



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

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MEMORANDUM FOR DISTRIBUTION C
MAJCOMs/FLDCOMs/FOAs/DRUs

FROM: SAF/MR
1660 Air Force Pentagon
Washington, DC 20330-1660

SUBJECT: Department of the Air Force Guidance Memorandum (DAFGM) to Department of the Air Force Instruction (DAFI) 34-113, *Services Nonappropriated Fund Governance*

By order of the Secretary of the Air Force, this Department of the Air Force Guidance Memorandum (DAFGM) immediately implements changes DAFI 34-113, *Services Nonappropriated Fund Governance*. Compliance with this guidance memorandum is mandatory. To the extent the guidance memorandum's directions are inconsistent with other Department of the Air Force publications, the information herein prevails, in accordance with DAFMAN 90-161, *Publishing Processes and Procedures*. Unless otherwise stated, this guidance memorandum is applicable to the Regular Air Force, United States Space Force (USSF), Air Force Reserve, and Air National Guard.

This memorandum updates membership to the DAF Nonappropriated Fund Finance Committee. Additionally, updated language to governance advisors and clarification on DAF Nonappropriated Fund Investment Subcommittee members. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Management System.

This memorandum becomes void after 1 year has elapsed from the date of this memorandum, or upon incorporation by interim change to, or rewrite of DAFI 34-113, whichever is earlier. The point of contact for this publication is AF/AISR at af.a1sr.workflow@us.af.mil.

GWENDOLYN R. DeFILIPPI, SES, DAF
Principal Deputy Assistant Secretary of the
Air Force for Manpower and Reserve Affairs

Attachment:
Guidance Changes to DAFI 34-113

Attachment
Guidance Changes to DAFI34-113

(REVISED) 1.2.5.1. Represents key areas (e.g., legal, financial, operational).

(REVISED)

Table 3.1. DAF Nonappropriated Fund Finance Committee Members and Advisors.

Position	Role
Deputy Assistant Secretary for Budget (SAF/FMB)	Chair
Deputy Assistant Secretary for Cost and Economics (SAF/FMC)	Member
Deputy Assistant Secretary for Reserve Affairs and Airman and Guardian Readiness (SAF/MRR)	Member
Director of Services for the Air Force (AF/A1S)	Member
Deputy Chief of Staff of the Air Force, Logistics, Engineering & Force Protection, Deputy Director of Civil Engineers (AF/A4C-2)	Member
Deputy Director of Manpower, Organization and Resources (AF/A1M)	Member
Air Force Installation and Mission Support Center, Director of Intelligence, Surveillance, Reconnaissance, Strategic Plans and Requirements (AFIMSC/A2/5/8)	Member
Director, Financial Management, Air Force Installation and Mission Support Center	Member
Air Force Services Center, Director of Financial Management and Comptroller (AFSVC/VF) – Custodian of the AF Central Fund nonappropriated fund instrumentalities	Advisor
Deputy Director, Civil Law and Policy, Office of the Judge Advocate General (AF/JACP) – Legal Advisor	Advisor

(REVISED)

Table 4.1. DAF Nonappropriated Fund Investment Subcommittee.

Position	Role
Deputy Assistant Secretary for Cost and Economics (SAF/FMC)	Chair
Chief of Services Directorate Resources and Requirements Division (AF/A1SR)	Member
Appointee from US Treasury Financial Services	Member
Professor of Accounting, Finance, or Economics from USAFA, AU, or other government university	Member
Uniformed Service Member, NAF employee, or Government employee at the GS-13 equivalent level or higher; member-at-large with investment expertise	Member
Air Force Services Center, Director of Financial Management and Comptroller (AFSVC/VF) - Custodian of the AF Central Fund nonappropriated fund instrumentalities	Advisor
Deputy Director, Civil Law and Policy, Office of the Judge Advocate General (AF/JACP) – Legal Advisor	Advisor
Air Force Services Center Investment Officer	Advisor

