

Air Force Services Activity  
(AFSVA)

## **Unite Initiative**

CONCEPT OF OPERATIONS  
(CONOPS)



January 2019

JBSA-Lackland, Texas

OPR: AFSVA/SVP



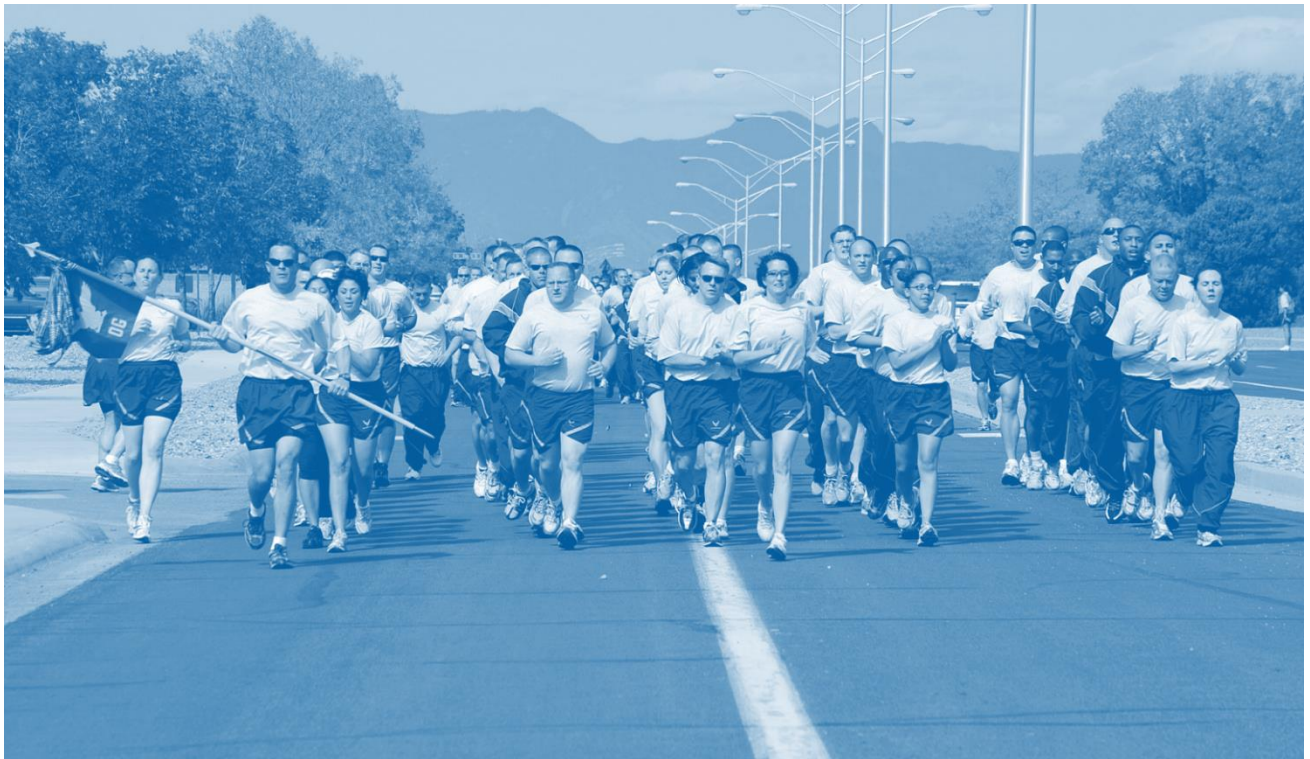
*"It is time to revitalize the squadron as the warfighting core of our Air Force. Our vision demands that squadrons be highly capable, expeditionary teams who can successfully defend our Nation's interests in both today's and tomorrow's complex operating environments. We will succeed only when our squadrons are the cohesive, ready, and agile fighting forces that the Air Force, Combatant Commanders, and the Nation requires."*

DAVE GOLDFEIN  
General, USAF  
Chief of Staff



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*"The squadron is the beating heart of the United States Air Force; our most essential team. We succeed or fail in our missions at the squadron-level because that is where we develop, train, and build Airmen." - DAVE GOLDFEIN General, USAF Chief of Staff*

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## SECTION I – INTRODUCTION

**1. INTRODUCTION:** The purpose of this CONOPS is to outline the introduction of the Unite initiative. This CONOPS documents the projected benefits, defines measures of success and establishes metrics.

