

Form Name:	NWFSC Alumni Award Nomination Form
Submission Time:	March 11, 2025 9:21 am
Browser:	Chrome 132.0.0.0 / Windows
IP Address:	97.112.67.147
Unique ID:	1323114761
Location:	38.7431, -94.8255

Nominee's Personal Information

What award category would you like to submit your nomination for?	Distinguished Alumni
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Name	Dr. Jennifer Miller
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Current Occupation	Business Operations Manager
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Address	5501 Seminary Rd. Unit 2003 Falls Church, VA 22041
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Website/LinkedIn Profile	https://www.linkedin.com/in/jammrellim/
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High School or General Education Development (GED), Year:	Freeport High School, 2007
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NWFSC Program of Study, Class Year (if applicable):	Associates of Arts 2008, Bachelor's of Applied Science 2009
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Additional Education and Advanced Degrees:	Masters of Science Financial Planning University of Alabama 2011, Doctorate of Business Administration/Finance Walden University 2017
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Nominee's Eligibility Criteria

Career Success - Please include accomplishments, awards, honors, promotions, publications, etc.

Dr. Miller's career success may date back to our high school senior year when she was runner-up for the peer-voted "Most Likely to Succeed" category, which I won and seeing here, she deserved. However, we've both gone on to have life success including our chosen careers. Dr. Miller's federal government career is now 15 years and counting in her mid-thirties. She's a quadruple certified (three certifications in financial management), triple Department of Defense-service (US Army, US Air Force, and Combat Support Agency) experienced and esteemed education advocate. Dr. Miller meandered along many East Coast locations and mastered the intricacies of Department of Defense financial management, business, project management, cost, accounting, analysis, auditing, budget, data, information, and more to yield repeated and esteemed career success! A quick glance at her consistent individual and team awards exceeding 50 speaks volumes and are enclosed.

First, there's her current role where Dr. Miller was promoted to the senior-most level of the general schedule federal government scale in summer 2021 as the Defense Health Agency's (DHA) Director of Staff (DoS) Business Operations Manager. The organization is now called the Chief of Staff and continued to take final shape during DHA's history making DHA Advancement where organizations were merging, splitting, and even joining the DHA. In this role, Dr. Miller is a member of the 1% of the civilian ranks now. She was promoted within the DHA from her role as the Reserve Health Readiness Program's (RHRP) Financial Manager. Upon promotion, Dr. Miller succeeded in triple-hat wearing for multiple months. The promotion was a personnel change that halted historically high turnover in the DoS's Resource Management (RM) contract staff, stood up a new Business Support Office (BSO), continued support to the \$1B RHRP program supporting nearly a dozen service components (SCs) and organizations servicing 400,000 service members' needs and saved civilian pay funding from covering 3 billets' work at minimal compensatory time increased. She also bridged costly gaps in knowledge, skills, and abilities of new teammates by building coalitions to bring 3 years of backlog payments up to date with federal government partners. Further, she's introduced new teammates to rapid resource savings like weekly free education and training opportunities, entertained and approved innovative ideas of the RM support to secure effectiveness and efficiencies (e.g., dashboards, SharePoint, distributions lists, meetings, cross training, etc.), and invigorated neglected programs like the Risk Management and Internal Control (also known as MICP) program with humorous zesty zeal.

Dr. Miller left the RHRP with a resource savings bounty of standard operating procedures, Robotic Process Automation ("bots") for resource consuming tasks like invoicing and reports, and even audio/visual tutorials for stakeholders of the program to

benefit existing teammates and successors. The last project marked completion of nearly a year's worth of cross-departmental effort, which then became a requirement of the RHRP's Non-Disclosure Agreements so incoming RHRP stakeholders would have a foundational knowledge of how the \$1B RHRP works, thereby reducing the repetitive teaching burden the tiny RHRP Program Management Office previously bore the brunt of. Dr. Miller's arrival to the Defense Health Agency's RHRP was within the first 2 months of the nationwide efforts to shift to full-time teleworking to control COVID-19's spread. Her program supports 400,000+ Department of Defense service members among more than one dozen service components. From the start she encountered more than the normal transition hurdles and done so with superior resilience, grace, and earnest effort. Her wealth of knowledge, skills, and abilities mitigated difficulties to develop and implement the multiple efforts listed in more detail ahead. The RHRP is often referred to as a "Billion Dollar Beast" given the volume of work, growing number of SCs participating in the RHRP, SCs' leadership focus on the RHRP, the numerous contract protests, and having a relatively tiny three-person financial management team. It's easy to deem the level of difficulty "high" for developing and implementing efforts, especially since she and her team remained teleworking on a full-time basis because of the at-risk nature of each teammate (i.e., pregnancy, age, health conditions). Introducing, coaching, and implementation RPA or "bots" while teleworking to people I've never met beyond telephone and email interactions seems a daunting task for many individuals I know, but Dr. Miller attacked the tasks head on and without complaint. Further, she kept up her tendencies of innovation by introducing tools like MS Teams, ADVANA, MS Power BI and other data visualization tools could not have been easy to do remotely let alone on top of learning a new job and supporting a demanding and high visibility program. One career-long theme for Dr. Miller is continually saving money, avoiding costs, advocating for the taxpayer, and looking for ways to optimize systems in the federal arena and beyond. In another example from her RHRP role reflecting similarities to numerous others in her history, she compiled the first-ever RHRP Operational Support Cost Tutorial. This included a triad approach of PowerPoint, PDF, and audio-embedded product for education and training purposes among the RHRP team at DHA and more critically, the dozen and counting SCs who use RHRP on an annual basis. Rather than lose time procuring resources to generate the product, the financial manager identified a gap in knowledge and filled the void organically with readily available MS Suite tools, voluntary stakeholder feedback to sweeping solicitations, and dissemination with proven avenues. Feedback was abundant and encouraging of the positively praised products. Individuals with constructive feedback pointed to creating a course or training

from the material and publication on multiple platforms. The product received zero verbal or written negative feedback. The RHRP Operational Support Cost Tutorial proved necessary because of the time and resources spent over prior years addressing, arguing, and acquainting RHRP stakeholders about the RHRP Operational Support Costs in general, the methodology of SCs sharing the cost, and reducing the learning curve for inevitable transitions of RHRP stakeholders. As a bonus, the Department of Defense's efforts for a clean audit will also be supported by such a tutorial as auditors will have established and updated resources defining the standard operating procedures concerning RHRP Operational Support Cost management and transparency.

