



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY RESERVE COMMAND
4710 KNOX STREET
FORT BRAGG, NC 28310-5010

AFRC-FP

16 May 2018

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Revision of USAR Regulation 608-1, Army Reserve Family Programs

1. Purpose. This memorandum revises paragraph 4-18 (fundraising) of USAR Regulation 608-1, Army Reserve Family Programs, 15 May 2010.

2. Effective immediately, the current version (15 May 2010) of paragraph 4-18 is hereby rescinded and replaced by the following language:

4-18. FRG Fundraising.

FRG fundraising activity will comply with AR 608-1, Army Community Services (19 October 2017); AR 600-29, Fund-Raising with the Department of the Army (7 June 2010); and DOD 5500.07-R, Joint Ethics Regulation, 30 August 1993 (Change 7, 17 November 2011). FRG fundraising activities must be approved by the unit commander after consultation with the local ethics counselor.

3. Summary of Changes. In effect, these revisions to paragraph 4-18 of USAR Reg. 608-1 will make two principal changes to the current regulations governing Army Reserve FRG fundraising:

a. Remove the restriction limiting FRG fundraising activity to Army Reserve Centers.

b. Remove the prohibition on selling homemade food items at FRG fundraisers.

4. Point of contact for this memorandum is Pharissee Berry, Director, Family Programs, (910) 570-8204, pharissee.berry.civ@mail.mil.


LEE P. GEARHART
COL, AG
Deputy Chief of Staff, G-1

AFRC-FP

SUBJECT: Revision of USAR Regulation 608-1, Army Reserve Family Programs

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USAR Regulation 608-1

Personal Affairs

Army Reserve Family Programs

**Department of the Army
Office of the Chief, Army Reserve
Washington, DC 20310-2400
15 May 2010**

SUMMARY OF CHANGE

USAR REG 608-1
Army Reserve Family Programs

This major revision dated 15 May 2010 -

- o Is a complete revision of and replaces USARC Regulation 608-1, dated 1 August 2000.
- o Contains extensive new and updated information on the operation and functions of Army Reserve Family Programs. This publication has been completely revised as necessitated by changes in response to events such as:
 - The events of 9/11 and the Global War on Terrorism.
 - The transition and transformation of command organizational structure within the Army Reserve.
 - Technology advances in communications such as e-mail, websites and internet resources as a primary means of accessing information.
 - New programs and services available to Soldiers and their Families serving the Army Reserve.
- o Changes the title from "Family Readiness Handbook" that focused primarily on unit-based Family Readiness Groups to "Army Reserve Family Programs" that addresses all programs that fall under the purview of the Army Reserve Family Programs Directorate.
- o Adds to chapter 2, the Warrior and Family Assistance Center (WFAC) mission and responsibilities for the WFAC Coordinator and WFAC Recovery Care Coordinator. Adds the Army Family Action Program (AFAP) Issue Submission Form (USAR Form 153-R).
- o Removes FORSCOM awards from chapter 5 as a result of restructuring.
- o Adds chapter 8 to provide an overview of the programs for which the Army Reserve Family Programs Directorate is responsible. Prescribes guidance, policies and responsibilities for:
 - Army Strong Community Center
 - Army Reserve Outreach and Support Center
 - Child Youth and School Services
 - Survivor Outreach Services
- o Updates and replaces previous USARC Forms with DA Forms where applicable. Rescinds USARC Form 105-R, Volunteer Daily Time Record, and USARC Form 106-R, Volunteer Service Record.

Department of the Army
Office of the Chief, Army Reserve
Washington, DC 20310-2400
15 May 2010

Personal Affairs Army Reserve Family Programs

For the Commander:

WILLIAM J. GOTHARD
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JOHN P. DONOVAN
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Proponent and exception authority. The proponent of this regulation is the Office of the Chief, Army Reserve, Family Programs Directorate. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The proponent may delegate this approval authority, in writing, to a division or branch chief under their supervision within the proponent agency, in the grade of colonel or civilian equivalent.

Army management control process. This regulation is subject to the requirements of AR 11-2. It contains management control provisions but does not contain checklists for conducting management control evaluations.

Supplementation. Supplementation of this regulation is prohibited without prior approval from the Office of the Chief, Army Reserve, Family Programs Directorate, ATTN: DAAR-FP, 1421 Jefferson Davis Highway, Arlington, VA 22202.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Office of the Chief, Army Reserve, Family Programs Directorate, ATTN: DAAR-FP, 1421 Jefferson Davis Highway, Arlington, VA 22202.

Distribution. This publication is available in electronic media on the USARC Intranet website at <https://usarcintra/> and on the Army Reserve Component portion of the Army Knowledge (AKO) website (<http://www.us.army.mil/>). This regulation will also be available for download from the Army Reserve Family Programs website at www.arfp.org. This regulation is intended for command level A+; 7th Civil Support Command and 9th Mission Support Command. Local reproduction is authorized.

History. This publication is a major revision. It replaces USARC Regulation 608-1, dated 1 August 2000.

Summary. This regulation is a consolidation of policy, objectives, responsibilities, procedures, and implementation guidance for Army Reserve Family Programs (ARFP).

Applicability. This regulation applies to all Army Reserve Command organizations, enclaves, and active component personnel assigned to U.S. Army Reserve Command (USARC) organizations. Since the USARC Family Programs Office is the fund custodian for Family Support Nonappropriated Funds (FS-NAF), this regulation also applies to **ALL** commands receiving FS-NAF funds from the USARC Family Programs Office. During mobilization, the proponent may modify chapters and policies contained in this regulation.

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Glossary

Chapter 1 Overview

*"If you have the courage to begin,
you have the courage to succeed."*
David Viscott

1-1. Purpose

The purpose of this regulation is to establish policies, procedures and responsibilities for the execution of Army Reserve Family Programs (ARFP).

