BY ORDER OF THE SECRETARY OF THE AIR FORCE

DEPARTMENT OF THE AIR FORCE INSTRUCTION 36-3009

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Personnel

MILITARY AND FAMILY READINESS CENTERS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This publication implements Air Force Policy Directive (AFPD) 36-30, *Military Entitlements*, and is consistent with AFPD 36-31, *Personal Affairs*, and AFPD 36-82, *Exceptional Family Member Program*. This publication also implements National Defense Authorization Act (NDAA) for Fiscal Year 2020, Public Law 116-92, Section 580B, *Meetings of officials of the Department of Defense with representative groups of survivors of deceased members of the Armed Forces*; NDAA for Fiscal Year 2020, Public Law 116-92, Section 568, *Command matters in connection with transition assistance programs*; NDAA for Fiscal Year 2014, Public Law 113-66, Section 633, *Improved assistance for Gold Star spouses and other dependents*; and Department of Defense Instruction (DoDI) 1322.34, *Financial Readiness of Service Members*. It provides the authority and criteria for establishing Military and Family Readiness (M&FR) Centers. It details the requirements for planning and implementing Center services and activities. In collaboration with the Deputy Chief of Space Operations for Human Capital (SF/S1), Chief of Air Force Reserve, and the Director of the Air National Guard, the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops personnel policy for M&FR Centers. This instruction applies to all uniformed members of the Regular Air Force (RegAF), the United States Space Force (USSF), the Air Force Reserve (AFR), and the Air National Guard (ANG), unless explicitly specified otherwise. The AFR and ANG shall be referred to herein as the Air Reserve Components (ARC). This Instruction requires the collection and or maintenance of information protected by the Privacy Act of 1974 authorized by DoDI 5400.11, *DoD Privacy and Civil Liberties Programs*. The applicable Privacy Act System of Records Notices F036 AFPC Z, Air Force Family Integrated Results and Statistical Tracking (AFFIRST), is available at **http://dpclo.defense.gov/Privacy/SORNs.aspx**. Ensure all records generated as a result of

processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR), using Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive wing or unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor's commander for non-tiered compliance items. Compliance with attachments in this publication is mandatory.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include ensuring content meets financial services in accordance with DoDI 1322.34, renaming Airman and Family Readiness Centers to Military and Family Readiness Centers to be inclusive of the entire population served, and updates to DAF references for Financial Readiness Common Military Training requirements.

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Chapter 1

OVERVIEW

1.1. Concept of Operations. Installation M&FR Centers, herein referred to as "Centers," provide programs and services to assist commanders in identifying, assessing, and minimizing personal and family related challenges to maintain unit cohesion and strengthening operational readiness. The "Center" nomenclature, as related to program delivery, also applies to ARC M&FR Program Offices to the extent possible per **paragraph 1.5** Center services enable development and sustainment of resilient, ready Airmen, Guardians and their families.

1.1.1. Centers provide consultation to senior leadership and commanders in support of the development and execution of policies, programs and processes to enhance individual, family and community readiness, resilience and quality of life.

1.1.2. Centers serve DoD servicemembers, DoD civilian employees, retirees, and eligible family members (see definition for family members in **Attachment 1**). Centers will collaborate with co-located AFR and ANG personnel to ensure family members are prepared for activation, mobilization, deployment, transition, and reintegration demands and responsibilities. **(T-1)**

1.1.3. Centers should provide required services to the extent possible to military personnel assigned to deployed contingency locations and remote sites. Contingency and remote sites should coordinate support with RegAF and USSF installation Centers.

1.2. Regular Air Force (RegAF) and United States Space Force (USSF) Installations. At RegAF and USSF installations, Airman, Guardian, and Family Readiness services are delivered at Centers. RegAF or USSF commanders will provide support to co-located ARC commanders (tenant units), and designated geographically separated units (GSUs), as necessary, to ensure availability and delivery of services. **(T-1)** RegAF and USSF installation Centers provide support in conjunction with ARC M&FR Program Offices during unit training assembly.

1.3. Centers at Joint Bases.

1.3.1. At joint bases where RegAF is the lead Service (supporting component), the Center coordinates with the supported Service(s) to ensure program information is disseminated to joint base populations and that program delivery is in accordance with local joint base agreements (e.g., via memorandum of agreement or memorandum of understanding).

1.3.2. At locations where the RegAF is not the lead Service (supported component), the RegAF provides resources and capabilities for Department of the Air Force (DAF)-specific programs through coordination with the supporting Service. DAF-specific programs are the Key Spouse Program, Heart Link, Casualty Affairs, Survivor Benefit Counseling, Air Force Families Forever, and Air Force Aid Society (AFAS). AFAS support will be in accordance with DAFI 36-3111, *Air Force Aid Society*.

1.4. Training. Center staff (and ARC M&FR Program Office staff to the extent allowable by fiscal law) are authorized to attend national level training events for professional development contingent upon approval by installation-appointed travel approving officials and in compliance with current DAF training attendance rules.

1.5. Air Reserve Components (ARC) Locations.

1.5.1. Non co-located ARC locations do not have Centers. M&FR services are normally provided or coordinated through a M&FR Program Office and M&FR Program Manager.

1.5.2. At AFR stand-alone installations, M&FR staff administer the programs in **Chapter 4** of this DAFI to the extent they are capable of providing, either in-office or through off-base referrals, due to limited staffing.

1.5.2.1. At AFR locations, the M&FR staff position is aligned under the Force Support Squadron (FSS) Commander to meet local workload requirements and functional capability.

1.5.2.2. M&FR staff may refer members to the nearest active duty location providing M&FR services or collaborate with local agencies, other military services, and other non-federal entities to enhance the quality of life initiatives during steady state and contingency operations.

1.5.3. At ANG locations, the M&FR staff is aligned no lower than the FSS Commander or Director to meet local workload requirements and functional capability. Units may designate the supervision to the Mission Support Group or wing commander level. The M&FR staff may collaborate with the State Joint Force Headquarters, local agencies, other military services, and other service delivery agencies to enhance the quality of life initiatives during steady state and contingency operations.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. The Directorate of Air Force (AF) Services (AF/A1S):

2.1.1. Oversees integration of the requirement for Centers into the Air Force Personnel Strategic Plan.

2.1.2. Develops policy for M&FR services and approves resource allocations for Centers.

2.1.3. Develops policy for Center programs that enable commanders to sustain resilient, ready Airmen, Guardians, and their families.2.1.4. Develops, implements, establishes, and monitors performance-based outcome criteria for evaluation of the effectiveness of services related to the personal and family readiness needs of Airmen, Guardians, and their families and the DAF community through the Center data collection system, community assessments, and various surveys and assessment tools.

2.1.5. Collaborates with other military services to ensure programming at joint bases is aligned with Center requirements.

2.1.6. Administers DAF Exceptional Family Member Program – Family Support (EFMP-FS).
2.1.7. Establishes, manages, oversees, and monitors the implementation of policy, procedures, and information requirements for financial readiness Common Military Training requirements in accordance with DoDI 1322.34.

2.1.7.1. Ensures financial readiness training for continuation pay is available to eligible Airmen and Guardians at least 90 days prior to the last date an individual election may be made in accordance with AFI 36-3012, *Military Entitlements.*

2.1.7.2. Ensures financial readiness training for the lump sum option for retirement under the Blended Retirement System, is available to eligible Airmen and Guardians at least 90 days prior to the last date an individual election may be made in accordance with DoDI 1322.34.

2.1.8. Coordinates and executes the Survivor Advocacy Council in accordance with **paragraph 4.2.7** and **Attachment 4.**

2.1.9. Will appoint a Gold Star and surviving family member representative, in accordance with NDAA for Fiscal Year 2014, Public Law 113-66, Section 633.

2.2. The Air Force Personnel Center, Airman and Family Division (AFPC/DPFF):

2.2.1. Directs and guides Center programs by developing and disseminating operational guidance and tools that enable Centers to provide effective consultation to commanders and sustain Airmen, Guardians, and their families.

2.2.2. Implements and monitors program effectiveness criteria related to needs of the community through the Center data collection system, assessment tools, and surveys.

2.2.3. Consolidates Center operational budgets, validates requirements, and elevates resource issues, to include manpower, funding shortfalls, and funding execution, to the appropriate office in AF/A1S for consideration. Disseminates budgetary guidance from the M&FR Program Element Manager.

2.2.4. Develops and provides initial and recurring training and technical assistance for Center personnel, to include ARC M&FR staff, based on program needs.

2.2.5. Develops and maintains web-based resources and training materials to support Center personnel to administer core programs.

2.2.6. Provides operational procedures and guidance to Centers for emergency preparedness and response in support of Airmen, Guardians, and their families to include establishing an Emergency Family Assistance Center (EFAC), needs assessments that are part of the Air Force Personnel Accountability and Assessment System (AFPAAS), and other evacuation and repatriation operation support.

2.2.7. Tailors support and assistance to DAF wounded, ill and injured Airmen, Guardians, and their families. Wounded, ill, and injured is defined in DAFI 34-1101, *Warrior and Survivor Care*.