Over the last 15 years, the DHA and multiple federal government career field communities experienced positive impact and influence because of Dr. Miller in multiple ways. She's continued participating in the Army Force Management School house's Action Office Integration course as a guest panel speaker multiple times a month despite the continued COVID-19 teleworking, promotions, and wearing so many hats during the many transitions at DHA. Dr. Miller also continued writing for various publications like the Society of Defense Financial Management's (SDFM) Washington Chapter Newsletter, SDFM Armed Force's journal, AFCEA's SIGNAL Magazine, Army Sustainment, the Journal of Government Financial Management and more based on her broadening and deepening experiences in the Department of Defense. She's even co-authored multiple works thereby encouraging colleagues to explore and leverage their potential as positive social change leaders and proven professionals. She's got more than 100 publications in journals, magazines, newsletters, and more in total. Her contributions as an employee, senior civilian, minority, manager, leader, and example of many service components' core values exude for others to see and model. Dr. Miller's knowledge, skills, abilities, and network connections expedited achievement of efficiencies, effectiveness, and development and implementation of her and her teams' efforts to secure millions of dollars saved and/or costs avoided for DHA, dozen-and-counting SCs served, and ultimately the taxpayers who entrust the government personnel to be good stewards. Dr. Miller's influential impact spans each service component, non-DoD government partners, industry, and academia given the audiences of her speaking engagements exceeding tens of thousands, day-to-day work, volunteering, and written works as well as involvement as an alternate contracting officer representative for the RHRP's prime contractors (outgoing and incoming). Dr. Miller also helped leave the RHRP with a third consecutive year of successfully securing unfunded requirement dollars for two requirements, equating to nearly six times the usual annual funding for one and complete resolution just-in-time

for another.

Dr. Miller helped save resources mostly in the areas of time and money; however, she's done stellar work creating value for individuals and organizations, too, in the form of training, educating, connecting, building, and empowering people and teams to tackle complex and issues, innovative, fail fast, and find or make solutions proactively rather than reactively. She's been responsible for J-Directorates, high-visibility J-Staff, and transitioning programs amounting to a local and geographically separated budget of nearly \$300 million supporting DoD and worldwide programs affiliated with more than 400,000 service members. As a leader to a team of 17 and 5 of those being senior analyst contract and financial professionals (excluding the RHRP and temporary re-organization teams), Dr. Miller fostered a vision for learning, achieving breadth and depth, and administering technical excellence guiding individual development. The shared vision illustrates goals to develop teammates and successors while aligning career planning with organizational efficiency objectives. She mentors others regardless of status or affiliation, informally and formally to attend to aspirations of her direct and indirect reports and identifies potential obstacles to growth. Through her exchanges, she enables self-reflection and she tailors individual actions to achieve the vision. She is a valued mentor inspiring and preparing each direct and indirect report to succeed at every level and expand the influence of the profession.

Shifting back to Dr. Miller's current position, it's been a wild ride as the DHA Headquarters' DoS-turned-CoS first-ever Business Operations Manager. In a snapshot: In fiscal year 2022, Dr. Miller led the establishment of the DoS and Business Operations Division (BOD) while supporting counterpart Business Operations Support Chiefs and analysts to directly contribute and achieve the DHA Headquarters' two-phase, one fiscal year (2022), unprecedented re-organization fully operational capable status on time. Efforts spanned 400+ medical treatment facilities, 10 enterprise support activities, and an \$11 billion-a-year medical supply chain with ~ 560,000 medical devices all enabling a global network of health care professionals providing care to 9.5 million service members, retirees, and family members.

The DoS emerged from a combination of existing and newly established organizations to sufficiently mirror the DHA's defense armed services construct for more effective and efficient operations while the DoS organization advises, plans, and directs actions ensuring DHA policies, procedures, and future capabilities and direction align with the DHA Director's priorities. The DoS BOD also formed to fill a critical gap of a business operations entity to provide a suite of support not limited to Military Personnel, Civilian Personnel, Manpower support, and Resource Management in sustaining the DoS mission and vision. The scope

of this project spans 400+ medical facilities, 10 enterprise support activities, and an \$11 billion-a-year medical supply chain with ~ 560,000 medical devices all enabling a global network of health care professionals providing care to 9.5 million service members, retirees, and family members. Dr. Miller's achieved accomplishments despite staff shortages, a history-making pandemic exceeding 3 years, MED365 migration of about 8 months, and severe million-dollar budget slashes to support the DHA's ever-increasing combat support agency roles and responsibilities across the Military Health System. The BOD absorbed, formed, stormed, normed, and performs today from existing, converted, cross-trained, and recruited personnel creating, revamping, and using best practices of over two-dozen processes. Dr. Miller possesses nearly 15 years of dedicated Defense Department civilian employee experience, like tackling implementing the DHA's headquarters re-organization with purposeful business operations mentality and a drive to fulfill the DHA's quadruple aim: better health, better care, improved readiness, and at lower cost for millions.

At Dr. Miller's suggestion and sustainment, the BSO Chiefs established a weekly working group with headquarters stakeholders (e.g., finance, human resources, union reps, legal, external, and others) to proactively review and resolve reorganization issues. This working group quickly formulated the resolution to the DHA's Joint Table of Distribution, resulting in a mass update exceeding 1,000 lines. The same working group hosted and expedited resolution of re-organization issues during the re-organization like financial systems snags, guest speaker sessions for subject matter expertise insight, checklist completion statuses, and syncs for tangent topics requiring attention (e.g., Terms of Reference revisions, telework and return to work policy, manpower procedures, etc.).

Team collaboration ensured consistent messaging and communication across headquarters resulting in seamless transition of responsibility with zero impact to mission.

Some accomplishments:

- Praiseworthy, greater communication and transparency for all the DHA and Military Health System stakeholders (e.g., customers, management, leadership, external partners, contractors, military, DHA's director, etc.) than prior re-organizations as captured in Town Halls, surveys (DHA-specific and Federal Employee Viewpoint Survey), and unsolicited feedback fueling special act and service awards.
- Integrity building actions like transparent reporting, documented-and-improved business processes, timely-and-complete meeting minutes, coalescing across business areas to tackle problems head-on; and exercising inclusivity, diversity, equity, and accessibility (IDEA) practices for all involved as the DHA Headquarters re-organization met deadlines and

supported the DHA's growing roles and responsibilities maturation.