1-2. References

Required and related publications are provided at the back of this regulation. Forms are provided throughout.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Army Reserve Family Programs Directorate mission statements

a. Army Reserve Family Programs provide commanders with relevant and responsive quality-of-life programs and services in support of Soldiers, Families, and DA Civilians to--

(1) Facilitate commanders' ability to provide coordinated and responsive services that support readiness of Soldiers and their Families.

(2) Adapt to unique command requirements, eliminate duplication of services, and measure programs' effectiveness through maximizing technology resources.

b. Army Strong Community Center (ASCC) connects geographically dispersed Army Reserve Soldiers, as well as members of other components and services, their Families, Retirees, and Veterans. The mission of ASCCs is to enhance the quality of life by providing information, referrals and resources in the community where they live.

c. The mission of the Army Reserve Outreach and Support Center is to provide Families with pertinent information regarding their benefits and entitlements during mobilization, sustainment and demobilization. The outreach and support (O&S) team serves as the central point of contact for outgoing and incoming calls from AR Families requiring assistance with benefits and entitlements during mobilization, sustainment, and demobilization.

d. The mission of Army Family Team Building (AFTB)/Army Family Action Plan (AFAP) is to provide resources that contribute to the development of ready Soldiers and resilient Families.

e. The Army Spouse Employment Partnership (ASEP) mission is to facilitate the employment of Army spouses to the mutual benefit of the Army and Corporate America.

f. The Child, Youth & School Services (CYSS) mission is to support readiness and well-being of geographically dispersed Families by reducing the conflict between parental responsibilities and mission requirements.

g. The ARFP Warrior and Family Assistance Center (WFAC) mission is to augment support to wounded, ill, and injured Soldiers, Families, and Retirees. The WFAC provides an integrated and comprehensive continuum of care and services to meet the unique needs of geographically dispersed Army Reserve Warriors in transition and their Families.

1-5. Program competencies

The core competencies of Army Reserve Family Programs Directorate include:

- a. Information, Referral and Follow-Up.
- b. Mobilization, Deployment and Reintegration.
- c. Volunteer Management.
- d. Outreach and Crisis Management.
- e. Training and Development.
- f. Virtual Installation/Army Strong Community Center.
- g. Child, Youth & School Services.
- h. Survivor Outreach Services.

1-6. Eligibility

Eligibility includes:

- a. Soldiers (single, married, divorced or widowed).
- b. Civilian employees.
- c. Retirees.
- d. Families of all the above.

1-7. General prohibitions against discrimination

The ARFP will provide the appropriate reasonable accommodations to all employees and persons receiving services in accordance with federal standards to ensure that ARFP information, such as websites and published information, is accessible in accordance with Federal standards.

1-8. Army Reserve Family Programs logo

a. The Army Reserve Family Programs logo is at figure 1-1. This logo represents the Army Reserve Family that includes all Soldiers (AC, AGR, TPU, IRR and IMA), Civilian employees, Retirees and their Family members. Outreach by the chain of command and volunteers, to all members of the Army Reserve Family, creates a family-ready environment where members help each other, develop knowledge and skills, and seek assistance if needed.

b. The ARFP logo is available for downloading at www.arfp.org.



Figure 1-1. Army Reserve Family Programs Logo

Chapter 2 Responsibilities of Family Programs

*"You cannot help men permanently by doing for them what they could and should do for themselves."
Abraham Lincoln*

2-1. Responsibilities

Commanders at all levels are responsible for creating a viable Family Program within their command that provides a climate of caring and concern for the Army Reserve Family. Command emphasis on Family wellness directly impacts morale, readiness, recruiting and retention. Commanders must encourage and support programs that educate both Soldiers and Families. The goal is to increase their knowledge regarding their affiliation with the Army Reserve and to become self-sufficient, especially during periods of separation caused by military service. The Army Records Information Management System (ARIMS) record number is "608", General Personal Affairs Correspondence Files.

2-2. Army Reserve Family Programs Directorate

- a. The ARFP Directorate will—
 - (1) Develop and implement policy, procedures, guidance and oversight to ensure all commands are prepared and knowledgeable of Army Reserve Family Programs.
 - (2) Serve as the executive agent for the Army Reserve Family Programs for the Chief, Army Reserve (CAR).
 - (3) Establish policies and provide guidance, technical assistance, consultation and training for the implementation and sustainment of programs for Army Reserve Soldiers and their Family members.
 - (4) Provide oversight and program evaluation.
 - (5) Review Family Programs during quality control assessments.
 - (6) Ensure that management controls are in place and operating as intended in Army Reserve Family Programs.
- Report any detected material weaknesses in management controls.
- b. A graphic flow chart outlining the levels of support is at figure 2-1.

2-3. Outreach and Support Center

Army Reserve Family Programs staffs an Outreach and Support Center to provide assistance to Soldiers, Civilian employees and their Families - 24 hours a day, 7 days a week. The Outreach and Support Center can be reached by calling 1-866-345-8248 or on the web at www.arfp.org/outreach.

- a. The purpose of the Outreach and Support Center is to increase education and awareness of Family Programs services through the distribution of information especially to geographically dispersed Soldiers and Families. Additionally, outreach efforts will, at times, identify Family members in need of support or information necessary to resolve problems or issues.
- b. The primary responsibility of the Outreach and Support Center is to maintain communication and provide assistance to Family members of mobilized Army Reserve Soldiers.
- c. All Outreach efforts to Families of mobilized or deployed Soldiers must be documented in the Army Reserve Family Program centralized database.
- d. Outreach efforts must continue throughout all mobilization phases and until 90 days after the Soldier is released from active duty.

2-4. Family Programs Manager (FPM)

The FPM will—

- a. Assist all levels of command in implementing Family Programs policies and procedures within his/her area of responsibility.
- b. Ensure that management controls are in place and operating as intended throughout his/her area of responsibility and report any detected material weaknesses in management controls.
- c. Plan, coordinate and evaluate Army Reserve-wide Family Programs.
- d. Recommend program policy, strategies and tactics for carrying out overall Army Reserve Family Programs.
- e. Provide input for Family Programs Five-Year Plan and Command Operating Budget (COB), develop budget, and monitor execution of budget allocations to assure funds are utilized in accordance with authorized allocations.

