB, Alaska
6. July 2000—June 2003, International Environmental Program Manager and Legislative Affairs Program Manager, Office of the Civil Engineer, Headquarters Air Force, the Pentagon, Arlington, Va.
7. June 2003—July 2005, Operations Flight Commander, 1st Civil Engineer Squadron, Langley AFB, Va.
8. July 2005—June 2006, Student, Air Command and Staff College, Maxwell AFB, Ala.
9. June 2006—July 2007, Commander, 332nd Expeditionary Civil Engineer Squadron, Balad AB, Iraq
10. July 2007—July 2009, Commander, 28th Civil Engineer Squadron, Ellsworth AFB, S.D.
11. July 2009—June 2010, Student, U.S. Naval War College, Naval Station Newport, R.I.
12. June 2010—July 2011, Chief, Programs Division, Office of the Civil Engineer, Headquarters Air Force, the Pentagon, Arlington, Va.
13. August 2011—March 2012, Commander, 577th Expeditionary Prime BEEF Group, Bagram Airfield, Afghanistan
14. March 2012—August 2012, Commander, 1st Expeditionary Civil Engineer Group, Southwest Asia
15. September 2012—April 2013, Senior Military Assistant, Assistant Secretary of the Air Force, Installations, Environment & Logistics, HAF, the Pentagon, Arlington, Va.
16. April 2013—July 2015, Commander, 633rd Air Base Wing, Joint Base Langley-Eustis, Va.
17. July 2015—June 2017, Chief, Senate Legislative Liaison, Office of the Secretary of the Air Force, the Pentagon, Arlington, Va.
18. June 2017—June 2018, Director of Staff, Air Force Materiel Command, Wright-Patterson AFB, Ohio
19. June 2018—July 2020, Director of Civil Engineering, Deputy Chief of Staff, Logistics, Engineering and Force Protection, HAF, the Pentagon, Arlington, Va.
20. July 2020—August 2022, Commander, Air Force Civil Engineer Center, Air Force Installation and Mission Support Center, Air Force Materiel Command, Joint Base San Antonio-Lackland,



Texas

21. August 2022—present, Commander, Air Force Installation and Mission Support Center, Air Force Materiel Command, Joint Base San Antonio-Lackland, Texas

**MAJOR AWARDS AND DECORATIONS**

Legion of Merit with three oak leaf clusters

Bronze Star Medal with oak leaf cluster

Meritorious Service Medal with four oak leaf clusters

Air Force Commendation Medal with two oak leaf clusters

Air Force Achievement Medal with device

Meritorious Unit Award with oak leaf cluster

Air Force Outstanding Unit Award with three oak leaf clusters

Air Force Organizational Excellence Award

National Defense Service Medal with two service stars

Southwest Asia Service Medal with service star

Afghanistan Campaign Medal with service star

Iraq Campaign Medal with service star

Global War on Terrorism Service Medal

Korean Defense Service Medal

North Atlantic Treaty Organization Medal

(Current as of June 2023)