2.2.8. Develops and maintains desktop guides for Center core service areas as reference and assistance to Centers in delivering consistent and standardized programs. The desktop guides may be provided as additional material in the download section in the AFFIRST system or distributed electronically.

2.2.9. Monitors Center self-inspections as reported in Management Internal Control Toolset, available through the AF Portal, to track trends and shortfalls, and provide information as requested to an appropriate level of Inspector General.

2.2.10. Conducts staff assistance visits when requested by higher headquarters or installation commanders or designees.

2.2.11. Organizes and manages M&FR functional support for major command leadership.

2.3. The Major Command (MAJCOM)/Field Command (FLDCOM) Commander:

2.3.1. Ensures adequate resources are available for Center staffs, facilities and services to comply with program requirements in support of RegAF and USSF installations with a military population of at least 500 members.

2.3.2. Requests assistance with M&FR issues from AFPC/DPFF when necessary.

2.3.3. Air Education and Training Command: In coordination with AF/A1S, delivers financial readiness Common Military Training at initial entry training for all Airmen and Guardians and as part of leadership training.

2.3.4. US Air Force Academy: In coordination with AF/A1S, delivers financial readiness Common Military Training to all cadets.

2.3.5. Ensure ARC M&FR Program Managers coordinate with their component program administrator for current budgetary allotments, processes, and policies.

2.4. The Installation Commander will:

2.4.1. Provide appropriate facilities, funding levels, and manpower to support Center programs identified in this publication.

2.4.2. Determine priorities of the commander's Key Spouse Program, as described in **paragraph 4.9.2**.

2.4.3. Activate the EFAC when necessary in accordance with Department of Defense Instruction (DoDI) 1342.22, *Military Family Readiness*, Section 4.2.m.

2.5. The Military and Family Readiness (M&FR) Flight Chief or Air Reserve Components (ARC) Program Manager will:

2.5.1. Supervise and manage Center operations, and serve as the senior consultant to installation leadership on personal and family readiness issues.

2.5.2. Ensure briefings are completed with newly assigned commanders, first sergeants, and Command Chief Master Sergeants within 90 days of arrival on station on the role of the Center in personal, family, and community readiness.

2.5.3. Ensure newly assigned installation commanders are trained on the Transition Assistance Program (TAP) within 90 days of arrival, using DAF standardized training material developed by AF/A1S and AFPC/DPFF, in accordance with Fiscal Year 2020 NDAA Public Law 116-92, Section 568.

2.5.4. Identify personal and family readiness issues and trends by working with squadron leadership, civilian and military agencies and through formal and informal assessment tools and resources. ANG: Also works with State Adjutant General and Wing Commander.

2.5.5. Advocate to leadership for budget, resources, facility requirements, and manpower for Centers.

2.5.6. Ensure all Community Readiness Specialists, Community Readiness Consultants, and Readiness Noncommissioned Officers are nominated to attend the Air University A&FR Foundation Course within 12 months of initial hire.

2.5.7. Ensure AFAS services are delivered in accordance with DAFI 36-3111.

2.6. Unit Commanders will:

2.6.1. Ensure subordinate Airmen and Guardians complete financial readiness Common Military Training in accordance with **Attachment 3**.

2.6.2. Appoint a unit member to monitor and track financial readiness Common Military Training in accordance with **Attachment 3**. Due to the sensitivity of some of the training requirements, the assigned unit member should be a senior leader in the grade of E-7 or higher (for ARC, E-6 or higher).

2.6.3. Appoint a unit Key Spouse in writing and in accordance with **paragraph 4.9.2.8**. **(T-1)**

Chapter 3

COMMUNITY READINESS SERVICE DELIVERY AND ADMINISTRATION

3.1. Community Readiness Service Delivery. In consultation with installation leadership and the supported population, Centers provide a personal and family readiness foundation for Airmen, Guardians, and their families in units and within the M&FRC. This consists of core programs in the following areas: deployment planning and support; personal financial readiness skills and AFAS warm connection; personal and work life skills development; relocation assistance; employment assistance; volunteer resources; exceptional family member support; transition assistance; wounded, ill and injured support services; long-term support to survivors; AFAS; and support to the community before, during and after disaster, crisis, and or evacuation situations as appropriate within Center purview. Additional services may be directed by AF/A1S as mission changes dictate.

3.1.1. Centers will engage in partnerships with unit leadership to:

3.1.1.1. Assess unit strengths, resources, and concerns in order to enhance services and programs relevant to supporting resilient, ready Airmen, Guardians, and their families.

3.1.1.2. Foster a shared sense of responsibility to promote the successful adaptation of Airmen, Guardians, and their families to the demands of military life and to facilitate the personal readiness of the Force. **(T-1)**

3.1.2. Centers will partner with DoD and DAF approved civilian and military agencies in support of Airmen, Guardians, and their families. **(T-0)**

3.1.3. Centers will provide immediate, short-term assistance and referral to appropriate agencies or services to assist individuals and families facing crisis situations. **(T-0)**

3.1.4. Centers will offer information, education, and support services to individuals, families, and the community during deployments, contingencies and emergencies. **(T-0)**

3.1.5. Centers will provide information and referral on Family Care Plans when requested. Family Care Plans are required in accordance with DoDI 1342.19_AFI36-2908, *Family Care Plans*, and the responsibility for creating, updating, and monitoring Family Care Plans remains with the commander and the individual Airmen and Guardians.

3.1.6. Core Compliance Expert (CCE):

3.1.6.1. Flight Chiefs will assign a CCE for each program listed in **Chapter 3**. **(T-3)** CCEs will be designated in AFFIRST. **(T-3)** Due to limited staffing, this requirement does not apply to the ARC.

3.1.6.2. CCEs are responsible for staying up to date on program requirements and keeping Center staff informed, as appropriate.

3.2. Emergency Operations.

3.2.1. EFAC. By direction of the installation commander, Centers will activate and support an EFAC in accordance with installation emergency action plans. **(T-3)** In accordance with DoDI 1342.22, Centers will ensure the EFAC processes are addressed in base emergency

response plans; and, exercise plans annually in conjunction with the installation's emergency plans exercises. **(T-0)**

3.2.2. Evacuation and Repatriation. Guidance for evacuation and repatriation can be found in DAFI 36-3802, *Force Support Readiness Programs*. Centers must be familiar with Joint Publication (JP) 3-68, *Noncombatant Evacuation Operations*. **(T-3)** Centers located overseas assist in the development of base evacuation plans in coordination with the installation's Logistics Readiness Squadron or equivalent installation readiness function.

3.3. Air Force Personnel Accountability and Assessment System (AFPAAS).

3.3.1. Standardizes a method for the DAF to account for, assess, manage, and monitor the recovery and reconstitution process for personnel and their families affected or scattered by a wide-spread catastrophic event.

3.3.2. Flight Chiefs and AFR Program Managers will ensure all Center and ARC M&FR staff members are trained as AFPAAS Case Managers. **(T-1)**

3.4. Records Management.

3.4.1. Air Force Family Integrated Results and Statistical Tracking (AFFIRST) System. The AFFIRST web-based, data gathering, service delivery management system was established to provide timely information about daily activities, outcome-based results, and resource utilization of Center services throughout the DAF. All Center staff members will utilize this system for data gathering, record keeping, and information management. **(T-1)**

3.4.2. Joint Bases. At installations where the RegAF is the supporting component, AFFIRST is the approved data collection system. At joint base installations where another service is the lead and the RegAF is the supported component, that service dictates the method or system for documenting activities. Submit exceptions to joint basing requirements through AFPC/DPFF for approval by the AF/A1S Airman and Family Readiness Branch (AF/A1SAA).

3.4.3. Privacy. Prior to obtaining information from a customer, Center staff members will inform the customer that information may be released under limited circumstances identified in the System of Records Notice. **(T-0)** Prior to collecting personal information, Center staff will have the customer complete a statement of understanding. **(T-0)** An example of a customer statement of understanding is posted in the AFFIRST download section (**https://www.affirst.org**).

3.5. Duty to Report. Center staff must report circumstances that include concerns about personnel reliability in accordance with DoD Manual (DoDM) 5210.42_Air Force Manual (AFMAN) 13-501, *Nuclear Weapons Personnel Reliability Program (PRP)*; domestic violence in accordance with DAFI 40-301, *Family Advocacy Program*; and any clear threat to mission accomplishment or individual safety. **(T-0)**

3.6. Other Resource Considerations.

3.6.1. Guidance on expenditure of nonappropriated funds for family services and loan locker requirements can be found in AFMAN 34-201, *Use of Nonappropriated Funds (NAFS)*.

3.6.2. Procurement of informational items with little intrinsic value, such as pens, pencils, magnets, key chains, etc., is authorized for the express intent of awareness and education of eligible customers. For guidance, refer to DAFMAN 65-605V1, *Budget Guidance and Technical Procedures*.

3.6.3. Guidance on referring offers of donations or gift offers to the appropriate acceptance authority is found in AFI 51-506, *Gifts to the Department of the Air Force from Domestic and Foreign Sources*, or AFMAN 34-201.