**BY ORDER OF THE SECRETARY
OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE
INSTRUCTION 34-113**



15 AUGUST 2024

Services

**SERVICES NONAPPROPRIATED
FUND GOVERNANCE**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This Department of the Air Force Instruction (DAFI) implements Department of the Air Force Policy Directive 34-1, *Department of the Air Force Services*. It outlines Services corporate governance structure concepts of operation. This publication applies to the Regular Air Force, the United States Space Force, the Air Force Reserve, and the Air National Guard. In coordination with the Deputy Chief of Space Operations for Human Capital, Chief of Air Force Reserve (AF/RE), and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) establishes a Department of the Air Force (DAF) Services governance structure to recommend policy and management actions for DAF-level use of Nonappropriated Funds (NAF) and enterprise-wide Morale, Welfare, and Recreation (MWR) and Nonappropriated Fund Instrument (NAFI) strategy, plans and programs, when applicable. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all supplements that directly implement this publication must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive wing, unit, delta or garrison level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, [Table A10.1](#), for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of

command to the appropriate Tier waiver approval authority, or alternately, to the publication OPR for non-tiered compliance items.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include updates to duty and position titles, approval levels and authorities to waive wing/unit level requirements.

Chapter 1

OVERVIEW

1.1. Program Objective. The DAF is required by DoDI 1015.15, *Establishment, Management, and Control of Nonappropriated Fund Instrumentalities and Financial Management of Supporting Resources*, to establish appropriate bodies of governance for the management and control of nonappropriated fund resources. The DAF Services Council provides governance of NAFIs and the DAF Nonappropriated Fund Finance Committee (and its Investment Subcommittee), and the DAF Services Audit Committee also provide additional program management and guidance. **Note:** The Air Force Nonappropriated Fund Facilities Panel is covered under DAFI 34-112, *Services Nonappropriated Fund Facility Projects*, The Air Force Civilian Welfare Fund is covered under AFMAN 34-201, *Use of Nonappropriated Funds*, and the DAF Fisher Houses Fund is covered under DAFMAN 34-147, *Fisher House Program*, and are not covered by this instruction.

1.2. Roles and Responsibilities.

1.2.1. Chief of Staff of the Air Force (CSAF). Provide NAFI oversight, appoint an advisory group for each NAFI, and prescribe appropriate analysis and evaluation procedures and indicators to ensure each NAFI is meeting the objectives for which established. May approve changes to the DAF Services Audit Committee's membership.

1.2.2. Assistant Secretary for Manpower and Reserve Affairs (SAF/MR). Provide strategic, long-range, personnel and manpower oversight for policies on DAF nonappropriated fund matters.

1.2.3. Chairperson. Serves as the overall authority of the council or committee as designated within this publication. The chairperson will:

1.2.3.1. Lead their designated proceedings.

1.2.3.2. Set/approve the meeting's agenda topics, presentations, and meeting minutes.

1.2.3.3. Approves out-of-cycle meetings, when needed.

1.2.3.4. Facilitates strategy and policy decisions.

1.2.3.5. Ensures timely completion of action items.

1.2.4. Member. Serves as the functional expert on the council or committee as designated within this publication. Members will:

1.2.4.1. Support meetings with appropriate representation.

1.2.4.2. Recommend meeting topics or presentations to the Chairperson.

1.2.5. Advisor. Each committee will be made up of advisors knowledgeable of policies that may impact organization's decisions. Advisors will:

1.2.5.1. Represents key areas (e.g., legal, financial, operational, etc.).

1.2.5.2. Are non-voting members who freely participate in the meeting to help guide and inform discussions, key results, and outcomes based on their expertise.

1.2.6. Administrative responsibilities. Director of Services (AF/AIS), Deputy Assistant Secretary for Cost and Economics (SAF/FMC), and identified staffs administer and conduct the daily business of any council or committee referred to in this instruction.

1.3. Operating Philosophy. The DAF Services Council, DAF Nonappropriated Fund Finance Committee, DAF Services Audit Committee and its subordinate committees base their recommendations on the "common cause" approach. This approach:

1.3.1. Dictates the prudent use of available resources to reduce costs, manage risks, and improve management processes in the best interests of the DAF and NAFIs that support MWR capabilities, Child and Youth programs, and all other NAFIs that benefit Airmen, Guardians, and other authorized patrons.

1.3.2. Ensures a balanced support of NAFI programs in DAF communities. Support is based on an evaluation of compelling program needs and recommended action to achieve program objectives using limited resources.