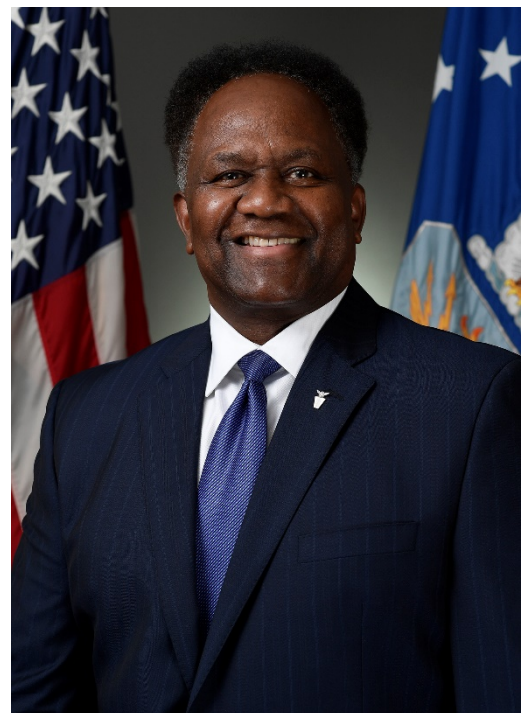
# BIOGRAPHY



## UNITED STATES AIR FORCE

### HORACE L. "H.L." LARRY

H.L. Larry, a member of the Senior Executive Service, is Director of Air Force Services, Headquarters U.S. Air Force, located in the Pentagon, Arlington, Virginia. He assists the Deputy Chief of Staff for Manpower and Personnel and Services in delivering services capabilities to optimize Airmen performance through care solutions that help build and maintain resilient, ready Airmen and families. His team provides policy direction, funding advocacy and oversight for the \$2.9 billion worldwide Services portfolio. This includes physical fitness, peacetime and wartime troop feeding, Air Force mortuary affairs operations, Armed Forces entertainment, Air Force protocol, lodging and libraries. It also includes the Wounded Warrior Program, the Transition Assistance Program, Airmen and Family Readiness Centers, Child Development and Youth Centers and a wide spectrum of recreational activities.



Mr. Larry received his Air Force commission in 1975. Over the next 30 years, he was assigned to a variety of assignments at the installation-level, Headquarters Air Force Personnel Center, the Air Force Services Agency, Headquarters Air Force Services, and the Air Force Secretariat.

Mr. Larry's leadership positions include Deputy Commander of the 31st Support Group, Commander of the Air Force Services Agency, and Deputy Director of Air Force Services in the office of the Deputy Chief of Staff for Installations and Logistics before retiring in August 2005 as a Colonel. In 2006, he became a civil service employee then a federal contractor in 2007, serving as Senior Program Manager for Logistics Applications Inc. which provides facilities maintenance and oversight of the Headquarters U.S. Department of Energy. Mr. Larry was appointed to the Senior Executive Service in 2009 as the Deputy Director of Services, Deputy Chief of Staff for Manpower, Personnel and Services.

#### EDUCATION

1975 Bachelor of Science, Mississippi Valley State University

1979 Master of Business Administration, Central Michigan University



1980 Squadron Officer School, Maxwell Air Force Base, Ala.  
1983 Air Command and Staff College, by correspondence  
1990 Air Command and Staff College, Maxwell AFB, Ala.  
1995 Air War College, by correspondence  
1996 Air War College and On-scene Commander's Course, Maxwell AFB, Ala.  
1998 Wing Commander's Seminar, Maxwell AFB, Ala.  
2009 Senior Leader Orientation Course, Washington, D.C.  
2010 Center for Creative Leadership, Greensboro Campus, N.C.  
2010 AF Senior Executive Warfighting Perspective Seminar, Maxwell AFB, Ala.  
2011 Kenan-Flagler Business School, University of North Carolina, Chapel Hill  
2011 Joint Executive Management (JEM) Program, Office of Secretary of Defense  
2012 AF Smart Operations for the 21st Century, University of Tennessee, Knoxville  
2018 Continuous Process Improvement for Executives Program, Duke University, N.C.