3.6.4. Facilities. Center facilities should be easily identifiable and ideally located within close proximity to other support activities and collateral agencies for easy accessibility. Minimum facility requirements for Centers can be found in DAFMAN 32-1084, *Standard Facility Requirements*, and design and construction specifications are set forth in the Unified Facility Criteria (UFC) 4-730-01, *Family Service Centers*.

3.6.4.1. Design standards should follow guidance provided in UFC 4-730-01 and incorporate all identified administrative and general building support, program support spaces, clinical support spaces, and exterior site requirements.

3.6.4.2. Facility restrooms should include child changing areas in consideration of the serviced population.

3.6.4.3. Adequate parking should be incorporated into the installation parking plan to ensure facility access by individuals with disabilities and those with infants and small children.

3.6.4.4. Centers may accommodate space for Veterans Service Organizations as approved and/or directed by the installation commander, on a non-reimbursable basis. A Veteran Service Organization is an organization that is meant to serve veterans by helping them understand and claim United States Department of Veterans Affairs benefits, obtain employment assistance, and provide support in re-adjustment to civilian life. A Veteran Service Organization must be on the Department of Veterans Affairs' approved list, available at: **https://www.va.gov/ogc/recognizedvsos.asp**, in accordance with the authorities from Title 38 United States Code (USC) Section 5902, *Recognition of representatives of organizations*.

Chapter 4

CENTER PROGRAMS

4.1. Air Force Aid Society (AFAS). Centers must manage AFAS assistance in accordance with DAFI 36-3111. **(T-1)** For ARC: M&FR staff may use referrals directly to AFAS, to the nearest active duty location providing M&FR services, local financial institutions, or the American Red Cross for emergency financial assistance.

4.2. Air Force Families Forever.

4.2.1. The Air Force Families Forever program provides immediate and long-term bereavement care, service, and support for DAF surviving family members. Air Force Families Forever serves as a conduit to personalized referrals and targeted information as it relates to the death of an Airman or Guardian, facilitates connection between survivors and the DAF (if desired), and ensures fallen Airmen, Guardians, and their families are always remembered.

4.2.2. Air Force Families Forever eligibility.

4.2.2.1. Next of kin family members of deceased RegAF, USSF, and ARC members who died in an active duty, inactive duty for training, or annual training status and whose relationship was established prior to the member's death.

4.2.2.2. Air Force Families Forever supports next of kin family members regardless of cause of death.

4.2.2.3. Next of kin is defined as the following relationships which were established prior to the death of the member: widow (remarried or not), widower (remarried or not), each parent (mother, father, stepmother, stepfather, mother through adoption, father through adoption, and foster parents who stood in loco parentis (as defined in DAFI 36-3002, *Casualty Services*), each child, each brother, each sister, each half-brother, each half-sister, each stepchild, and each adopted child.

4.2.2.4. Survivors who meet criterion in **paragraph 1.1.2** may receive full support from the supporting Center.

4.2.2.5. Survivors who do not meet the criterion in **paragraph 1.1.2**, but are listed in **paragraph 4.2.2.1** and defined in **paragraph 4.2.2.3**, may receive information and referral support from the Center for support outside of the Center provided by other federal, state, and local agencies and assisting non-federal entities (e.g., financial counseling, bereavement counseling, and the installation legal office for legal assistance). These family members are eligible for all support described in **paragraph 4.2**.

4.2.3. Air Force Families Forever points of contact will (ANG is information and referral only):

4.2.3.1. Offer ongoing assistance and support as described in paragraphs **4.2.2.4** and **4.2.2.5** based on the eligibility and individual preferences of the surviving family member. **(T-3)**

4.2.3.2. Give priority to survivors for support by Center staff if a scheduling conflict arises. **(T-3)**

4.2.3.3. Track surviving family members in AFFIRST. **(T-1)** If survivor was not assigned to the Center by AFPC, the Center will validate the survivor's relationship to the deceased member in coordination with the Casualty Assistance Representative (to validate deceased member's information, if necessary) and with official documentation of eligible relationships (e.g., birth certificate to validate mother relationship). **(T-3)**

4.2.3.4. Work with commanders to provide information on surviving family members of Airmen and Guardians who died within the commander's unit (at squadron, group, delta, and wing/installation levels), regardless of where the survivors reside, and encourage inclusion of surviving family members in unit events. **(T-3)**

4.2.3.5. On a quarterly basis, provide installation commanders with information on surviving family members who are connected with the Center and encourage inclusion of surviving family members in base events (e.g., squadron, group, delta, and wing/installation levels). **(T-3)** Quarterly reports to installation commanders should include the following: name of survivor, survivor's contact information, name of fallen member, survivor's relationship to member, member's date of death, member's unit at time of death, and if survivor has opted out of communication.

4.2.3.6. Upon the death of a member, perform initial targeted outreach and engagement with survivors as defined by AFPC/DPFF. **(T-1)** Outreach should show compassion and be personalized and tailored to the survivor.

4.2.3.7. Upon conclusion of initial outreach and engagement defined in **paragraph 4.2.3.6**, conduct outreach with survivors at least quarterly. **(T-1)** Outreach is defined as any form of communication (email, text, phone call, etc.) for any reason (newsletter, counseling, event, etc.) with the survivor.

4.2.3.8. Complete warm connection by losing Center to gaining Center if survivor moves. **(T-3)** Warm connection includes introducing the survivor and providing pertinent information to the gaining Center.

4.2.4. Survivor Continuum of Care.

4.2.4.1. Centers shall closely partner with the Casualty Assistance Representative and Mortuary Affairs officer working with their assigned survivors to ensure quality continuum of care as the survivor transitions into long-term support. **(T-1)**

4.2.4.2. Centers shall work with the Casualty Assistance Representative to conduct a warm connection as casualty services close out and the survivor completely transitions to long-term support. **(T-1)**

4.2.5. Installation Access.

4.2.5.1. Centers will assist surviving family members in obtaining an electronic Perimeter Access Control System card for installation access, if desired by the survivor. **(T-3)** Guidance on installation access is provided in DoDM5200.08V3_AFMAN31-101V3, *Installation Perimeter Access Control (FOUO)*.

4.2.5.2. Centers will collect the information required for issuance of an electronic Perimeter Access Control System card from the surviving family member and transmit the information in secure electronic format to the installation's entry and access control activity (e.g., Visitor Control Center). **(T-3)** Centers or the Air Force Families Forever point of

contact do not retain information needed to obtain an electronic Perimeter Access Control System card.

4.2.5.3. Centers will assist sister Service survivors who do not have an installation access card from the owning service and are seeking installation access to an RegAF or USSF installation. **(T-1)** Centers will work with the nearest respective sister service representative (e.g., Survivor Outreach Services representative for the Army) or AFPC/DPFF. **(T-1)**

4.2.6. Surviving family members may be provided designated parking at the installation commander's discretion.

4.2.7. Survivor Advocacy Council.

4.2.7.1. The Survivor Advocacy Council, implementing NDAA Fiscal Year 2020, Public Law 116-92, Section 580B, shall be held in accordance with **Attachment 4**. **(T-0)**

4.2.7.2. The Council will report to and receive vectors from Chief of Staff of the Air Force (CSAF). **(T-1)**

4.2.7.3. Centers will assist with performing strategic communications related to the Council. **(T-3)**

4.3. Air Force Warrior and Survivor Care.

4.3.1. Centers provide non-medical services, re-integration, and transition support for wounded, ill, and injured Airmen and Guardians requiring long-term medical care or when meeting a medical or physical evaluation board to determine fitness for duty.

4.3.2. Centers will provide one-on-one pre-separation counseling to the Warrior and Survivor Care program participants when requested. **(T-3)**

4.3.2.1. Counseling support should include any veterans benefits briefings and available specific disabled transition assistance counseling provided by the Department of Veterans Affairs.

4.3.2.2. Centers should arrange assistance for the wounded, ill and injured servicemember in completing and submitting a Veterans Affairs Form 21-526, *Application for Disability Compensation and Related Compensation Benefits*, through the Department of Veterans Affairs. Such assistance may be provided by Veterans Service Organizations operating on the installation pursuant to Title 10 USC § 2670, *Use of facilities by private organizations; use as polling places*.

4.3.3. Centers collaborate with the servicing Recovery Care Coordinator, the lead coordinator for wounded, ill and injured support to affected Airmen and Guardians within an assigned area of responsibility, and coordinate activities with installation agencies.

4.4. Casualty Assistance. Casualty Assistance services may be aligned with the Center. Guidance for Casualty Assistance services and required training is provided in DAFI 36-3002. For ARC: When co-located, Casualty Assistance services are provided by the host RegAF or USSF installation; when at a non co-located installation, Casualty Assistance services are provided and designated by the Force Support Squadron (FSS).

4.5. Deployment.

4.5.1. The Center will provide deployment assistance to help DoD personnel and families meet the challenges in the four phases of deployment, in accordance with DoDI 1342.22, for: pre-deployment, deployment and sustainment, re-deployment and re-integration, and post-deployment challenges. **(T-0)** ARC: Provide deployment support in accordance with DoDI 1342.22 and DoDI 1342.28, *DoD Yellow Ribbon Reintegration Program (YRRP)*.