The DHA Headquarters-wide collaborative, success-oriented efforts overcoming funding, technology, and personnel obstacles to achieve the DHA's goals. Within the DoS's BOD, Dr. Miller did not lose sight of the micro-level of business operations and our most valuable assets - people! That is the new (4) personnel and existing personnel (12) in the BOD where many were one-deep positions of critical expertise. She led the stand-up of a multi-page SharePoint site for the BOD including pages dedicated to military personnel, civilian personnel, manpower, resource management, and more. This directly reduced staff email issues and workflow capacity but also leveraged team expertise and talents resulting in multiple out-of-cycle awards to personnel. For about half of the year, Dr. Miller backfilled a teammate on detail to another high priority national security issue further stretching her capacity and finding new limits. Finally, she took great time and attention working with employees to revise performance plans, elements, and standards in the interest of their success and the greater organization. This directly contributed to the DHA's priority: fulfilled staff.

After all was said and done, Dr. Miller's career of accomplishments kept a strong streak throughout fiscal years 2022-2024 and into fiscal year 2025 from the re-organization to division stand-up to directorate stand-up to one-on-one level work with new and existing personnel. These accomplishments directly support the nation's defense domestic and foreign with special touch of those ~9.5 million service members (past and present) protecting our blessed nation and their deserving dependents.

Dr. Miller's multiple impacts leave a legacy across both organizations and communities.

Dr. Miller's awards are listed below (excluding numerous award nominations):

2025 Young Government Leaders (YGL) Membership Spotlight
March 2025. Individual recognition. Young Government Leaders
national level

2024 Society of Defense Financial Management (SDFM), National
Capital Region - Resource Manager of the Year Award
February 2025. Individual award. SDFM chapter level

2025 Chief of Staff Time of Award from Chief of Staff
February 2025. Individual award for exceptionally high
quality/quantity of service to DHA.

2025 Women's Appreciation Award by AFCEA
November 2024. Individual award for above and beyond
furthering of women's careers

2024 Quality Step Increase
July 2024. Individual award for outstanding performance Defense

Health Agency
 2024 CDFM/CDFM-A Spotlight by American Society of Military Comptrollers
 May 2024. Individual recognition. ASMC CDFM/-A Interview per merit and recommendation
 2024 American Society Military Comptrollers National Essay Contest
 April 2024. Individual award. Distinguished award winner (1st place equivalent)
 2024 Defense Health Agency Spotlight
 April 2024. DHA Employees embodying the Unrelenting Pursuit of Excellence
 2024 Young Government Leaders (YGL) Mentor
 March 2024. Consecutively, competitively selected mentor for program's second year
 2023 Defense Travel Management Office Excellence In Practice (EIP) Icon Award
 January 2024. Team award. Defense Health Agency's Chief of Staff Business Support Office 2023 American Society Military Comptrollers 75th Jubilee Essay Contest Sustaining Winner
 January 2024. Individual award.
 Career Contessa CareerFitter Assessment Review Contest
 November-December 2023. One of 10 global winners
 2023 Grace Hopper Celebration Attendee
 September 2023. One of few global recipients per nomination and competitive selection. AnitaB.org: Global Organization for Women and Technology
 2023 Defense Health Agency Team Excellence Award -- BSO Chiefs' Team
 May 2023. Defense Health Agency
 2023 Humans of Public Service (HOPS)
 March-July 2023. Individual recognition per nomination, then feature/highlight
 2023 American Society Military Comptrollers 75th Jubilee National Essay Contest
 May 2023. Individual Meritorious award
 2023 Defense Health Agency Positive Spirit Award
 March 2023. Individual award. Defense Health Agency
 2023 Association of Government Accountants Eleanor Clark Diversity Leadership Award
 January 2023. Individual award.□
 2023 Young Government Leaders (YGL) Mentor
 March 2023. Competitively selected mentor for inaugural program
 2022-2023 Defense Health Agency Team Excellence Award - Director of Staff Business Support Office
 March 2023. Team award. Defense Health Agency
 2022 Monetary Performance Award Exceeding DHA Threshold - Business Support Operations Chief
 November 2022. Individual award. Defense Health Agency

2022 NextWave Federal Finance Leadership Program's Innovation Team Award
June 2022. Association of Government Accountants 2022 Cohort
2021-2022 American Society Military Comptrollers National Essay Contest
May 2022. Individual award. 1st place
2022 AFCEA 40 Under 40 Award Winner
April 2022. AFCEA (formerly Armed Forces Communications and Electronics Association)
2021 Memorandum of Appreciation - Army Force Management School
September 2021. Individual recognition for guest panel speaking and leadership
2021 Monetary Award - Reserve Health Readiness Program Financial Management
August 2021. Individual award
2021 Northwest Florida State College Distinguished Alumnus - Rising Star
Northwest Florida State College Foundation
June 2021. Individual award
2020 American Society Military Comptrollers, National Capital Region - Resource Manager of the Year Award
June 2021. Individual award. ASMC chapter level
2020 Memorandum of Appreciation - Army Force Management School
2020. Individual recognition for guest panel speaking and leadership
2020-2021 American Society Military Comptrollers National Essay Contest
May 2021. 2nd place of 3 winners
2020-2021 Resource Management Meritorious Award
April 2021. Individual award. ASMC national level
2020 New Data Visualization Title Holder
March 2020. Individual award. Air Force Cost Analysis Agency's MS PowerBI Workshop Capstone assignment/workshop
2018-2019 American Society Military Comptrollers National Essay Contest
April 2019. 2nd place of 3 award winners
2019 Memorandum of Appreciation - Army Force Management School
2019. Individual recognition for guest panel speaking and leadership
2019 Young AFCEAN 40 Under 40 Award
April 2019. Armed Forces Communications and Electronics Association (AFCEA)
2018-2019 Army Financial Management Author of the Year (Above ACOM)
Mar 2019. Individual award. Army (FM&C) and ASMC
2017 Presidential Alumni Research Dissemination Award

November 2017. Walden University. Recognition of publication and presentation "U.S. City Government Enterprise Resource Planning System Implementation Success Strategies" at the 17th European Academy of Management (EURAM) Conference Proceedings in Scotland, United Kingdom. June 2017.

2016-2017 American Society Military Comptrollers Continuing Education Grant Recipient

April 2017.