**1.1. CONOPS AUDIENCE:** The intended audience of this CONOPS is the Installation (Wing and Group) leadership, Force Support Squadron (FSS) leadership and the Air Force Services Activity Unite management team.

**1.2. BACKGROUND:** In August 2016, Air Force Chief of Staff (CSAF) General David Goldfein released his letter to Airmen titled, “*The Beating Heart of the Air Force...Squadrons!*” (Attachment 1 provides full context of the letter). AFSVA was later asked to establish an activity-rich program that equips empowered Squadron/Unit commanders with options to facilitate unit cohesion. In-turn, Unite was established. Unite is an added component to the Air Force's Recharge for Resiliency (R4R) program (Single Airmen, RecOn and Deployed Affected)



ATTACHMENT 1.  
CSAF FOCUS AREA S

*Squadron Revitalization Implementation Plan outlined three lines of effort:*

*1) Focus on the Mission; 2) Strengthen Squadron Leadership and Culture; 3) Take Care of Airmen and Families*

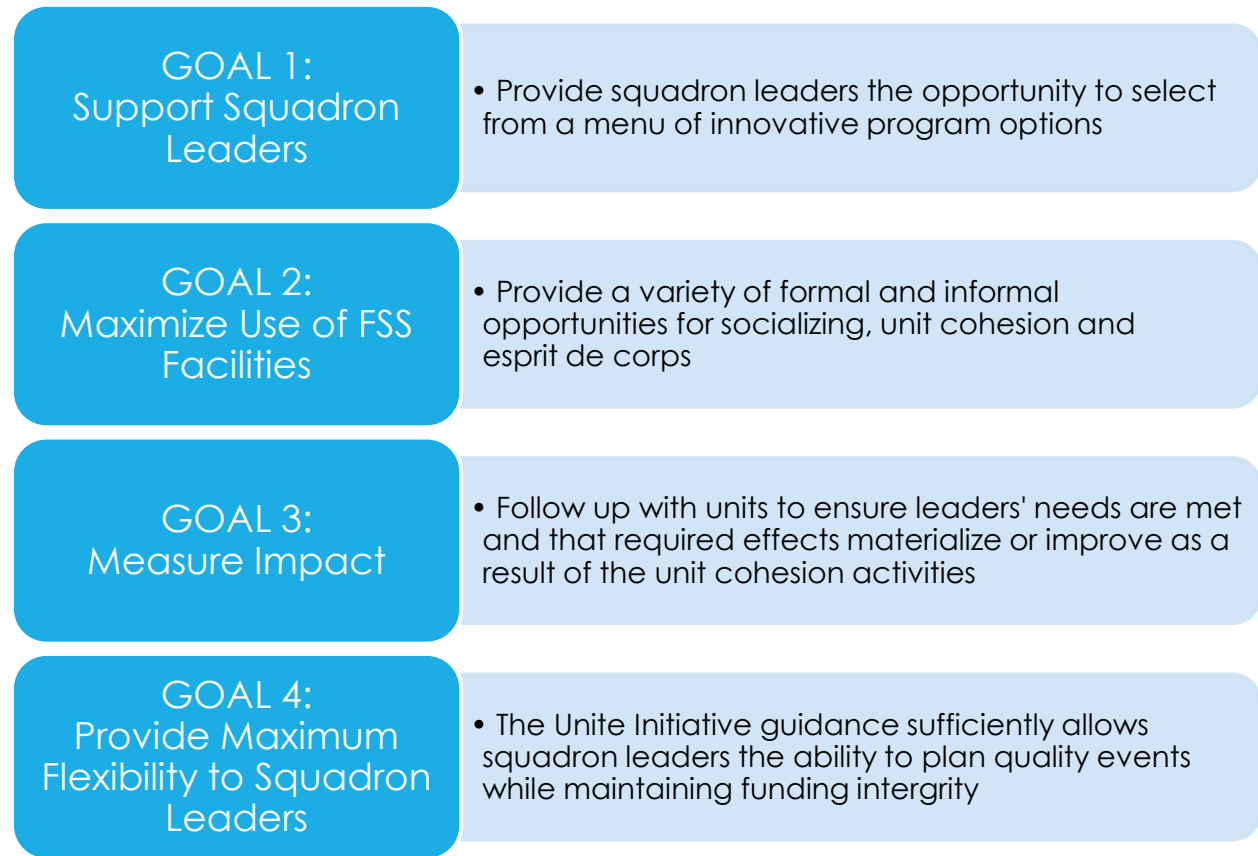
**1.3. MISSION STATEMENT:** AFSVA's mission is to invest in Airmen and families by delivering innovative Services capabilities to generate combat-ready, resilient warfighters...Airmen taking care of Airmen!

