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Personnel



AIRMAN AND FAMILY READINESS CENTERS

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This instruction provides the authority and criteria for establishing Airman and Family Readiness Centers (A&FRCs) and defines A&FRC services and activities. It implements Department of Defense Directive (DoDD) 1342.17, *Family Policy*, December 30, 1988; Department of Defense Instruction (DoDI) 1342.22, *Family Centers*, December 30, 1992; DoDD 1332.35, *Transition Assistance for Military Personnel*, December 9, 1993; DoDI 1332.36, *Preseparation Counseling for Military Personnel*, February 14, 1994; DoDD 1400.33, *Employment and Volunteer Work of Spouses of Military Personnel*, February 10, 1988; DoDI 1404.12, *Employment of Spouses of Active Duty Military Members Stationed Worldwide*, January 12, 1989; DoDI 1100.21, *Voluntary Services in the Department of Defense*, March 11, 2002; and DoDI 1338.19, *Relocation Assistance Programs*, June 15, 1990, DoD Instruction 1342.17, *Personal Financial Management Programs for Service Members*, November 17, 2004. This instruction interfaces with Air Force Policy Directive (AFPD) 36-30, *Military Entitlements*, August 2, 1993; Air Force Instruction (AFI) 90-501, *Community Action Information Board (CAIB) and Integrated Delivery System (IDS)*, August 31, 2006; AFI 36-2102, *Base-Level Relocation Procedures*, June 22, 1998; AFI 44-157, *Medical Evaluation Boards (MEB) and Continued Military Service*, December 12, 2000; AFI 36-2103, *Individualized Newcomer Treatment and Orientation (INTRO) Program*, June 3, 1994; AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, January 24, 2007; AFI 10-403, *Deployment Planning and Execution*, August 5, 2005; AFI 36-2908, *Family Care Plans*, October 1, 2000; AFI 10-216, *Evacuating and Repatriating Air Force Family Members and Other U.S. Noncombatants*, April 1, 2000; the *Joint Plan for DoD Noncombatant Evacuation Operations (NEO) and Repatriation* at <http://www.armygl.army.mil/MilitaryPersonnel/neo.asp>; AFI 10-218, *Personnel Accountability In Conjunction With Natural Disasters and National Emergencies*, October 31, 2006; AFI 36-2104, *Nuclear Weapons Personnel Reliability Program*, November 5, 2004; AFI 40-301, *Family Advocacy Program*, January 19, 2005; AFPD 36-29, *Military Standards*, June 1, 1996; AFI 36-2906, *Personal Financial Responsibility*, January 1, 1988; AFI 36-3002, *Casualty Services*, July 25, 2005; AFI 36-3006 *Survivor Benefit Plan (SBP) and Supplemental Survivor Benefit Plan (SSBP)*, (Active, Guard, Reserve and Retired), July 8, 2002; AFI 36-2103, *Individualized Newcomer Treatment and Orientation (INTRO) Pro-*

gram, June 3, 1994, AFI 36-3109, *Air Force Aid Society*, March 5, 2004; AFI 51-601, *Gifts to the Department of the Air Force*, November 26, 2003; AFI 34-1 101, *Assistance to Survivors of Persons Killed in Aviation Mishaps and Other Incidents*, October 1, 2001; AFI 34-201, *Use of Non-Appropriated Funds (NAFs)*; June 17, 2002; Air Force Handbook (AFH) 32-1084, *Facility Requirements*, September 1, 1996; AFI65-601V1, Budget Guidance and Procedures, 3 Mar 2005; and AFI 33-332, *Privacy Act Program*, January 29, 2004. This instruction prescribes forms to be used, records to be maintained, and directs collecting and maintaining information subject to the *Privacy Act of 1974* authorized by Title 10, United States Code, Section 8013. System of Records Notice F036 AF PC C *Military Personnel Records System*, provides the authority to collect data. Send comments and suggested improvements of this AFI on AF Form 847, *Recommendation for Change of Publication*, to HQ AFPC/DPSIA, 550 C Street West (Suite 37), Randolph AFB, TX 78150-4 738. Major Commands (MAJCOM) may supplement this instruction with HQ USAF/AIS coordination and approval. Process supplements as shown in AFI 33-360, *Publications and Forms Management*. Refer to **Attachment 1** for glossary.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. This revision reflects changes in Family Matters organization and execution. It applies to the Mission Support Squadron structure until local mergers into the Force Support Squadron are accomplished. It incorporates AFI 36-3022, *Transition Assistance Program*, and AFI 36-3011, *Air Force Relocation Assistance Program (RAP)*. Both will be rescinded once this AFI is published.

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1. Concept of Operation. This instruction establishes the following concept of operations for A&FRCs.

1.1. Provide consultation services to Commanders and assist them in developing and executing policies, programs and processes which enhance individual, family and community readiness, quality of life, and motivation to serve.

1.2. Mission Focused. The A&FRC will consult with unit leadership to provide services specific to the immediate and long-term readiness of the organization and its members.

1.3. Support and maintain mission readiness by assisting individuals and families with adaptation to the challenges and demands of expeditionary operations and the military lifestyle.

1.4. Serve DoD military and civilian personnel and families, to include Guard and Reserve, other eligible uniformed members, military retirees, eligible family members and annuitants.

1.5. Collaborate with Air Force Reserve and Air National Guard to ensure family members are prepared for the many demands and responsibilities often associated with activation, mobilization, deployment, and demobilization.

1.6. Criteria for Service Delivery . In collaboration with the installation Integrated Delivery System (IDS), the A&FRC will offer proactive, preventive, and remedial services that foster self-sufficiency, sustain the personal and family readiness of the total force, and meet all of the following criteria:

1.6.1. Identify Needs and Resources . Services will be based on needs and resources identified through formal and informal assessment processes.

1.6.2. Results Based. Services will focus on identified community, unit, individual, and program results and outcomes.

1.6.3. Responsive to Customers. The A&FRC will provide services targeting Command and community needs and focus on issues and concerns across the military life cycle of total force Airmen and their families.

1.6.4. Non-Duplication. The A&FRC will not assume responsibility for services and programs that fall within the scope of other military agencies.

1.6.5. Prevention. Services will focus on proactive outreach, community readiness, commander consultation and support, and individual and family readiness.

2. Responsibilities and Authorities.

2.1. The Deputy Chief of Staff for Manpower and Personnel (HQ USAF/A1) establishes and directs policy for Air Force community, family and quality of life services and provides resources for the A&FRC program.

2.2. The Directorate of Services (HQ USAF/A1S) oversees integration into the Air Force Personnel Strategic Plan and associated policy development for airman and family readiness services and resource allocations for A&FRCs.

2.3. The Chief Airman and Family Services Division (HQ USAF/A1SP) is responsible for Air Force Community Support and Family Readiness Policy.