2-5. Family Programs Director (FPD)

The FPD will—

- a. Provide assistance, guidance and support that will enhance the resilience of members of the Army Family: Soldiers, Family members, Civilian Employees and Retirees during peacetime, mobilization, deployment, sustainment and reintegration.
- b. Establish long-range and short-term program goals and objectives, set priorities, and recommend resource allocation and courses of action.
- c. Manage and execute appropriated and non-appropriated fund accounts.
- d. Support commander in his/her Family Programs goals.

- e. Establish a plan to address program issues on a recurring basis. Ensure actions are taken as appropriate to correct problems identified.
- f. Provide information to Soldiers and Families and make referrals to military and community resources. Follow-up in a timely manner to ensure issues have been addressed and resolved.
- g. Conduct and coordinate pre-mobilization, mobilization, sustainment and return/reunion briefings for Soldiers and their Families, including benefits, entitlements and resources relative to active duty status. Provide assistance and materials on mobilization issues.
- h. Publish a command Family Programs newsletter and update the command-level Family Programs web page, at least quarterly, to keep paid and non-paid personnel informed and aware of issues and programs affecting the resilience of Soldiers and their Families.
- i. Conduct needs assessments and provide training opportunities for Family Programs staff, military personnel and volunteers.
- j. Ensure that management control evaluations are conducted according to their command's Management Control Plan and the requirements of AR 11-2. Report any detected material weaknesses in management controls through the chain of command.
- k. Serve as a member, advisor and liaison for various Family program organizations, to include representing the command on community, regional and multi-component councils.
- l. Disseminate, collect and forward nominations for various Family Programs awards in accordance with prescribed deadlines.
- m. Manage the volunteer program by providing guidance to commanders and FRG leaders on volunteer training opportunities, recruitment, recordkeeping, recognition and reimbursement for authorized expenses.
- n. Review results of command conducted audits of FRG informal funds.
- o. Conduct assistance visits and assessments of program needs and effectiveness.

2-6. Family Program Coordinator (FPC)

The FPC, serving in support of FPDs at O & F Commands, will—

- a. Plan, develop and implement community and social service programs. Provide staff assistance to resolve problems affecting the military community.
- b. Prepare and disseminate information to Family members on benefits and entitlements, conduct needs assessments and training.
- c. Assist in planning and developing programs and related conferences, seminars and symposia: planning for Family assistance and Family support; analysis and assessment of issues identified by units; Family Readiness Groups (FRGs) studies/reports; identification of Family issues affecting readiness and retention; volunteer recognition; and planning, coordinating and conducting programs that address these issues.
- d. Coordinate volunteer services, including recruiting, recordkeeping by input of volunteer hours into database, reimbursement of official volunteer expenses, and management of Army Reserve Family Programs volunteer recognition. Evaluate and recommend training programs for volunteers.
- e. Manage ARFP centralized database, to include Soldier, Family and volunteer data.
- f. Conduct Quality Control Assessment visits to assure that policies conform to guidance, assist at Soldier Readiness Processing (SRP), and gather information for new initiatives and direction.
- g. Provide technical interpretation, guidance and assistance to command staff officers and/or units.

2-7. Family Readiness Staff Assistants (FRSA)

The FRSA located at the Battalion level will—

- a. Provide individualized, ongoing support and encouragement as well as direct information and referral services to Army Reserve commanders, Soldiers, Family members and the FRG. Outreach consists of communication via:
 - (1) Periodic telephone and/or e-mail contact.
 - (2) Regularly scheduled mailings.
 - (3) Occasional face-to-face meetings.
- b. Enter and maintain information in the ARFP centralized database as follows:
 - (1) Update contact information and document monthly contacts with Family members of mobilized Soldiers.
 - (2) Maintain Family data from the Information Data Worksheet (USAR Form 107-R) ensuring complete and thorough documentation of Family data, records of problems or issues, and follow-up actions.
 - (3) Record volunteer service hours, accomplishments and awards.
- c. Provide Family Programs information, resource materials, and assist in the coordination and conduct of unit-level Family Programs briefings and training.
- d. Establish positive working relationships with local civilian, social, military and veterans' agencies.

2-8. Army Family Team Building/Army Family Action Plan Program Specialist

The Army Family Team Building/ Army Family Action Plan Program Specialist will—

- a. Provide information and resources relative to the following major functions:

- (1) Army Family Team Building (AFTB).
- (2) Army Family Action Plan (AFAP).
- (3) Financial Readiness.
- (4) Employment Readiness.

b. Serve as the point of contact for collection of issues, conducting research and taking appropriate action. Provide follow-up to initiator of issue.

2-9. Child Youth and School Services (CYSS) Coordinator

The CYSS Coordinator will—

a. Provide information and resources relative to CYSS major functions:

- (1) Community Based Child Care.
- (2) Youth Development.
- (3) Student Support.

b. Support readiness and resilience of geographically dispersed Families by reducing the conflict between parental responsibilities and mission requirements.

c. Strive to meet the developmental needs of all Army Reserve youth, support the parent/caregiver during deployment, and provide peace of mind to the Soldiers while they are separated from their loved ones through an accessible, well-rounded program.

d. Army Reserve CYSS has a website at www.arfp.org/CYSS that contains helpful information for parents, teachers, caregivers and youth. Some of the features include: annual briefings for mobilization preparedness that provides valuable information for youth about deployment; guidance on homework and study skills; projects that help children stay in touch with their Soldier and ideas on staying fit and healthy. There is also an online teen newsletter, *Talkin' Back*, and a photo album of youth events that occur throughout the country.