**1.4. VISION:** AFSVA's Vision is “Services Professionals Investing in Airmen and Families, Anywhere, Anytime!”

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## SECTION II – GOALS AND OBJECTIVES

### 2. GOALS AND OBJECTIVES:



**Figure 2.1. – Unite Goals and Objectives**

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## SECTION III – UNITE PROGRAM DESCRIPTION

**3. UNITE:** Unite is one component of CSAF Focus Area #1, “Revitalizing Squadrons.” Unit commanders are in the best position to execute resources that benefit Airmen under their authority. This initiative provides unit commanders with the funding to initiate programs that benefit their unit. This program will benefit all Airmen in a unit; Active, Reserve and Civilian (appropriated and nonappropriated employees) directly assigned. **Unite will be phased-in over three years due to funding requirements and the need to effectively build the program.**

**Phase 1** - 2019, Eligible Air Force units – Regular AF units at Wing-level and below.

**Phase 2** - 2020 Eligible Air Force units – Phase 1 plus ARC units at Wing-level and below.

**Phase 3** - 2021 Eligible Air Force units – Phase 2 plus Air Force HQs and centers above Wing-level.

**3.1. AFSVA RESPONSIBILITIES:** AFSVA is the Office of Primary Responsibility (OPR) to functionally develop the Concept of Operations and Funding Distribution to support Unite. AFSVA will allocate funds, oversee funds execution, reconcile balances and provide ready-to-execute program ideas, including food and beverage options.

*“Our service culture and traditions manifest themselves in the squadron because our Airmen most readily identify with this core fighting unit. Squadrons are the engines of innovation and esprit de corps.” -DAVE GOLDFEIN  
General, USAF Chief of Staff*

**3.2. FSS RESPONSIBILITIES:** Facilitate effective funded and free programming of high-interest activities that result in increased unit and team cohesion within a unit's per-Airman Unite budget. Coordinate all submissions with AFSVA for approval of Unite events that are not pre-approved programs and/or those that will take place off the installation.

**3.2.1. FSS/RM RESPONSIBILITIES:** The FSS/RM is responsible for the following actions.

**3.2.1.1. RECEIVE FUNDS FROM AFSVA:** The RM will ensure the installation's Community Cohesion Coordinator (C3) properly accounts for receipt and distribution of all MOA and non-MOA funding involving AFSVA and the installation's squadrons.

**3.2.1.2. PREPARATION OF THE PROGRAM QUARTERLY REPORT:** The RM will ensure the installation's C3 properly prepares the program's quarterly report. Template is provided in Section V - Funding, Attachment 5.1 of this document.

**3.2.1.3. CERTIFY MONTHLY FINANCIAL STATEMENTS:** The RM certifies monthly financial statements. Before certifying the installation's MWRF, the RM will verify the GLAC 2490000 MOA

and non-MOA lines of accounting (see lines of accounting in paragraph 5.2.5.) reconcile to the monthly subsidiaries for those financial accounts.

**3.3. SQUADRON/UNIT COMMANDER/CIVILIAN LEADER RESPONSIBILITIES:** Plan programs that contribute to unit cohesion and encourage all squadron personnel participate in Unite events. Ensure funds are expensed in accordance with this guide. To the maximum extent, leaders should use FSS programs and facilities to achieve desired effects through cost savings and geographic proximity to meet their needs.

**3.3.1. DEFINITION OF A UNIT:** CSAF intent is to provide funds that benefit the unit at the lowest level. AFSVA has defined a unit as “the group of Air Force Airmen that are associated back to the first level G-Series Commander in their chain of command.” The term “Airmen” includes all Air Force Active and Reserve members and Civilians assigned to the unit. Unite funds are allocated based on per capita end strength according to the Air Force Personnel Center (AFPC), Retrieval Applications Web (RAW).

