



THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC



FEB 23 2016

MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC
DISTRIBUTION C

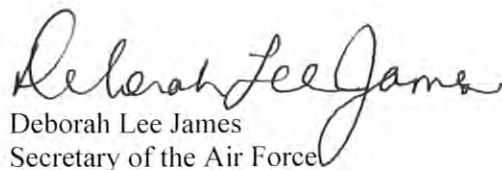
SUBJECT: Interaction with Military Associations

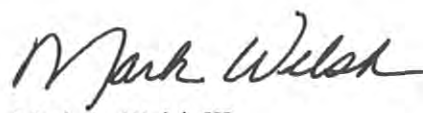
Air Force personnel may enjoy a variety of benefits through their interaction with various military associations and other professional groups. In both the profession of arms and numerous occupational professions, these organizations support, promote, and develop the interests of our Air Force, as well as military professionalism. Military associations fall into a variety of categories and include groups such as the Iraq and Afghanistan Veterans of America, the Air Force Association, and the Air Force Sergeants Association, the Military Officers Association, the Non-Commissioned Officers Association, and the Reserve Officers Association, along with others.

Through the years, military associations have provided numerous forums that foster military professionalism and development. Those events are among the tools available to help you develop your people. At both the national and local chapter levels, these organizations also offer a wide variety of services to assist Airmen and their families. In addition, these groups work to increase awareness of our mission with the American public and foster strong and mutually beneficial relationships among government, industry, and civic leaders.

On occasion, these groups may ask for help in disseminating information about their activities or seek logistical support for their events and programs. You should be familiar with the guidance provided by SECDEF in December 2014 concerning the provision of access and support to: 1) certain veterans and military service organizations and 2) other non-federal entities, including military associations. The facts and circumstances of each contact will dictate whether and how individual Air Force organizations should respond. The attached background paper provides guidance concerning relationships with and support of military associations. Please seek advice on particular circumstances from your servicing legal officer or the Air Force Ethics Office (SAF/GCA).

Military associations represent an important dimension of our country's strong interest in national defense. Please support involvement with military associations by your personnel in a manner consistent with Department of Defense and Air Force policies.


Deborah Lee James
Secretary of the Air Force


Mark A. Welsh III
General USAF
Chief of Staff

Attachment:
Background Paper on Interaction with Various NFE Associations

**BACKGROUND PAPER ON
INTERACTION WITH VARIOUS NON-FEDERAL ASSOCIATIONS**
[Updated by SAF/GCA, 12 February 2016]

PURPOSE: Air Force (AF) personnel and organizations interact with a wide range of non-Federal entities (NFEs), including various associations. This paper addresses common issues regarding AF engagement with these groups.¹ Specific questions should be raised with the SAF/GCA Ethics Office or your servicing legal office.

BACKGROUND: “National Military Associations” (NMAs) – a very small group of organizations formally designated by the Assistant Secretary of Defense for Public Affairs.

- Includes the AF Association (AFA) and the AF Sergeants Association (AFSA). Also includes the NCOA and ROA. Additions to this group are rare.
- NMA status allows AF leadership to approve limited military support for the NMA's *annual conference* (incl. limited transportation, communications, medical assistance, security/admin support) – the support is not open-ended and is limited to this particular event only.
- Other events hosted by the national NMA, as well as activities by regional/local chapters of the NMA are not eligible to receive this added level of support. The *Joint Ethics Regulation (JER)* dictates the support these other groups can receive.

Among the other associations with whom AF personnel interact are some that are referred to as “military associations.” They can be described as “non-profit, non-commercial, tax-exempt organizations focused on advancing the interest of the Armed Forces and military professionalism.”

- These groups often are narrower in scope than NMAs; that is they are oriented toward military veterans, specific military units, occupational fields/skills, campaigns, gender, ethnic group or region. Examples: the REDHORSE Association and Tuskegee Airmen, Inc.
- There is no official process/authority for the AF to recognize other associations and grant them special consideration like an NMA. The JER (section 3-211) governs support to these associations.

WAYS TO SUPPORT ASSOCIATIONS

Disseminating Information on an Association

- Official channels may be used to distribute information notifying DoD personnel of events of common interest sponsored by associations, consistent with public affairs regulations and other policy guidance (e.g. AF/CVA letters to the field on AFA, AFSA and Tuskegee Airmen annual conferences or a community electronic or public posting bulletin board).²
- The AF instruction on e-mail usage sets criteria for limited informational e-mails. Those seeking use of official e-mail should check local policy and seek advice from their servicing

¹ AF personnel interact with associations in a variety of ways that can lead to a myriad of issues not addressed in this guidance, such as gift acceptance, conference approval, and widely attended gathering determinations. As such, AF personnel should exercise caution and consult with the servicing legal office or the SAF/GCA Ethics Office when interacting with NFEs.

² This does not include association-specific membership or fundraising information.

legal office because of the JER issues involved (the need to provide the same access to all similarly situated organizations so as to avoid real or perceived endorsement/preferential treatment problems). Generally, such e-mails are discouraged because of the likely resulting increase in e-mail volume and the time/resources that would be required to vet groups and messages before posting. Historically, AF leadership has only used limited email notices for NMA annual conventions so as to avoid these issues and complaints of unwanted emails cluttering the inboxes of personnel.

- CCs may permit associations to set out membership applications, leaflets or flyers in installation common areas, as long as similar groups are given the same privilege.
- CCs must remain neutral when commenting on association activities. Avoid words like “endorse,” “support,” “encourage,” “recommend,” or “urge.” The point is to convey basic factual information—not to encourage support/endorse a particular association. The JER prohibits official endorsement (or the appearance of endorsement) of membership drives or fundraising by NFEs (except in conjunction with the Combined Federal Campaign and four entities that comprise the AF Assistance Fund).
- CCs may issue official letters thanking associations for support of the organization or community. These letters may be disseminated through official channels.