2-10. Warrior and Family Assistance Center (WFAC)

The Department of Defense (DOD) and Department of Veterans Affairs (VA) have created a partnership of care, management and transition for wounded, ill, and injured Soldiers and their Families. The overarching guidance for care, management and transition is governed by the National Defense Authorization Act (NDAA) 2008 that requires the development and implementation of a comprehensive policy on improvements to the care, management and transition of Recovering Soldiers and their Families.

a. The WFAC will—

(1) Augment support to wounded, ill, and injured Army Reserve Soldiers, Families and Retirees to ensure their physical, mental and spiritual well-being through timely and accurate referrals to support systems, coupled with professional follow-up.

(2) Provide a continuum of care and services in accordance with Warrior Transition Units (WTUs).

(3) Provide services dedicated to the needs of wounded, ill, and injured Army Reserve Soldiers, Families, and Retirees.

(4) Advocate for wounded, ill, and injured Soldiers, Families, and Retirees to address and resolve issues and concerns unique to the Army Reserve.

(5) Educate and assist Soldiers, Families, and Retirees with benefits and entitlements related to educational, financial and medical programs and services.

b. The WFAC Coordinator will—

(1) Provide compassionate, knowledgeable and timely case management for wounded, ill, and injured Army Reserve Soldiers, Families, and Retirees requiring services.

(2) Assist the Army Wounded Warrior Program to address the unique needs of geographically dispersed wounded, ill, and injured Soldiers and their Families.

(3) Assist in providing a seamless transition for Soldiers through various systems of medical care to include WTUs, Community Based Warrior Transition Units (CBWTUs), and VA.

(4) Prepare information requested or required for compliance with internal and external agencies, special projects, initiatives, and studies as required.

(5) Serve as a subject matter expert (SME) on topics encompassing the unique needs and status of Army Reserve wounded, ill, and injured Soldiers.

(6) Counsel, mentor, and provide professional development for assigned WFAC Sponsors that are assigned to each Army Reserve Warrior in Transition.

c. The WFAC Sponsor will—

(1) Advocate for and serve to empower wounded, ill, and injured Soldiers to be an active participant in the resolution of his/her issues or concerns.

(2) Connect wounded, ill, and injured Soldiers, Families, and Retirees to available benefits and entitlements in their community.

(3) Assist WFAC Coordinators in preparing information requested or required for compliance with internal and external agencies, special projects, initiatives, and studies as required.

d. The WFAC Recovery Care Coordinator (RCC) will—

- (1) Support recovering Soldiers and their Families through the entire spectrum of care management, rehabilitation and transition services provided by DOD, VA, and other governmental and non-governmental support agencies.
- (2) Assess and identify Family needs related to the Comprehensive Recovery Plan to ensure medical and non-medical services (including, but not limited to, medical care, rehabilitation, education, and employment-related programs), and disability benefits are met across the continuum of care documented in the plan.
- (3) Anticipate future challenges during phases of recovery, rehabilitation, and reintegration.
- (4) Consult and collaborate with Multidisciplinary Teams during the initial treatment phase; review and make modifications throughout the continuum of care.
- (5) Identify gaps in non-medical services, intervene as necessary to expedite outcomes, and assist with coordination of resources to develop and improve outcomes for enhanced delivery of non-medical services.
- (6) Facilitate an efficient, effective and smooth rehabilitation and transition back to active duty or civilian life as a Veteran through coordination with appropriate personnel (Military Service Coordinators/VA Liaisons).
- (7) Coordinate local and state resources where the recovering Soldier and Family will reside.

2-11. Direct reporting commands (DRCs) and major subordinate commands (MSCs)

The DRC and MSC commanders will—

- a. Appoint an individual to serve as the Family Readiness Liaison (FRL) and the commander's designated representative responsible for Family Programs.
- b. Coordinate implementation of Family Programs with subordinate units to ensure compliance with existing regulations and policies.
- c. Ensure subordinate units establish a viable Family Readiness Plan as described in this chapter and appoint an FRL.
- d. Assist subordinate unit FRSAs in establishing Family Readiness Groups (FRGs).
- e. Recognize significant contributions made by Family members and volunteers.
- f. Ensure subordinate units request an audit of FRG Informal Funds annually by a disinterested party (Internal Review or Inspector General) and forward a copy to the servicing Family Programs Office.
- g. Ensure that deploying units' Soldiers and Family members receive required briefings.
- h. Ensure the servicing Family Programs Office is contacted within 24 hours of a unit alert for activation.
- i. Provide adequate resources such as office space, equipment and access to information necessary for successful completion of duties of assigned Family Programs staff and volunteers.

2-12. Unit commanders

The unit commander will—

- a. Develop a Family Readiness Plan to ensure Soldier preparedness and Family resilience.
 - (1) The FRP outlines the unit commander's goals and initiatives to establish a functional Family Readiness Program and provide Family Assistance within the unit. Although this is the unit commander's vision for the Family Program at the unit, designated personnel, such as the FRL and FRG volunteers, should provide input and understand their role in implementing this plan.
 - (2) The unit's FRP must acknowledge and address Soldier and Family member needs and concerns. Participation in a unit-based FRG encourages Soldier preparedness and Family resiliency (especially during periods of separation caused by military service), enhances unit cohesion, and increases unit morale. A sample FRP is at figure 2-2.
- b. Establish a unit-level Family Readiness Program. This includes establishing a sanctioned FRG that is active during peacetime and able to sustain operations during periods of mobilization to create an atmosphere of mutual caring and concern among Soldiers and their Families. The commander sanctions the FRG by initiating a memorandum. A sample sanction memorandum is at figure 2-3. A copy of the sanction memorandum will be forwarded to the unit's headquarters and the servicing Family Programs Office.
- c. Provide training for Families to gain the knowledge and skills necessary to become self-sufficient and resilient during military separations. Commanders are authorized to schedule up to 8 hours during unit battle assemblies to conduct Family-oriented training activities each year in accordance with AR 140-1. It is recommended that this training be conducted two times per year and annotated on the unit training calendar. Maintain rosters of attendees (include Soldiers and their Family members) participating in this training that will be reported by the FRL to the servicing Family Programs Office. Develop and distribute an agenda to participants. Subjects of interest to Soldiers and their Families should be considered. The Family Readiness Group Survey (see para 4-3) may be used for this purpose. Some topics to consider for Family-oriented training are:
 - (1) Family member orientation to unit operations.
 - (2) Soldier and Family preparations for mobilization; specifically, the Defense Enrollment Eligibility Reporting System (DEERS), medical benefits available through TRICARE, emergency contact procedures accomplished in cooperation with the American Red Cross, coping with separations caused by military service using Operation Resources for Educating About Deployment and You (Operation READY), and Employer Support of the Guard and Reserve (ESGR).
 - (3) Legal and financial briefings.
 - (4) Family violence prevention and education.