2016 National Academic Scholarship Winner- F/T Graduate Student

June 2016. Association of Government Accountants, 2nd consecutive year recipient

2016 Joint Workforce Development Meeting Speaker

June 2016. Tri-service audit agency members meeting: Recruitment, retention, retraining, and retirement

2015-2016 American Society Military Comptrollers Dick Vincent Continuing Education Grant

May 2016. Individual award

2015-2016 American Society Military Comptrollers National Essay Contest

April 2016. 2nd place of 3 award winners

2016 Delta Mu Delta Induction

January 2016. Delta Mu Delta, Honor Society in Business

2015 LRSO Financial Management Team "X Prize"

August 2015. Long Range Stand Off Financial Management Chief. One of two inaugural recipients of the LRSO FM Monthly "X Prize"

2014-2015 American Society Military Comptrollers Continuing Education Grant

June 2015. One of multiple recipients

2015 National Academic Scholarship Winner- F/T Graduate Student

May 2015. Association of Government Accountants

2014 Association of Government Accountants Highlight "Meet Fellow Member"

August 2014. Individual AGA member (by nomination) featured in AGA Highlight newsletter

2014 Association of Government Accountants Young Professionals Focus Group (YPFG) Professional Development Training (PDT) program

January 2014. One of 5 young professionals selected via a competitive essay submissions

2013-2014 Army Financial Management Author of the Year (Above ACOM)

April 2014. Individual award. Army, Under Secretary of Defense (Comptroller), and ASMC

2012-2013 Outstanding and Loyal Service Award

December 2013. Individual award. US Army Special Operations Command

Air Force PALACE Acquire of the Month (Inaugural)

October 2012. Individual award. Secretary of the Air Force/Financial Management
2022 Association of Government Accountants, Montgomery Chapter Spotlight
May 2022. Individual recognition. Chapter newsletter feature by nomination and selection
2011-2012 Association of Government Accountants Certified Government Financial Manager (CGFM) Scholarships (AGA Montgomery chapter)
February 2012. Individual award. 3X scholarship recipient for successful CGFM examinations
2010 "Share Your Story-GovGab Guest Writer Challenge"
September 2010. Single winner

Consistent (at least annually) monetary awards and bonuses, on the spot recognition, and time off awards (for individual and team performance). 2007-present.

Dr. Miller promoted many times in her Department of Defense, Air Force, and Army endeavors rising from the grade of GS-07 to GS-11 in the span of 3 years and then GS-11 to GS-15 in another 6 years. Her promotions included broadening through laterals and leaping at least 7 promotion levels in 11 or fewer years. Dr. Miller has proven a high-speed rising star and distinguished Defense Department asset across and within the federal government ranks whether at the tactical, operations, or strategic positions or leadership roles.

A special 'bravo' to Dr. Miller boasting more than 100 publications spanning peer-reviewed professional journals, trade journals, magazines, newsletters, and more to reach tens-of-thousands of individuals. She's diligently worked to increase the number of co-authored works, won multiple awards, and even does commission-based authorship as she's a sought-after writer. Some sole-authored works were even syndicated with permission. The current list is below and a copy of each work is on her LinkedIn site:

"Disruptive by Design: Followership Is Overlooked" SIGNAL Magazine, March 2025

"A Touch of Getting Things Done," Defense Health Agency Workforce Development Branch Newsletter, Vol 2, Issue 1, January 2025

"Enforcement Challenges in DoD Financial Management (Part1)," Armed Forces Comptroller Vol 69 No.4 Fall 2024

"The Growth of Artificial Intelligence," Society of Defense Financial Management, SDFM.org News, 17 December 2024 (and Distinguished honoree SDFM 2024 essay contest)

"Ford "Model T" Era Leadership" Washington Chapter SDFM Newsletter, November 2024

"Stranger Danger: The Terrible Trio," Journal of Government

Financial Management, Summer 73(2), 2024

"DHA Readers' Insights" Defense Health Agency Workforce Development Branch Newsletter, Vol 1, Issue 4, July 2024

"Seize the Fleeting Moments," Armed Forces Comptroller Vol 69 No.2 Spring 2024

"A CDFM Spotlight Interview with Dr. Jennifer Miller, PMP, CDFM-A, CGFM, DFMC3," Armed Forces Comptroller Vol 69 No.2 Spring 2024

"The Defense Health Agency's Successful Leader Program, An Inside Look" Defense Health Agency Workforce Development Branch Newsletter, Vol 1, Issue 3, May 2024

"Disruptive by Design: It's All About Relationships" SIGNAL Magazine, March 2024

"Vulnerable and Volatile: The Cyber Domain Today," Armed Forces Comptroller Vol 68 No.4 Fall 2023

"Grace Hopper Celebration 2023" LinkedIn self-published, November 2023

"Disruptive by Design: The Abilene Paradox" SIGNAL Magazine, October 2023

Disruptive by Design, by SIGNAL Media Podcast, AFCEA Emerging Leaders: The Essence and Importance of Learning, September 2023

"Leadership Perspectives for the Financial Management Leader: Leadership in Building Successful Organizations: A Case Study" Washington Chapter ASMC Newsletter, July 2023

Humans of Public Service (HOPS) nomination, feature/highlight, March-July 2023

"Leadership Perspectives for the Financial Management Leader: Why Teams Fail" Washington Chapter ASMC Newsletter, May 2023

"Disruptive by Design: Effective Leadership Can Be Like a Musical Performance" SIGNAL Magazine, May 2023

"Weak or Wise" The Legend, Emerald Coast Writers, March 2023

"Disruptive by Design: Leadership and Followership Then and Now" SIGNAL Magazine, April 2023

"Charismatic Leaders" Washington Chapter ASMC Newsletter, March 2023

"Leadership in Context" Journal of Government Financial Management, Spring 72(1), 2023

"Disruptive by Design: Leaders and Teams Share the Responsibility for Success" SIGNAL Magazine, March 2023

AGA Women's Forum 2023, T103 - Eleanor Clark (Ellie) Diversity Leadership Award Recipients a Year Later, guest panel speaker, March 2023

"Meeting, Dating, Debating" The Legend, Emerald Coast Writers, January 2023

"Leadership and Culture" Washington Chapter ASMC Newsletter, January 2023

"Mindfulness Without the Bells and Beads" book review, Armed Forces Comptroller Vol 67 No.4 Fall 2022

"Efficiency, Effectiveness, and...an Exciting New Word: Automaticity" Washington Chapter ASMC Newsletter, November 2022