### **CAREER CHRONOLOGY**

1. August 1975 - October 1975, Student, Weapons Controller Training, Tyndall AFB, Fla.
2. October 1975 - February 1976, Weapons Controller, Hancock Field, N.Y.
3. February 1976 - August 1977, Chief, Base Administration, Hancock Field, N.Y.
4. August 1977 - November 1977, Chief, Services Division, Hancock Field, N.Y.
5. November 1977 - June 1980, Unit Fund Custodian and Chief, Administration, 792nd Radar Squadron, North Charleston Air Force Station, S.C.
6. July 1980 - September 1980, Student, Squadron Officer School, Maxwell AFB, Ala.
7. October 1980 - June 1983, Executive Officer to the Civil Engineer and to the Director of Operations; Chief, Base Administration; and Protocol Officer, 40th Tactical Group, Aviano Air Base, Italy
8. July 1983 - June 1986, Chief, Morale, Welfare and Recreation, Aviano AB, Italy
9. July 1986 - July 1989, Chief, MWR Plans; and Division Chief, MWR Business Branch, Air Force Personnel Center, Randolph AFB, Texas
10. August 1989 - June 1990, Student, Air Command and Staff College, Maxwell AFB, Ala.
11. July 1990 - June 1994, MWR and Services Staff Officer and Chief, Plans and Evaluation Division, Directorate of Services, Office of the Vice Chief of Staff, Headquarters U.S. Air Force, Washington, D.C.
12. June 1994 - July 1995, Military Assistant to the Deputy Assistant Secretary of the Air Force for Force Management and Personnel, Headquarters U.S. Air Force, Washington, D.C.
13. August 1995 - June 1996, Student, Air War College, Maxwell AFB, Ala.
14. July 1996 - July 1998, Deputy Commander, 31st Expeditionary Support Group, Aviano AB, Italy
15. July 1998 - August 2001, Commander, Air Force Services Agency, San Antonio, Texas
16. September 2001 - August 2005, Deputy Director, Directorate of Services, Deputy Chief of Staff for Installations and Logistics, Headquarters U.S. Air Force, Washington, D.C.
17. March 2006 - July 2007, Program Manager, Air Force Lodging and Fitness, Directorate of Services, Headquarters U.S. Air Force, Washington, D.C.
18. August 2007 - July 2009, Senior Program Manager, Logistics Applications Inc., Headquarters U.S. Department of Energy, Washington, D.C.
19. July 2009 - July 2018, Deputy Director, Directorate of Services, Deputy Chief of Staff for Manpower and Personnel, Headquarters U.S. Air Force, Washington, D.C.
20. Aug 2018 - present, Director of Services, Deputy Chief of Staff for Manpower and Personnel, Headquarters U.S. Air Force, Washington, D.C.

**AWARDS AND HONORS**

Legion of Merit with oak leaf cluster

Meritorious Service Medal with four oak leaf clusters

(Current as of October 2018)



## BRIGADIER GENERAL JEFFERSON J. O'DONNELL

Brig. Gen. Jefferson J. O'Donnell is the Commander, Air Force Personnel Center, Joint Base San Antonio-Randolph, Texas. AFPC provides commanders around the world with skilled Airmen and Guardians to conduct Air Force and Joint missions. Additionally, AFPC executes programs covering the entire life cycle of military and civilian personnel for the Department of the Air Force, from accession through retirement, including readiness, growth, development and deployment. AFPC's diverse workforce of approximately 2,200 military members, civilians and contractors is responsible for worldwide operations for nearly 2.3 million Airmen, Guardians, retirees and family members.

Brig. Gen. O'Donnell entered the Air Force in 1996, receiving his commission from Air Force Officer Training School. He earned his pilot wings at Specialized Undergraduate Pilot Training at Columbus Air Force Base, Mississippi. Brig. Gen. O'Donnell has commanded a fighter squadron and a fighter wing and he has flown in support of operations Southern Watch, Iraqi Freedom, Enduring Freedom and Noble Eagle.

Prior to serving as Commander of the Air Force Personnel Center, Brig. Gen. O'Donnell was the Director of Regional Affairs, Deputy Under Secretary of the Air Force, International Affairs.

Brig. Gen. O'Donnell is a command pilot with more than 2,600 military and civilian flying hours, including more than 370 combat hours in fighter aircraft.

### EDUCATION

1995 Bachelor of Arts, Mathematics, University of Illinois, Champaign- Urbana

2003 Squadron Officer School, Maxwell Air Force Base, Ala.

2005 Master of Organizational Management, The George Washington University, Washington,



## EFFECTIVE DATES OF PROMOTION

Second Lieutenant Oct. 4, 1996

First Lieutenant Oct. 4, 1998

Captain Oct. 4, 2000

Major Aug. 1, 2006

Lieutenant Colonel March 1, 2010

Colonel Oct. 1, 2014

Brigadier General June 2, 2020



D.C.