**3.4. AIRMEN RESPONSIBILITIES:** Each individual Airman is an invaluable resource for commanders to meet their mission. Morale of the unit can only be obtained when all individuals unite and become a stronger, more agile and resilient team. It is incumbent on all Airmen to participate in their unit's program and they are encouraged to be part of the program planning.

*“Squadrons possess the greatest potential for operational agility. Squadron commanders, civilian leaders, superintendents, and first sergeants have the most profound and lasting impact on Airmen and families. They set and enforce standards, create the environment where the right things are fostered (warfighting excellence, esprit de corps, thriving Airmen and families) ... and are the first line of defense against behaviors we find unacceptable (a toxic work environment, sexual assault, suicide, domestic violence).”*

*- DAVE GOLDFEIN General, USAF Chief of Staff*

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## SECTION IV – MANPOWER

**4. MANPOWER ALLOCATION:** Air Force Services Career Field developed a Standard Core Personnel Document (SCPD) to address the requirement for installation and AFSVA manpower in support of Unite. These positions are intended to assist Installations in the offering of programs and the execution of funds allocated.

### **4.1 POSITION DESCRIPTION**



9GK65 Community  
Programs Specialist.

**4.2. AFSVA:** The AFSVA Community Cohesion Coordinator (C3) is assigned to the Services Program Directorate (AFSVA/SVP). The positions provide oversight of the Unite program and are the focal point for all questions. Additionally, the C3 approves program requests, coordinates training and distributes guidance to installation C3s.

**Figure 1.1. AFSVA/SVP Org Chart.**



FIGURE 1.1. AFSVA  
Org Chart.pdf

**4.3. INSTALLATION:** The installation C3s are assigned to the FSS within the Community Services Flight (FSW), with office code FSWU. If an FSW is not authorized, then the C3 will align under the Force Support Operations Officer (FSO). If a C3 is not authorized, the FSS/CC-CL will designate the duties to an appropriately-graded position within the Community Services Flight. The position's primary function is to be the focal point for the planning, development and execution of MWR special events, instructional classes and recreational programs. Additionally, the C3 will assist/advise squadron Unite Points of Contact in development of programs, whether on or off the installation. Additional guidance is provided in Section VI - Programs.

**Figure 1.2 FSS Org Chart.**



FIGURE 1.2. FSS  
Org Structure.pptx

**4.3.1. Community Programs and Partnership Office (CPPO):** For installations with an assigned CPPO, the C3 and CPPO should be collocated and work in coordination to deliver quality programs to installation Airmen.



**4.4. C3 TRAINING:** Micro-training sessions were recorded and are available to C3s by logging into a Blackboard account. C3s can request a Blackboard account through AFSVA/SVPCL. The first C3 in-residence course is scheduled for 14-18 Jan 19. The training location is the Air Force Services Activity (AFSVA), JBSA-Lackland, Port of San Antonio, TX.

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## SECTION V – FUNDING

**5. TYPES OF FUNDING AND USE:** To support Unite, two types of funding were identified, appropriated funds (APF) and nonappropriated funds (NAF). APF dollars are designated to offset participation costs, either directly (purchasing/renting bulk program support equipment) or individually (buying down overhead costs associated with transportation). NAF dollars are used for the purchase of food and beverages in support of Unite programs. NOTE: NAFs cannot be utilized to purchase alcoholic beverages or in conjunction with holiday parties.

**5.1. BASIS OF FUNDS ALLOCATION:** Funds are allocated based on squadron end strength as of 31 Dec 18, utilizing the Air Force Personnel Center's Retrieval Application Web (AFPC - RAW).

**5.2. ACCOUNTING INSTRUCTIONS:** The accounting entries/instructions for managing Unite are listed below.

**5.2.1. FUNDS ISSUED TO AFSVA:** AFSVA accounting entries used to record receipt of Unite program MOA funding into unearned income in AF Central MWRF are listed below.

42201-003-0000-0000-1010000	\$x,xxx	
42202-003-0160-8159-2330011		\$x,xxx

**5.2.2. RECOGNITION OF MOA REVENUE AT AFSVA:** Once MOA funding is transferred to the installations, the AFSVA C3 will prepare the following accounting entries:

42202-003-0160-8159-2330011	\$x,xxx	
42202-003-0160-8159-5200000		\$x,xxx

**5.2.3. PUSH OF MOA FUNDING AT AFSVA TO INSTALLATIONS:** AFSVA/FM will prepare the transfer GLAF utilizing MOA funds. The first two lines are reflected on the AF Central MWRF set of books. The second two lines are reflected on the installations' MWRF books.

