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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!”

“In Turn,”

AFSVC established an activity rich program that will equip empowered Squadron/Unit commanders with options to facilitate unit cohesion.

One component of CSAF Focus Area #1 “Revitalizing Squadrons.”

Provides unit commanders with the funding to initiate programs that benefit their Unit

Will benefit all Airmen in a unit (directly assigned to the squadron)

- Active Duty
- Reserve
- Civilian (APF & NAF)

Help commanders build/strengthen unit cohesion in Air Force units. Primary focus is on units—rather than individuals.

A sense of belonging to a cohesive team is imperative to mission success.


Types of Programs

- Ready to Execute- Pre-approved FSS programs
 - Bowling, paintball, golf tournament, paint parties
- Unit Developed*- Squadron encouraged to create “unit-specific” programs that capitalize on opportunities available in their unique geographic area
 - Squadron Fun Day, Escape Rooms, Entertainment Complex
- Free/Volunteer Programs
 - Squadron Softball tournament, Biggest Loser challenge, 5k run, Habitat for Humanity, Base Clean-up
 - C3 can assist with scheduling/will coordinate with FSS activities or local community groups

****Unite events must be BOTH recreational and unit cohesive**

Funding

- Two types of funding sources identified- Appropriated funds (APF) and Nonappropriated funds (NAF):
 - APF dollars are used for the unit cohesion/recreation activity
 - Designated to offset Airmen participation costs.
 - Amounts may vary at each base
 - NAF dollars are used for the purchase of food and beverage
 - Meals must be in conjunction with a Unite event
 - Funding allocations may change annually per person)
 - Costs exceeding the allotted funds are the squadron's responsibility
- Unite funds cannot be used for:

Holiday parties, end of year events, balls, & banquets	Equipment Purchases (Equipment rentals are okay)	Squadron training/meetings	Alcoholic beverages
Dining In/Out Combat Dining Out	Gambling	Combined with any other appropriated or non-appropriated funding.	Base-wide special events
Purchase prizes, giveaways, promotional/ personalized items	Movies, concerts or theater events	Lodging Transportation	Portable toilets, trash services, cleaning fees or cleaning company
Decorations for Unite events should not exceed more than 10% of the total cost of the event	Cannot be divided based on rank, pay grade, age, race, gender, or religion.	Cover the cost of damage or late fees Taxes, tips or gratuities	

The Process

Step 1: Squadron Commander will designate a Unite POC for their squadron.

Step 2: Unite POC will meet with C3 to discuss Unite program. C3 will provide a menu of unit cohesive programs for the squadron to choose from. C3 will provide an Event Request form to the POC.

Step 3: Squadron POC will survey squadron to determine their interest and recommend to Squadron CC a unit cohesive activity via the Event Request Form.

Step 4: Squadron CC will sign the event request form if they agree to use their funds to support the proposed event.

Step 5: Squadron POC will return signed Event Request form to the C3.

Step 6: C3 will review and ensure request meets the program intent prior to sending to AFSVC. C3 reserves the right to request additional information and assist POC with revising request if necessary.

Step 7: C3 will submit event request to AFSVC for approval. **Events must be submitted 21 days prior to event date.**

Step 8: If approved, C3 will notify POC by email, and arrange payment for your event.

Step 9: Host your event and have fun!

Step 10: After Action Report (AAR)-POC must submit an AAR and event photos within 5 days of the event.

RAND Study

- RAND Corporation is a global policy group that offers research and analysis to the United States Armed Forces.
- Rand is working with Unite as the basis for their study on FSS capability impacts on readiness
- Part I – Literature-based research on outcomes produced by participation in FSS activities
- Part II – Research based on the actual participation in Unite and effects on the unit
 - Participants will take ~1 minute surveys two and six weeks after the event

***Providing your DOD ID number for participation in the RAND survey is strictly voluntary.**