Logistical Support of Association Events

- DoD guidance allows expanded support only for a NMA’s annual conference/convention.³
- In all other instances, AF may support association events with limited use of DoD facilities and equipment when appropriate authority finds all 7 factors in JER Section 3-211 are met – *including* the willingness/ability to provide the same level of support to comparable events held by other associations.
- May provide limited use of DoD facilities/equipment to support an association’s charitable fundraising event only when the appropriate official determines: 1) the first six (6) JER Section 3-211 factors are met; 2) the sponsoring association is either not affiliated with the Combined Federal Campaign (CFC) or, if affiliated with the CFC, the Director, Office of Personnel Management, has no objection to DoD support of the event; and 3) the fundraiser takes place away from the Federal workplace.
- DoD personnel in their official capacities may be authorized to participate as speakers or panelists at association events, consistent with the JER and public affairs and travel guidance.

Installation Access and Support Services for an Association

- SECDEF has issued detailed guidance for installation commanders regarding their ability to permit nonprofit NFEs to function on military installations for the purpose of providing services to Service members and families.
 - It must be noted that installation commanders retain broad discretion to provide event/support-driven access, support collaboration, available space and certain logistical support to organizations IAS DoD guidance.
 - SECAF issued supplemental guidance on 2 May 2015, including that clarification of the flexibilities installation commanders have in this area.
- SECDEF also issued guidance on installation access and support services to VA-recognized

³ See 10 U.S.C. §2558 and DODI 5410.19, Enclosure 10 for information on what this expanded support entails.

veteran service organizations/military service organizations on 23 December 2014. Practitioners should be aware of this memo and the authorities discussed therein and how they differ from the other SECDEF memo issued that day.

Attendance at an Association Event

- CCs may permit excused absences for reasonable periods for DoD personnel to voluntarily participate in a personal capacity in the association activities – no preferential treatment by limiting to participation in particular associations though.
- CCs may approve permissive TDY to attend an association meeting/seminar if there is a direct relationship to the member's primary military duties and attendance clearly enhances his or her value to the Air Force.
- CCs may permit employees to attend association conferences/meetings in their official capacities at Federal Government expense if there is a legitimate Federal Government purpose (for example, obtaining education or training specifically required by the Air Force). Individual attendance must be approved by the appropriate authority in accordance with the current DoD and AF conference policy.
- Typically, association events at which the AF provides 50% or more of the speakers require co- sponsorship between the AF and the NFE. Other factors may also trigger the need for co- sponsorship. All co-sponsorships require prior approval from SAF/AA, regardless of total costs. Refer to *New Air Force Conference Guidance*, 15 October 2015 (as updated by subsequent amendments to the Business Rules) and *DoD Conference Guidance 3.0* for more information regarding co-sponsorships and attendance at association-hosted events.

Management of, or Serving with, an Association

- DoD personnel acting in an *official* capacity are prohibited from participating in the management of associations unless prior authorization is obtained from the DoD/GC.
- DoD personnel acting in a *personal* capacity may participate in the management of an association provided they act exclusively outside the scope of their official position; however, they may not serve in a *personal* capacity as an officer or director if offered because of his/her DoD assignment/position. NOTE: General officers and O-6 installation commanders see your ethics advisor regarding further restrictions before agreeing to serve in a personal capacity.
- The following restrictions generally apply:
 - May not participate in an official capacity in particular matters concerning the association.
 - May not represent the association before a Federal agency.
 - May not solicit funds for the association from subordinates or prohibited sources.
 - May not use Government resources, funds or personnel to support the association.

Serving as a DoD Liaison to an Association

- SECAF may appoint an employee as the AF liaison to an association after determining there is a significant and continuing DoD interest served by such representation.
- Liaisons serve as part of their official duties, represent DoD interests in an advisory capacity only, and must make clear their opinions do not bind DoD or the AF.
- Liaisons may not be involved in management or control of an association.

Endorsement of an Association

- Personnel in an *official* capacity cannot state/imply improper endorsement of an association.
- Personnel in a *personal* capacity may not use their official titles, positions or organization names in connection with association activities as this tends to suggest official endorsement or preferential treatment by DoD. However, military grade and department may be used as part of an individual's name (e.g., Captain Smith, U.S. Air Force).
- DoD personnel may acknowledge past contributions, services, or assistance by an association if factual and limited to the purpose of recognizing the contributions of an association.

Associations and Gifts

- Generally all gift rules apply - no special exceptions for associations from rules on gift acceptance by AF personnel.
 - Unsolicited gifts valued at \$20 or less, per source, per occasion, not to exceed a \$50 cap on all gifts from a single source during a calendar year (a gift to a spouse or family member is deemed a gift to the employee, and counts toward the caps). On occasion, NFE associations may host events to which AF personnel are invited, and for which they are not charged. Free attendance from the sponsor at a "Widely Attended Gathering" (WAG) may be accepted when the AF has determined attendance is in AF's interest because it will further agency programs or operations and the event will be widely attended by a large number of persons with diverse views or interests. Unless appearing as an official AF speaker, attendance should be in one's personal capacity.
- NFE organizations frequently provide support to various AF activities. Where the offer of support originates with the association it may be accepted by way of a documented gift to the AF. However, DoD personnel "shall not solicit, fundraise for, or otherwise request or encourage the offer of a gift." DoD 7000.14-R, *DoD Financial Management Regulation*, Volume 12, Chapter 30, paragraph 300502. To the extent possible, gifts from military associations to the AF should be "in kind" and not in the form of funds.
- Questions about gifts involving NFE associations should be referred to the servicing legal office.

REFERENCES:

SECDEF Memo, *Installation Access and Support Services for Nonprofit Non-Federal Entities*, 23 Dec 14

SECDEF Memo, *Installation Access and Support Services to VA-Recognized Veteran Service Organizations/Military Service Organizations*, 23 Dec 14

SECAF Memo, *Installation Access and Support Services for Nonprofit Non-Federal Entities*, 2 May 15

DoDI 1000.15, *Procedures and Support for Non-Federal Entities Authorized to Operate on DoD Installations*, 24 Oct 08

DoDD 1000.26E, *Support for Non-Federal Entities Authorized to Operate on DoD Installations*, 2 Feb 07

DoDD 5410.18, *Public Affairs Community Relations Policy*, 20 Nov 01

DoDI 5410.19, *Public Affairs Community Relations Policy Implementation*, 13 November 2001 DoDD 5500.07-R, *The Joint Ethics Regulation (JER), including Change 1-7*

DoD Conference Guidance 3.0, 23 Sep 15

AFI 1-1, *Air Force Standards*, 7 Aug 12

AFI 35-105, *Community Relations*, 26 Jan 10

New Air Force Conference Guidance, 15 Oct 15

New Air Force Conference Business Rules, 15 Oct 15 [as amended by SAF/AA e-mail 14 Jan 16]



SECRETARY OF THE AIR FORCE
WASHINGTON

MAY 2 2015


MEMORANDUM FOR ALMAJCOM-FOA-DRU/CC
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SUBJECT: Installation Access and Support Services for Nonprofit Non-Federal Entities (NFE)

On 23 December 2014, Secretary Hagel issued policy guidance reminding Department of Defense (DoD) installation commanders that current regulations already provide sufficient authority to allow installation commanders to permit NFEs to maintain a presence on the installation where the NFE provides services to Service Members and their families (attached).