1.4. Participation:

1.4.1. The chairperson of each committee and subcommittee may permit participation by alternates recommended by members who will not be able to attend a meeting or who will be unable to serve as a member for a period of time. Names of recommended alternates should be of a grade commensurate with the position of the principal and provided in writing to the chairperson.

1.4.2. Members must be active component or federal civilian appropriated fund or nonappropriated fund employees. **(T-0)** Contractors will not serve as primary or alternate members. **(T-0)**

1.5. Meetings:

1.5.1. Meetings will be held on a regular basis at least annually, unless otherwise specified. **(T-1)** The chairperson may convene special meetings as required.

1.5.2. Notice of each meeting should be given to each member as far in advance as possible.

1.5.3. Members of each governance body are requested to provide a designated alternate.

1.5.4. At least 50 percent of members appointed must be present for a quorum to be met for the transaction of business, and, if a quorum is present at a meeting, the action taken by a majority of the members or approved alternates present and voting shall be the action of the council/committee. **(T-1)**

1.5.5. Each member or approved alternate present shall have one vote. The chairperson shall not vote except in the case of a tie. **(T-1)**

1.5.6. Each governing body shall keep a record of its decisions and minutes of its proceedings. **(T-1)**

1.5.7. The DAF Services Council, DAF Nonappropriated Fund Finance Committee, DAF Services Audit Committee and its subordinate committees are subject to the guidance in DoDI 5105.18, *DoD Intergovernmental and Intragovernmental Committee Management Program*. **(T-0)**

Chapter 2

DAF SERVICES COUNCIL

2.1. Purpose. The DAF Services Council is an advisory body that makes recommendations consistent with Federal law, Department of Defense policy, and sound business practices, to SAR/MR on DAF nonappropriated fund matters. The council:

2.1.1. Suggests broad policies for the administration, control and use of DAF nonappropriated funds.

2.1.2. Makes recommendations to DAF leadership for Morale, Welfare, and Recreation and other NAFI strategy, plans and programs (to include nonappropriated fund budgets, Army and Air Force Exchange Service dividends and nonappropriated fund construction).

2.1.3. Provides recommendations and direction in accordance with current Commander's Nonappropriated Fund Sustainment Program (CNSP) for funds and activities under Headquarters Air Force Review.

2.1.4. Collaborates with other Headquarters Air Force governance bodies as warranted.

2.1.5. Implements appropriate analysis and evaluation procedures and indicators to ensure that NAFIs are meeting objectives for which they were established.

2.1.6. May establish committees, in addition to the previously established NAF Finance Committee, to assist in carrying out its responsibilities. The DAF Services Council ensures that any committee the council establishes performs the committee's functions in accordance with the council's purpose.

2.2. Composition. Members are listed in [Table 2.1](#). The Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) approves membership additions to the DAF Services Council's membership.

Table 2.1. DAF Services Council Members and Advisors.

Position	Role
Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1)	Chair
Deputy Chief of Space Operations for Human Capital or Deputy (SF/S1)	Member
Deputy Assistant Secretary for Budget (SAF/FMB)	Member
Deputy Assistant Secretary for Cost and Economics (SAF/FMC)	Member
Deputy Assistant Secretary for Reserve Affairs and Airman and Guardian Readiness (SAF/MRR)	Member
Deputy Director of Manpower, Organization and Resources (AF/A1M)	Member
Chief Master Sergeant of the Air Force (CMSAF)	Member
Chief Master Sergeant of the Space Force (CMSSF)	Member
Director of Budget Operations and Personnel (Budget) (SAF/FMBO)	Member
Director of Services for the Air Force (AF/A1S)	Member
Director of Civil Engineers for the Air Force, Deputy Chief of Staff of Logistics, Engineering and Force Protection (AF/A4C)	Member
Commander of Installation and Mission Support Center (AFIMSC/CC)	Member
Commander of the Air Force Services Center (AFSVC/CC)	Advisor
Air Force Services Center, Director of Financial Management and Comptroller (AFSVC/VF) - Custodian of the AF Central Fund nonappropriated fund instrumentalities	Advisor
Deputy Director, Civil Law and Policy, Office of the Judge Advocate General (AF/JACP) – Legal Advisor	Advisor

Chapter 3

DAF NONAPPROPRIATED FUND FINANCE COMMITTEE

3.1. Purpose. The DAF Nonappropriated Fund Finance Committee is an advisory body that makes recommendations, consistent with Federal Law, Department of Defense policy, DAF policy, and sound business practices, to the DAF Services Council on DAF nonappropriated fund fiscal and related matters. The committee:

3.1.1. Reviews annual and biannual financial results of all DAF nonappropriated fund operations and recommends to the DAF Services Council financial plans, policies, and management information systems affecting items such as cash flow, allocations, budgets, dividend distributions, nonappropriated fund facility construction, and return on facility investments.