4.5.2. Family members are encouraged to attend deployment briefings or presentations.

4.5.3. Personnel and family readiness pre-deployment briefings will be conducted pursuant to AFI 10-403, *Deployment Planning and Execution*, and will be administered to individuals who have received a firm deployment tasking of 30 or more days. **(T-1)**

4.5.4. Short notice or emergency deployment briefings, usually those with fewer than 10 days notification, may be conducted "just in time" but not as part of the mobility line processing procedures.

4.5.5. Center staff may provide deployment related support services as requested by parents and siblings of single members.

4.5.6. Prior to redeployment from the deployed location, Center staff will support reintegration education efforts to redeploying members (i.e., briefings, material via email, websites, or hard copy), to help personnel reintegrate into unit, day-to-day routines and their family life. **(T-1)**

4.5.7. Center personnel will provide post-deployment follow-up support and reintegration to redeployed members, families, and units in collaboration with other agencies, prior to release for downtime, leave, or demobilization. **(T-1)**

4.6. Employment Assistance. Centers will support servicemembers, DoD civilian employees, and family members in achieving short and long-term employment by referring for education and training and assisting with obtaining career opportunities. **(T-0)** Centers will provide employment skills counseling and resources for self-employment, small business and entrepreneurial efforts. **(T-0)** Center staff offers local labor market information, employment trend tracking, skills and interests identification, skills development workshops, job referrals, linkages to alternatives to paid employment (e.g., volunteerism and education), networks for employment contacts, information fairs, and other on- and off-base resources.

4.7. Exceptional Family Member Program (EFMP). EFMP consists of three components:

4.7.1. EFMP—Medical (EFMP-M) provides medical support to Exceptional Family Members (EFMs), which includes screening, enrollment and assignment coordination through the Special Needs Identification Assignment Coordination process in accordance with AFI 40-701, *Medical Support to Family Member Relocation and Exceptional Family Member Program (EFMP)*. Medical support is provided through an installation's Military Treatment Facility or other authorized medical entities.

4.7.2. EFMP—Assignments (EFMP-A) considers the medical and educational needs of the family during the assignment process and is administered through the AFPC Exceptional Assignment Programs Division in accordance with DAFI 36-2110, *Total Force Assignments*.

4.7.3. The EFMP—Family Support (EFMP-FS) Coordinator will establish, implement, and maintain family support information and referral for families with EFMs. **(T-0)** The EFMP-FS

will coordinate with the installation's EFMP-M and EFMP-A functions to enhance the quality of life of family members of sponsors who have special needs. **(T-1)**

4.7.4. The EFMP-FS or Center staff will:

4.7.4.1. Provide coordination of family support services on and off the installation for EFMs in accordance with DoDI 1315.19, *The Exceptional Family Member Program (EFMP)*, to all DoD ID cardholders, including ARC members and families (as applicable when eligible). Centers will provide assistance, workshops, resources and offer activities to address all EFMs; to include adult events. **(T-1)** Funding, transportation, advertising and liaison support to off installation services is governed by **paragraph 4.7.5**.

4.7.4.2. Provide detailed information and referral services, through non-clinical case management, to EFMs on available resources required to meet their needs by utilizing the Department of Defense (DD) Form 3054, *Exceptional Family Member Program (EFMP) Family Needs Assessment*, and development and maintenance of a services plan, as appropriate. **(T-0)** 4.7.4.3. Offer services and referral sources to supported GSUs and co-located ARC tenant units as described in **paragraph 1.2** (when applicable for EFMP eligibility), without a dedicated EFMP-FS position. (**T-1)**

4.7.4.4. Offer, as appropriate, referral to the installation legal office for EFMs needing legal assistance with education law. **(T-1)**

4.7.4.5. Ensure EFMP-FS is added to the installation out-processing checklist within Virtual Military Personnel Flight to ensure the Family Needs Assessment is accomplished and a warm connection is offered to all relocating RegAF and USSF EFMP enrollees. **(T-1)** The Center will follow-up and confirm with the gaining location that member contact has been made by the gaining EFMP-FS. **(T-1)**

4.7.4.6. Be aware of all EFMP enrolled members assigned to their installation and any supported GSUs. **(T-1)** Centers will contact EFMP enrolled population quarterly. **(T-1)** EFMP-FS Coordinators will contact EFMP family members when the sponsor is deployed. **(T-1)**

4.7.5. The EFMP-FS or Center staff may:

4.7.5.1. Provide liaison services to identify off installation Federal, State and local governmental agencies, and nonprofit non-federal entities, who provide services of possible benefit to EFMP families. Representatives of such agencies and non-federal entities may be invited to give informational briefs to Center staff and EFMP families.

4.7.5.1.1. Center staff may also identify educational and recreational opportunities available in the local community or by offering Do-It-Yourself Educational Activity Kits which may be of interest to EFMP families to include children and spouses with special needs and military and spouse caregivers and siblings. Appropriated funds may be expended to fund participation in educational opportunities to include those involving resilience, readiness, sensory and motor, mental health, physical health, communication, relationships, or family adaptation events and activities to accommodate EFMs and families. Although many of these educational opportunities have a hands-on enjoyment aspect built into their curriculum, the focus should be on taking learned skills back to the home environment or self and family improvement.

4.7.5.1.2. Appropriated funds may not be expended for recreational opportunities for EFMP families. Center staff may actively identify, through their liaison efforts and through the installation morale, welfare and recreation information tickets and tours office, those community-based organizations and venues that offer recreational opportunities to EFMs and EFMP families at free or reduced price admissions to all government employees, all military members, or to a class of employees or members defined, without preference for those of a higher grade or position, as members of the EFMP, per Title 5, Code of Federal Regulations, Section 2635.204(c), *Discounts and similar benefits.*

4.7.5.2. Advertise educational and recreational opportunities available in the local community which may be of interest to EFMP families by government communications systems and other Center informational briefs and resources.

4.7.5.3. If attainable, provide government funded group transportation to educational and recreational opportunities available in the local community for EFMP family members, if available, pursuant to AFI 24-301, *Ground Transportation;* AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation (MWR) and other Nonappropriated Fund Instrumentalities (NAFIS)* paragraph 5.4.4.; and AFMAN 24-306, *Operation of Air Force Government Motor Vehicles.*

4.7.5.4. Use appropriated funds for the procurement of educational workshops, seminars, events and demonstrations to occur on the installation when such an arrangement represents the best value to the government for the use of limited EFMP funds. Appropriate scrutiny of such proposals should accompany all planned expenditures of appropriated funds.

4.8. Personal Financial Readiness (PFR) Services.

4.8.1. Centers will offer information, education, and personal financial counseling to help Airmen, Guardians, and family members, and provide foundations at the beginning of a member's career and develop across the continuum to improve financial literacy. **(T-0)** Financial readiness training will be done in accordance with **Attachment 3**. **(T-0)**

4.8.2. Financial readiness training offered by M&FR staff, in accordance with **Attachment 3**, will be delivered, at key touchpoints throughout an Airman's and Guardian's career, using DAF standardized training curriculum developed by AF/A1S and AFPC/DPFF. **(T-1)**

4.8.3. Mandatory touchpoints for financial readiness training.

4.8.3.1. Accessions. For enlisted members, training is delivered at Basic Military Training. For officers, training is delivered at the United States Air Force Academy, Officer Training School, and during Reserve Officer Training Corps. The ARC will provide new accessions training in accordance with exclusion shown in **Table A3.1**. **(T-0)**

4.8.3.2. First Duty Station. Centers will deliver training for enlisted and officer Airmen and Guardians within the first 90 days of arrival at first duty station; The ARC will conduct in accordance with exclusion shown in **Table A3.1**. **(T-0)**

4.8.3.3. Thrift Savings Plan Vesting. Centers will offer Thrift Savings Plan Vesting training or counseling to eligible Airmen and Guardians. **(T-0)**

4.8.3.4. Continuation Pay. Centers will offer training or counseling for Airmen and Guardians who are eligible for continuation pay. **(T-0)**

4.8.3.5. Transition. Centers will provide financial literacy training during the TAP. **(T-0)**
4.8.3.6. Pre- and Post-Deployment. Centers will offer training or counseling for Airmen and Guardians prior to and upon return from deployment. **(T-0)**

4.8.3.7. Marriage. Centers will offer training or counseling for Airmen and Guardians who get married. **(T-0)**

4.8.3.8. Divorce. Centers will offer training or counseling for Airmen and Guardians who get divorced. **(T-0)**

4.8.3.9. Birth of First Child. Centers will offer training or counseling for Airmen and Guardians who are expecting, give birth to, or adopt their first child. **(T-0)**

4.8.3.10. Disabling Sickness or Condition. Centers will offer training or counseling for Airmen and Guardians who are affected by a disabling sickness or condition. **(T-0)** Training or counseling should be available to members who have a family member with a disabling sickness or condition.