42202-003-0160-8159-7890000	\$x,xxx	
42201-003-0000-0000-1010000		\$x,xxx
xxxxx-001-0000-0000-1010000	\$x,xxx	
xxxxx-001-0000-0000-1140016		\$x,xxx

**5.2.4. PUSH OF NON-MOA FUNDING AT AFSVA TO INSTALLATIONS:** AFSVA C3 will prepare the below transfer GLAF for the non-MOA cash transfer to the installations' MWRF. The first two lines are reflected on the AF Central MWRF set of books. The second two lines hit the installations' MWRF books.

42202-003-0160-8162-7890000	\$x,xxx	
42201-003-0000-0000-1010000		\$x,xxx
xxxxx-001-0000-0000-1010000	\$x,xxx	
xxxxx-001-0000-0000-1140016		\$x,xxx

**5.2.5. RECEIPT OF NON-MOA AND MOA FUNDING AT INSTALLATIONS:** Installations' NAF Accounting Offices record receipt of Unite program MOA and non-MOA funding from AFSVA C3 after proper notification. The adjusting entries are below.

xxxxx-001-0000-0000-1140016	\$x,xxx	
xxxxx-001-xxxx-1520-2490000 (MOA portion)		\$x,xxx
xxxxx-001-xxxx-1521-2490000 (Non-MOA portion)		\$x,xxx

**5.2.6. INSTALLATIONS' PER CAPITA PAYMENTS TO SQUADRONS:** The following lines of accounting are used by installations to forward appropriate MOA and non-MOA funding to the installations' squadrons upon proper approval.

xxxxx-001-xxxx-1520-2490000 (MOA portion)	\$x,xxx	
xxxxx-001-xxxx-1521-2490000 (Non-MOA portion)	\$x,xxx	
xxxxx-001-0000-0000-1010000		\$x,xxx

**5.2.6.1. INSTALLATIONS' PER CAPITA PAYMENTS TO SQUADRONS:** Installations have options to distribute to squadrons their per capita allocations. The options are a Transfer between Cost Centers (TBCC), check and/or P-Card payment.

**5.2.6.1.1. INSTALLATIONS' PER CAPITA PAYMENTS TO SQUADRONS VIA TBCC:** For squadrons participating in FSS activities (such as FSS Bowling, Golf, or Outdoor Recreation), the TBCC will create a debit in GLAC 2490000, as per the above MOA line of accounting for non-food expenditures, and will create a debit in GLAC 2490000 in the above NAF non-MOA line of accounting for food expenditures, as outlined in 5.2.6. The offsetting credit for both debit lines of accounting will be to the appropriate sales or activity revenue line of accounting at the installations.

**5.2.6.1.2. INSTALLATIONS' PER CAPITA PAYMENTS TO SQUADRONS VIA P-CARD:** P-Card payments will be reallocated to the above MOA line of accounting (non-food) and/or to the above non-MOA line of accounting (food) for approved Unite expenditures. The NAF P-Card is the preferred method of payment for purchases costing less than \$5,000. The Single Purchase Limit (SPL) of \$5,000 must be strictly adhered to by all cardholders. However, upon written authorization (completed award) from a warranted contract officer, a cardholder may use the card as a method of payment for a completed award. Each transaction must be reviewed & approved in the banking online software (Payment-Net) within four (4) business days of the post date. Documentation within Payment-Net will include the following:

**Transaction Notes:** Clearly state "what" was purchased and "why"

"Award no." field if transaction is greater than \$5,000

**Adjust accounting line as directed above in paragraph 5.2.6.**

**All transactions will be made IAW the following instructions:**

***AFI 34-275-275, Air Force NAF Government Purchase Card Program***

***AFMAN 64-302, Nonappropriated Fund Contracting Procedures***

***AFI 34-201, Use of Nonappropriated Funds***

**5.2.6.1.3. INSTALLATIONS' PER CAPITA PAYMENTS TO SQUADRONS VIA CHECK:** The FSS NAF Accounting Office (NAFAO) can request a check to pay for an approved event if the activity is unable to utilize the P-Card. The check will be sent to the NAFAO for distribution to the requesting unit/squadron. Checks can be presented to either the unit/squadron bank or any local Chase Bank for conversion to cash. (Please ensure you have access to one of the two above options prior to requesting a check).