3.1.2. Reviews financial status of nonappropriated funds or activities under Air Force level review for the CNSP. Provides feedback, guidance and direction to Air Force Installation and Mission Support Center, Air Force Services Center, major commands, and installation on the installation's corrective action plan for those activities and/or nonappropriated funds under Air Force level review.

3.1.3. Has access to and reviews the nonappropriated fund database maintained by Air Force Services Center for comparative analysis purposes to facilitate development of appropriate financial policy and practice recommendations.

3.1.4. Reviews and recommends policies and practices for financial programs such as those for banking, insurance, employee benefits, and nonappropriated fund accounting.

3.1.5. Reviews the annual Certified Public Accountant audit report on the central Air Force Nonappropriated Fund Instrumentalities and Public Accountant Contract Audit Program summary reports and recommends revised policies and practices where warranted.

3.1.6. Ensures that managerial and accounting controls are reviewed for adequacy in protection of nonappropriated fund assets, and recommends actions to be taken to reduce risk exposure, enhance internal controls, and improve practices.

3.2. Supporting Committees. The DAF Nonappropriated Fund Finance Committee will establish an Investment Subcommittee to make recommendations to the Committee on investment processes and strategies. The DAF Nonappropriated Fund Finance Committee may establish other committees to assist in carrying out its responsibilities.

3.3. Composition. Members are listed in [Table 3.1](#). The DAF Services Council Chair may approve membership additions to the committee.

Table 3.1. DAF Nonappropriated Fund Finance Committee Members and Advisors.

Position	Role
Deputy Assistant Secretary for Budget (SAF/FMB)	Chair
Deputy Assistant Secretary for Cost and Economics (SAF/FMC)	Member
Deputy Assistant Secretary for Reserve Affairs and Airman and Guardian Readiness (SAF/MRR)	Member
Director of Services for the Air Force (AF/A1S)	Member
Director of Civil Engineers for the Air Force, Deputy Chief of Staff of Logistics, Engineering, and Force Protection (AF/A4C)	Member
Deputy Director of Manpower, Organization and Resources (AF/A1M)	Member
Air Force Installation and Mission Support Center, Director of Intelligence, Surveillance, Reconnaissance, Strategic Plans and Requirements (AFIMSC/A2/5/8)	Member
Air Force Services Center, Director of Financial Management and Comptroller (AFSVC/VF) – Custodian of the AF Central Fund nonappropriated fund instrumentalities	Advisor
Deputy Director, Civil Law and Policy, Office of the Judge Advocate General (AF/JACP) – Legal Advisor	Advisor

Chapter 4

DAF NONAPPROPRIATED FUND INVESTMENT SUBCOMMITTEE

4.1. Purpose. The DAF Nonappropriated Fund Investment Subcommittee is an advisory body that makes recommendations consistent with Federal Law, Department of Defense policy, DAF policy, and sound business practices to the DAF Nonappropriated Fund Finance Committee and the Commander of the Air Force Services Center or designated Trustee on DAF Nonappropriated Fund investment policy and related matters. The subcommittee will:

4.1.1. Recommend investment policy in accordance with DoDI 1015.15, DoDI 1400.25, Volume 1408, *DoD Civilian Personnel Management System: Insurance and Annuities for Nonappropriated Fund (NAF) Employees*, and applicable guidance.

4.1.1.1. Follow an investment philosophy set forth in the Employee Retirement Income Security Act of 1974, 29 United States Code; Chapter 18, as amended.

4.1.1.2. Recommend only investment mediums authorized in applicable guidance for nonappropriated fund retirement funds and those authorized in DoDI 1015.15 for all other nonappropriated funds.

4.1.2. Review investment portfolios for yield, risk (safety), liquidity, and adequacy of funds for intended purposes and make investment recommendations to the DAF Nonappropriated Fund Finance Committee and the Air Force Services Center Trustee.