4.8.3.11. Subsequent Duty Station. Centers will offer training or counseling for Airmen and Guardians who experience a subsequent permanent change of station while in the grades E-1 to E-4 and O-1 to O-3. **(T-0)**

4.8.3.12. Promotion. Centers will offer training or counseling for Airmen and Guardians who receive promotions while serving in the grades E-1 to E-5 and O-1 to O-4. **(T-0)**

4.8.4. Centers should assist with a personal financial analysis for parents seeking a childcare hardship waiver (fee reduction). A recommendation of approval or disapproval is not required of M&FR staff.

4.8.5. Centers will designate one staff member as the primary expert for PFR and is required to be certified as a personal financial counselor via a national accreditation agency. **(T-0)** The selected individual will be identified as the Personal Financial Manager and must maintain certification for the duration of holding the assigned position. **(T-1)**

4.8.5.1. Additional Center staff may be assigned, based on the size of the supported installation population, to assist in training delivery, provided the selected individual(s) has obtained qualification through education, training, or experience, to provide helpful information to members of the armed forces and their spouses on financial services.

4.8.5.2. At locations without full Center services, such as GSUs or non-collocated ARC locations, or to augment existing capabilities, PFR delivery may be accomplished by contractors qualified and certified to provide personal financial counseling. Contractors must only conduct training with DAF approved materials. **(T-1)** Non-collocated ARC locations may also refer members to the nearest installation with full Center services, utilize Joint Force Support Assistance Program and Military Family Life Consultant support, use DoD-provided certified personal financial counselors if available, or other certified financial counselors available through on base (e.g., installation bank or credit union) or off base (Federal, State or local agencies or nonprofit consumer credit counseling organizations) resources.

4.8.5.3. ARC: M&FR staff will consult with servicemembers on their financial matters and provide information and referral services, as needed. **(T-0)** Due to limited staff, M&FR staff are not required to be certified as a personal financial counselor via a national accreditation agency. These staff members must attend the Personal Financial Readiness 101 course. **(T-3)**

4.9. Personal and Work Life. Centers provide education and enrichment services that focus on helping families build and maintain healthy relationships, strengthen interpersonal competencies and problem-solving skills, and master respective roles, tasks and responsibilities throughout the family life cycle. Services may be provided in collaboration with other helping agencies. The Key Spouse Program is a commander's program to enhance the communication flow from leadership to unit family members. The role of the Key Spouse is designed to increase readiness, connectedness and resiliency. It is a commander's initiative that promotes partnerships with unit leadership, families, volunteer Key Spouses, Centers, and other installation community agencies.

4.9.1. The RegAF Heart Link Program is an orientation session for new military spouses to learn about the DAF culture and resources available to them; it also benefits military spouses new to an installation.

4.9.1.1. Centers should offer the Heart Link program quarterly or semi-annually, based on demand of the assigned population.

4.9.1.2. Per DAFMAN 65-605V1, each spouse who completes the Heart Link program may be presented with a standardized coin. Flight Chiefs should include cost projections for Heart Link coins in their annual spend plan submissions to AFPC/DPFF.

4.9.2. The Key Spouse Program.

4.9.2.1. Unit commanders will establish, promote, maintain, and support the Key Spouse Program. **(T-1)**

4.9.2.2. Commanders (or equivalent Directors) at the Numbered Air Force, MAJCOM, FLDCOM, and DAF 2-letter organization levels, as well as the Chief of Staff of the Air Force and the Chief of Space Operations, may designate their spouses and/or the spouses of their Vice Commanders (or equivalent) and Senior Enlisted Advisors as honorary Key Spouses for their respective organizations in accordance with guidance within DoDI 1100.21, *Voluntary Services in the Department of Defense*, and any DAF supplement thereto. See **paragraph 4.9.2.8** for completion of DD Form 2793, *Volunteer Agreement for Appropriated Fund Activities & Non Appropriated Fund Instrumentalities*.

4.9.2.3. Key Spouse coins may be procured by Centers using appropriated funds for commanders, or designees, to issue to Key Spouses as a mission accomplishment award or on-the-spot recognition for exceptional effort or achievements as a command volunteer per DAFMAN 65-605V1. Commanders, or designees, may obtain Key Spouse coins from the installation Center.

4.9.2.4. Promotional items in support of the Key Spouse Program are limited to business cards printed on government computers with government-purchased card stock and promotional items with little to no intrinsic value, such as pens, key fobs, and magnets that are imprinted with useful Key Spouse Program information and used to promote program awareness and to publicize services.

4.9.2.5. Key Spouses may be reimbursed (if funds are available) for their purchase of shirts bearing the Key Spouse Program insignia, using nonappropriated funds, for their wear at events (e.g., installation family days) where it is important for the general public to identify Key Spouse Program volunteers; and for Key Spouse orientation and recognition events, per AFMAN 34-201, as support for *Special Morale and Welfare* purposes.

4.9.2.6. Centers will provide initial Key Spouse training at least quarterly, or more frequently if needed, using DAF standardized Key Spouse training curriculum. **(T-3)** For ARC: initial and annual training is provided as required.

4.9.2.7. Centers should provide networking and education opportunities to compliment initial Key Spouse Training on a quarterly basis, at a minimum, or as requested by installation leadership.

4.9.2.8. Key Spouse volunteers will complete DD Form 2793, before performing Key Spouse duties in accordance with DoDI 1100.21. **(T-0)** The unit in which the volunteer serves will maintain a copy of the DD Form 2793. **(T-0)**

4.9.2.9. The RegAF Key Spouse of the Year award recognizes the contributions of an outstanding Key Spouse volunteer each year. This award is for appointed Key Spouse volunteers only who meet criteria described in the special trophies and awards database (**https://access.afpc.af.mil/**). AF/A1SAA is responsible for ensuring the Key Spouse of the Year is recognized appropriately to include a certificate and lapel pin.

4.10. Relocation Assistance Program. Centers will offer relocation assistance services to servicemembers and authorized dependents who move to a new location as a result of a permanent change of station orders in accordance with DoDI 1342.22. **(T-0)** Centers may also extend relocation assistance services to assigned and authorized civilian personnel. For ARC: Exempt from paragraphs **4.10.1** through **4.10.1.2** since DoD operational criteria does not generally include the reserve components in the information system and the cited paragraphs only apply to AFR when the system is available to them for use. ARC M&FR staff may utilize additional state and local information systems for extended relocation services.

4.10.1. Centers will provide relocation assistance information and resources to servicemembers and their families via a secure DoD-maintained computerized information system. **(T-0)**

4.10.1.1. Centers located in geographic areas in which at least 500 members of the armed forces are assigned will provide relocation information on the DoD *Plan My Move* (**http://planmymove.militaryonesource.mil**) and *Military Installations* (**https://installations.militaryonesource.mil**) websites through use of the Defense Installation Messaging System. **(T-0)**

4.10.1.2. Each installation must certify that their installation information is current, accurate and complete through the Defense Installation Messaging System on a quarterly basis. **(T-0)**

4.10.2. For Center programs provided in deployed locations, services should be provided based on the needs of the servicing population and capabilities of the component at that location.

4.10.3. Centers will host, in coordination with other installation programs that have a statutory, regulatory, or policy requirement, a newcomer orientation that consolidates these activities into a singular event. **(T-3)** The purpose of this event is to provide a venue to complete all necessary PCS-related actions while minimizing time away from the new unit of assignment and simultaneously enabling newly assigned members to integrate quicker.

4.10.3.1. RegAF, USSF, and ARC installation or wing-level commanders retain the authority and flexibility to determine the appropriate scope and requirements for newcomer orientations and sponsorship for their assigned members and families to mitigate additional workload or administrative burden. Installation or wing-level commanders may consider use of Special Morale and Welfare funds to purchase refreshments for installation-sponsored newcomer events, in accordance with AFMAN 34-201, Chapter 12.

4.10.3.2. For ANG: the FSS or the Force Support Flight is the delegated OPR for the newcomer orientations. For AFR: M&FR staff will follow the directions issued by the Air Force Reserve Command in support of newcomer orientation. **(T-3)** The servicing Center will provide support to tenant ARC units located on RegAF or USSF installations. **(T-3)**

4.10.3.3. The installation military and civilian personnel functions will add the established newcomer orientation as a mandatory event on the installation-level in-processing checklist(s). **(T-3)**

4.10.3.4. The unit commander support staff will coordinate with the installation Center to schedule newly assigned members for a newcomer orientation. **(T-3)**

4.10.3.5. As a minimum, the newcomer orientation will provide mandatory information, training, or actions for the following:

4.10.3.5.1. Command, installation, and unit mission briefs. **(T-3)**

4.10.3.5.2. Military and civilian personnel processing transactions. **(T-3)**

4.10.3.5.3. Financial document processing through the servicing comptroller office. **(T-3)**

4.10.3.5.4. Consolidated mandatory newcomer training for: safety, health, substance abuse, equal opportunity, sexual harassment prevention, suicide prevention, Sexual Assault Prevention and Response Programs, and training in accordance with Article 137 of the Uniform Code of Military Justice (10 USC § 937) and State-equivalent Air National Guard training. **(T-3)**

4.10.3.6. Members may be provided additional information on living or family matters such as housing, family and personal finances, household goods management, Child and Youth Programs, Force Support morale, welfare, and recreation programs, and Military Family Life Counseling Programs. Other topics and time may be added at the discretion of installation leadership.