2.4. The Chief, Community Support and Family Readiness Policy (HQ USAF/A1SP) is responsible to:

- 2.4.1. Direct and guide the A&FRC program by developing and disseminating policy, plans, and resources that enable Commanders and sustain Airmen.
- 2.4.2. Develop, coordinate, and promulgate an Air Force vision which effectively defines the linkage between Commanders, total force Airmen, family members, and the Air Force community and mission readiness.
- 2.4.3. Formulate a strategic legislative agenda, submitting initiatives for congressional action, and informing the field of new legislative initiatives and requirements relating to the total force Air Force family.
- 2.4.4. Develop, implement, establish and monitor performance based-outcome criteria for evaluation of the effectiveness of programs and services related to the Airman and Family readiness needs of the Air Force community and its Family of Airmen through the A&FRC data collection system, community assessments and various surveys and assessment tools.
- 2.4.5. Develop an Information Technology (IT) strategic vision with associated objectives, and programmatic requirements for the Information Technology Management Board.
- 2.4.6. Develop budgets and address resource issues, to include manpower, funding shortfalls, and funding execution.
- 2.4.7. Issue program policy directives to HQ AFPC.
- 2.4.8. Support the HQ Air Force Community Action Information Board (CAIB) and the Integrated Delivery System (IDS).
- 2.4.9. Communicate an Air Force strategic vision, plan and policy objectives to the A&FRC community.
- 2.4.10. Interpret and provide Air Force input to OSD, Joint Staff, and other Uniformed Services on issues impacting interdepartmental and inter-service community readiness to the Family of Airmen.
- 2.4.11. Establish policies consistent with emergency operations and Air Force Wounded Warrior (AFW2) eligible Airmen, as determined by appropriate authorities.

2.5. The Chief of the Airmen, Family, and Community Operations Branch (HQ AFPC/DPSIA) is responsible to:

- 2.5.1. Develop and disseminate operational guidance and tools that enable A&FRCs to provide effective strategic consultation to commanders and sustain Airmen.
- 2.5.2. Exercise operational oversight for all A&FRC service areas.
- 2.5.3. Conduct research on individual, family, and community issues and provide results and data to HQ USAF/A1SP for review and policy guidance.
- 2.5.4. Develop and provide initial and recurring training for A&FRC personnel appropriate to support their abilities to conduct day-to-day A&FRC duties.
 - 2.5.4.1. Develop and maintain supplemental web-based resources and training materials to support field personnel. Materials will include, but not be limited to, best practices, briefings, workshop outlines, marketing materials, and computer-based training (CBT) segments, etc.

2.5.5. Oversee development, implementation, and management of HQ USAF information technology, the Air Force customer website, and AFPC family/community websites.

2.5.6. Interface with DoD, OSD/CPER, and other Service Components on interdepartmental and inter-service family readiness operational issues.

2.5.7. Provide operational procedures and guidance to the MAJCOMs and base A&FRCs for Noncombatant Evacuation Operations (NEO) and Repatriation activities IAW AFI 10-216, *Evacuating and Repatriating Air Force Family Members and Other US Noncombatants*, April 1, 2000

2.5.7.1. Serve as the liaison between families and support systems during NEO and Repatriation.

2.5.7.2. Ensure ongoing A&FRC support for NEO and Repatriated families.

2.5.7.3. Monitor status and provide consolidated weekly updates on Repatriated families for MAJCOMs and Air Staff.

2.5.8. Develop processes and tools for all A&FRC services.

2.5.9. Facilitate Community Emergency Response Teams to support Emergency Family Assistance Control Center (E-FACC) implementation, disaster response, and other contingencies that may require immediate staffing support.

2.5.10. Air Force Wounded Warrior (AFW2) program. Tailor support and assistance as identified through current Air Force policy and provide program oversight. Coordinate with AFPC/DPPDS (Disabilities) and AFPC/DPFCS (Air Force Casualty Operations) to identify eligible members. Conduct initial contact, track, advocate for and support eligible members and their families.

2.5.10.1. Make initial contact with the AFW2 member, and then contact the installation A&FRC and MAJCOM responsible for providing mandatory individual transition assistance pre-separation counseling, financial counseling and assistance required, and other direct A&FRC services to the member and family.

2.5.11. Develop, guide, implement, and monitor USAF and MAJCOM performance-based outcome criteria for evaluation of the effectiveness of programs and services related to the needs of the Air Force community and its Family of Airmen through the A&FRC data collection system, assessment tools, and surveys.

2.5.12. In coordination with MAJCOM, provide technical assistance and training to base A&FRCs that augment Air Force formal training activities.

2.5.13. Develop a comprehensive Unit Compliance Inspection List which will serve as an A&FRC tool for inspection purposes.

2.5.14. Home of Selection (HOS) Extension Requests Other Deserving Cases (ODC). Responsible for the overall management and administration of requests for HOS ODC extension entitlements IAW JFTR.

2.6. **The Personnel Career Field Management Team (AFPC/DPIBA)** is responsible for:

2.6.1. Developing, managing, and administering force development strategy, procedures, and actions related to operational-level leadership competencies of Family Matters civilian employees.

2.6.1.1. Information regarding education and training opportunities and/or requirements related to leadership development.

2.6.1.2. Administration of experiential assignments through the Career Broadening Program to provide opportunities to gain competencies necessary for leadership at the institutional and interagency levels.

2.6.2. Providing management advisory services related to succession planning for Family Matters.

2.6.2.1. Recruitment, placement, and oversight of Family Matters PALACE Acquire trainees.

2.6.2.2. Determining and implementing operational procedures for personnel policies established by the Family Matters leadership and its advisory councils.

2.7. The MAJCOM Commander is responsible to:

2.7.1. Mandate A&FRC staffs, funds, facilities and services to comply with HQ USAF requirements in support of active duty installations with a military population of at least 500 assigned active duty members.

2.7.2. Establish and direct MAJCOM policy for Air Force community, family and quality of life (QOL) related services and provide adequate resources for the A&FRC program.

2.8. MAJCOM Director of Manpower and Personnel oversees integration for the support of the Family of Airmen into the MAJCOM strategic plan and associated policy development.

2.8.1. Advocate for the Airmen and Family Readiness program.

2.8.2. Supports the Air Force, MAJCOM and Installation level CAIBs and IDS teams.

2.9. MAJCOM Airman and Family Readiness office of responsibility:

2.9.1. Directs and guides the A&FRC program by developing and disseminating MAJCOM specific policy, plans and resources in conjunction with USAF policy and requirements that enable Commanders to sustain Airmen readiness.

2.9.2. Applies and markets the Air Force and MAJCOM vision that effectively defines the linkage between Commanders, Airmen, the Air Force community, and mission readiness.

2.9.3. Formulates a MAJCOM A&FRC strategic plan that meets the expectations of the Air Force Personnel Strategic Plan and associated policies, effectively informing installations of new Air Force policies, requirements, and legislative initiatives relating to the total force Airmen/family.

2.9.4. Develops, guides, implements, and monitors USAF and MAJCOM performance-based outcome criteria for evaluation of the effectiveness of programs and services related to the needs of the Air Force community and its Family of Airmen through the A&FRC data collection system, assessment tools, and surveys.

2.9.5. Conducts continuous Command-wide analysis and oversight and ensures consistency with USAF policy.

2.9.6. Identifies, reports and provides recommendations relating to MAJCOM community and Family of Airmen issues, deficiencies, and trends to AF/AIS for consideration in formulating strategic legislative initiatives, congressional actions and in development of new Air Force policy and requirements relating to the Total Force.

2.9.7. Provides timely guidance, information and assistance on policy, process or procedural efforts, and quality and valued assistance with unique, one-of-a-kind issues.

2.9.8. Conducts research and analysis on MAJCOM Airmen, family and community issues to provide input to Air Force leadership on development of new service area responses as needed.