4.1.3. Review performance of funds managers and recommend the hiring and firing of outside consulting and evaluation services.

4.1.4. Recommend the hiring and replacement of outside fund managers, if advantageous to the investment fund, and make recommendations on the selection of outside funds manager.

4.1.5. Recommend the use of third-party custodial arrangements for safekeeping of equity and fixed-income securities.

4.1.6. Review investment regulations and control procedures for adequacy and recommend needed changes.

4.2. Oversight. The DAF Nonappropriated Fund Finance Committee ensures the subcommittee performs its functions in accordance with its purpose.

4.3. Composition. Members are listed in [Table 4.1](#). The DAF Finance Committee Chair may approve membership additions to the subcommittee.

Table 4.1. DAF Nonappropriated Fund Investment Subcommittee.

Position	Role
Deputy Assistant Secretary for Cost and Economics (SAF/FMC)	Chair
Chief of Services Directorate Resources and Requirements Division (AF/A1SR)	Member
Appointee from US Treasury Financial Services	Member
Professor of Accounting, Finance, or Economics	Member
Government employee (GS-13 or above) member-at-large with investment expertise	Member
Air Force Services Center, Director of Financial Management and Comptroller (AFSVC/VF) - Custodian of the AF Central Fund nonappropriated fund instrumentalities	Advisor
Deputy Director, Civil Law and Policy, Office of the Judge Advocate General (AF/JACP) – Legal Advisor	Advisor
Air Force Services Center Investment Officer	Advisor

Chapter 5

DAF SERVICES AUDIT COMMITTEE

5.1. Purpose. The DAF Services Audit Committee is the DAF body that ensures adequate audit coverage of DAF NAFIs. The committee:

- 5.1.1. Ensures adequate audit coverage is provided for NAFIs.
- 5.1.2. Ensures performance audits and attestation engagements for NAFIs are scheduled and completed based on risk assessments and resource availability.
- 5.1.3. Ensures financial audits are scheduled and conducted for all NAFIs in accordance with DoDI 7600.06, *Audit of Nonappropriated Fund Instrumentalities and Related Activities*.
- 5.1.4. Monitors management actions taken in response to audit findings and recommendations and recommends additional corrective action to the AF/A1 when warranted.
- 5.1.5. Reviews trend reports and recommends improvements in internal controls and operations to the AF/A1.
- 5.1.6. Uses the following factors in assessing risk:
 - 5.1.6.1. Susceptibility to fraud, waste, and abuse.
 - 5.1.6.2. Visibility and impact.
 - 5.1.6.3. Time elapsed since the last audit.
 - 5.1.6.4. Adequacy of internal control systems.
 - 5.1.6.5. Effectiveness of controls for information technology systems.
 - 5.1.6.6. Materiality of annual revenues and expenses.
 - 5.1.6.7. Extent and results of oversight coverage by other DoD organizations.
 - 5.1.6.8. Results of prior audits.
 - 5.1.6.9. Extent and adequacy of operating policies and procedures.
 - 5.1.6.10. Risk to force personnel resilience and readiness.

5.2. Committee Composition. Members are listed in [Table 5.1](#). The CSAF may approve changes to the DAF Services Audit Committee's membership.

Table 5.1. DAF Services Audit Committee Members and Advisors.

Position	Role
Director of Budget Operations and Personnel (Budget) (SAF/FMBO)	Chair
Chief Master Sergeant of the Air Force (CMSAF)	Member
Chief Master Sergeant of the Space Force (CMSSF)	Member
Deputy Assistant Secretary for Reserve Affairs and Airman and Guardian Readiness (SAF/MRR)	Member
Director of Resource Management for the Air Force Installation and Mission Support Center	Member
Air Force Auditor General	Advisor
Deputy Director, Civil Law and Policy, Office of the Judge Advocate General (AF/JACP) – Legal Advisor	Advisor

ALEX WAGNER
Assistant Secretary of the Air Force
(Manpower and Reserve Affairs)

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

Employee *Retirement Income Security Act of 1974*, 29 United States Code: Labor, as amended

DoDI 1015.15, *Establishment, Management, and Control of Nonappropriated Fund Instrumentalities and Financial Management of Supporting Resources*, 31 October 2008