4.10.4. Sponsorship. The unit command support staff, or other unit members designated by the unit commander, will provide sponsorship for members, and their authorized dependents, to assist in and facilitate a smooth PCS transition. **(T-3)** Sponsors serve as the link between the inbound member and family and the unit, providing sufficient information and support so newly assigned members understand expectations, role(s), and reinforce the importance of our core tenants (e.g., warfighting excellence, esprit de corps, standards, and thriving members and

families). Refer parents of inbound and outbound school-age children to School Liaison or Youth Programs for youth sponsorship support. Guidance for School Liaison or Youth Programs can be found in AFI 34-144, *Child and Youth Programs*.

4.10.4.1. Centers will coordinate sponsorship training for sponsors appointed through unit commanders. **(T-3)**

4.10.4.2. Centers will use the DoD Electronic Sponsorship Application & Training computer-based training for sponsorship training, at: **https://www.militaryonesource.mil/moving-housing/moving/sponsorship/the-new-esponsorship-application-and-training/**. **(T-3)**

4.10.4.3. First-time sponsors and those who have not been trained as a sponsor during the past year must complete Electronic Sponsorship Application & Training sponsorship training. **(T-3)**

4.10.5. Training Installations. Centers that support installations that host accessions or technical training will coordinate with training squadrons to provide for the relocation needs of students. **(T-3)** The Centers will:

4.10.5.1. Provide relocation briefings to students at the request of the training units. **(T-3)** 4.10.5.2. Implement outreach to provide relocation information and services to family members of students. **(T-3)**

4.10.5.3. Educate students on *Plan My Move* and *Military Installation* applications and information in regards to the gaining base. **(T-3)**

4.10.5.4. Develop partnerships with other base agencies who provide relocation information and training to students. **(T-3)**

4.11. Survivor Benefit Plan (SBP). The SBP program may be aligned with the Center. Guidance on the SBP program is found in AFI 36-3006, *Survivor Benefit Plan (SBP) (Active, Guard, Reserve, and Retired)*. Flight Chiefs should provide a private area for delivery of the SBP counseling.

4.12. Transition Assistance Program (TAP).

4.12.1. Centers provide servicemembers and their spouses with the information, tools, and training to ensure they are prepared for the next step in civilian life; whether pursuing additional education, finding a career or starting their own business. Centers will provide all transition services in accordance with DoDI1332.35_AFI36-3037, *Transition Assistance Program (TAP) for Military Personnel*. **(T-0)**

4.12.2. ARC eligibility and attendance in TAP will be in accordance with DoDI1332.35_AFI36-3037. **(T-0)**

4.13. Volunteer Resources. The Center collaborates with other base agencies for the purpose of referring Airmen, Guardians, spouses, and other family members for volunteer opportunities. Guidance for volunteer activities can be found in DAFI 34-101, *Air Force Morale, Welfare, and Recreation (MWR) Programs and Use Eligibility*.

4.13.1. Servicemember, Family Data Card, volunteer data or service records may be locally developed to meet mission requirements. Centers must document volunteer hours when reported in AFFIRST. **(T-3)**

4.13.2. Volunteers performing official-type duties or roles will be in accordance with DoDI 1100.21 and a completed DD Form 2793 must be on file with the unit in which the service is provided, as shown in **paragraph 4.9.2.8**.

4.13.3. Volunteers working with children require applicable background checks in accordance with DoDI 1402.05, *Background Checks on Individuals in DoD Child Care Services Programs*. **(T-0)**

4.13.4. Volunteers may be recognized by the Air Force Volunteer Excellence Award (VEA). Guidance for awarding the VEA is located at **Attachment 2**. This is a commander's program to recognize volunteer contributions in the local civilian community or military family community.

JOHN A. FEDRIGO
Principal Deputy Assistant Secretary of the Air Force
(Manpower & Reserve Affairs)

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

NDAA for Fiscal Year 2014, Public Law 113-66, Section 633, *Improved assistance for Gold Star spouses and other dependents*

NDAA for Fiscal Year 2020, Public Law 116-92 Section 568, *Command matters in connection with transition assistance programs*

NDAA Fiscal Year 2020, Public Law 116-92 Section 580B, *Meetings of officials of the Department of Defense with representative groups of survivors of deceased members of the Armed Forces*

5 USC Appendix, *Federal Advisory Committee Act*

10 USC § 937, *Article 137 of the Uniform Code of Military Justice, Articles Explained*

10 USC § 1783, *Family members serving on advisory committees*

10 USC § 2670, *Use of facilities by private organizations; use as polling places*

18 USC § 1913, *Lobbying with appropriated moneys*

38 USC § 5902, *Recognition of representatives of organizations*.

Title 5, Code of Federal Regulations, Section 2635.204(c), *Discounts and Similar Benefits*

DoDI 1100.21, *Voluntary Services in the Department of Defense*, 27 March 2019

DoDI 1315.19, *The Exceptional Family Member Program (EFMP)*, 19 April 2017

DoDI 1322.34, *Financial Readiness of Service Members*, 5 November 2021.

DoDI 1342.22, *Military Family Readiness*, 5 August 2021

DoDI 1342.28, *DoD Yellow Ribbon Reintegration Program (YRRP)*, 25 February 2019

DoDI 1402.05, *Background Checks on Individuals in DoD Child Care Services Programs*, 11 September 2015

DoDI 5400.11, *DoD Privacy and Civil Liberties Programs*, 29 January 2019

UFC 4-730-01, *Family Service Centers*, 7 April 2006

JP 3-68, *Noncombatant Evacuation Operations*, 18 November 2015

DAFI 34-101, *Air Force Morale, Welfare, and Recreation (MWR) Programs and Use Eligibility*, 7 March 2022

DAFI 34-1101, *Warrior and Survivor Care*, 30 April 2019

DAFI 36-2110, *Total Force Assignments*, 2 August 2021

DAFI 36-2670, *Total Force Development*, 25 June 2020

DAFI 36-3002, *Casualty Services*, 4 February 2021

DAFI 36-3111, *Air Force Aid Society*, 31 August 2021

DAFI 36-3802, *Force Support Readiness Programs*, 9 January 2019

DAFI 40-301, *Family Advocacy Program*, 13 November 2020

DAFMAN 90-161, *Publishing Processes and Procedures*, 15 April 2022

DAFMAN 32-1084, *Standard Facility Requirements*, 15 January 2020

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AFPD 36-30, *Military Entitlements*, 11 April 2019

AFPD 36-31, *Personal Affairs*, 30 July 2018

AFPD 36-82, *Exceptional Family Member Program*, 4 April 2019

AFI 10-403, *Deployment Planning and Execution*, 17 April 2020

AFI 10-405, *Expeditionary Readiness Training Program*, 24 September 2018

AFI 24-301, *Ground Transportation*, 22 October 2019

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI 34-144, *Child and Youth Programs*, 2 July 2019

DoDI1342.19_AFI36-2908, *Family Care Plans*, 24 January 2019

AFI 36-3006, *Survivor Benefit Plan (SBP) (Active, Guard, Reserve, and Retired)*, 30 November 2018

AFI 36-3012, *Military Entitlements*, 23 August 2019

DoDI1332.35_AFI36-3037, *Transition Assistance Program (TAP) for Military Personnel*, 4 December 2020

AFI 40-701, *Medical Support to Family Member Relocation and Exceptional Family Member Program (EFMP)*, 19 November 2014

AFI 51-506, *Gifts to the Department of the Air Force from Domestic and Foreign Sources*, 16 April 2019

AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation (MWR), and Other Nonappropriated Fund Instrumentalities (NAFIS)*, 15 January 2019

DoDM5210.42_AFMAN13-501, *Nuclear Weapons Personnel Reliability Program (PRP)*, 19 September 2018

AFMAN 24-306, *Operation of Air Force Government Motor Vehicles*, 30 July 2020

DoDM5200.08V3_AFMAN31-101V3, *Installation Perimeter Access Control (FOUO)*, 27 February 2020

AFMAN 34-201, *Use of Nonappropriated Funds (NAFS)*, 28 September 2018

Prescribed Forms

AF Form 3968, *USAF Volunteer Excellence Award Certificate*

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Veteran Affairs Form 21-526, *Application for Disability Compensation and Related Compensation Benefits*

DD Form 3054, *Exceptional Family Member Program (EFMP) Family Needs Assessment*

DD Form 2793, *Volunteer Agreement for Appropriated Fund Activities & Non Appropriated Fund Instrumentalities*

DD Form 2656, *Retirement Application - Data for Payment of Retired Personnel*

Abbreviations and Acronyms

AF—Air Force

AF/A1—Deputy Chief of Staff for Manpower, Personnel, and Services

AF/A1S—Directorate of Air Force Services

AF/A1SAA—Directorate of Air Force Services, Airman and Family Readiness Branch

AFAS—Air Force Aid Society

AFFIRST—Air Force Family Integrated Results and Statistical Tracking

AFPAAS—Air Force Personnel Accountability and Assessment System

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPC—Air Force Personnel Center