2013 Master of Strategic Studies, Air War College, Maxwell AFB, Ala.

## **ASSIGNMENTS**

1. October 1996–April 1997, Services Officer, Columbus Air Force Base, Miss.
2. April 1997–June 1998, Student, Specialized Undergraduate Pilot Training, Columbus AFB, Miss.
3. June 1998–April 1999, Student, F15E Replacement Training Unit, 334th Fighter Squadron, Seymour Johnson AFB, N.C.
4. April 1999–September 2002, F15E Pilot, Flight Lead, Supervisor of Flying, 492nd Fighter Squadron, Royal Air Force Lakenheath, United Kingdom
5. October 2002–July 2003, F15E Wing Functional Check Flight Pilot, Instructor Pilot, and Supervisor of Flying, 48th Operations Group, RAF Lakenheath, U.K.
6. August 2003–July 2005, Air Force Intern, Headquarters U.S. Air Force, the Pentagon, Arlington, Va.
7. August 2005–January 2007, F15E Instructor Pilot, Flight Commander, 335th Fighter Squadron, Seymour Johnson AFB, N.C.
8. February 2007–December 2008, F15E Instructor and Evaluator Pilot, 335th FS, Seymour Johnson AFB, N.C.
9. January 2008–June 2009, Aide-deCamp to the Commander, Air Combat Command, Langley AFB, Va.
10. July 2009–May 2010, Director of Operations, 4th Operations Support Squadron, Seymour Johnson AFB, N.C.
11. June 2010–November 2011, Commander, 333rd FS, Seymour Johnson AFB, N.C.
12. December 2011–June 2012, Deputy Commander, 4th Operations Group, Seymour Johnson AFB, N.C., with duties as Deputy Commander, 455th Expeditionary Operations Group, Bagram Airfield, Afghanistan
13. July 2012–May 2013, Student, Air War College, Air University, Maxwell AFB, Ala.
14. June 2013–June 2015, Senior Military Evaluator for Air Warfare Systems, Office of Director, Operational Test and Evaluation, Office of the Secretary of Defense, the Pentagon, Arlington, Va.
15. July 2015–March 2016, Vice Commander, 366th Fighter Wing, Mountain Home AFB, Idaho
16. March 2016–September 2017, Commander, 366th FW, Mountain Home AFB, Idaho
17. September 2017–July 2019, Director, Air Force Colonel Management Office, Headquarters U.S. Air Force, Arlington, Va.
18. August 2019–June 2020, Special Assistant, Deputy Chief of Staff for Manpower, Personnel and Services, HAF, the Pentagon, Arlington, Va.
19. July 2020–June 2022, Senior Defense Official/Defense Attaché to the United Kingdom
20. July 2022–June 2023, Director of Regional Affairs, Deputy Under Secretary of the Air Force, International Affairs, the Pentagon, Arlington, Va.
21. June 2023–present, Commander, Air Force Personnel Center, Joint Base San Antonio-Randolph, Texas

## **SUMMARY OF JOINT ASSIGNMENTS**

1. June 2013–June 2015, Senior Military Evaluator for Air Warfare Systems, Office of Director, Operational Test and Evaluation, Office of the Secretary of Defense, Arlington, Va., as a lieutenant colonel and colonel
2. July 2020–June 2022, Senior Defense Official/Defense Attaché to the United Kingdom, as a



brigadier general

**FLIGHT INFORMATION**

Rating: command pilot

Flight Hours: more than 2,600

Aircraft flown: T3, T37, T38, F15E and F15SG

**MAJOR AWARDS AND DECORATIONS**

Defense Superior Service Medal

Legion of Merit with oak leaf cluster

Meritorious Service Medal with three oak leaf clusters

Air Medal with oak leaf cluster

Aerial Achievement Medal with oak leaf cluster

Air Force Commendation Medal

Afghanistan Campaign Medal

Iraq Campaign Medal

(Current as of June 2023)