The Air Force should be supportive of NFEs that come forward with offers of service to Airmen and their families. However, installations are not required to create new spaces to provide this support. Installations may use a "business model" or other approach to time-share between organizations. Enhanced logistical support (office space, utilities, communications, and IT support) does not need to be on an exclusive and continuous basis. However, installation commanders do not have to approve all requesting NFEs for base access and office space. The SecDef memorandum makes it clear that installation commanders have the discretion to select those NFEs that provide the most services to Airmen and their families for the smallest footprint. In addition, nothing in this memorandum overrides existing DoD policies regarding limitations on access to DoD installations and personnel associated with personal financial education offered by external organizations and academic counseling offered by academic institutions, which are governed by DoDI 1344.07, *Personal Commercial Solicitation on DoD Installations*, 30 March 2006, and DoDI 1322.25, *Voluntary Education Programs*, 15 March 2011, respectively.

Regardless of whether or not such support and access is approved, installation commanders should respond in writing to the NFEs. Commanders may use official communication channels to inform Airmen and their family members about the availability of services offered by nonprofit NFEs operating in accordance with this memorandum.


Deborah Lee James

Attachment:

SecDef Memorandum, Installation Access and Support Services for Nonprofit Non-Federal
Entities (23 Dec 14)



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

DEC 23 2014

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
ASSISTANT TO THE SECRETARY OF DEFENSE FOR
PUBLIC AFFAIRS

SUBJECT: Installation Access and Support Services for Nonprofit Non-Federal Entities

As you all know, the Department of Defense (DoD) has long recognized that events and support provided by nonprofit non-federal entities (NFEs) that assist Service members and families can be critically important to their welfare throughout their military service. Within the bounds of law and regulation, it is in the Department's interest to maintain strong and positive relationships with nonprofit NFEs and, as appropriate, to facilitate their delivery of services to our personnel who need them.

This memo serves to (1) reemphasize the authorities and flexibilities already provided to installation commanders to establish relationships with nonprofit NFEs that assist Service members and families, (2) direct immediate implementation of additional measures to facilitate their consistent delivery across DoD installations and, (3) provide clarity to installation commanders on adjudicating requests:

(1) Authorities and flexibilities under existing DoD policy:

- **Access to DoD Installations:** Installation commanders already retain broad discretion to provide event/support-driven access, support, collaboration, available space, and certain logistical support to these organizations under criteria set forth in DoD Directive 5410.18, *Public Affairs Community Relations Policy*, DoD Instruction 5410.19, *Public Affairs Community Relations Policy Implementation*, DoD Directive 1000.26E, *Support for Non-Federal Entities Authorized to Operate on DoD Installations*, and DoD Instruction 1000.15, *Procedures and Support for Non-Federal Entities Authorized to Operate on DoD Installations*. The installation commander is the final adjudicating authority for management of available space.
- **Space and Support Services:** Consistent with mission requirements and security constraints, and within existing resources, installation commanders are strongly encouraged to permit nonprofit NFEs to function on military installations under a commander's jurisdiction for the purpose of providing services to Service members and families. Installation commanders should consider the nature of the services



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provided by an NFE, the needs of the installation, and the needs of Service members and their families in determining whether to permit an NFE to function on the installation and whether to authorize the use of available installation space and the provision of logistical support. Existing policy, as reflected in DoDD 5410.18 and DoDI 1000.15, Enclosure 2 provides:

- From DoDD 5410.18: Community relations activities implemented by DoD Component commands and organizations shall support the objective of “fostering and sustaining good relations on mutually acceptable terms with the many elements of the public, at home and abroad, on which the Military Services depend for support and cooperation.”
- From DoDI 1000.15, Enclosure 2: “Non-Federal entities are not entitled to DoD support. However, support may be provided when it is consistent with and supportive of the military mission of the DoD Component concerned. Such support may be provided only when it can be offered within the capability of the installation commander without detriment to the commander’s ability to fulfill the military mission.”

(2) Additional measures to facilitate consistent delivery across DoD installations:

- **Requests and Determinations in Writing:** The Secretaries of the Military Departments will issue guidance that requires installation commanders to consider written requests from nonprofit NFEs requesting installation access, use of available space, or logistical support, and to respond to those requests in writing.
 - Nonprofit NFEs may request support for multiple or recurring events in a single letter.
 - After receiving the initial request, the installation commander will request and review the nonprofit NFE’s most recent Internal Revenue Service determination letter and their Form 990 in addition to documentation requirements set out in DoDI 1000.15, Enclosure 2, paragraph 3. That documentation is to be supplemented only as necessary for additional requests during that same fiscal year.
 - After reviewing the documentation, the installation commander will respond in writing with a decision on whether or not to allow access for the requested event.
- **Training and Education:** Incorporate in your regular pre-command courses, and Judge Advocate and Public Affairs officer training programs, information about the authorities and flexibilities associated with procedures and support for nonprofit NFEs authorized to function on DoD installations. The Office of the Under Secretary of Defense for Personnel and Readiness, the Office of the DoD General Counsel, and the Office of the Assistant to the Secretary of Defense for DoD Public Affairs will collaborate to develop material for use by the Military Departments in their training.

- Ensure that commanders at all levels maintain strong collaborative relationships with nonprofit NFEs in the interests of helping Service members and their families. These relationships also maintain connections throughout the greater military community that are vital to sustaining the all-volunteer force and bridging the civilian-military divide.
- Ensure installations have designated a representative to maintain a list of nonprofit NFEs that have been authorized access and to serve as a liaison to those groups.