The installation's C3 will prepare a NAF Disbursement Request (DR) and submit it to the NAFAO when requesting a check. Please allow ample time for requesting and receiving of the physical check. Allow AFSVA three (3) business days for processing check requests once the DR is submitted. The standard time for CONUS mail delivery is five (5) business days. This delivery time will be longer for OCONUS locations.

**DR Notes:** The unit/squadron needs to identify two individuals as payees when requesting a check (but only one will need to be present when cashing the check). Ensure the following information is placed in the Comments section of the completed DR.

PAY VIA CHECK

First Line: 1<sup>st</sup> Name of POC OR\* 2<sup>nd</sup> Name of POC

Second Line: Petty Cash

Third Line: Address for mailing check

(\*DO NOT USE THE WORD 'AND')

**Accounting Instructions for Checks Issued:**

**DR:** See Debit Line of Accounting (LOA) above for the MOA LOA for non-food items or Non-MOA LOA for food items in paragraph 5.2.6.

**CR:** 2010000

**5.2.7. SQUADRONS RETURN EXCESS FUNDS TO INSTALLATIONS:** Installation C3s record the below GLAF on the installations' books to record the return of excess funds from squadrons by recording a credit to Other Payables at the installations.

xxxxx-001-0000-0000-1010000	\$x,xxx
xxxxx-001-xxxx-1520-2490000 (MOA portion)	\$x,xxx
xxxxx-001-xxxx-1521-2490000 (Non-MOA portion)	\$x,xxx

**5.2.8. INSTALLATIONS RETURN EXCESS FUNDS TO AFSVA:** Installation C3s and RMs verify the balances found in Other Payables (GLAC 2490000 MOA) and non-MOA lines of accounting. The credit balances found in these lines of accounting represent funding pushed to the installations and not utilized by the installations. This AFSVA Program Manager will pull the cash in the middle of September. Installation C3s will record the amount pulled as per the below entry on the installation's MWRF.

xxxxx-001-xxxx-1520-2490000 (MOA portion)	\$x,xxx
xxxxx-001-xxxx-1521-2490000 (Non-MOA portion)	\$x,xxx
xxxxx-001-0000-0000-1140016	\$x,xxx

**5.2.9. AFSVA PULLS INSTALLATIONS EXCESS FUNDS:** After the AFSVA Program Manager verifies the excess funding to be pulled from the installations, the Program Manager prepares the following transfer GLAF. The AF Central Funds books will show a debit to Cash and a credit to Miscellaneous Expense for the non-MOA portion (assuming the return of the excess funds is in the same FY as when the funds were originally expensed) and a credit to the unearned income GLAC for the MOA portion on the AF MWRF books. The entry will also record a credit to the cash account and a debit to clearing account 1140016 on the installation's MWRF.

42201-003-0000-0000-1010000	\$x,xxx
42202-003-0160-8162-7890000 (Non-MOA portion)	\$x,xxx
42202-003-0160-8159-2330011 (MOA portion)	\$x,xxx
xxxxx-001-0000-0000-1140016	\$x,xxx
xxxxx-001-0000-0000-1010000	\$x,xxx

### **5.2.10. REDUCE AFSVA MOA REVENUE AND EXPENSES ON PULLS OF INSTALLATIONS EXCESS**

#### **FUNDS:**

The AFSVA Program Manager records the below entry on the AF Central Funds books to reduce MOA revenue and expenses on the excess MOA funds pulled from the installations.

**42202-003-0160-8159-5200000**

**\$x,xxx**

**42202-003-0160-8159-7890000**

**\$x,xxx**

### **5.3. REPORTING REQUIREMENTS:**

**5.3.1. QUARTERLY CERTIFICATION:** The RM certifies the balance sheet, including the MOA and non-MOA balances found in GLAC 2490000. The RM verifies the MOA and non-MOA program GLAC 2490000 balances tie to the program report.