DoDI 1400.25, Volume 1408, *DoD Civilian Personnel Management System: Insurance and Annuities for Nonappropriated Fund (NAF) Employees*, 14 July 2023

DoDI 5105.18, *DoD Intergovernmental and Intragovernmental Committee Management Program*, 10 July 2009

DoDI 7600.06, *Audit of Nonappropriated Fund Instrumentalities and Related Activities*, 7 December 2021

DAFPD 34-1, *Department of the Air Force Services*, 20 June 2023

DAFMAN 90-161, *Publishing Processes and Procedures*, 18 October 2023

DAFMAN 34-147, *Fisher House Program*, 14 June 2023

DAFI 34-112, *Services Nonappropriated Fund Facility Projects*, 23 January 2024

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

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

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFIMSC—Air Force Installation and Mission Support Center

AFSVC—Air Force Services Center

AFMAN—Air Force Manual

CNSP—Commander’s Nonappropriated Fund Sustainment Program

DAF—Department of the Air Force

DAFMAN—Department of the Air Force Manual

DoDI—Department of Defense Instruction

MWR—Morale, Welfare, and Recreation

NAF—Nonappropriated Fund

NAFI—Nonappropriated Fund Instrumentality

OPR—Office of Primary Responsibility

Office Symbols

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

AF/A1M—Deputy Director of Manpower, Organization and Resources

AF/A1S—Director of Services for the Air Force

AF/A1SR—Resources and Requirements Division Chief

AF/A4C—Director of Civil Engineers for the Air Force, Deputy Chief of Staff of Logistics, Engineering, and Force Protection

AF/JACP—Deputy Director, Civil Law and Policy, Office of the Judge Advocate General

AF/RE—Chief of Air Force Reserve

AFIMSC/A2/5/8—Air Force Installation and Mission Support Center, Director of Intelligence, Surveillance, Reconnaissance, Strategic Plans and Requirements

AFIMSC/CC—Commander of Installation and Mission Support Center

AFSVC/CC—Commander of the Air Force Services Center

AFSVC/VF—Air Force Services Center, Director of Financial Management and Comptroller

CMSAF—Chief Master Sergeant of the Air Force

CMSSF—Chief Master Sergeant of the Space Force

CSAF—Chief of Staff of the Air Force

NGB/CF—Director of the Air National Guard

SAF/FMB—Deputy Assistant Secretary for Budget

SAF/FMBO—Director of Budget Operations and Personnel (Budget)

SAF/FMC—Deputy Assistant Secretary for Cost and Economics

SAF/MR—Assistant Secretary for Manpower and Reserve Affairs

SAF/MRR—Deputy Assistant Secretary for Reserve Affairs and Airman and Guardian Readiness

SF/S1—Deputy Chief of Space Operations for Human Capital

Terms

Morale, Welfare, and Recreation Capabilities—Those capabilities which for Airmen, Guardians and their families enhance their quality of life, improve retention, build and sustain resiliency and readiness, and are not the responsibility of other DAF agencies. The DAF uses the terminology “capabilities” versus “programs” or “activities” to emphasize the point that MWR programs are resources capable of enhancing resiliency and readiness skills for Airmen, Guardians, and their families. These capabilities provide opportunities for connectedness and recharge individuals physically and mentally in an environment that also develops unity and a sense of trust. MWR capabilities include (but are not limited to) the following programs: fitness, sports, library, child development, youth, arts and crafts, auto skills centers, recreation equipment checkout, outdoor recreation, clubs and gaming, bowling, golf, aero club, and other membership programs.

Nonappropriated Funds—Cash and other assets that NAFI both generate and receive from sources other than Congressional appropriations. They are government funds separate from funds of the United States Treasury, but entitled to the same privileges, immunities, and fiduciary responsibilities. NAF include dividends from Army and Air Force Exchange Service operations; fees, charges, dues, and retail proceeds from NAFI-supported activities; income from NAF concessionaire contracts and commercial sponsors; contributions and donations; and grants from other NAFI. NAF are government funds entitled to the same protection as APF.

Nonappropriated Fund Instrumentalities—Instrumentalities of the United States Government, as well as fiscal and organizational entities of the DoD, which provide MWR and MWR-related programs and services. DAF NAFI operate on successor relationships in which higher headquarters nonappropriated central funds are financially responsible for lower echelon NAFI.