(3) Guidance to installation commanders on adjudicating requests for space:

- **Tools and Templates:** The appropriate DoD Instructions will be revised and reissued as needed to ensure they incorporate the intent of these policies. Installation commanders will use consistent and standard procedures to process requests for installation access. The Example Checklist at Enclosure 2 and the standardized approval/disapproval letters at Enclosure 3 are provided to aid in the consistent and fair assessment and adjudication of requests for access and space.
- **Legal and operational support:** Ensure that installation commanders across your respective Departments are aware of their authorities with regard to nonprofit NFEs and that they have access to requisite legal and operational advice to assist them in executing these authorities properly. Specifically, the Department should be welcoming and supportive of nonprofit NFEs that assist Service members and families. Such services, “when consistent with and supportive of the military mission of the DoD Component concerned,” are deserving of DoD support to the extent “within the capability of the installation commander without detriment to the commander’s ability to fulfill the military mission.”

Installation commanders retain discretion to permit access and provide space to other NFEs under criteria set forth in DoD Directive 1000.26E, *Support for Non-Federal Entities Authorized to Operate on DoD Installations*, and DoD Instruction 1000.15, *Procedures and Support for Non-Federal Entities Authorized to Operate on DoD Installations*. This memorandum should not be applied to the detriment of existing agreements between installation commanders and NFEs.

Commanders are authorized to use official command communication channels to inform members and their families about the availability of services and support provided at their installations by nonprofit NFEs operating under the provisions of this memorandum. Such information distribution does not imply endorsement.

This memorandum is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

The Under Secretary of Defense for Personnel and Readiness will review DoD Directive 1000.26E, *Support for Non-Federal Entities Authorized to Operate on DoD Installations*, and DoD Instruction 1000.15, *Procedures and Support for Non-Federal Entities Authorized to*

Operate on DoD Installations and update them as needed to ensure they incorporate the intent of this memorandum during the next revisions of those documents.

The Assistant to the Secretary of Defense for Public Affairs will review DoD Directive 5410.18, *Public Affairs Community Relations Policy*, and DoD Instruction 5410.19, *Public Affairs Community Relations Policy Implementation*, and update them as needed to ensure they incorporate the intent of this memorandum during the next revisions of those documents.

This memorandum is effective within 60 days of the signing of this document and shall remain in effect until the provisions are codified in the appropriate DoD issuances. This memo should be disseminated through the chain of command to the lowest possible level. To provide additional guidance and clarity in interpreting this memorandum, please find enclosed a set of frequently asked questions and answers. Questions regarding this memorandum should be referred to the Office of the Under Secretary of Defense for Personnel and Readiness.

Thank you.

A handwritten signature in blue ink that reads "Chuck Hagel". The signature is written in a cursive style and is underlined with a single blue line.

Attachments:

1. Questions and Answers
2. Example Checklist for Installation Commanders Reviewing Installation Access Requests from Nonprofit NFEs
3. Example Installation Commander Approval Template
4. Example Installation Commander Disapproval Template

ATTACHMENT 1

Questions and Answers

- Q. How does this memorandum differ from the memorandum, “Access to Department of Defense Installations for Qualifying National Veterans Service Organizations/Military Service Organizations?”
- A. The memorandum, “Access to Department of Defense Installations for Qualifying National Veterans Service Organizations/Military Service Organizations,” applies exclusively to Veteran Service Organizations (VSOs) and Military Service Organizations (MSOs) that are approved and recognized by the Secretary of Veterans Affairs pursuant to section 5902 of title 38, U.S. Code to provide VA-accredited representation services to transitioning Service members. This memorandum provides installation commanders guidance for considering requests from nonprofit Non-Federal Entities (NFEs), which may include VSOs/MSOs, wanting occasional access to a military facility to host events and provide a broad and varied range of support and services that can benefit Service members and their families. These nonprofit NFEs may exist locally or nationally.
- Q. Under what authority may installation commanders collaborate with nonprofit NFEs to provide support for military members and their families and strive to strengthen connections within the greater military community?
- A. DoD Directive 5410.18, “Public Affairs Community Relations Policy,” paragraph 4.1.3 and its subparagraph state:

“4.1.3. Community Relations Objectives. Community relations activities implemented by DoD Component commands and organizations shall support the following objectives:

4.1.3.1. Fostering and sustaining good relations on mutually acceptable terms with the many elements of the public, at home and abroad, on which the Military Services depend for support and cooperation.”

Nonprofit NFEs supporting the military are one of many elements of the public that can provide services for Service members that may not be readily available within the government. Maintaining connections with these organizations is vital to sustaining the all-volunteer force and bridging the civilian-military divide.

Q. There are a number of nonprofit NFEs that provide support to the military community. How is an installation commander supposed to determine which organizations should be granted access?

A. Normally, installation commanders are familiar with nonprofit NFEs that operate in their local area. However, if an unfamiliar non-profit NFE submits a request for installation access, there are a number of reputable third party agencies that may assist installation commanders in their due diligence to verify the authenticity of an organization. While DoD does not endorse any specific third party agency, the following charity evaluator organizations may help in identifying the nonprofit NFE's mission and business practices:

- o Charity Navigator, Guidestar, Better Business Bureau Wise Giving Alliance, and certain state-operated nonprofit evaluators that post their results online provide a variety of different reviews and promote transparency for visitors seeking to learn more about community-based support for our Service members and their families
- o Although the CFC is not a charity evaluator, and does not have an organization search function on its site, it does vet charities against regulatory standards. Check your local CFC charity brochure for a list of participating organizations.

Additionally, installation commanders should consider the nature of the services provided by a nonprofit NFE supporting the military, the needs of the installation, and the needs of Service members and their families in determining whether to permit the NFE to function on the installation.

Q. Is there a list of services that an installation commander should use when determining installation access for nonprofit NFEs?