AFPC/DPFF—Air Force Personnel Center, Airman and Family Division

AFPD—Department of the Air Force Policy Directive

AFR—Air Force Reserve

ANG—Air National Guard

ARC—Air Reserve Component

CCE—Core Compliance Expert

CSAF—Chief of Staff of the Air Force

DAF—Department of the Air Force

DAFMAN—Department of the Air Force Manual

DEERS—Defense Eligibility Enrollment Reporting System

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

DoDM—Department of Defense Manual

EFAC—Emergency Family Assistance Center

EFM—Exceptional Family Member

EFMP—Exceptional Family Member Program

EFMP-A—Exceptional Family Member Program Assignments

EFMP-FS—Exceptional Family Member Program Family Support

EFMP-M—Exceptional Family Member Program Medical

FLDCOM—Field Command

FSS—Force Support Squadron

GSU—Geographically Separated Unit

MAJCOM—Major Command

M&FR—Military and Family Readiness

NDAA—National Defense Authorization Act

OPR—Office of Primary Responsibility

PCS—Permanent Change of Station

PFR—Personal Financial Readiness

RegAF—Regular Air Force

SAF/MR—Deputy Assistant Secrertary of the Air Force, Manpower and Reserve Affairs

SBP—Survivor Benefit Plan

SF/S1—Deputy Chief of Space Operations for Personnel

TAP—Transition Assistance Program

UFC—Unified Facility Criteria

USC—United States Code

USSF—United States Space Force

VEA—Volunteer Excellence Award

Terms

Airman (Airmen)—As used in this instruction, the term Airman refers to military members of the RegAF, AFR, and ANG. The term does not include DoD civilian employees of the RegAF, AFR or ANG. Civilian employees are identified specifically in this instruction when Center services are available to them. Additionally, uniformed members of the Space Force are referenced separately.

Air Reserve Component (ARC)—ARC includes reference to both AFR and ANG.

Community Readiness Service Delivery—Designed to enhance community readiness and resiliency through personal preparedness via strength-based, results-focused service delivery.

Center staff members partner with leadership and the community to promote the successful adaptation of Airmen, Guardians, and their families to the demands of military life.

Core Compliance Expert (CCE)—Individuals assigned as a CCE must acquire and maintain the knowledge required to deal with the more complex issues of that area of compliance. **(T-3)** A CCE may be assigned more than one area of responsibility. The CCE will maintain an in-depth knowledge of their core compliance subject area, obtaining certifications as applicable, ensuring current information and on-the-job-training is provided to Center staff members. **(T-3)** The CCE will ensure their core compliance subject area is continually prepared for compliance inspections, or other higher headquarters inspections. **(T-3)**

DoD Personnel and Families—This includes all military members, all Services and Guard and Reserve, military retirees, DoD civilians (including nonappropriated RegAF and USSF personnel) and their eligible immediate family members who possess a current government-issued identification card. Other Uniformed Services include members of the United States Coast Guard, National Oceanic and Atmospheric Administration, uniformed State Department personnel, Public Health Service personnel.

Family Life Cycle—Predictable pattern of development and change as the individual and family matures and evolves over time.

Family Members—Includes those individuals for whom the military member (RegAF, USSF, AFR, ANG, and retired) provides medical, financial, and logistical (e.g., housing, food, clothing) support. This includes, but is not limited to, the spouse, children under the age of 19, children under the age of 23 if enrolled in college, disabled children, and elderly adults who meet eligibility requirements. Centers also provide various types of support to annuitants and parents of single members.

Guardians—For the purpose of this publication, Guardians refer to uniformed members of the USSF. The term does not include DoD civilian employees of the USSF. Civilian employees are identified specifically in this instruction when Center services are available to them.

Warm connection—A personal introduction to a new service provider to facilitate transition of support.

Attachment 2

GUIDANCE FOR AIR FORCE VOLUNTEER EXCELLENCE AWARD (VEA)

A2.1. Award Description. The VEA was established to recognize federal civilian employees, family members, military retirees and federal retirees who perform outstanding volunteer community service of a sustained, direct, and consequential nature.

A2.2. Award Eligibility. Authorized by the Chief of Staff of the Air Force (CSAF), for federal civilian employees, family members, military retirees, and federal retirees who perform outstanding volunteer community service. To be eligible, an individual's service has to be performed either in the local civilian community or in the military family community, and be of a sustained and direct nature. The volunteer service should be significant in character, produce tangible results and reflect favorably on the DAF. To be awarded the VEA, supervisors nominate eligible persons in the form of a memorandum or by the voluntary agency for which they donated their service. Approval authorities verify the service to be honored merits the special recognition afforded by this award. The VEA is intended to recognize exceptional long-term community support and not a single act or achievement. Further, it is intended to honor direct support of community activities. As an example, attending membership meetings or social events of a community service group would not normally be considered qualifying service, while manning a community crisis action phone line would. The volunteer service may have been donated over time at another military installation or in a local civilian community (for example, long term service as a Family Services volunteer or youth scout leader). Eligibility for the award is based on the volunteer performing services on a voluntary basis, not as part of a tasking, and does not result in any personal gain. This award may not be reflected in personnel records or earn promotion credit for federal employees selected to receive this award. The VEA may be awarded posthumously and when so awarded, may be presented to such representatives of the deceased as deemed appropriate by the commander.

A2.3. Selection Board. Award of the VEA is authorized by the DAF on behalf of the CSAF. This authority is delegated to wing-level commanders. It is at the commander's discretion to convene a board or establish another review process to screen and select award winners; however, the commander retains final award approval. The approving authority certifies that the individual meets all eligibility criteria and that service was honorable throughout the award period. Individuals may receive only one award of the VEA in a lifetime.

A2.4. Writing the Nomination. The nomination format is determined by the installation commander. As a suggestion, nominations should be limited to one page (front only) with direct, fact-filled, results-oriented descriptive statements or bullets. The nomination should emphasize the benefits realized by the volunteer service and include qualifying factors that are out of the ordinary. Some suggestions for consideration are: leadership and management, scope of responsibility, innovative and creative ideas, community involvement, initiative, and reliability. Nominators identify the timeframe of the accomplishment.

A2.5. Award Period. While commanders may choose the option of a semi-annual or annual award period, all nominations should be submitted in time to be reviewed so awards can be presented during National Volunteer Week.

A2.6. Award Approval. Approved awards will be prepared on AF Form 3968, *USAF Volunteer Excellence Award Certificate*, for presentation to the recipient. **Note:** AF Forms 3968 are only available to be ordered by a M&FRC.

Attachment 3

FINANCIAL READINESS COMMON MILITARY TRAINING

Guidelines on completing financial readiness Common Military Training is found in **Table A3.1** below. Training received from another branch of Service will be accepted with proof of training. **(T-0)**

Table A3.1. Financial Readiness Common Military Training.

Touchpoint	Completion Requirements	Delivery (**Notes 1, 2**)
Initial Entry	During initial entry training. **(T-0)** For ARC, M&FR staff will provide training within 120 days of accession.	Basic Military Training, US Air Force Academy, Officer Training School, Reserve Officer Training Corps
First Duty Station - Enlisted	Within 90 days (RegAF and USSF) or 120 days (Reserve Component) of arrival at first duty station. Training is not required for Reserve Component Airmen or Guardians who were prior active duty or officers who were prior enlisted.	RegAF and USSF M&FR: In accordance with DAFI 36-2670, *Total Force Development*. Reserve Component: M&FR
First Duty Station – Officer		M&FR
Thrift Savings Plan Vesting	No earlier than 60 days prior to and no later than 180 days after the member's 25th month of service.	M&FR or Online
Continuation Pay	For members under the Blended Retirement System; no earlier than 90 days and no later than one day prior to the years of service requirement for continuation pay eligibility as set by the DAF.	Online (**Note 3**)
Pre Deployment	No earlier than receipt of deployment orders and no later than prior to deployment. Guidance on conducting and documenting pre-deployment training is found in AFI 10-405, *Expeditionary Readiness Training Program.* Training is current for 3 years and remains current throughout the period of the deployment in accordance with AFI 10-405.	In accordance with AFI 10-405
Post Deployment	Within 30 days of return from deployment date on orders.	M&FR or Online

Touchpoint	Completion Requirements	Delivery (**Notes 1, 2**)
	ARC: Within 90 days of return from deployment date on orders. Training is valid for three years.	
Marriage	No earlier than 6 months prior to and no later than 90 days after the first time updating the Defense Eligibility Enrollment Reporting System (DEERS) marital status to "married."	M&FR or Online
Divorce	No earlier than 6 months prior to and no later than 90 days after the first time updating the DEERS marital status to "divorced."	M&FR or Online
First Child	No earlier than 6 months prior to and no later than 90 days after updating the DEERS with first dependent child. This applies to any dependent child added who is under the age of 18, including adoption, step child, etc.	M&FR or Online
Permanent Change of Station	Prior to out-processing the losing base for members in rank of E-1 to E-4 and O-1 to O-3 and below.	M&FR or Online
Promotion	No earlier than 90 days prior to and no later than 90 days after date of rank for members promoted to ranks of E-2 to E-5 and O-2 to O-4. Training for promotion to E-2 will be delivered as part of Basic Military. **(T-1)** Training to E-3 will be delivered as part of First Duty Station training. **(T-1)**	M&FR or Online
Retirement, Separation, or transition to Reserve Component	In accordance with **paragraph 4.12**.	Delivered as part of the TAP in accordance with **paragraph 4.12.**
Disabling Sickness or Condition	When identified as wounded, ill, or injured members.	Receive assessment on financial readiness needs from the Recovery Care Coordinator in accordance with DAFI 34-1101.