Department of Education Budget Line of Business (BLoB) Fall 2022 Virtual Forum, "Rising Through the Ranks at the Department of Defense" October 2022

"Why PMP Certification Training Through PMTI...and Why Now?!" PMTI, Sep 2022

"A Message to Present and Prospective Federal Financial Management Career Field," Armed Forces Comptroller Vol 67 No.3 Summer 2022

"New Law Is an Opportunity To Grow Cyber Experience" SIGNAL Online, The Cyber Edge, July 2022

"Cybersecurity Depends on People" Journal of Government Financial Management, Summer 71(2), 2022

"Three "Preparation Ps" for Pandemics," Armed Forces Comptroller Vol 67 No.1 Winter 2022

"Beyond Management Dashboards: Empowering End User." Data Analytics & Decision Support Virtual Conference, American Society of Military Comptrollers, December 2021

"Disruptive by Design: In God and Zero Trust We Trust" SIGNAL Magazine, November 2021

"Disruptive by Design: Pros and Cons of Post-Pandemic Telework" SIGNAL Magazine, September 2021

"Tis the Training and Education Season" Washington Chapter ASMC Newsletter, September 2021

"Disruptive by Design: GAMECHANGER: There's a new game in town!" SIGNAL Magazine, July 2021

"An Unmodified Opinion: What's in a Word? Fragmentation, Overlap, Duplication" Journal of Government Financial Management, Summer 70(2), 2021

"CRADA Cra What?" Washington Chapter ASMC Newsletter, March 2021

"Updates in Medical Readiness and Deployment Health," Association of Military Surgeons of the United States (AMSUS), December 2020

TechNet Cyber, Theater Session: Young AFCEAN Panel: Leading Digital - Leveraging Technology to Affect Business Transformation, December 2020

"Disruptive by Design: Misinformation and Disinformation Are Everywhere" SIGNAL Magazine, November 2020

"Leadership Perspectives-Pupil, Peer, Professional," Defense Acquisition Magazine, Nov-Dec 2020

"Financial Management and Loyalty!" Washington Chapter ASMC Newsletter, September 2020

"Hungry for Acquisition Reform," Army Sustainment, May 2020

"Mind Your Ps and Qs!" Washington Chapter ASMC Newsletter,

May 2020

"Disruptive by Design: The Power of Data Visualization Tools for Cost Analysis" SIGNAL Magazine, May 2020

"Disruptive by Design: Have You Seen the Flurry of Acts on 5G Security?" SIGNAL Magazine, April 2020

"Data Visualization in Air Force Total Ownership Cost," SAF/FM Online Newsletter, V.16 Issue 2, 2020

"Disruptive By Design: The Blackest Black? Can You See It Now?," SIGNAL Magazine, January 2020

"The MTWThF Drill to Resolve" LinkedIn self-published, December 2019

"Gift to You Time: Professional Association Membership" LinkedIn self-published, December 2019

"Disruptive By Design: Modernizing With Intellectual Property Management," SIGNAL Magazine, December 2019

"From Clerks to Decision Support: Building a Successful Financial Office in Today's Workplace" Journal of Government Financial Management, Fall 68(3), 2019

"Disruptive by Design: The Realities and Challenges of Legislating Deepfakes," SIGNAL Magazine, September 2019

"An Unmodified Opinion: Think Before You Leap Into Enterprise Resource Planning" Journal of Government Financial Management, Spring 68(1), 2019

"Who Dares Wins, a Recap of the 2019 NCR PDI" Washington Chapter ASMC Newsletter, March 2019

"Negotiation Types and Power," Defense Acquisition Magazine, Mar-Apr 2019

"Virtual Manipulatives" Washington Chapter ASMC Newsletter, March 2019

"Readiness Workups Versus Investments," Defense Acquisition Magazine, Jan-Feb 2019

"Meeting Masters" Washington Chapter ASMC Newsletter, September 2018

"CFO Methods to Develop Readiness vs. Investment Recs to Leaders" U.S. Army Cost Warrior Newsletter, September, 2018

"Disruptive by Design: Disrupting Iran's Economic Domain," SIGNAL Magazine, September 2018

"Disruptive by Design: Robotic Process Automation Invades the Workplace," SIGNAL Magazine, August 2018

"Daily Decisions Determine Destinies" Washington Chapter ASMC Newsletter, July 2018

"Disruptive by Design: A Golden Opportunity for Government Invoicing," SIGNAL Magazine, June 2018

"ERP System Cost Risks" U.S. Army Cost Warrior Newsletter, March, 2018

"Old Technology" Washington Chapter ASMC Newsletter, March 2018

"Audit: Worth It?" U.S. Army Cost Warrior Newsletter, February, 2018

"PALACE Acquire Program Perspectives," Armed Forces Comptroller Vol 63 No.1 Winter 2018

"Converting Data Into Decisions Learning From Cost and Case Studies," Defense AT&L, Jan-Feb 2018

"Disruptive by Design: A Millennial Imagines the Air Force of 2050," SIGNAL Magazine, November 2017

"Professional Association Membership - a great gift!" LinkedIn self-published, November 2017

"The Defense Financial Management Course" Armed Forces Comptroller Vol. 63 No.2 Summer 2017

"Are We There Yet? The Unfinished Journey to DoD Auditability," Defense AT&L, Sep-Oct 2017

"The Quadrennial Defense Review -and Cyberspace," Defense AT&L, Jul-Aug 2017

"U.S. City Government Enterprise Resource Planning System Implementation Success Strategies" Paper presented at 17th European Academy of Management (EURAM) Conference, Scotland, United Kingdom

"Disruptive by Design: The U.S. Air Force Must Aim Higher in Cyberspace," SIGNAL Magazine, June 2017

"Communicating Cost to Any Audience" U.S. Army Cost Warrior Newsletter, May, 2017

"Prompt: Three Financial Management Goals" U.S. Army Cost Warrior Newsletter, March, 2017

"Strategies for U.S. City Government Enterprise Resource Planning System Implementation Success," doctoral study, ProQuest, February 2017

"Perspective: The Theory of Constraints...or Improvement Opportunities," AGA Topics, Jan 2017

"Disruptive by Design: Harnessing the Benefits of Modern Enterprise Resource Planning Systems," SIGNAL Magazine, October 2016

"Disruptive by Design: Breaking Down the Federal Cyber Budget," SIGNAL Magazine, April 2016