A. There is no exclusive list. However, examples of local support services by nonprofit NFEs may include (but are not limited to):

- o Camp support and services for needs of military children
- o Physical fitness and recreation activities
- o Scholarships
- o Life skills training
- o Spouse education
- o Parenting skills
- o Support services for victims of sexual assault, domestic abuse, or child abuse
- o Career opportunities for transitioning Service members
- o Troop and family member recognition
- o Emergency/financial assistance

Q. Won't decisions on access to installations be subjective?

A. The needs of the military community may be subjective in that they vary by installation and mission. Nevertheless, nonprofit NFE services should:

- Be consistent with and supportive of the military mission of the DoD Component concerned
- Enhance the morale and readiness of the force
- Help fulfill the Service's responsibilities toward its members and their families

Q. Does the following statement from the Joint Ethics Regulation (JER) DoD 5500.07-R mean that the installation commander must be willing and able to provide the same level of support in response to every request received?

The JER DoD 5500.07-R, provides that the head of a DoD Component command or organization may provide, on a limited basis, the use of DoD facilities and equipment (and the services of DoD employees necessary to make proper use of the equipment), as logistical support of an event sponsored by a non-Federal entity when he or she determines that each of the requirements listed at 3-211 are met. Among those requirements is that

“(5) The DoD Component command or organization is able and willing to provide the same support to comparable events that meet the criteria of this subsection and are sponsored by other similar non-Federal entities”

A. No. Access to installations provided to nonprofit NFEs under the provisions of this memorandum is for the sole purpose of enabling delivery of their support and services to military members and families who will benefit from them. The JER prohibitions on selective benefit and preferential treatment, while important considerations, are mitigated in these cases because military members and families are the intended beneficiaries, rather than the NFEs themselves. Therefore, commanders should ensure nonprofit NFEs that are authorized to operate on military installations are primarily benefiting Service members and any secondary benefit to the NFE is not intended as significant support for that particular NFE. The commander's selections among the various requests received should reflect the commander's determinations on the most pressing needs of the Service members and families on that installation, and which NFEs are best positioned to meet those needs. On many installations, it may be necessary for a commander to limit approvals for access to those that can be supported within the capabilities of the installation. In these cases the installation commander must employ a rational, non-discriminatory means for choosing those requests he or she will approve, and those he or she will not. The commander is free to employ such methods as first-come, first-served; a random drawing; or other non-discriminatory means.

- Q. Does each installation commander have to determine that the documentation requirements noted below have been met in evaluating each request?

Enclosure 2 of the DoDI 1000.15 provides that:

“The nature, function, and objectives of a non-Federal entity covered by this Instruction shall be delineated in articles of incorporation, a written constitution, bylaws, charters, articles of agreement, or other authorization documents before receiving approval from the installation commander to operate on the installation. That documentation shall also include [a number of other requirements set out].

- A. The documentation requirements set out in DoDI 1000.15, Enclosure 2, Par. 3 must be met in each case. In addition, installation commanders must obtain a copy of the nonprofit NFE’s most recent IRS determination letter and Form 990. If the organization is exempt from filing a Form 990, this requirement may be waived.
- Q. Does the above documentation requirement mean that each installation commander has to request these forms every time an NFE requests installation access?
- A. Documentation from a nonprofit NFE must be received and reviewed annually, updated within the fiscal year only as necessary (*i.e.*, if there has been a material change such that the previously submitted documentation is no longer accurate, new documentation should be submitted, but otherwise not). However, within a given year, once a non-profit NFE submits the required documentation, the installation commander may grant access based on each event request or a list of recurring events submitted by an NFE.

ATTACHMENT 2

Example Checklist for Installation Commanders Reviewing Installation Access Requests from Nonprofit NFEs

The following is an example that installation commanders could utilize to implement this memorandum.

1. Have you received a written request for installation access?
If yes, proceed to question 2. If no, direct the organization to submit a written request.
2. Have you determined if the requestor is a nonprofit non-federal entity?
If yes or no, proceed to question 3. If you determine the organization is not a nonprofit NFE, stop. It is not covered by this policy.
3. Have you obtained a copy of the nonprofit NFE's most recent IRS exemption determination letter?
If yes, proceed to question 4. If no, request the determination letter.
4. Have you obtained a copy of the organization's Form 990?
If yes, proceed to question 5. If no, request the Form 990.
5. Does the request include date(s), time(s), specific event(s) and purpose of event(s)?
If yes, proceed to question 6. If no, request additional information.
6. Do the services or programs provided by the nonprofit NFE provide a beneficial service for Service members and their families (identified by the installation commander)?
Is yes, proceed to question 7. If no, disapprove the request per disapproval memo template.
7. Are the organization's services or programs consistent with the installation's mission requirements and security constraints?
If yes, proceed to question 8. If no, disapprove the request per disapproval memo template.
8. As with all installation access requests, have you verified the organization's nature, function, and objectives and that the organization does not discriminate based on race, color, creed, sex, age, disability, or national origin (per DoDI 1000.15)?
If yes, proceed to question 9. If organization does discriminate, disapprove the request per disapproval memo template.

9. Have you obtained background checks for employees and volunteers if they will be interacting with military children under the age of 18 in DoD-operated, -contracted, or community-based programs (per DoDI 1000.15)?
If yes, proceed to question 10. If no, request background checks and once received, proceed to question 10.
10. Have you verified that you can support the event on the date requested?
If yes, approve the request per approval memo template. If no, proceed to question 11.
11. Have you identified alternate dates to support the organization's request?
If yes, provide dates to organization, and if acceptable, approve the request per approval memo template. If alternative dates are not available/acceptable, disapprove the request per disapproval memo.

ATTACHMENT 3

Example Installation Commander Approval Letter Template

The following is an example that installation commanders could utilize to implement this memorandum.

Dear [Requestor],

Thank you for your [date of request letter] letter requesting that [name of requesting organization] be granted access to [name of installation] for the purpose of providing support and services to the military members and families of the installation community.

I am pleased to inform you that based on the information you provided I have approved your request. Please note that this approval is granted for the specific event(s) and date(s) that you indicated in your request letter. Further approval will be required for any additional events on the installation that you wish to sponsor.

We will retain the information you provided about your organization until [date – no later than one year from when originally provided]. Requests from your organization after that date must be accompanied by updated documents.

My point of contact for this action is [name]. Please contact him/her directly at [phone number] or via email at [email address] to coordinate the details of your event.

Thank very much for your request, and for your support of our military members and their families.

[Installation Commander]

ATTACHMENT 4

Example Installation Commander Disapproval Letter Template

The following is an example that installation commanders could utilize to implement this memorandum.