- (5) Installation Family Programs and Army Community Services.
- (6) Army Substance Abuse Program (ASAP)
- (7) Suicide awareness
- (8) FRG information.
- (9) Army Family Team Building (AFTB) classes.
- (10) Army Family Action Plan (AFAP) process.

d. Ensure that Soldiers and Family members that are not able to attend Family-oriented training will be mailed a packet of information by the FRL or FRSA from the unit including e-mail and telephone number(s) to contact for more information. Refer to chapter 4 for more guidance on Family Day. Social activities will NOT be substituted for Family-oriented training.

e. Visibly support Army Reserve Family Programs. Encourage Soldiers and their Families to participate in activities that enhance their resilience.

f. Establish a plan to address Family Programs issues and concerns on a recurring basis. Ensure actions are taken to correct identified problems, or to include them in the AFAP process if recommendation requires regulatory or legislative change.

g. Approve Family Care Plans (DA Forms 5305-R) in accordance with AR 600-20. All single parent Soldiers and dual military couples require Family Care Plans to ensure that Family members are cared for during periods of absence for military duty. Additional categories requiring Family Care Plans are listed in AR 600-20, paragraph 5-5. The unit commander is the **ONLY** approving authority for the Family Care Plan. **Family Care Plans require re-certification at least annually** during the Soldier's birth month audit. As stated in the above regulation, conduct testing of the validity and durability of Family Care Plans during unit activities (e.g., during annual training, Soldier Readiness Processing (SRP), and other unit activities) to ensure information on a Soldier's DA Form 5305-R is correct, up-to-date, and viable.

h. Ensure requirements of volunteer management are met.

(1) Assist in volunteer recruitment for the FRG.

(2) Ensure volunteers receive a position description and sign a volunteer agreement, DD Form 2793. The position description and volunteer agreement clarify the roles and responsibilities of FRG volunteers. Further guidance is available in chapter 3.

(3) Recognize the FRG Leader and ALL volunteers for their contributions to the success of the unit mission.

(4) Publicize and encourage volunteer submission for reimbursement of official expenses. See chapter 6 for more information.

i. Provide administrative and logistical support to the volunteers and access to unit resources and facilities for FRG activities; e.g., telephones, reproduction equipment, office and meeting space, and computers (including internet and e-mail access, although not on the local area network). Office space for the FRG volunteers at the unit must include a desk and locking file cabinet(s), to which a full-time staff member has access in the event of emergency or activation. The facility manager should have access to keys in case of unit mobilization. Additional guidance and considerations on facility space for volunteers and FRG activities are in chapter 4.

j. Ensure the FRL assists the FRG in establishing a functional Telephone/E-mail Chain by providing access and updates to unit personnel rosters.

k. Include the cost of the FRG newsletters in the annual unit commander's appropriated fund budget submission.

l. Determine if the FRG is authorized an Informal Fund account. This refers to allowing the FRG to have an Informal Funds account to raise funds and accept donations for specific activities. The purpose of these activities is to support the entire unit's Soldiers and their Family members.

m. If the FRG is authorized an Informal Fund account, arrange for an audit to be conducted by a disinterested officer on an annual basis, as well as when any individual with access to the account changes. This fund must be audited annually and not later than 30 days after a change of commander or Treasurer. Forward audit results to the servicing Family Programs Office.

n. Integrate Family sponsorship with the unit's Soldier Sponsorship Program IAW AR 600-8-8.

o. Ensure that all eligible Family members are enrolled in the Defense Enrollment Eligibility Reporting System (DEERS) and have current military ID cards, IAW AR 600-8-14.

p. Continue their advocacy role for Soldiers and their Families during periods of mobilization and deployment by providing assistance, communication, and outreach. An example of advocating is to help resolve a TRICARE benefit or DEERS entitlement problem for a Soldier or Family member.

q. Utilize the checklist for unit commanders' responsibilities at figure 2-4.

r. Review all pertinent forms and designations for required updates when command leadership positions change.

2-13. Family Readiness Liaison (FRL)

a. The FRL will—

(1) Be an officer or noncommissioned officer who demonstrates effective communication, interpersonal and leadership skills. Since this is an additional duty position, recommend the individual be interested and effective in serving as a liaison between unit leadership and FRG volunteers.

(2) Serve as the commander's designated representative for the unit's Family Readiness Program. Provide information on activities, programs, and training opportunities related to Soldier preparedness and Family resilience during periods of military separation.

(3) Ensure that the unit Family Readiness Plan addresses the needs of the Soldiers and their Families while addressing the unit's mission requirements.

(4) Assist the commander in establishing and maintaining a unit FRG. Attend FRG meetings, provide guidance and gather feedback to present to the commander. Act as the communication link between the commander and the FRG by coordinating all actions of the FRG and required support from the unit.

(5) Advise the commander regarding the requirements of Volunteer Management to—

(a) Assist in volunteer recruitment for the FRG.