## COLONEL CAROLYN F. AMMONS

Colonel Carolyn F. Ammons is the Commander, Air Force Services Center, Air Force Installation and Mission Support Center, Air Force Materiel Command, Joint Base San Antonio-Lackland, Texas. She leads an over 750-personnel center responsible for delivering Services programs and activities to build and sustain ready, resilient Airmen, Guardians and families. The unit supports field commanders and base-level force support activity managers in providing quality food service, fitness, lodging, recreation, and child and youth programs for military personnel, civilians, and their families. She leads a \$3.5 billion organization generating \$300 million in revenue annually while steering eight directorates. She focuses the enterprise on rebalancing programs resulting in greater synchronization with Air Force strategic goals. In addition, the center provides Air Force human resources oversight for over 28,000 nonappropriated fund (NAF) civilian personnel at more than 100 locations worldwide, as well as central contracting support and management of the NAF capital improvement construction program and worldwide financial and banking systems.



Colonel Ammons graduated from St Mary's High School in Annapolis, Maryland, in 1993. She received her commission in 1997, through the Reserve Officer Training Corps program at St Joseph's University in Philadelphia, Pennsylvania. She has served in a wide range of assignments at the base, wing and Air Force Headquarters levels, and staff assignments in the Office of the Secretary of Defense, Headquarters Air Force, and Secretary of the Air Force. She deployed in support of operations in Guantanamo Bay, Cuba, and in Kuwait; served as a White House Military Social Aide; and most recently served as commander of the 90th Mission Support Group at Francis E. Warren Air Force Base, Wyoming.

### EDUCATION

- 1997 Bachelor of Science, Business Management, St Joseph's University, Philadelphia, Pa.
- 2003 Masters of Arts, Organizational Management, University of Phoenix
- 2010 Air Command and Staff College, Air University, Maxwell AFB, Ala.
- 2010 Masters of Arts, Military Operational Art/Science, AU, Maxwell AFB, Ala.
- 2012 Air War College, Correspondence
- 2016 Masters of Arts, National Strategic Studies, AU, Maxwell AFB, Ala.
- 2021 Leadership Cheyenne Course

### ASSIGNMENTS

1. July 1997 – October 1997, Chief, Personnel Relocations, Andrews AFB, Md.
2. October 1997 – October 1998, Chief, Customer Support, Andrews AFB, Md.
3. October 1998 – April 2000, Squadron Section Commander, Andrews AFB, Md.
4. April 2000 – August 2003, Section Commander, Wing Executive Officer and Protocol Officer, Air Warfare Center, Nellis AFB, Nev.
5. August 2003 – July 2005, 12th Air Force Section Commander, Davis-Monthan AFB, Ariz.
6. July 2005 – August 2006, Commander, Military Personnel Flight, Davis-Monthan AFB, Ariz.
7. August 2006 – July 2008, Executive Officer, J-1, U.S. Central Command, MacDill AFB, Fla.
8. July 2008 – August 2009, Chief, General Officer/Flag Officer Matters, U.S. Central Command, MacDill AFB, Fla.
9. August 2009 – July 2010, IDE Student, Air Command and Staff College, Maxwell AFB, Ala.
10. July 2010 – April 2011, Chief, Diversity Engagement/Outreach, Deputy Chief of Staff, Manpower and Personnel, Headquarters U.S. Air Force, Pentagon, Arlington, Va.
11. April 2011 – June 2012, Deputy Chief, Retirement/Separation Policy Branch, Deputy Chief of Staff, Manpower and Personnel, Headquarters U.S. Air Force, Pentagon, Arlington, Va.
12. June 2012 – June 2013, Commander, 386th Expeditionary Force Support Squadron, Ali Al Salem, Kuwait
13. July 2013 – November 2013, Assistant Deputy, Force Support Integration, Secretary of the Air Force for Manpower and Reserve Affairs, Pentagon, Arlington, Va.
14. November 2013 – June 2015, Executive Officer, Secretary of the Air Force Manpower and Reserve Affairs, Pentagon, Arlington, Va.
15. June 2015 – June 2016, SDE Student, Air War College, Maxwell AFB, Ala.
16. July 2016 – June 2018, Assistant Director, General/Flag Officer Management, Office of the Secretary of Defense, Pentagon, Arlington, Va.
17. July 2018 – June 2019, Director, A1 Commander's Action Group, Deputy Chief of Staff, Manpower and Personnel, Headquarters U.S. Air Force, Pentagon, Arlington, Va.