Dear [Requestor],

Thank you for your [date of request letter] letter requesting that [name of requesting organization] be granted access to [name of installation] for the purpose of providing support and services to the military members and families of the installation community.

{ Option 1: Need additional Information }

In order for us to fully review your request and reach a decision, we need you to provide additional information about your organization. Please submit (1) a copy of your organization's most recent IRS Exemption Determination Letter and Form 990, and (2) a copy of current organizational documents that describe the nature, function, objectives and membership eligibility of your organization (e.g., articles of incorporation, constitution, bylaws, charters, articles of incorporation or other authorization documents).

{ Option 2: Support/Services are not needed on the Installation }

I greatly appreciate your generous offer of support and/or services. However, based on the information you provided I have determined that these services and support are not currently needed on this installation. Therefore, I regret to inform you that I am disapproving your request. If your services/support are needed in the future, I will reconsider your request.

{ Option 3: Organization is Good, Services are Needed, but requested event date cannot be supported }

I greatly appreciate your generous offer of support and/or services. Although I would like to approve your request, we are unable to accommodate the date(s) you requested for your event. I hope we can work together to identify an alternate date for your event that will work for both of our organizations.

{ Option 4: Organization is not compatible with DoD mission objectives }

I regret to inform you that I have disapproved your request. Based on the information you provided, I have determined that your organization's purpose, nature, objectives and/or

membership eligibility are not compatible with mission requirements and could discredit this installation. It is not in the best interest of the Department of Defense to facilitate your proposed event or the delivery of the support and/or services you propose to offer the military community on this installation.

My point of contact for this action is [name]. Please contact him/her directly at [phone number] or via email at [email address] if you have any questions or need further assistance.

Thank very much for your request, and for your support of our military members and their families.

[Installation Commander]



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

DEC 23 2014

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR PERSONNEL
AND READINESS
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
ASSISTANT TO THE SECRETARY OF DEFENSE FOR
PUBLIC AFFAIRS

SUBJECT: Installation Access and Support Services to VA-Recognized Veteran Service Organizations/Military Service Organizations

As you all know, national Veterans Service Organizations (VSOs) and Military Service Organizations (MSOs) are a critical component of our overall framework of care for our Service members throughout all phases of their military service, but most especially their transition to civilian life and Veteran status. It is in the best interest of the Department of Defense (DoD) to maintain strong relationships with national VSOs/MSOs approved and recognized by the Secretary of Veterans Affairs (VA) for the preparation, presentation, and prosecution of VA claims. A list of VSOs/MSOs that are currently approved and recognized by the VA to provide accredited representation services is provided at Attachment 1.

Although access to DoD installations is already provided to these organizations for the purpose of VA-accredited representation services under section 2670 of title 10, U.S.C., this memo serves to: (1) reemphasize those privileges granted under the law, (2) direct immediate implementation of additional measures to facilitate their consistent delivery across DoD installations and, (3) provide clarity to installation commanders on adjudicating requests:

(1) Privileges granted under the law:

- **Access to DoD Installations:** As provided in law, installation commanders must permit paid, full-time, and accredited representatives of national VSOs/MSOs approved and recognized by the Secretary of Veterans Affairs, pursuant to section 5902 of title 38, U.S.C., to function on military installations under the commander's jurisdiction for the purpose of providing VA-accredited representation services to transitioning Service members. As a matter of policy, voluntary or part-time accredited representatives of such VSOs/MSOs approved and recognized by the Secretary of Veterans Affairs are to be treated in the same manner.
- **Space and Support Services:** There have been a number of cases of inconsistent application of the law which requires commanders to provide nationally recognized VSOs/MSOs with reasonable space and support services, without charge. As such,



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consistent with the law, I expect installation commanders to provide qualifying VSO/MSO with space and associated services on an “as-available” basis, within existing resources, mission requirements, and security constraints. For purposes of this memorandum, the term “associated services” includes existing office furniture, machines, and equipment, as well as existing lighting, heating, cooling, electricity, internet service, and local telephone service. Because the services to be provided by VSOs/MSOs are for the primary benefit of our transitioning Service members, installation commanders shall provide available space and associated services without charge to the VSO/MSO for these purposes. The provision of available space to a VSO/MSO should not be on terms constituting a leasehold interest, unless the requirements of section 2667 of title 10, U.S.C., and other applicable law, are met.

- Installation access, available space, and associated services may not be used for VSO/MSO fundraising or recruitment, the performance of internal, administrative or back-office functions of the VSO/MSO, or for the provision of any service for which the VSO/MSO, or other person or entity associated with the VSO/MSO, charges a service fee, admission fee, or any other charge. The access granted in this memorandum does not extend to the use of installation services, such as the Exchange and Commissary, by individuals who are not otherwise authorized patrons. Further, Service members may not be compelled to participate in any presentation or event offered by a VSO/MSO granted access, available space, or associated services under this memorandum.

(2) Additional measures to facilitate consistent delivery across DoD installations:

- **Requests and Determinations in Writing:** The Secretaries of the Military Departments will issue guidance that requires installation commanders to consider written requests from qualifying national VSOs/MSOs for providing VA-accredited representation services and to respond to those requests in writing.
- **Training and Education:** Incorporate in your regular pre-command courses, and Judge Advocate and Public Affairs officer training programs, requirements associated with the support of qualifying national VSOs/MSOs authorized to function on DoD installations. The Office of the Under Secretary of Defense for Personnel and Readiness, the Office of the DoD General Counsel, and the Office of the Assistant to the Secretary of Defense for DoD Public Affairs will collaborate to develop material for use by the Military Departments in their training.

(3) Guidance to installation commanders on adjudicating requests for space:

- **Tools and Templates:** Terms and conditions of any agreement between an installation commander and a VSO/MSO shall be documented in a written Memorandum of Understanding (MOU) executed by both parties. A template for such an MOU is provided at Attachment 2. The installation commander may waive

this requirement for 60 days from the date of this memorandum for VSOs/MSOs that currently receive available space and services but have not yet executed an MOU.