(b) Ensure volunteers receive a position description and sign a volunteer agreement (DD Form 2793). Ensure the position description and volunteer agreement clarifies the roles and responsibilities of FRG volunteers. Report volunteer hours quarterly to higher headquarters or servicing Family Programs Office not later than 1 month following the end of the calendar quarter. Further guidance is available in chapter 3.

(c) Recognize the FRG Leader and ALL volunteers for their contributions to the success of the unit mission.

(d) Publicize and encourage volunteer submission for reimbursement of official expenses. See chapter 6 for more information.

(6) Ensure the completion of the USAR Form 107-R is accomplished during Soldier in-processing and updated during unit Soldier Readiness Processing. Forward a copy to the supporting FRSA or servicing Family Programs Office for entry into the database.

(7) Review and obtain approval from the commander to publish the FRG newsletter and/or web page prior to distribution.

(8) Attend Family Programs training. A minimum of 12 hours of Family Programs Academy instruction is recommended within 12 months of appointment. Local Army Family Team Building (AFTB) courses provide an added learning opportunity. Army Reserve Family Readiness Education for Deployment (AR FRED) and Operation READY (Resources for Educating About Deployment and You) are additional resources for understanding deployment-related FRG, Soldier, and Family issues. See chapter 7 for a complete listing of training opportunities.

(9) Ensure that government equipment, facilities and property are used for official FRG business only.

(10) Assist in presenting the unit's Family Readiness Program at Soldier and Family newcomer orientations.

(11) Assist and support FRG volunteers and operations.

[NOTE: A sample FRL position description is at figure 2-5.]

b. The FRL will NOT—

(1) Perform duties designated to the FRG Leader or be assigned to any other FRG leadership position.

(2) Handle FRG funds or dictate expenditures from the FRG Informal Fund account.

2-14. Soldiers

Soldiers will—

a. Prepare for mobilization and deployment. Ensure their Family members have adequate information to be resilient during military separations.

b. Inform the command of any change in Family status (e.g., marriage, birth, death, divorce), residential address, e-mail addresses and telephone numbers.

c. Support and encourage Family members' participation in FRG activities and programs designed to enhance their resilience.

d. Prepare a Family Care Plan (DA Form 5305-R) as required.

e. Ensure that all eligible Family members are enrolled in the Defense Enrollment Eligibility Reporting System (DEERS) and have current military ID cards.

f. Complete/update USAR Form 107-R as required.

2-15. Families

Families are encouraged to—

a. Support their Soldier.

b. Be resilient, especially during periods of military separation.

c. Participate in the unit's FRG.

d. Obtain necessary information on preparation for military separation and how to access benefits and entitlements through the unit and/or FRSA.

e. Ensure enrollment in the Defense Enrollment Eligibility Reporting System (DEERS) is accurate by checking www.tricare.mil/deers, or by calling 1-800-538-9552, and possess a current military ID card(s).

f. Maintain contact with FRSA during periods of separation caused by military service.

2-16. The entire Army Reserve

The entire Army Reserve (to include commander, Soldiers, Family members, etc.) is responsible to—

a. Identify issues affecting the quality of life of the entire Army Reserve Family. The Army Family Action Plan (AFAP) is a grassroots process that identifies issues of concern to the Army Family that add to or detract from Army well-being. Recommendations are made to improve Family programs as well as benefits and entitlements for the entire Army Family. AFAP is based on the premise that well-being initiatives impact readiness and retention. Issues are submitted, prioritized, given measurable objectives for acceptable change and assigned to a lead agency for resolution. Individuals with experience at the Army Reserve AFAP conference may be offered the opportunity to participate at DA level AFAP conferences. Additional information on AFAP is contained in AR 608-1.

(1) The AFAP process starts with the submission of issue papers (USAR Form 153-R, AFAP Issue Submission Form) that identify and propose solutions to problems. All levels of the chain of command must review issues for resolution at the lowest possible level. Resolutions must be realistic and workable within the framework of existing economic and personnel resources. Please ensure that the AFAP Issue Paper Checklist at figure 2-6 is reviewed prior to issue submission through the chain of command. The issues reaching DA level must have Army-wide impact and require a legislative or regulatory change to institute new or improve existing programs.

(2) The following is a sample of how AFAP results have improved the quality of life for Army Families:

(a) Increase in Servicemember's Group Life insurance (SGLI) to \$400,000.

(b) Unlimited use of military Exchange privileges provided through the Army and Air Force Exchange Service (AAFES), Post Exchange (PX), Base Exchange (BX), and Navy Exchange (NEX).

(c) Unlimited Commissary visits for Reserve Component Gray Area Retirees and Surviving Spouses, except in European commands.

(3) The Army Reserve hosts an annual AFAP Conference which convenes a work group to prioritize issues and forward them to higher headquarters for consideration at their Conference. This process allows Soldiers, Civilians, Retirees and their Family members to participate in identifying needs and refining Family issues.

(4) Issues submitted to AFAP should focus on the population as a whole and avoid individual situations or issues.

(5) Unit commanders can address Soldier and Family member issues and concerns. Issues that cannot be resolved at the unit-level are elevated through the Chain of Command at any time.

(6) There are two AFAP Issue Update Books. One AFAP Issue Update Book lists all the active issues, current status and recommendation for resolution. The other AFAP Issue Book lists those issues that have been identified as complete or unattainable. AFAP issues can be researched at www.myarmyonesource.com.

b. Ensure unit-level Family Readiness Programs are available and publicized frequently. Policies, procedures, and responsibilities must become common knowledge to ensure Soldier preparedness and increase Family knowledge and competency.

c. Ensure the appropriate routes for obtaining information are timely and accurate. There are two separate, but related, routes for obtaining information about Army Reserve Family Programs. Both are organized to ensure that questions and concerns are resolved at the lowest possible level. The Chain of Command is the military structure commonly used by Soldiers. The Chain of Concern is the civilian or Family member equivalent.