"Should Cost: A Strategy for Managing Military Systems' Money," Defense AT&L, Mar-Apr 2016

"Federal Government Financial Management Retirement, Retention and Recruitment," Journal of Government Financial Management, Spring 65(1), 2016

"Perspective: Standard Financial Information Structure and Federated Systems," AGA Topics, Feb 2016

"The Fabric of FM featuring Ms. Jennifer Miller" SAF/FM Online Newsletter, V.12 Issue 1, January 2016

"Are We There Yet?" The FIAR Station, Issue 4, 2015

"Data Analytics: School, Work, and World" Armed Forces Comptroller, Vol. 60 No.2 Spring 2015

"Interview of COL (P) Kenneth D. Hubbard" Armed Forces Comptroller, Vol. 59 No.4 Fall 2014

"Sustainability Initiatives" U.S. Army Cost Warrior Newsletter,

August, 2014

"Best-Value Budget Battle and the Cost War" U.S. Army Cost Warrior Newsletter, March, 2014

"Kantian Thinking About Military Ethics" book review in Air & Space Power Journal, November-December 2013, Volume 27, No. 6 AFRP 10-1

"Decision Support: Time-Tested Tactics" Armed Forces Comptroller Vol. 58 No.3 Summer 2013

"Econometrics, Econo-what?" U.S. Army Cost Management Education Cost Warrior Newsletter. V.2 Issue 9, 2013

"Bringing the Command's MIPRs Into Compliance" Defense Audit Readiness News, May 2013

"Education, Training, & Experience-Ingredients for Success!" SAF/FM Online Newsletter, V.8 Issue 8, 2012

"Pupil, Peer, or Professional?" SAF/FM Online Newsletter, V.8 Issue 2, 2012

"Mentoring & Sharing: Keys for Career Development Success" SAF/FM Online Newsletter, V.7 Issue 8, 2011

"Sharing, Mentoring and the Changing World of Work" AFCEA SIGNAL Online, September 2011

"AFCEA International Chapter News: Montgomery Chapter, DISA Tour" AFCEA Online Only June 2011

Community Service - Please list community service activities, leadership roles, accomplishments and awards

Dr. Miller easily met the high school requirements of community service despite dual enrollment for 3 of those 4 years, but she's not let up on her community service for a decade and counting. She gives a great deal in the form of virtual and in person community service and to a plethora of communities like professional associations, research groups, and charitable organizations. A list of some of her volunteer roles and the organizations follow.

Society of Defense Financial Management (SDFM, formerly American Society of Military Comptrollers (ASMC)), Washington Chapter Luncheon Committee Member, Luncheon liaison for monthly luncheons providing attendees continuing education credits, and newsletter contributor. Certification exam content writer and reviewer, pilot tester, and item writer and reviewer. 2010-present.

Advance. Grow. Accelerate (AGA, formerly Association of Government Accountants), Young Professional Focus Group Committee Member and Formal Mentor Program Mentor of Mentees. Certification exam content writer and reviewer. 2010-present.

Armed Forces Communications & Electronics Association (AFCEA), International Membership Committee and Young AFCEA Membership Subcommittee Vice Chair. Also, the inaugural Young AFCEA Education Foundation member. 2010-present.

Young Government Leaders (YGL). YGL mentor 2022-present.

Volunteer and donor for Soles4Souls since 2021 on a weekly basis empowering people to break the cycle of poverty.

She also supports Edu-Futuro as a scholarship judge, mentor, and career panel speaker of nearly 9 years. The organization empowers immigrant and underserved youth and families through mentorship, education, leadership development and parent engagement.

Dr. Miller proudly supports the NetWerk movement with her time and talents; it builds community and confidence in everyday women through Networking and Sassy Beginner Dance fitness events. 2019-present.

She's also been a library technology tutor for more than 1 year, Toys for Tots annual food and toy drive supporter of many years, canned food drive helper in conjunction with various associations, and 2020 NY DECA judge of business proposals and plans among many other ad-hoc volunteer opportunities.

It's also worth noting Dr. Miller's focus on the communities benefitting from her promotion of fair and equal equity, diversity, inclusion, and accessibility. Throughout her career, she's embraced the ideals of Diversity, Equity, Inclusion and Accessibility (DEIA) in fair and equal ways. However, she's become more intentional and emboldened in support through reading, listening, speaking, mentoring, and outreach activities - particularly with those efforts involving women, persons with

disabilities, and persons from racial/ethnic or other underrepresented groups.

At work, they intentionally hold celebrations, recognition opportunities, training and education, and more to ensure team and organization verbal and written communications explicitly reach beyond the target audiences to reap diverse input, ensure mass accessibility-aiding outlets, include all potential contributors, and make the most equitable environment despite our international reach and tremendously different demographics.

A recent performance evaluation captured some of her efforts. For instance, in her second year as a business operations manager, who helped stand up an organization with a rapid timeline of beautifully different individuals, while fleshing out and optimizing the business support office team, it included some personnel with past and existing equal opportunity cases. Thus far, those individuals have been welcomed with open arms of her existing teammates and remain thriving in the organization despite what is normally a period of forming, storming, norming, and then performing. They reportedly did well to succeed during a yearlong headquarters reorganization while ensuring all are heard, read, seen, and cherished for their contributions thanks to innovative thinking and openness to new ideas from those different from each other and being included, having access, and ensuring equal opportunity. When asked why she includes so many people in forums or affords opportunities for people to speak, write, have time, and share she says her "tree frogs and wall flowers" have hopped and blossomed - some heard, some seen, and some take time!

Additionally, she's led other endeavors with an fair and equal flavor of DEIA philosophy, like establishing continuously productive and positive relationships and promoted understanding and provision of required business operations goods and services. Praise continues from teammates, superiors, peers, and peer business operations managers. Dr. Miller diligently works to frequently encourage development pursuits for the team as a whole and individually given the natural differences we all have in life, with work, and with our team and customers. This includes holding time for 'sync and share' with team-building exercises and judgment free, chuckles curated, and gold gained each time. Feedback of Dr. Miller includes praise for support, the breath of fresh air atmosphere, cordial and kind cooperation, and working relationships despite dynamic and deep differences. Finally, and for additional background, Dr. Miller's dedicated years to volunteering with women, persons with disabilities, and persons from racial/ethnic or other underrepresented groups organizations like Edu-Futuro, NetWerk, and Goodwill Industries to build future generations with less disadvantage, greater empowerment, and rich recognition rather than charity. This has

included mentoring and coaching local youth with Edu-Futuro who, "empowers immigrant and underserved youth and families through mentorship, education, leadership development and parent engagement." NetWerk is focused on an inclusive community and platform helping women rise above being underpaid and underemployed by developing the skills to lead. Related, Goodwill industries is also about jobs and careers for all individuals, including those with disabilities and underrepresentation. In recent years she even learned to conduct 508 compliance checks and edits for extracurricular presentations supporting others in the federal government. The ideas and opportunities for useful DEIA are limitless!