- **Distribution of Available Space:** Use of available space and associated services for the purpose of providing VA-accredited representation services need not be authorized on an exclusive and continuous basis; space and services may be rotated among qualifying representatives of the VSOs/MSOs using a “business center” or other appropriate model.
- **Adjudicating Requests for Access/Space:** Installation commanders shall reconcile requests for available space and associated services with existing resources and avoid any detriment to the military mission or to security. The installation commander is the final adjudicating authority for management of available space. Installation commanders may allocate underutilized space under this memorandum; however, they shall not create or develop new space, nor make major renovations to existing space solely for VSO/MSO use, nor allocate space in decommissioned facilities or those scheduled for demolition.

Installation commanders shall periodically review determinations to provide access, available space, and associated services under this memorandum to ensure they remain valid. Nothing in this memorandum constrains the authority of an installation commander to restrict or revoke access, or to withdraw the provision of available space and associated services provided pursuant to this memorandum when warranted by mission requirements, security constraints, a lack of available space or non-compliance with the terms of the MOU between an installation commander and a VSO/MSO.

Installation commanders retain discretion to permit access and provide space to other Non-Federal Entities under criteria set forth in DoD Directive 1000.26E, *Support for Non-Federal Entities Authorized to Operate on DoD Installations*, and DoD Instruction 1000.15, *Procedures and Support for Non-Federal Entities Authorized to Operate on DoD Installations*. This memorandum should not be applied to the detriment of existing agreements between installation commanders and Non-Federal Entities.

Commanders are authorized to use official command communication channels, including Transition Assistance Program materials, to inform Service members about the availability of VA-accredited representation services provided on their installations by VSOs/MSOs operating under the provisions of this memorandum. Such information distribution does not imply endorsement.

This memorandum is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

This memorandum is effective within 60 days of the signing of this document and shall remain in effect until the provisions are incorporated in the appropriate DoD Instructions. Additional organizations interested in becoming approved and recognized by the Secretary of

Veterans Affairs in the preparation, presentation, and prosecution of VA claims may apply at:
<http://www.va.gov/ogc/accreditation.asp>.

This memo should be disseminated through the chain of command to the lowest possible level. Questions regarding this memorandum should be referred to the Office of the Under Secretary of Defense for Personnel and Readiness.

Thank you.

A handwritten signature in blue ink that reads "Clark Abel". The signature is written in a cursive style and is underlined with a single blue line.

Attachments:
As stated

ATTACHMENT 1
VSO/MSOs Currently Recognized by the VA
To Provide Accredited Representation Services

By virtue of authority contained in title 38, United States Code, the organizations listed below have been granted recognition in the presentation of claims under the statutes administered by the Secretary of Veterans Affairs. This listing is not intended to reflect on the quality of services rendered by other Veterans service organizations. The list was current as of the date of which the base memorandum was issued. The updated list is maintained at: <http://www.va.gov/vso/>.

Service organizations Recognized by the VA for Claim Processing:

African American PTSD Association (Not congressionally chartered)

American Ex-Prisoners of War, Inc.

American GI Forum of the United States

The American Legion

American Red Cross

AMVETS

Army and Navy Union, U.S.A., Inc.

Blinded Veterans Association

Catholic War Veterans of the U.S.A., Inc.

Disabled American Veterans

Fleet Reserve Association

Gold Star Wives of America, Inc.

Italian American War Veterans of the United States, Inc.

Jewish War Veterans of the U.S.A.

Legion of Valor of the United States of America, Inc.

Marine Corps League

Military Officers Association of America (MOAA)

Military Order of the Purple Heart of the U.S.A., Inc.

National Amputation Foundation, Inc.

National Association for Black Veterans, Inc.

National Association of County Veterans Service Officers, Inc.

National Veterans Legal Services Program

National Veterans Organization of America, (NVOA) (Not congressionally chartered)

Navy Mutual Aid Association

Non Commissioned Officers Association of the U.S.A.

Paralyzed Veterans of America

Polish Legion of American Veterans, U.S.A.

Swords to Plowshares, Veterans Rights Organization

The Retired Enlisted Association

United Spinal Association, Inc. (Not congressionally chartered)

Veterans Assistance Foundation, Inc. (Not congressionally chartered)

Veterans of Foreign Wars of the United States

Veterans of the Vietnam War, Inc. & The Veterans Coalition (Not congressionally chartered)

Veterans of World War I of the U.S.A., Inc.

Vietnam Veterans of America

Wounded Warrior Project

ATTACHMENT 2

Example Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING (MOU)

BETWEEN

[INSTALLATION]

AND

[VSO/MSO]

SUBJECT: MOU

This MOU is between [Installation] and [VSO/MSO]. When referred to collectively [Installation] and [VSO/MSO] are referred to as the “Parties.”

1. **BACKGROUND.** A primary purpose of [VSO/MSO] is to assist veterans and transitioning Service members in filing claims for the many benefits available to them through the Department of Veterans Affairs (VA). In this role, and in accordance with 38 U.S.C. section 5902, [VSO/MSO] has been granted recognition in the preparation, presentation, and prosecution of claims under laws administered by the Secretary of Veterans Affairs.

2. **PURPOSE.** This MOU addresses the responsibilities of each of the Parties incident to the functioning of [VSO/MSO] on [Installation] and the use of available space and associated services for the purpose of providing VA-accredited representation services to Service members. For purposes of this MOU, the term “associated services” includes existing office furniture, machines, and equipment, as well as existing lighting, heating, cooling, electricity, internet service, and local telephone service.

3. **UNDERSTANDING OF THE PARTIES.**

3.1 [Installation] will --

3.1.1. Provide [VSO/MSO] with access to [Installation] and {exclusive, full-time use of appropriate space in an installation facility for the sole purpose of providing VA-accredited representation services} *or* {non-exclusive, part-time use of appropriate space in an installation facility for the sole purpose of providing VA-accredited representation services. Use of such space may be shared on a rotating basis among other non-Federal entities providing VA-accredited representation services, or be used for other governmental purposes}. The space provided will allow for private and confidential conversations to take place between the accredited [VSO/MSO] representative and his/her Service member client. Installation access and use of space will be provided at no cost to [VSO/MSO].

3.1.2. Provide [VSO/MSO] with associated services as are reasonably required for the delivery of VA-accredited representation services in the space provided for that activity. Such

associated services will be provided at no cost to [VSO/MSO].