**5.3.2. PREPARATION OF THE PROGRAM QUARTERLY REPORT:** The RM will ensure the installation's C3 properly prepares the program's quarterly report. Use the template provided in Attachment 5.1.



ATTACHMENT 5.1.  
Quarterly Report Ter

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## **SECTION VI – PROGRAMS**

**6. UNITE PROGRAMMING:** The intent of Unite is to provide squadron leaders with the maximum flexibility to develop and deliver programs to build cohesion for personnel within their unit. AFSVA developed Ready-To-Execute programs (RTE) to provide squadron leaders with program ideas that are authorized use of APFs. Squadron leaders are given the discretion to create Unit-Developed Programs (UDP) that capitalize on opportunities available in the geographic area. C3s are encouraged to offer volunteer and no-cost programs in addition to RTEs and UDPs.

**6.1. READY TO EXECUTE PROGRAMS:** These programs are pre-approved and are authorized APF funding (see Attachment 6.1). The C3 can assist with scheduling and will coordinate with the appropriate FSS activities.

### **Attachment 6.1.**



ATTACHMENT 6.1  
READY TO EXECUTE (



**6.1.1. REQUESTING RTE PROGRAMS:** Unit representatives contact the installation C3 and identify the specific program and any modifications based on Commander's preference. The installation C3 will submit the program via the AFSVA SharePoint.

**6.2. UNIT-DEVELOPED PROGRAMS:** These programs are developed locally and require prior approval through AFSVA. The installation C3 can assist/advise, but installation comptrollers should be consulted prior to purchasing any product or service from a commercial vendor.

**6.2.1. REQUESTING UDP PROGRAMS:** Squadron representatives will contact the installation C3 to discuss the proposed event and authorized expenses. The squadron representatives will complete Attachment 6.2., *UDP Request Form*, and obtain Squadron/CC acknowledgment/signature and will forward it to the installation C3. The installation C3 will submit the program for approval via the AFSVA SharePoint.



ATTACHMENT 6.2.  
UDP REQUEST FORM

**6.3 VOLUNTEER PROGRAMS:** Volunteer programs are pre-approved and require no funding (see Attachment 6.3). The installation C3 can assist with scheduling and will coordinate with the appropriate FSS activities or local community groups. There is no minimum or maximum amount of volunteer programs a squadron can do.

**Attachment 6.3.**



Attachment 6.3  
Volunteer Opportur



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## SECTION VII – FOOD AND BEVERAGE

**7. AUTHORIZED NAF MEAL PURCHASES:** AFSVA will provide centrally-funded NAFs (\$5.00 per person) to provide meals in conjunction with unit cohesion activities. The C3 will coordinate with local food operations and the FSS food activity (i.e., Club, Bowling Center, Golf Course and Snack Bar Operations, etc.)

**7.1. UNITE FOOD AND BEVERAGE GUIDE:** Attachment 7.1 below provides rules of engagement and sample menu options. Units are encouraged to work directly with the activity providing Food and Beverage service to customize menu offerings. Check with your selected provider to ensure they can accommodate your meal requirements such as a picnic location on base.



ATTACHMENT 7.1.  
UNITE FOOD AND BI

*“Bottom line -- if we are going to sustain warfighting excellence and build the Air Force outlined in the SMP and AFFOC, it must begin in our squadrons.”*

- DAVE GOLDFEIN General, USAF Chief of Staff

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## SECTION VIII – RAND PROGRAM EVALUATION

**8. EVALUATION:** The RAND Corporation was hired to evaluate the program through the use of online surveys. The project “Correlation Between Participation in FSS Programs, Services, and Activities and Airman & Unit Readiness” will be used to measure the effectiveness of Unite and factors that contribute to the development and maintenance of resilience and readiness. C3s will be required to ensure that surveys are completed within 5 business days after every event.

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## SECTION IX – CONCLUSION

### **9. CONCLUSION:**

This CONOPS was designed to ensure the long-term viability and sustainment of the Unite funding initiative and meet the CSAF intent to revitalize squadrons... “The Beating Heart of the Air Force!”

The overarching goal of this CONOPS is to establish the guidelines to support unit revitalization by giving maximum flexibility to unit leaders.

A handwritten signature in black ink, appearing to read "Donna L. Turner", with a stylized flourish at the end.

DONNA L. TURNER, Colonel, USAF  
Commander, Air Force Services Activity