2.9.9. Develops MAJCOM budgets and addresses resource issues, to include manpower, funding shortfalls, and funding execution. Ensures A&FR Cs comply with budgetary requirements and through appropriate channels, champions funding, manpower and facilities needs.

2.9.9.1. Provides technical assistance and training to base A&FRCs to augment Air Force formal training activities when needed.

2.9.10. Conducts staff assistance visits as necessary to address the needs of each installation's mission, community and, their Family of Airmen, to enable installation leadership, enhance individual and unit readiness and mission performance, and to motivate A&FRC staff.

2.9.10.1. Supplements the Unit Compliance Inspection (UCI) checklist to fit MAJCOM-specific requirements for use during IG inspections of A&FRCs and ensures compliance/accreditation of their A&FRCs with all Air Force requirements.

2.9.11. Provides MAJCOM leadership with expert counsel on the health and welfare of the Family of Airmen, their communities, and of related issues which impacts readiness and retention throughout the Command.

2.9.12. Supports the Air Force, MAJCOM and Installation level CAIBs and IDS teams.

2.9.13. Coordinates any pilot programs, studies, surveys, and/or special initiatives with AF/A1SP and AFPC/DPSIA.

2.10. **Installation Commander** mandates appropriate facilities, funding levels, and manpower to support services in compliance with HQ USAF; facilitates personal readiness services to the Family of Airmen and activates the Emergency Family Assistance Control Center (E-FACC) (Attachment 4) when necessary.

2.11. **Mission Support Group Commander** directs and facilitates cross-functional integration intervention that supports Airmen and promotes readiness and quality of life for assigned and service personnel. Ensures the delivery of community, personal and family readiness services to the families of airmen.

2.12. **Force Support Squadron Commander** advocates services, integrates personnel and community support activities, champions personal readiness services that focuses on Airmen and their families, and ensures A&FRC budget is capable of supporting readiness/deployment preparation/reintegration requirements, and is submitted and defended.

2.12.1. Ensures A&FRC personnel are not assigned additional duties that would conflict with their duties during contingencies or exercises.

2.13. **A&FR Chief** leads the A&FRC and is the senior strategic consultant to installation leadership on personal and family readiness issues. The A&FRC Chief is responsible to:

2.13.1. Participate in the development of policy and plans related to the installation A&FRC and community that enable Commanders to sustain personal readiness of Airmen and their families.

- 2.13.2. Identify personal and family readiness issues and trends by working with squadron leadership, a wide range of civilian and military agencies, and through formal and informal assessment tools.
- 2.13.3. Provide data analysis to support policies and procedures proposed to resolve identified community issues.
- 2.13.4. Ensure goals and objectives are linked to higher headquarters' outcome measures and service results, where applicable.
- 2.13.5. Lead A&FRC assessment processes and coordinates all A&FRC functions to ensure local needs are addressed.
- 2.13.6. Ensure services are available to all eligible personnel.
- 2.13.7. Provide services to personnel in accordance with host/tenant support agreements and to those located at geographically separated units (GSU).
- 2.13.8. Ensure coordination with the CAIB/IDS, and other national/local government and civilian agencies, as needed for effective service delivery.
 - 2.13.8.1. Member of the installation level CAIB and IDS team as required.
 - 2.13.8.2. Supports the delivery of HeartLink spouse orientation seminars quarterly.
 - 2.13.8.2.1. Per AFI65-601V1, as a part of this program, each spouse will be presented with a standardized coin after completing the HeartLink Program. The front of the coin will show the HeartLink logo and the back will show the MAJCOM crest.
- 2.13.9. Implement higher headquarters' strategic and operational plans and ensure compliance with the requirements of these publications.
- 2.13.10. Develop and forecast the A&FRC budget using appropriate financial planning methods in consultation with base resource advisors.
- 2.13.11. Address resource issues to include manpower, funding shortfalls, and funding execution.
- 2.13.12. Ensure the A&FRC is in compliance with budgetary requirements and through appropriate channels, champion funding, manpower and facility requirements.
- 2.13.13. Ensure all newly assigned commanders, first sergeants, and command chief master sergeants are briefed within 60 days of their arrival on station on the role of the A&FRC in personal, family, and community readiness.
- 2.13.14. Implement Community Readiness Consultant (CRC) Model services as directed by Air Force Concept of Operations (CONOPS).
- 2.13.15. Supervise, mentor, and coach A&FRC staff and associates, including volunteers; oversee contracted services, when applicable.
 - 2.13.15.1. Establish cross-functional utilization of A&FRC staff to meet requirements as defined in Air Force CRC Model CONOPS.
 - 2.13.15.2. Ensure staff orientation training within 30 days of their assignment, provide continual staff development opportunities, and ensure annual mandatory training requirements are met.

2.13.15.3. Complete an Individual Development Plan for each staff member within 90 days of start date to ensure competency and the ability to deliver effective services.

2.13.16. Select A&FRC Readiness NCOIC/NCO (if authorized) in accordance with [Attachment 2](#).

2.13.17. Ensure compliance with the UCI checklist requirements and other directives; and correction of any deficiencies.

2.13.18. Develop a service delivery plan that synchronizes A&FRC services with the battle rhythm of the installation mission requirements; annually submit plan for review through FSS/CC to MAJCOM NLT first quarter of each fiscal year.

2.13.19. Ensure Air Force Aid Society (AFAS) services are delivered in accordance with AFI 36-3109, *Air Force Aid Society*, the HQ AFAS Operations Guide, and applicable checklists.

3. Community Readiness Consultation (CRC) Model requires consultation with leadership and the community to foster a shared sense of responsibility to promote the successful adaptation of Airmen and their families to the demands of military life and facilitates the personal readiness of the Force.

3.1. **Strategic Advisor.** A&FRCs will engage in partnerships with unit leadership to assess unit strengths, resources, and concerns. CRCs will consult with unit leaders to develop unit service plans, facilitate their implementation, and obtain and analyze data to evaluate the effectiveness of the service plans.

3.2. **Policy, Planning, and Coordination.** A&FRCs will identify issues and trends that affect community readiness and personal preparedness by working with a wide range of civilian and military agencies to include other forums such as the CAIB/IDS. A&FRCs will advocate for policies that support work/life issues and facilitate community readiness and personal preparedness.

3.3. **Crisis Assistance.** A&FRCs will provide immediate, short-term intervention and referral to appropriate agency or service to assist individuals and families facing crisis situations.

3.4. **Core Service Areas.** The A&FRC is the focal point for: personal and family readiness and deployment planning/support, transition assistance, employment assistance, volunteer resource services, personal financial management skills development and provision of consumer information, Air Force Aid Society assistance, personal and family life skills development, dependent education information and issues assistance, information and referral services on a variety of family support-related areas, Air Force Wounded Warrior (AFW2) support services, relocation assistance, and support to the community during disaster/crisis/evacuation situations via the Emergency Family Assistance Control Center (E-FACC). Additional services may be directed by Air Staff as mission changes dictate.

3.5. **Personal and Family Readiness for Deployments, Contingencies, and Emergencies.** The A&FRC will offer information, education, and support to individuals, families, and the community.

3.5.1. The A&FRC will provide mobility and deployment assistance to help single and married DoD personnel and families meet pre-deployment, sustainment, reintegration, and post-deployment challenges. Services will help reduce stress and deal with separation and reintegration, increase individual and family morale and unit cohesion, and support operational readiness.