Touchpoint	Completion Requirements	Delivery (**Notes 1, 2**)
Disabling Sickness or Condition	When enrolled in EFMP and in accordance with **paragraph 4.7.4**.	Receive assessment on financial readiness needs from the EFMP – Family Support Coordinator per **paragraph 4.7.4.**
Lump Sum Eligibility	Prior to member electing lump sum option upon retirement under the Blended Retirement System on DD Form 2656, *Retirement Application - Data for Payment of Retired Personnel*.	M&FR

Notes:
1. M&FR refers to RegAF and USSF installation Centers and ARC M&FR Staff as defined in **Chapter 1**.
2. Eligible or required courses are displayed at https://myvector.us.af.mil/myvector on individual log in.
3. Available via MyPers email notifying member of eligibility for continuation pay.

Attachment 4

SURVIVOR ADVOCACY COUNCIL

A4.1. Purpose. The purpose of the Air Force Survivor Advocacy Council is to champion survivor programs, recap key initiatives and next steps, secure vectors to strengthen support to DAF survivors, and validate their ongoing role in the larger DAF family.

A4.2. Scope.

A4.2.1. The Survivor Advocacy Council addresses issues from the DAF survivors' next of kin and custodial parents of minor dependent child survivors whose relationship was established prior to the Airman's or Guardian's death. Next of kin is defined as each widow, widower (remarried or not), parent (mother, father, stepmother, stepfather, mother and father through adoption, and foster parents who stood in loco parentis (as defined in DAFI 36-3002), brother, sister, half-brother, half-sister, child, stepchild, and adopted child.

A4.2.2. The Survivor Advocacy Council may address issues ranging from the death notification process and including, but not limited to, the following: casualty assistance, mortuary affairs, survivor benefits and entitlements, information flow, long-term support, and connection as an Air Force Family Forever.

A4.3. Organization.

A4.3.1. Council Structure.

A4.3.1.1. Council Members. The Survivor Advocacy Council will be composed of the following members or their delegates (officer and civilian delegates must be O-6 or GS-15 or higher, enlisted delegates must be in the grade of E-9). **(T-1)** In the absence of the Chair, the ranking Vice Chair will chair. **(T-1)** If the Chair or Vice Chairs are not present, then the CSAF's delegate will chair the meeting. **(T-1)** The CSAF's delegate will act as Chair of the Council irrespective of the grade of other military and civilian employees attending the Council meeting as members or delegates. Guests may attend the Council, as invited by and with the consent of the Chair or Vice Chairs. Guests are not members or representatives of the Council.

A4.3.1.1.1. Chief of Staff of the Air Force (Chair).

A4.3.1.1.2. Chief of Space Operations (Co-Chair).

A4.3.1.1.3. Assistant Secretary of the Air Force for Manpower and Reserve Affairs (Vice-Chair).

A4.3.1.1.4. Deputy Chief of Staff for Manpower, Personnel, and Services (Vice-Chair).

A4.3.1.1.5. Deputy Chief of Space Operations for Human Capital.

A4.3.1.1.6. Chief Master Sergeant of the Air Force.

A4.3.1.1.7. Chief Master Sergeant of the Space Force.

A4.3.1.1.8. Director, Air National Guard.

A4.3.1.1.9. Chief, Air Force Reserve.

A4.3.1.1.10. Air Force Surgeon General.

A4.3.1.1.11. Air Force Judge Advocate General.

A4.3.1.1.12. Chief of Chaplains.

A4.3.1.1.13. Senior Enlisted Leader to Deputy Chief of Staff for Manpower, Personnel, and Services.

A4.3.1.1.14. Senior Enlisted Leader to Assistant Secretary of the Air Force for Manpower and Reserve Affairs.

A4.3.1.2. Survivor Representatives. The Survivor Advocacy Council will be composed of survivor representatives as determined by the Deputy Chief of Staff for Manpower, Personnel, and Services. **(T-1)**

A4.3.2. The AF/A1, in coordination with the SF/S1 (if applicable to USSF survivors), will appoint survivors to serve one 2-year term, but may extend the term for up to 1 year additional as necessary. **(T-1)** Per Title 10 USC § 1783, *Family members serving on advisory committees*, the appointment of Department of the Air Force-affiliated survivors to the Council shall exempt the Council as a possible advisory committee under the Federal Advisory Committee Act (Title 5 USC Appendix, *Federal Advisory Committee Act*). See **paragraph A4.3.5**.

A4.3.3. The Survivor Advocacy Council shall be comprised of no more than 12 representatives and one mentor including spouses (regardless of remarriage), adult children (including stepchildren and adopted children), parents (including stepmother, stepfather, mother or father through adoption, and foster parents who stood in loco parentis (as defined in DAFI 36-3002), and siblings (including half-brother, and half-sister) of fallen RegAF, USSF, and ARC members who died in an active duty, inactive duty for training, or annual training status. **(T-1)** At least 50% of survivor representatives should have been the Primary Next of Kin as defined in DAFI 36-3002. Efforts will be made to ensure a diverse population of survivors are selected to include a balance of male and female, officer and enlisted survivors. **(T-1)** The list below provides additional suggested criterion the survivor representatives, as a group, should meet, if available and willing to serve.

A4.3.3.1. Survivor whose servicemember died from combat or terrorist activities.

A4.3.3.2. Survivor whose servicemember died from a service-connected accident.

A4.3.3.3. Survivor whose servicemember died from a non-service connected accident, illness, or natural causes.

A4.3.3.4. Survivor who was dual military.

A4.3.3.5. Custodial parent of a minor dependent child survivor who is not a Defense Enrollment Eligibility Reporting System identification card holder.

A4.3.3.6. Survivor whose servicemember died from suicide.

A4.3.3.7. Survivors representing current and past conflicts (e.g., Vietnam, Korea, Post 9/11, and other operations).

A4.3.4. To help ensure the survivor discussions stay within the given programmatic vectors, a senior survivor mentor may be appointed by the AF/A1. The senior mentor should be a mature survivor who has experience speaking and working with senior leaders, media, and

other survivors. If available and willing to serve, the survivor mentor should be selected from current or previous survivor representatives who served on the Survivor Advocacy Council.

A4.3.5. Pursuant to Title 10 USC § 1783, the Survivor Advocacy Council is not considered an advisory committee as defined in section 3(2) of the Federal Advisory Committee Act.

A4.4. Procedures.

A4.4.1. The Survivor Advocacy Council members will:

A4.4.1.1. Provide recommendations through the CSAF and Chief of Space Operations (CSO) to proponent agencies to enhance or improve support for future DAF survivors based on feedback from survivor representatives. **(T-1)**

A4.4.1.2. Receive status reports from proponent agencies (e.g., AF/A1, Air Force Surgeon General) on the progress of Survivor Advocacy Council action items. **(T-1)**

A4.4.1.3. Recommend priorities for resourcing or pursuing DoD or Congressional action. **(T-1)**

A4.4.1.4. Maintain transparency and communicate with survivor representatives as legislative or policy changes are proposed or when these changes cannot be accomplished to align with recommendations. **(T-1)** Council members will be sensitive to the restrictions of the Anti-Lobbying Act, 18 USC § 1913, *Lobbying with appropriated monies* and prohibitions on the use of appropriated funds to lobby Congress and similar provisions in the current NDAA.

A4.4.2. The Survivor Advocacy Council Survivor Representatives will:

A4.4.2.1. Engage in discussions with the Survivor Advocacy Council members to identify programmatic strengths and weaknesses in support provided to RegAF and USSF survivors. **(T-1)**

A4.4.2.2. Represent the entire survivor population by utilizing their loss experience to suggest future program enhancements to the Survivor Advocacy Council. **(T-1)**

A4.4.2.3. Be allowed to comment on recommended courses of action or solutions, but will not take part in the development of, or voting on, recommended courses of action or solutions to issues identified through the Survivor Advocacy Council. **(T-1)**

A4.4.3. Estimated Number of Meetings:

A4.4.3.1. The Survivor Advocacy Council will meet at least annually at the call of the Chair and Co-Chair. **(T-1)**

A4.4.3.2. One Survivor Advocacy Council annual meeting will include an out brief to the Secretary of the Air Force or designee. **(T-1)**

A4.4.4. Administrative Support: The AF/A1 is lead agency and will provide staff support and services including financial, administrative, logistical, and other support services necessary to carry out the functions of the Survivor Advocacy Council. **(T-1)** Funding may cover travel for the Council members and survivor representatives to attend in-person meetings.