Almost all of Dr. Miller's authorship is voluntary while the commissioned works are intangible. Dr. Miller's written more than 100 publications spanning journals, magazines, newsletters, and more to contribute to various career communities with insights, opinions, learning points, and research. She routinely reaches readers of science, technology, engineering, mathematics, human resources, leadership, project management, and other interests. Although her authorship primarily targeted financial management, she consistently contributes with voluntary content reaching > 65,000 readers in industry, academia, and more. Knowledge is sharing, and her authorship spanning financial management and other career fields allows her to reach thousands! Editors consistently praise her prolific contributions to spaces like SIGNAL magazine's Disruptive by Design column and the American Society of Military Comptrollers publications at chapter and national levels. Additionally, Dr. Miller has been a career panelist, scholarship judge, and mentor for Edu-Futuro for more than 8 yrs. Other volunteer endeavors include supporting NetWerk to build everyday women through networking; library technology tutoring, the AGA's formal mentoring programs, Toys for Tots' toy drives, local food drives, and more.

Dr. Miller's accomplishments and awards are repeated from the career success section, below:

2025 Young Government Leaders (YGL) Membership Spotlight
March 2025. Individual recognition. Young Government Leaders
national level

2024 Society of Defense Financial Management (SDFM), National
Capital Region - Resource Manager of the Year Award
February 2025. Individual award. SDFM chapter level

2025 Chief of Staff Time of Award from Chief of Staff
February 2025. Individual award for exceptionally high
quality/quantity of service to DHA.

2025 Women's Appreciation Award by AFCEA
November 2024. Individual award for above and beyond
furthering of women's careers

2024 Quality Step Increase
July 2024. Individual award for outstanding performance Defense

Health Agency
 2024 CDFM/CDFM-A Spotlight by American Society of Military Comptrollers
 May 2024. Individual recognition. ASMC CDFM/-A Interview per merit and recommendation
 2024 American Society Military Comptrollers National Essay Contest
 April 2024. Individual award. Distinguished award winner (1st place equivalent)
 2024 Defense Health Agency Spotlight
 April 2024. DHA Employees embodying the Unrelenting Pursuit of Excellence
 2024 Young Government Leaders (YGL) Mentor
 March 2024. Consecutively, competitively selected mentor for program's second year
 2023 Defense Travel Management Office Excellence In Practice (EIP) Icon Award
 January 2024. Team award. Defense Health Agency's Chief of Staff Business Support Office 2023 American Society Military Comptrollers 75th Jubilee Essay Contest Sustaining Winner
 January 2024. Individual award.
 Career Contessa CareerFitter Assessment Review Contest
 November-December 2023. One of 10 global winners
 2023 Grace Hopper Celebration Attendee
 September 2023. One of few global recipients per nomination and competitive selection. AnitaB.org: Global Organization for Women and Technology
 2023 Defense Health Agency Team Excellence Award -- BSO Chiefs' Team
 May 2023. Defense Health Agency
 2023 Humans of Public Service (HOPS)
 March-July 2023. Individual recognition per nomination, then feature/highlight
 2023 American Society Military Comptrollers 75th Jubilee National Essay Contest
 May 2023. Individual Meritorious award
 2023 Defense Health Agency Positive Spirit Award
 March 2023. Individual award. Defense Health Agency
 2023 Association of Government Accountants Eleanor Clark Diversity Leadership Award
 January 2023. Individual award.□
 2023 Young Government Leaders (YGL) Mentor
 March 2023. Competitively selected mentor for inaugural program
 2022-2023 Defense Health Agency Team Excellence Award - Director of Staff Business Support Office
 March 2023. Team award. Defense Health Agency
 2022 Monetary Performance Award Exceeding DHA Threshold - Business Support Operations Chief
 November 2022. Individual award. Defense Health Agency

2022 NextWave Federal Finance Leadership Program's Innovation Team Award
June 2022. Association of Government Accountants 2022 Cohort
2021-2022 American Society Military Comptrollers National Essay Contest
May 2022. Individual award. 1st place
2022 AFCEA 40 Under 40 Award Winner
April 2022. AFCEA (formerly Armed Forces Communications and Electronics Association)
2021 Memorandum of Appreciation - Army Force Management School
September 2021. Individual recognition for guest panel speaking and leadership
2021 Monetary Award - Reserve Health Readiness Program Financial Management
August 2021. Individual award
2021 Northwest Florida State College Distinguished Alumnus - Rising Star
Northwest Florida State College Foundation
June 2021. Individual award
2020 American Society Military Comptrollers, National Capital Region - Resource Manager of the Year Award
June 2021. Individual award. ASMC chapter level
2020 Memorandum of Appreciation - Army Force Management School
2020. Individual recognition for guest panel speaking and leadership
2020-2021 American Society Military Comptrollers National Essay Contest
May 2021. 2nd place of 3 winners
2020-2021 Resource Management Meritorious Award
April 2021. Individual award. ASMC national level
2020 New Data Visualization Title Holder
March 2020. Individual award. Air Force Cost Analysis Agency's MS PowerBI Workshop Capstone assignment/workshop
2018-2019 American Society Military Comptrollers National Essay Contest
April 2019. 2nd place of 3 award winners
2019 Memorandum of Appreciation - Army Force Management School
2019. Individual recognition for guest panel speaking and leadership
2019 Young AFCEAN 40 Under 40 Award
April 2019. Armed Forces Communications and Electronics Association (AFCEA)
2018-2019 Army Financial Management Author of the Year (Above ACOM)
Mar 2019. Individual award. Army (FM&C) and ASMC
2017 Presidential Alumni Research Dissemination Award

November 2017. Walden University. Recognition of publication and presentation "U.S. City Government Enterprise Resource Planning System Implementation Success Strategies" at the 17th European Academy of Management (EURAM) Conference Proceedings in Scotland, United Kingdom. June 2017.