3.5.2. At a minimum the following services will be offered: pre-deployment education briefings for deploying members and families; sustainment support services such as: email connectivity,

video phone and web camera connectivity, morale calls, information and referral services, applicable AFAS programs such as “Give Parents a Break” and “Car Care Because We Care,” and return/reunion/reintegration support. A&FRC will ensure reintegration briefings and processing services occur during return by collaborating with agencies involved in reintegration follow-up services. A&FRCs will provide outreach programs and participate in support groups for spouses.

3.5.3. A&FRCs are responsible for offering and/or providing Key Spouse training on a quarterly basis or as requested by installation unit leadership.

3.5.4. The A&FRC will be included in squadron/unit/MPF deployment and extended TDY (30+ days) processing checklists to ensure individuals and families receive adequate pre-deployment preparation.

3.5.5. Personnel tasked with a TDY, 30 days or more, will be required to attend a pre-deployment briefing.

3.5.6. A&FRCs will align with the installation’s “Battle Rhythm” to provide deploying Airmen and family member’s pre-deployment and reintegration briefings. These briefings are to be conducted in groups, or individually as appropriate. Briefings will be tailored to specific needs of members and deploying location. Spouse/guardians are encouraged to attend.

3.5.7. Except for extremely short notice deployments, (less than 2 day’s notification) mobility line “just in time” briefings do not meet the requirements of this AFI for pre-deployment briefing/preparation of members and their families.

3.5.8. A&FRC staff will serve on deployment lines and participate in installation exercises.

3.5.9. During deployments A&FRC staff will work with parents, local school authorities and teachers to assist their understanding of the unique stressors of the children of deployed military and distribute materials addressing deployment.

3.5.10. The A&FRC staff may provide deployment related support services to the parents and siblings of single Airmen.

3.5.11. Post-deployment assistance is linked to pre-deployment activities, particularly early intervention to educate families, single members, and units on reunion/reintegration.

3.5.12. IAW guidance in AFI 10-403, A&FRCs will provide reintegration education in coordination with other IDS agencies.

3.5.13. Family Care Plans are required IAW AFI 36-2908. A&FRCs are a resource to provide information and assistance on Family Care Plans. The responsibility for creating, updating, and/or monitoring Family Care Plans lies with the commander and the individual Airman.

3.5.14. Emergency Family Assistance Control Center (E-FACC). Upon implementation of base Comprehensive Emergency Management Plan or by direction of the Installation Commander, the A&FRC will activate and support the E-FACC (**Attachment 3**). A&FRCs will ensure the E-FACC processes are addressed in base disaster response plans and the A&FRC Family Readiness OPLAN.

3.5.15. Noncombatant Evacuation Operations (NEO) and Repatriation IAW guidance in AFI 10-216 and the *Joint Plan for Noncombatant Evacuation Operations (NEO)/Repatriation*. OCONUS A&FRCs assist in the development of Theater evacuation plans and prepare families for an

eventual evacuation. CONUS A&FRCs provide essential services during the repatriation operation, and local assistance and aid when families reach their safe haven/final destination. If required, the E-FACC model will be used for in-processing evacuees. The receiving base will coordinate with private sector organizations, financial aid, interpreters, and offer emotional support for the families. Organize and train volunteers and interpreters to act as sponsors for families during in-processing. Assist families in correctly completing DD Form 2585, *Repatriation Processing Center Processing Sheet*. Provide a point of contact (name, phone number) for the repatriated family at the A&FRC nearest the family's intended safe haven/final destination.

3.5.15.1. Upon reaching the safe haven/final destination, families will be referred to the closest A&FRC by AFPC/DPSIA or contact the center directly. The A&FRC will act as the family's liaison to the base community and provide weekly family updates to AFPC/DPSIA IAW AFI 10-218, *Personnel Accountability in Conjunction with Natural Disasters or National Emergencies*.

3.5.15.2. Upon termination of the evacuation, A&FRCs will provide official notification to the evacuees and assist as needed with return to country of assignment.

3.6. **Air Force Aid Society (AFAS).** A&FRCs manage AFAS assistance in accordance with AFI 36-3109, *Air Force Aid Society*, and the *AFAS Operation Guide*.

3.6.1. The A&FRC Chief will routinely review case files utilizing the HQ AFAS Case File Checklist.

3.6.2. The A&FRC will conduct annual self-assessment using the HQ AFAS Self-assessment Checklist to ensure compliance with AFAS requirements.

3.7. **Transition Assistance** provides retiring, separating, and demobilizing members (and family members) the information, skills, and knowledge needed for successful transition. Presidential Memorandum, *Career Transition Assistance for Federal Employees*, 12 Sep 1995, and Air Force policy dictate that transition assistance will be provided to DoD civilian employees (and family members) impacted by restructuring and reductions.

3.7.1. Preseparation Counseling and Supplemental Preseparation Counseling are mandatory for RegAF members who are retiring, RegAF members separating for disability regardless of length of service, RegAF members separating after serving at least 180 days of continuous active duty, and Reserve and Air National Guard members being released from active duty after 180 days of mobilization. A copy of the preseparation counseling document must be retained in the permanent personnel record of each member.

3.7.1.1. Separating Service members assigned to remote locations or other sites where it is not possible to obtain face-to-face preseparation counseling, are allowed access to a Community Readiness Consultant for transition counseling, regardless of Service affiliation, through Service funded TDY of the Service member or counselor, whenever possible. NOTE: This authorization for funded TDY is for preseparation counseling only, not for attendance at a Department of Labor (DoL) TAP workshop or Executive TAP seminar. Personnel who travel under funded orders for preseparation counseling and remain for a TAP seminar will be charged PTDY for the DoL TAP workshop or Executive TAP.

- 3.7.1.1.1. The Service member's command is responsible for ensuring that face-to-face pre-separation counseling and DoD and/or Service publications are available to its personnel.
- 3.7.1.1.2. TDY to attend pre-separation counseling is subject to mission requirements and destination will be the closest, most cost-effective location that provides the counseling regardless of Service affiliation.
- 3.7.1.1.3. Members deployed on 365-day TDYs, needing to go TDY from the AOR for counseling will need squadron commander approval and will be issued a separate DD Form 1610 to complete pre-separation counseling.
- 3.7.1.1.4. If operational necessity precludes travel to attend pre-separation counseling, it will be completed via telephone, fax, or mail.
- 3.7.1.2. Counseling for RegAF members is accomplished on DD Form 2648, *Pre-separation Counseling Checklist for Active Component Service Members*; supplemental counseling is an addendum. Whenever possible, DD Form 2648 counseling should be the first transition assistance service provided.
- 3.7.1.3. Reserve and Air National Guard counseling is documented on DD Form 2648-1, *Pre-separation Counseling Checklist for Reserve Component Service Members Released from Active Duty*; supplemental counseling is an addendum.
- 3.7.1.4. DoD civilians impacted by reductions or restructuring must be provided pre-separation counseling upon request.
- 3.7.1.4.1. Counseling for DoD civilians will address: the offer of an Individual Transition Plan, effects of a career change, use of the A&FRC resource center, use of the www.dod.jobsearch.org and www.dodtransportal.org web sites, available workshops or classes, financial planning, resources available under the Workforce Investment Act (WIA), education services, and relocation assistance.
- 3.7.1.5. AFPC/DPSIA will maintain the "Transition Assistance Pre-separation Counseling Delivery Guide for Active Component Service Members", the "Transition Assistance Pre-separation Counseling Delivery Guide for Reserve Component Members", and the "Pre-separation Counseling Delivery Guide for DoD Civilians Impacted by Reductions or Restructuring." The guides contain appropriate supplemental counseling information. They are updated as needed and are transmitted to the field electronically.
- 3.7.2. Verification of Military Experience and Training (VMET): The DD Form 2586, *VMET*, is available to members separating after a minimum of 180 days continuous active duty. The form provides a chronological listing and civilian translation of Air Force Specialty Codes (AFSC), formal training, and professional military education. Information prior to 1980 is limited. Members may obtain a VMET at <https://www.dmdc.osd.mil/vmet>. The VMET is intended solely for personal use. It may not be used as a source document for the completion of other Air Force forms.
- 3.7.3. Department of Labor (DoL) TAP workshop attendance in the local area is considered official duty, not leave.