18. June 2019 – June 2022, Commander, 90th Mission Support Group, F. E. Warren AFB, Wyo.
19. June 2022 – Present, Commander, Air Force Services Center, Joint Base San Antonio-Lackland, Texas.

**AWARDS AND DECORATIONS**

- Defense Meritorious Service Medal with one oak leaf cluster
- Air Force Meritorious Service Medal
- Air Force Commendation Medal with two oak leaf clusters
- Joint Service Commendation Medal
- Air Force Achievement Medal
- Joint Meritorious Unit Award
- Air Force Outstanding Unit Award
- National Defense Service Medal
- Global War on Terrorism Expeditionary Medal
- Global War on Terrorism Service Medal
- Military Outstanding Volunteer Service Medal with three oak leaf clusters
- Air Force Expeditionary Service Ribbon
- Small Arms Expert Marksmanship Ribbon (Pistol)

**EFFECTIVE DATES OF PROMOTIONS**

- Second Lieutenant June 1997
- First Lieutenant June 1999
- Captain June 2001
- Major April 2007
- Lieutenant Colonel June 2012
- Colonel November 2018

**(Current as of June 2022)**





## GREG PATTERSON

Chick-fil-A Owner/Operator	Dec 2008 – Present
<ul style="list-style-type: none"><li>• Alamo Ranch Marketplace</li><li>• Potranco Road</li><li>• 151/Military</li></ul>	Dec 2008 Aug 2012 Nov 2023
Director of Events, AETC GS-15	Nov 2007 – Nov 2008
Director, Manpower, Personnel and Services Air Education and Training Command, Randolph AFB, TX	Jan 2006 – Nov 2007
Wing Commander, 78 Air Base Wing Warner Robins Air Force Base, GA	Jul 2004 - Jan 2006
Commander, 12 Mission Support Group Randolph Air Force Base, TX	Jul 2002- Jul 2004
Chief, Support Division Air Force Colonels Group, Pentagon, Washington DC	Jun 2000 – Jul 2002
Student Air War College Maxwell Air Force Base, AL	Aug 1999 – Jun 2000
Commander, 16 <sup>th</sup> Mission Support Squadron Hurlburt Field, FL	Jul 1997 – Aug 1999
Chief, Personnel Programs and Readiness Division United States Strategic Command, Offutt Air Force Base, NE	Jul 1995 – Jul 1997
Various Personnel Officer Positions	Sep 1989 – Jul 1995
<ul style="list-style-type: none"><li>• Recorder, Selection Board Secretariat</li><li>• Chief, Personnel Officer Assignments</li><li>• Human Resource Assignment Officer</li><li>• Chief, Personnel Utilization, CBPO</li><li>• Chief, Personnel Programs, CBPO</li><li>• Chief, Personnel Assistance, CBPO</li></ul>	
Various Morale, Welfare and Recreation Positions	Nov 1981 – Sep 1989
<ul style="list-style-type: none"><li>• Chief, Morale, Welfare and Recreation</li><li>• Responsible for large scale event planning as well as smaller programs</li><li>• Responsible for budgeting for receptions, parties, programs</li><li>• Responsible for Non-appropriated budgets to include SM&amp;W and ORF Funds</li><li>• Advisor to the CC on non-appropriated issues and event/program management</li></ul>	
Education	
<ul style="list-style-type: none"><li>• M.A., Strategic Studies, Air University</li><li>• M.A., Business Management, Webster's University</li><li>• B.S., Business Administration, The Citadel</li></ul>	