(1) The information flow chart in figure 2-7 diagrams the process to resolve inquiries regarding the Family Readiness Program. Please note that Soldiers and their Families are able to use both the Chain of Command and the Chain of Concern. The difference lies with the subject or the issue. Typically, those issues relating to Family Assistance are addressed through the Chain of Command, while concerns associated with Family Support areas are resolved through the Chain of Concern.

(2) Family Programs staff members are available to Soldiers, their Families, unit personnel and volunteers for consultation or to address any issues that cannot be satisfactorily resolved at lower levels. This process ensures a quick and timely response. Visit the www.arfp.org website for a listing of Army Reserve Family Programs staff.

Soldiers and Families

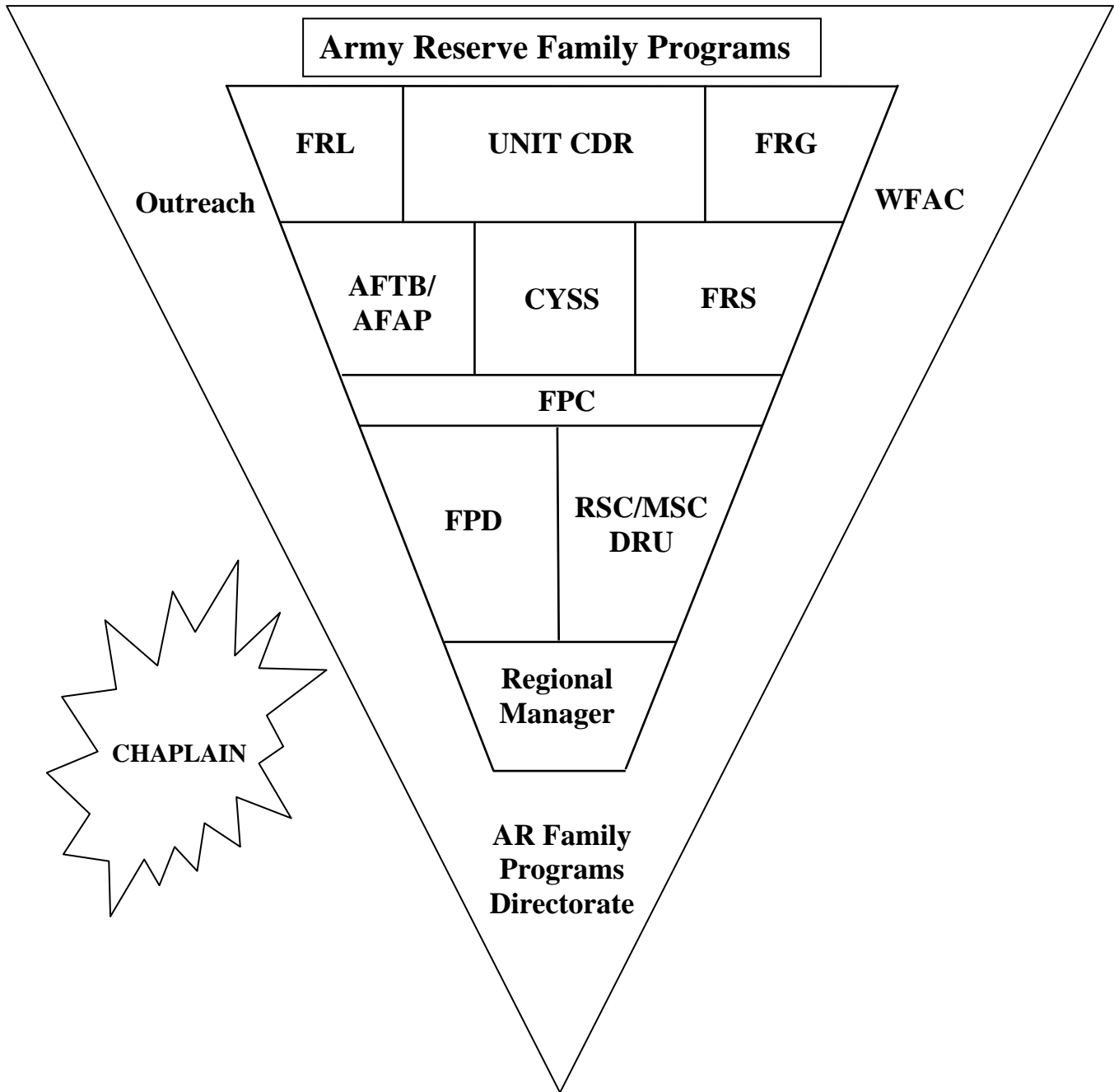


Figure 2-1. Family Programs levels of support

Office Symbol (if applicable)

Date

MEMORANDUM FOR Unit Personnel

SUBJECT: Unit Family Readiness Plan

Sample

1. Purpose. To establish viable initiatives and timelines for accomplishments.
2. Goals.
 - a. To establish a Family Readiness Program in accordance with governing policies and regulations.
 - b. To establish a volunteer management program including recruitment, recordkeeping, recognition and reimbursements.
 - c. To educate Families on the benefits and entitlements of their Soldier's affiliation with the Army Reserve and awareness of the effects caused by military separation.
3. Initiatives.
 - a. Establish a functional Family Readiness Group during peacetime, as well as during periods of activation.
 - b. Develop and implement a Family Sponsorship Program.
4. Timelines.
 - a. Conduct an annual review and update of Soldier and Family records. Ensure the commander or designated representative completes Family Care Plan counseling and records. Test Family Care Plans during a yearly exercise. The unit commander is the **ONLY** approving authority for Family Care Plans.
 - b. Outreach to Family members through a Telephone/E-Mail Chain and FRG Newsletter/Web Page on a quarterly basis, monthly during mobilization.
 - c. Ensure opportunities for DEERS enrollment/ID cards are provided semiannually and conduct an annual briefing for Soldiers and their Families.