3.7.3.1. Permissive TDY is allowed for Airmen not co-located with an Air Force base where TAP seminars are offered. Both military members and spouses are strongly encouraged to attend.

3.7.3.2. The DoL Veterans Education and Training Service (VETS) is responsible for delivery of the workshop, to include provision of TAP manuals to military members and their spouses. A&FRC staffs may supplement the DoL workshop: 1) as a short-term substitution to cover the unexpected absence of the VETS -designated facilitator; 2) at overseas locations where DoL support is not yet available; and 3) if necessary, for DoD civilian employees.

3.7.3.3. The A&FRC is responsible for obtaining classroom facilities, providing audiovisual equipment, publicity and promotion, registration of participants, and providing workshop registration lists to the facilitator.

3.7.3.4. Each A&FRC in the United States, including Alaska and Hawaii, is required to maintain a memorandum of understanding (MOU) with the installation commander, the State Employment Service, VETS, and the Department of Veterans Affairs (DVA). The MOU must be reviewed annually, its continuing viability certified by the A&FRC Chief, and reviewed by new installation commanders as required.

3.7.4. Any issues concerning compliance with the MOU, facilitators, the content, or quality of the workshop should be addressed at the local level first, then to the State Director of Veterans Employment and Training Service (DVET). If resolution is not achieved, issues must be raised to HQ AFPC/DPSIA through the MAJCOM. DPSOF will obtain resolution through DoD and the VETS national office.

3.7.5. When a prospective retiree wishes to attend an Executive TAP Workshop, which is not a DoD/DoL sponsored workshop, they must use permissive TDY in accordance with AFI 36-3003, Table 7, Rule 4, and if outside the 180 day window, they must request a waiver.

3.7.6. The DoD TAP Quarterly Report (RCS: DD-P&R (Q) 1927). Transition data collection: Base-level data for the DoD TAP Quarterly Report (RCS: DD-P&R (Q) 1927) is a by-product of accomplishment of DD Form 2648 and 2648-1 counseling in the web-based data collection tool. Required MAJCOM and Headquarters data will be updated as needed by MAJCOMs and AFPC/DPSIA respectively.

3.8. Air Force Wounded Warrior (AFW2) is the Air Force military severely injured program to assist combat-related ill/injured Airmen and their families in receiving world-class personnel services and support, extended transition assistance, and five-year case management follow-up.

3.8.1. Eligible members identified by AFPC/DPSIA receive the following enhanced transition services:

3.8.1.1. One-on-one consultation with the Airman and/or family representative for financial assessment and personal issue counseling. Engagement should be made immediately following an AFW2 referral. Every effort should be made to ensure that the member does not decline counseling.

3.8.1.2. Assess member's interest in Air Force federal employment. The AFW2 program provides for federal employment opportunities with the Air Force for some AFW2 eligible Airmen. If the member indicates interest in Federal employment with the Air Force, the A&FRC

provides the member's name and desired location to AFPC/DPSIA for review. A&FRC will assist with resume preparation for federal employment.

3.8.1.3. Ensure one-on-one VA benefits and DTAP counseling, and personal assistance in completing and submitting a VA Form 21-526, Claim for Disability Compensation or Pension. Due to short-notice separations/retirements, the VA may not be available to assist the member in completing the VA Form 21-526. In this case, the A&FRC will complete the application and ensure it is provided to the MPF Relocations Unit, or the base agency responsible for forwarding service medical records to the VA after separation or retirement.

3.8.1.4. Advise members to obtain copies of medical records prior to separation/retirement.

3.8.1.5. In the event that an A&FRC is contacted by an AFW2 member without prior notice from AFPC/DPSIA, one-on-one pre-separation counseling should be arranged and MAJCOM and AFPC/DPSIA should be notified.

3.8.2. All AFW2 cases should be treated with a sense of immediacy.

3.8.3. Specific Air Force Wounded Warrior responsibilities and taskings are further defined in the AF CONOPS.

3.9. **Employment Assistance** supports customers in achieving short and long-term employment, education/training, and career goals. A&FRCs provide: employment skills counseling to prepare customers for local and long-distance job searches; resources for self-employment, small business and entrepreneurial efforts.

3.9.1. A&FRCs offer local labor market information, employment trend tracking, skills and interests identification, skills development workshops, job bank or job referrals, linkages to alternatives to paid employment (e.g., volunteerism and education), networks for employment contacts, and other on- and off-base resources.

3.10. **Relocation Assistance:** IAW Public Law 101-189 and the NDAA, 29 Nov 1989, A&FRCs will provide relocation information, education, and skills development for customers, and are responsible for coordinating and providing updates of Plan My Move and Military Installation (MI) directory content.

3.10.1. Pre-departure and post-arrival services allow members to make informed decisions and preparations. Referrals should include but are not limited to: temporary housing services, government or private home finding services, child care, medical and medically-related services, spouse employment assistance, cultural and community orientation, public/private/home schooling, legal, personal property shipment, and information on educational and volunteer opportunities.

3.10.2. Special emphasis and expanded assistance should be provided for personnel with less than four years of service and those with overseas assignments.

3.10.2.1. At installations conducting basic enlisted and officer training and technical training, the A&FRC will: 1) coordinate services with training units; 2) provide relocation briefings to trainees; 3) implement outreach to provide relocation information and services to family members or trainees; and 4) provide each trainee access to Plan My Move and Military Installation directory web-based applications/information on the gaining base.

3.10.2.2. For overseas assignments, the continental United States (CONUS) (losing) A&FRC will contact military personnel 90 days prior to departure and civilian personnel as soon as

possible after notification of assignment to provide information on relocation assistance services to include how to access Plan My Move and Military Installations directory information on the gaining base.

3.10.2.3. For overseas assignments, outside the continental United States (OCONUS) (gaining) A&FRC will ensure access to current information on OCONUS destinations, to include how to access Plan My Move and Military Installations directory information. They will also provide overseas permanent change of station (PCS) orientation through collaborative processes to include cultural adjustment briefings. Provide one-on-one assessments as needed to address issues unique to overseas living.