2016-2017 American Society Military Comptrollers Continuing Education Grant Recipient

April 2017.

2016 National Academic Scholarship Winner- F/T Graduate Student

June 2016. Association of Government Accountants, 2nd consecutive year recipient

2016 Joint Workforce Development Meeting Speaker

June 2016. Tri-service audit agency members meeting: Recruitment, retention, retraining, and retirement

2015-2016 American Society Military Comptrollers Dick Vincent Continuing Education Grant

May 2016. Individual award

2015-2016 American Society Military Comptrollers National Essay Contest

April 2016. 2nd place of 3 award winners

2016 Delta Mu Delta Induction

January 2016. Delta Mu Delta, Honor Society in Business

2015 LRSO Financial Management Team "X Prize"

August 2015. Long Range Stand Off Financial Management Chief. One of two inaugural recipients of the LRSO FM Monthly "X Prize"

2014-2015 American Society Military Comptrollers Continuing Education Grant

June 2015. One of multiple recipients

2015 National Academic Scholarship Winner- F/T Graduate Student

May 2015. Association of Government Accountants

2014 Association of Government Accountants Highlight "Meet Fellow Member"

August 2014. Individual AGA member (by nomination) featured in AGA Highlight newsletter

2014 Association of Government Accountants Young Professionals Focus Group (YPFG) Professional Development Training (PDT) program

January 2014. One of 5 young professionals selected via a competitive essay submissions

2013-2014 Army Financial Management Author of the Year (Above ACOM)

April 2014. Individual award. Army, Under Secretary of Defense (Comptroller), and ASMC

2012-2013 Outstanding and Loyal Service Award

December 2013. Individual award. US Army Special Operations Command

Air Force PALACE Acquire of the Month (Inaugural)

October 2012. Individual award. Secretary of the Air Force/Financial Management
2022 Association of Government Accountants, Montgomery Chapter Spotlight
May 2022. Individual recognition. Chapter newsletter feature by nomination and selection
2011-2012 Association of Government Accountants Certified Government Financial Manager (CGFM) Scholarships (AGA Montgomery chapter)
February 2012. Individual award. 3X scholarship recipient for successful CGFM examinations
2010 "Share Your Story-GovGab Guest Writer Challenge"
September 2010. Single winner

Consistent (at least annually) monetary awards and bonuses, on the spot recognition, and time off awards (for individual and team performance). 2007-present.

**Time, Resources and Expertise
Shared for the Benefit of NWFSC
students - Please list
contributions**

It's tough to fully capture Dr. Miller's growing time, resources, and expertise shared for the benefit of NWFSC students. Her impact is like dropping a rock in a pond. The ripples of her impact can be seen throughout the years, while her humble contribution may stay unseen. She's stayed in seasonal contact with multiple NWFSC employees to share educational and employment opportunities and leads since a student and after graduating, twice over (first graduating in 2008 and another graduation in 2009).

Dr. Miller's a continuously available mentor of current and graduated students regardless of frequency or infrequency, whether they are seeking help for a course, plotting their program paths, or pursuing internships, fellowships, careers, and more. She especially likes social media and technology-friendly platforms to promote knowledge sharing - LinkedIn, Facebook, Instagram, Zoom, Freeconferencecall, MS Teams, etc. since she is 1,000 miles from our gulf coast these days.

Dr. Miller also has a history of giving financial and non-financial resources and loaned resources in the interest of students pursuing and continuing their education past high school, but also areas important to life like housing, subsistence, certifications, relocation, mentoring, coaching, networking, and more. Some achievements include helping others becoming homeowners, firefighters, graduates, employed, and authors.

Over the years, she's done everything from reviewing paragraphs to dissertations, tutoring, leveraging her network to link others, sharing experiences, encouraging others to volunteer and be more, coaching job applicants, reviewing resumes, helping with reference and recommendation letters, cover letters, and more - Dr. Miller gives tirelessly in line with her proud touting of being an 'education advocate' - a term she coined to replace the less savory label of 'nerd.' Dr. Miller's also been a titan in tactfully helping those enduring the pandemic crisis waves whether it's navigating the gig economy she's mastered, knowing more about all levels of government employment opportunities people should consider, or finding housing, assistance, and mental and emotional support for free - she's truly proven an awesome asset to thousands of friends, family, followers, and fans alongside managing her own life.

As I prefaced this section, the challenge in conveying the extent of Dr. Miller's time, resources, and expertise shared for the benefit of NWFSC students is that it's immeasurable, extends multiple degrees past initial beneficiaries, and she doesn't discriminate or track in quantitative measures. Plus, Dr. Miller doesn't share her time, resources, and expertise with the intent to exclude others or gain recognition for all she does. Dr. Miller's largely private about her efforts and yet a big part of raising all ships with the rising tide. Because of this, I believe it important for her to receive recognition for everything she has contributed to

the global community, from D.C. to our hometown community.

Other information the selection committee should consider that makes your nominee stand out

This award nomination is a culmination of content from others over the years of Dr. Miller's many awards, accolades, and admiration testaments, to include the NWFSC Rising Star alumni award. I submit with belief she's a deserving nominee for the NWSFC Distinguished Alumni award designed to capture a "true success story in a state or national arena."

As another nominator has said in prior years "Dr. Miller is demonstrably an excellent fit for the honor based on her repertoire of achievements attained from her knowledge, skills, abilities, talent, drive, and sharing, but also her reliable representation and ambassadorship from work with other organizations and awards and honors. Her record is unmatched!" I'd also share, Dr. Miller seems "right on time" for the distinguished alumni category when considering all she's done as a first-generation college graduate, minority, success-story in a male dominated federal department, and more. There are also some more personal matters she's managed to overcome and rise above to tirelessly serve the highest level of government with pride, like working full-time and completing undergrad and graduate degrees full-time since graduating high school (dual-enrolled 3 of those 4 years) all while staying humble. Always willing to share, she only requests others to pay it forward and continue to carry the torch she lit back during her time at NWFSC. A candle doesn't lose its flame when shared, but the light shines brighter when we all stand together.

Nominator Information

Nominator's Name	Abby Bell
Relationship to Nominee	Friend
Nominator's Address	27105 Dakota Dr. Fort Riley, KS 66442
Nominator's Phone Number	18509741311
Nominator's Email	abby.s.bell1@gmail.com
If your nominee is chosen as a winner, how would you like the nominee to be notified?	NWFSC to notify