3.1.3. Appoint a Representative to serve as the liaison between [VSO/MSO] and [Installation] to facilitate access to the installation and the provision of installation space and associated services. The Representative will --

[NOTE: MOU may include items such as those below according to local needs]

3.1.3.1. Distribute and maintain accountability of keys for access to facilities and office space approved in accordance with the applicable installation standard operating procedures.

3.1.3.2. Process work orders for repair and maintenance of the office space and any provided equipment.

3.1.3.3. Provide [VSO/MSO] with an emergency contact list of government activities/personnel.

3.1.3.4. Oversee all activities incident to this MOU and ensure compliance with the terms by all Parties.

3.2. [VSO/MSO] will --

3.2.1. Ensure that all [VSO/MSO] representatives provided access to [Installation] and the use of space and associated services under the provisions of this MOU are fully accredited by the VA for providing representation services.

3.2.2. Ensure that all activities and functions of [VSO/MSO] representatives under this MOU are restricted solely to providing VA-accredited representation services to Service members who have requested them. Such services will be provided at no cost to Service members.

3.2.3. Agree to not use provided space and associated services for [VSO/MSO] fundraising or recruitment, the performance of internal, administrative or back-office functions of [VSO/MSO], or for the provision of any service for which [VSO/MSO], or other person or entity associated with [VSO/MSO], charges a service fee, admission fee, or any other charge.

3.2.4. If the space provided is intended to be shared among other organizations offering VA-accredited representation services, agree to coordinate usage schedules directly with those organizations in a proactive, transparent, professional, and equitable manner. The [Installation] Representative will address all unresolved disputes between organizations that may arise under this provision, and will issue a final determination that is binding on all parties to the dispute.

3.2.5. Ensure all [VSO/MSO] functions and services provided on [Installation] are conducted in compliance with all applicable laws, governing regulations, and this MOU.

3.2.6. Ensure all authorized [VSO/MSO] representatives functioning on [Installation] conduct themselves in a professional, courteous and respectful manner that is compatible with and does not disrupt work being performed by [Installation] employees, contractors or other individuals assigned to [Installation].

3.2.7. Maintain the general cleanliness and good order of the space and associated services provided under this MOU. This does not include janitorial services and trash removal, which will be provided by [Installation] according to standard local procedures.

3.2.8. Provide the [Installation] Representative an emergency contact list of [VSO/MSO] officers or other appropriate personnel.

3.3.9. Turn off lights and adjust heat controls and secure the provided space as directed by the [Installation] Representative when vacating.

3.3.10. Ensure that no property is left unattended outside the provided space.

3.3.11. Obtain adequate insurance as protection against public liability claims, property damage claims, or other legal actions arising from [VSO/MSO] activities, individuals acting on its behalf, or the operation of any equipment, apparatus, or device under the control and responsibility of [VSO/MSO].

3.3.12. Obtain approval from the [Installation] Representative prior to the introduction of any electrical equipment and/or appliances into the space provided. Approval may require the Representative to consult with and receive final approval from the installation fire department or other authorities.

3.3.13. Obtain approval from the [Installation] Representative prior to the storage, preparation, and service of food in the space provided. Once approved, all food must be stored, prepared, and served consistent with installation standards and procedures.

3.3.14. Comply with all installation security requirements and procedures.

3.3.15. Fully comply with the above responsibilities. The [Installation] Representative will notify [VSO/MSO] of any deficiencies regarding the above standards. [VSO/MSO] will have 24 hours to correct any deficiencies noted by the [Installation] Representative. Failure to correct a deficiency within the time prescribed or the accumulation of three or more deficiencies within a three-month period will result in an evaluation and determination as to whether the [VSO/MSO] may continue to access [Installation] and use the space and associated services provided under this MOU.

4. PERSONNEL. Each Party is responsible for all costs of its personnel, including pay and benefits, support and travel. Each Party is responsible for supervision and management of its personnel.

5. GENERAL PROVISIONS.

5.1. POINTS OF CONTACT (POC). The following POC will be used by the Parties to communicate in the implementation of this MOU. Each Party may change its POC upon reasonable notice to the other Party.

5.1.1. For [Installation] –

5.1.1.1. [Name, position, telephone number, email address]

5.1.2. For [VSO/MSO]

5.1.2.1. [Name, position, telephone number, email address]

5.2. CORRESPONDENCE. All correspondence to be sent and notices given pursuant to this MOU will be addressed to --

5.2.1. If for [Installation] –

5.2.1.1. [Name, position, mailing address]

5.2.2. If for [VSO/MSO] –

5.2.2.1. [Name, position, mailing address]

5.3. FUNDS AND MANPOWER. This MOU does not document or provide for the exchange of funds or manpower between the Parties nor does it make any commitment of resources other than as specifically provided under this MOU.

5.4. MODIFICATION OF MOU. This MOU may only be modified by the written agreement of the Parties, duly signed by their authorized representative. This MOU will be reviewed annually on or around the anniversary of its effective date, and triennially in its entirety.

5.5. DISPUTES. Any disputes relating to this MOU will be subject to any applicable, law, Executive Order, Directive, or Instruction, be resolved by consultation between the Parties or in accordance with DoDI 4000.19.

5.6. TERMINATION OF UNDERSTANDING. This MOU may be terminated at will by either Party.

5.7. TRANSFERABILITY. This MOU is not transferrable except with the written consent of the Parties.

5.8. LIMITATIONS.

5.8.1. This memorandum is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

5.8.2. The provision of space to [VSO/MSO] pursuant to this MOU does not constitute a leasehold interest, unless the requirements of section 2667 of title 10, U.S. Code, and other applicable law, are met.

5.8.3. Nothing in this MOU constrains the authority of [Installation] to restrict or revoke access, or to withdraw the provision of available space and associated services provided pursuant to this MOU when warranted by mission requirements, security constraints, a lack of available space or non-compliance with the terms of the MOU between [Installation] and [VSO/MSO].

5.9. ENTIRE UNDERSTANDING. It is expressly understood and agreed that this MOU embodies the entire understanding between the Parties regarding the MOU's subject matter.

5.10. EFFECTIVE DATE. This MOU takes effect beginning on the day after the last Party signs.

5.11. EXPIRATION DATE. This MOU expires on [date no earlier than three years after effective date]

[Installation commander or designated
Representative]

[VSO/MSO authorized representative]
]

(Date)

(Date)