3.10.2.4. Families of members assigned to remote/unaccompanied tours should be identified by members losing squadron and provided with information and referral to ensure they can maintain connections with the military support system through links with installation leadership and base/community resources. Member's gaining A&FRC will provide family members address to A&FRC nearest to them, in turn A&FRC will periodically contact families and provide assistance as needed.

3.10.2.5. Lending Lockers are an optional program based on local needs and availability of volunteers and NAF resources. Lending Lockers provide temporary household items during relocation and under special circumstances when available.

3.10.2.6. Sponsor Training. First-time sponsors and those who have not been trained as a sponsor during the past year must receive sponsorship training. This training is provided by A&FRC staff; the delivery method will be determined locally. A&FRCs will work with the MPF, CPF, and unit monitors to coordinate training and make training available in multiple forms to meet sponsorship needs.

3.11. **Volunteer Resources.** The A&FRC assists the installation commander and collaborates with other base volunteer agencies to recruit, train, place, and recognize volunteer service. The Air Force Volunteer Excellence Award (VEA) is a commander's program to recognize volunteer contributions across the installation. AFPC/DPSIA provides guidance for the process in the A&FRC information management system.

3.12. **Personal Financial Readiness Services.** A&FRCs will offer information, education, and personal financial counseling to help individuals and families maintain financial readiness.

3.12.1. In accordance with DODI 1342.27, at least one A&FRC staff member is required to be certified as a personal financial counselor via a national accreditation agency.

3.12.2. **Mandatory First Duty Station Training.** Within the first 90 days of arrival, A&FRCs will provide first duty station officer and enlisted personnel information to maintain financial stability and reach financial goals to include; an understanding of pay and entitlements, banking and allotments, checkbook management, budgeting and saving (to include the Thrift Savings Plan), insurance, credit management, car buying, permanent change of station moves, information on obtaining counseling or assistance on financial matters, investment tools, state or country liability laws, local fraudulent business practices, and personal and family readiness.

3.12.3. Prior to deployments exceeding four weeks A&FRCs will assist a member to establish an extended absence financial plan as part of personal readiness preparation.

3.13. **Personal and Family Life Education services** assist with the readiness of the force and include prevention/enrichment education and consultation designed to enhance social competence for individuals, couples, and families, and build resilience skills that assist in navigating a mobile, military lifestyle. Services focus on assisting customers to develop, improve, or remediate interpersonal competencies and social relationship skills throughout the life cycle. Services should complement those offered by other helping agencies, may be offered in individual or group settings, and should reflect the community readiness model by incorporating both on-base and off-base partners as needed.

3.14. **Information, Referral (I&R) and Follow-up services** assist individuals and families identify and clarify needs, determine appropriate forms of assistance and provide linkage to resources, including exceptional family member resources.

3.14.1. A&FRCs will ensure client access to listings of on- and off-base services and information, as well as web-based resources.

4. Military Child Education : A&FRC staff will advocate for the educational needs of military children and will assist Airmen and families with information and referrals regarding local school districts and other educational options including home schooling, private schools, charter schools, and cyber schools.

4.1. A&FRC staff will ensure school personnel are aware of the unique issues impacting military children, i.e., deployment, frequent moves, etc.

5. Records Management.

5.1. Automated Data Tracking System. The A&FRC web-based, data gathering, service delivery management system was established to provide timely information about daily activities, outcome-based results, and return on investment of A&FRC services throughout the Air Force. All staff members will utilize this system for data gathering, records keeping, and information management.

5.2. Privacy. Information obtained from individuals and A&FRC records must be appropriately safeguarded to protect an individual's privacy. Disclosure of any records must be in compliance with AFI 33-332, *Privacy Act Program*. However, certain instances governed by regulations and statutes require reporting to appropriate authorities. Release of any personal customer information must be requested by appropriate agency/individual "for official use only" and the request/release of information must be documented in writing. Prior to obtaining information from a customer, A&FRC staff members will inform the customer that information may be released under limited circumstances. An example of an A&FRC Customer Statement of Understanding may be found at the A&FRC data management site.

5.3. Instances to report include, but are not limited to, concerns about personnel reliability (PRP) IAW AFI 36-2104, *Nuclear Weapons Personnel Reliability Program*; any domestic violence AFI 40-301, *Family Advocacy Program*, the commission of a crime in violation of the Uniform Code of Military Justice, federal or state law; and any clear threat to mission accomplishment or individual safety.

6. Resource Management : A&FRC Chiefs will manage/monitor fund operating procedures, resource estimates and budget execution. They will use budget system reports, including open document list (ODL), selective transaction history (STHL), and execution reports to provide information for budget management. For more information, refer to AFI 65-601, Volume 2, *Budget Management for Operations*.

- 6.1. Expenditure of Non-Appropriated Funds (NAFs) is only authorized for Family Services/Loan Locker requirements (e.g., lending closets, volunteer uniforms, awards, coffees, and child development services for volunteers) per AFI 65-601V1, *Budget Guidance and Procedures*.
- 6.2. Procurement of low value promotional items, 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 AFI 65-601, Vol 1, *Budget Guidance and Procedures*
- 6.3. A&FRC Chief will manage budget and monthly expenditures and use available funds for recognized operational needs. Additionally the Chief will track funds utilized in support of readiness services and requirements in order to obtain special program funding or other supplemental funding available to support operational directives (e.g. GWOT, O&M peacetime funding, and year-end funds).
- 6.4. A&FRCs cannot accept or reject donations and gift offers and must refer them to the appropriate authority IAW AFI 51-601, *Gifts to the Department of the Air Force*.
- 6.5. Guidance for establishing and operating private organizations may be found in AFI 34-223, *Private Organizations (PO) Program*. The A&FRC Chief may be an advisor to a PO, but the A&FRC cannot be perceived as “owning” or managing the PO. Any staff member working with the PO must do so on personal time, not during duty hours.

7. Facilities. A&FRC staffs shall ensure proper maintenance and upkeep of facilities, real property and equipment. A&FRC facilities will be easily identifiable and ideally located within close proximity to other support activities and collateral agencies for easy accessibility. A&FRCs must meet, as a minimum, the facility requirements as outlined in AFH 32-1084, *Facility Requirements*, and design and construction specifications set forth in the Unified Facility Criteria, UFC 4-730-01, *Family Service Center*.

7.1. A&FRC should reflect a warm, friendly, inviting environment. At a minimum, design standards will include an interactive reception/resource area; an administrative support area; adequate private work areas with sufficient space for a standard-size desk, office chair, visitor seating, locking filing cabinets and book shelf; private consultation areas (floor-to-ceiling walls and closeable doors for privacy during one-on-one consultations when subject matter warrants); conference and classroom areas; a full kitchen with appliances and utensils; storage and supply areas. The resource area should be integrated as the hub of the A&FRC and will include computers and internet connectivity for customers; and restrooms with child changing areas. Adequate parking, immediately adjacent to the facility is essential. Facility location is preferable in high traffic areas that attract families, i.e., near the commissary, base exchange, or medical treatment facility, etc.

8. Prescribed Forms. No prescribed forms.

9. Adopted Forms. DD Form 2648, *Preseparation Counseling Checklist for Active Component Service Members*; DD Form 2648-1, *Preseparation Counseling Checklist for Reserve Component Service Members Released from Active Duty*, DD Form 2586, *Verification of Military Experience and Training*; DD Form 2585, *Repatriation Processing Center Processing Sheet*, and VA Form 21-526, *Claim for Disability Compensation or Pension*.

RICHARD Y. NEWTON, Lt General, USAF
DCS, Manpower and Personnel

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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Public Law 102-190, *NDAA for Fiscal Year 1992*, Title 10, United States Code, Chapter 58, Sections 1142 and 1144

Public Law 102-484, *NDAA for Fiscal Year 1993*, Title 10, United States Code, Chapter 58, Sections 1142, 1143, 1143a, 1144, 1145, 1150, 1151, 8911 and 8914

Public Law 103-160, *NDAA for Fiscal Year 1994*, Title 10, United States Code, Chapter 58, Sections 1141, 1142, 1143, 1143a, 1145, 1146, 1147, 1150, 1151, 1152 and 1153

Public Law 105-261, *NDAA Fiscal Year 1999*, Title 10, United States Code, Chapter 58, Sections 1145 and 1197

Public Law 106-398, *NDAA Fiscal Year 2001*, Title 10, United States Code, Chapter 58, Sections 1145 and 1197

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DoDD 1332.35, *Transition Assistance for Military Personnel*, December 9, 1993

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AFFD 36-29, *Military Standards*, June 1, 1996

AFFD 36-30, *Military Entitlements*, August 2, 1993

AFFD 90-5, *Community Action Information Board*, October 15, 2002

AFI 10-216, *Evacuating and Repatriating Air Force Family Members and Other U.S. Noncombatants*, April 1, 2000

AFI 10-218, *Personnel Accountability in Conjunction with Natural Disasters or National Emergencies*, October 31, 2006

AFI 10-403, *Deployment Planning and Execution*, April 14, 2003

AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, January 24, 2007

AFI 33-332, *Privacy Act Program*, January 29, 2004

AFI 33-360, *Publications and Forms Management*, May 18, 2006

AFI 34-201, *Use of Non-Appropriated Funds (NAFs)*; June 17, 2002

AFI 34-239, *Food Service Management Program*, May 1, 1998

AFI 34-1101, *Assistance to Survivors of Persons Killed In Aviation Mishaps and Other Incidents*, October 2001

AFI 36-2102, *Base-Level Relocation Procedures*, June 22, 1998

AFI 36-2103, *Individualized Newcomer Treatment and Orientation (INTRO) Program*, June 3, 1994

AFI 36-2104, *Nuclear Weapons Personnel Reliability Program*, May 29, 2003

AFI 36-2906, *Personal Financial Responsibility*, January 1, 1988

AFI 36-2908, *Family Care Plans*, October 1, 2000

AFI 36-3002, *Casualty Services*, July 25, 2005

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AFI 44-153, *Traumatic Stress Response*, 2006

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Air Force Handbook 32-1084, *Facility Requirements*, September 1, 1996

JP 3-68, *Noncombatant Evacuation Operations*, January 22, 2007

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Abbreviations and Acronyms

AAC—Assignment Availability Code

AFAS—Air Force Aid Society

AFH—Air Force Handbook

AFI—Air Force Instruction

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

A&FRC—Airman and Family Readiness Center

AFSC—Air Force Specialty Code

AFW2—Air Force Wounded Warrior program

AOR—Area of Responsibility

ANG—Air National Guard

ARC—American Red Cross

CAIB—Community Action Information Board

CAR—Casualty Assistance Representative

CEMP—Comprehensive Emergency Management Plan

CONOPS—Concept of Operations

CONUS—Continental United States

CRC—Community Readiness Consultant

CRT—Community Readiness Technician

DAFSC—Duty Air Force Specialty Code

DMDC—Defense Manpower Data Center

DoD—Department of Defense
DoDD—Department of Defense Directive
DoDEA—Department of Defense Education Activity
DoDI—Department of Defense Instruction
DoL—Department of Labor
DP—Director of Personnel
DRU—Direct Reporting Unit
DVA—Department of Veterans Affairs
DVET—State Director, Veterans Education and Training Service
E-FACC—Emergency Family Assistance Control Center
EM—Emergency Management
FOA—Field Operating Agency
FSS—Force Support Squadron
GSU—Geographically Separated Unit
GWOT—Global War on Terrorism
HQ AFPC/DPSIA—Airman, Family, and Community Operations Branch
HQ USAF/A1SP—Air Force Airman and Family Services
IAW—In accordance with
IDS—Integrated Delivery System
IG—Inspector General
INTRO—Individualized Newcomer Treatment and Orientation
ITP—Individual Transition Plan
JROTC—Junior Reserve Officer Training Corps
MAJCOM—Major Command
MEB—Medical Evaluation Board
MOA—Memorandum of Agreement
MOU—Memorandum of Understanding
MTF—Medical Treatment Facility
NAF—Non-appropriated fund
NDAA—National Defense Authorization Act
NCO—Non-Commissioned Officer
NCOIC—Non-Commissioned Officer In Charge

NEO—Noncombatant Evacuation Operations

NOK—Next Of Kin

O & M—Operations and Maintenance

OCONUS—Outside the Continental United States (Overseas)

ODSCPER—Office for the Deputy Chief of Staff for Personnel (Army)

OPLAN—Operations Plan

OSD—Office of Secretary of Defense

PCA—Permanent Change of Assignment

PCS—Permanent Change of Station

PEBLO—Physical Evaluation Board Liaison Officer

PME—Professional Military Education

PO—Private Organization

POM—Program Objective memorandum

PTDY—Permissive TDY

RE Code—Reenlistment Eligibility Code

RegAF—Regular Air Force

SBP—Survivor Benefit Plan

SSBP—Supplemental Survivor Benefit Plan

SPD—Separation Program Designator

TAP—Transition Assistance Program

TDRL—Temporary Disability Retired List

TDY—Temporary Duty

TSR—Traumatic Stress Response

UCI—Unit Compliance Inspection

UDM—Unit Deployment Manager

VA—Veteran's Administration

VEA—Volunteer Excellence Award

VETS—Veterans Education and Training Service

VMET—Verification of Military Experience and Training

WIA—Workforce Investment Act

Terms

A&FRC Service Areas—Services specified in this AFI requiring dedicated resources and resulting from identified issues and concerns important to the mission and common to individuals and families.

Battle Rhythm—(as related to the mission of the A&FRC): Synchronization of A&FRC service delivery with the immediate and anticipated activities of the installation mission, special events/holidays, contingencies, and the normal flow of military life cycle events.

Community Results Management—A decision-making and resource allocation strategy that identifies and prioritizes community results and ties all activities/services to measurable results and ensures cost effective utilization of resources while meeting community needs through targeted outcome results and measures.

Community Readiness Consultant Model—The CRC Model is designed to enhance community readiness through personal preparedness via strength-based, results-focused service delivery. The Model partners with leadership and the community to promote the successful adaptation of Airmen and their families to the demands of military life.

Community of Airmen—Indicates all the members of the community serviced by the A&FRC and includes active duty of all branches, DoD civilians, Guard, Reserve, retirees and immediate family members.

Department of Defense (DoD) Personnel and Their Families—This includes all military members, all Services and Guard and Reserve, military retirees, DoD civilians (including NAF personnel) and their eligible immediate family members. Other Uniformed Services include members of the US Coast Guard, National Oceanic and Atmospheric Administration, uniformed State Department personnel, Public Health Service personnel and members of foreign military units assigned or attached to a CONUS or OCONUS (US) installation.

Family Life Cycle—A 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 (active duty 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. A&FRCs will also provide various types of support to annuitants and parents of single members.

Program Result—Measurable benefits or outcomes achieved by individuals, families or groups who have been directly served by agencies or indirectly influenced by an agency's efforts. Intermediate or short-term steps leading to achieving a community result and built on successful program activities.

Return on Investment—A performance measurement used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. To calculate ROI, the benefit (return) of an investment is divided by the cost of the investment; the result is expressed as a percentage or a ratio.

Total Force Airmen—Members of the Active Duty Air Force, Air National Guard, Air Force Reserve, and Air Force Civilian employees.

Attachment 2**READINESS NON-COMMISSIONED OFFICER IN CHARGE (NCOIC)/
NON-COMMISSIONED OFFICER (NCO) SELECTION CRITERIA**

A2.1. A&FRC Readiness NCOIC/NCO selection if authorized a position: The A&FRC Readiness NCOIC/NCO performs duty in Special Duty Identifier (SDI) 8C000. The Readiness NCOIC/NCO is usually selected from local personnel resources, subject to AFPC/DPAAD or applicable headquarters approval. All requests for authority to permanent change of assignment (PCA) or PCS personnel to A&FRC Readiness NCOIC/NCO duty should be submitted by the A&FRC Chief through the FSS/CC, through appropriate intermediate level headquarters to AFPC/DPAAD. If a qualified local resource is unavailable, the A&FRC Chief, with Wing/CC concurrence, will contact AFPC/DPAAD to identify eligible non-local candidates. AFPC/DPAAD places the applicant or selectee for A&FRC Readiness NCOIC/NCO in Assignment Availability Code (AAC) 43 in a 4-year controlled tour.

A2.1.1. A&FRC Readiness NCOIC/NCO Candidate Requirements: Must be a volunteer; must have exemplary performance history with the recommendation of the current commander; must have at least 12 months remaining on station if in a short or split overseas tour area, or have at least 24 months at continental United States (CONUS) and overseas (OCONUS) long-tour areas; at base level, unless otherwise authorized.

A2.1.1.1. A&FRC Readiness NCOIC Candidate Requirements: Must be a MSgt-SMSgt (the A&FRC Chief may request a waiver and nominate a strongly qualified TSgt if a MSgt-SMSgt volunteer cannot be located); should have background or experience in disaster or contingency responses, finance, budget, manpower, and services.

A2.1.1.2. A&FRC Readiness NCO Candidate Requirements: Must be in a rank not lower than MSgt (the A&FRC Chief may request a waiver and nominate a strongly qualified TSgt if a MSgt volunteer cannot be located); should have background or experience in disaster or contingency responses.

A2.1.2. Personnel in an overseas imbalance or chronic critical shortage Air Force specialty code (AFSC) will not be considered for the Readiness NCOIC/NCO's position without Wing/CC approval.

A2.1.3. AFPC/DPAAD approves waivers for personnel in an overseas freeze status.

A2.1.4. At the A&FRC Chief's request, with FSS/CC concurrence, AFPC/DPAAD, may approve a 1 year extension request in SDI 8C000 based upon the needs of the Air Force.

Attachment 3

GUIDANCE FOR ACTIVATION OF AN EMERGENCY FAMILY ASSISTANCE CONTROL CENTER (E-FACC)

A3.1. Concept of Operations: Upon implementation of the base Comprehensive Emergency Management Plan (CEMP), the Installation Commander will activate an E-FACC to serve as the focal point for victim and family assistance services. The E-FACC, prescribed by DoDI 1342.22 and AFI 34-1101, serves as the staging area where families can obtain disaster relief, contingency information, and services. The center's primary mission is to integrate services that will address the practical and emotional needs of families of potential DoD casualties and DoD personnel affected by the disaster. The Airmen and Family Readiness Center will be the focal point of dissemination of timely information for affected individuals **excluding** casualty notification. If warranted, and staffing permits, E-FACCs will be staffed, in addition to A&FRC personnel, with representatives from Mental Health, Chapel, Legal, Services, Public Affairs, and American Red Cross (ARC). At a minimum, representatives from these agencies will be available for referral and consultation. When appropriate, staff from other branches of the Services may be requested in the E-FACC. The A&FRC must address E-FACC activation, sustainment and deactivation processes in the A&FRC OPLAN. The Chief validates the OPLAN annually with the Installation Commander, ensures it is incorporated in all base disaster plans and is exercised regularly.

A3.2. E-FACC Tasks:

A3.2.1. Preplan several locations of varying sizes and establish agreement with owning agencies that the facilities will be available as an E-FACC when/if the need arises. Off-base sites need to be identified.

A3.2.1.1. When an event necessitates E-FACC activation, identify appropriate E-FACC location and notify FSS/CC of location and services available.

A3.2.2. Assess needs for overall community support.

A3.2.2.1. Consider the type of incident and magnitude, including numbers of people affected and support available.

A3.2.2.2. Coordinate with appropriate E-FACC supporting agency control centers and determine manpower requirements.

A3.2.3. Establish a link with the local emergency management agencies consistent with existing memorandum of understanding (MOU) or memorandum of agreement (MOA).

A3.2.3.1. Identify required support.

A3.2.3.1.1. Establish (well before need exists or as soon as possible) statements of understanding, letters of agreement, MOUs or MOAs and checklists with all agencies associated with the E-FACC.

A3.2.3.2. Refer external volunteers to ARC point of contact or assigned volunteer manager. The volunteer manager should be one or more individuals who are permanently assigned for the duration of the E-FACC, will be able to train volunteers, establish volunteer procedures, monitor their actions, and provide an after-action report on volunteer actions.

A3.2.3.2.1. Volunteer report will contain total number and names of volunteers, duties assigned, unique challenges, and unmet needs. The report will be part of the overall E-FACC after action report.

A3.2.4. Establish a call center with a 1-800 number in the E-FACC for disaster and incident welfare inquiries.

A3.2.4.1. Preplanned requirements will include such items as cell phones, land lines, telephones, 2-way radios, fax machines, radio scanner, and computers.

A3.2.4.2. Obtain Public Affairs guidance for information dissemination and release, interaction with media, etc.; coordinate briefing for E-FACC staff on the “do’s and don’ts” of information dissemination.

A3.2.4.2.1. Coordinate access to installation commander’s television channel and base web page.

A3.2.4.2.2. Public Affairs will ensure E-FACC is informed of media and information releases.

A3.2.5. Provide crisis assistance, information, and referral.

A3.2.5.1. Assess individual need for and refer to Life Skills Support Center, Chapel, legal services, Services, finance, medical, or other agencies as needed.

A3.2.5.2. Provide emergency AFAS (coordinated with Headquarters AFAS) financial assistance and referral to other agencies.

A3.2.5.3. Establish guidelines (IAW AFI 51-601) for referral for emergency relief supplies and donations (food, clothing, “comfort” items, etc.).

A3.2.5.4. Coordinate relocation support for affected personnel.

A3.2.5.5. Coordinate reception for extended family members.

A3.2.6. Establish a system for recording all actions and activities of the E-FACC for after action report. Maintain records and complete reports immediately after closure of E-FACC. Establish a method for managing stand alone donations. Establish a *Lessons Learned* file for future reference.