XXXXXXXXXXXXXXXXXXXXXXXXX
Rank, Branch, USAR
Commanding

Figure 2-2. Sample Family Readiness Plan

[Unit letterhead]

AR-

Date

MEMORANDUM FOR RECORD

SUBJECT: Organization of the Unit Family Readiness Group (FRG)

Sample

1. I sanction the _____ (unit) FRG to operate and function as part of my staff providing support to our Soldiers and their Families.

2. I appoint _____ (Rank, Name) _____ (address) _____ (City) _____ (State) _____ (Zip) _____ (Telephone number) _____ (E-mail address at home or the unit) as the Family Readiness Liaison (FRL) for a period of 2 years unless sooner revoked or suspended in accordance with AR 600-20, para 5-10b. The FRL acts as my representative to coordinate between the unit and the FRG. I also appoint _____ (Rank, Name) _____ (Address) _____ (City) _____ (State) _____ (Zip) _____ (Telephone number) _____ (E-mail address at home or the unit) as the alternate FRL for a period of 2 years unless sooner revoked or suspended.

3. I acknowledge that _____ (Name) _____ (address) _____ (City) _____ (State) _____ (Zip) _____ (Telephone number) _____ (E-mail address at home or the unit) has agreed to serve as the FRG Leader for a period of 2 years unless sooner revoked or suspended. This individual has received a position description and has signed a Volunteer Agreement for Appropriated Fund Activities & Non Appropriated Fund Instrumentalities (DD Form 2793) that is on file at this unit with a copy forwarded to the servicing Family Programs office. Activities will be conducted in accordance with AR 608-1 and USAR Supplement to AR 608-1 and must receive prior approval from myself or my designated representative.

4. Same as paragraph #3 (substitute Secretary in place of FRG Leader).

5. Same as paragraph #3 (substitute Treasurer in place of FRG Leader).

6. I have/have not authorized (only if a volunteer serves as Treasurer) this unit FRG to establish and maintain the FRG Informal Fund in accordance with para 6-6 of USAR Supplement to AR 608-1.

7. This document will be filed and protected with a DA Label 87, For Official Use Only, coversheet when removed from the file cabinet.

XXXXXXXXXXXXXXXXXXXXX
Rank, Branch, USAR
Commanding

CF:
Family Programs Director/Coordinator
Unit Administrator
Family Readiness Liaison
Family Readiness Support Assistant
Family Readiness Group Leader
Unit Mobilization File

Figure 2-3. Sample FRG sanction memorandum

Unit Commander's FRG Checklist		
1.	Appoint Family Readiness Liaison (FRL) and Alternate.	
2.	Acknowledge a Family Readiness Group (FRG) Leader.	
3.	Acknowledge other FRG leadership positions as needed.	
4.	Determine if the FRG will be authorized to maintain an Informal Fund.	
	a. Secure an Employer Identification Number (EIN) from the Internal Revenue Service (IRS).	
	b. Open a non-interest bearing checking account with at least 2 signatures of FRG volunteers.	
	c. Review FRG Informal Fund and request annual audit and an audit when individuals with access to the account are replaced. Audits to be conducted by a disinterested officer.	
5.	Ensure all volunteers sign Volunteer Agreements and receive appropriate position descriptions.	
6.	Meet with appropriate unit personnel, FRLs, and FRG volunteers to develop the unit's Family Readiness Plan.	
7.	Prepare the FRG Sanction Memorandum.	
8.	Ensure FRL, Chain of Command, and volunteers attend appropriate training.	
9.	Schedule up to 8 hours during the training year (TY) for Family Programs briefings and annotate these on the Annual Training Calendar.	
10.	Ensure Telephone/E-Mail Chain is developed and tested at least annually.	
11.	Ensure all Soldiers complete a USAR Form 107-R.	
12.	Review and approve FRG newsletters prior to publication.	
13.	Provide administrative and logistical support for FRG.	
14.	Other.	

Figure 2-4. Unit Commander's FRG Checklist

Sample

Position: Family Readiness Liaison (FRL)

Position Objective: Serves as the commander's designated representative to the Family Readiness Group (FRG). The Family Readiness Liaison (FRL) serves as the communication link between the commander, Family Readiness Support Assistant (FRSA) and FRG by coordinating all actions of the FRG and required support from the unit. The alternate FRL will perform the duties outlined in the primary FRL's absence.

Major Responsibilities/Description of Duties:

1. Assist the commander and FRSA in maintaining an active FRG.
2. Provide support that communicates command caring and concern for the wellness of each Soldier and their Families.
3. Assist the FRSA and FRG in establishing a functional Telephone/E-mail Chain by providing contact information authorized on USAR Form 107-R and updated as least quarterly.
4. Coordinate with the FRG Leader regarding proposed activities and review the results of previous activities.
5. Attend FRG meetings.
6. Gather feedback and information from the FRSA/FRG and provide an opportunity for ongoing open communication between the FRG, FRSA and the commander.
7. Serve as the primary advisor to the FRSA/FRG on all military matters.
8. Coordinate required support from the unit.
9. Provide Family contact information to the FRSA/FRG for Soldiers on extended tours of duty.
10. Furnish information from the commander for the FRG newsletter/web page, review the FRG newsletter/web page for proper content and obtain the commander's approval prior to publishing/posting. Ensure that information is consistent with Privacy Act and Copyright Laws.
11. Report volunteer hours quarterly to higher headquarters or Battalion FRSA not later than 1 month following the end of each calendar quarter.
12. Ensure official volunteer service records are reported to the Battalion FRSA for input into the Army Reserve Family Programs centralized database.
13. Recommend and draft award nominations for volunteers in support of the FRG.
14. Advise the FRSA and FRG Leader of participants nominated for scheduled Family Readiness training (e.g., Family Program Academy, Army Family Team Building, and the Army Family Action Plan).
15. Acquire and approve use of government property for official FRG use.
16. Assist the FRSA/FRG in obtaining information on newly assigned Soldiers to be included in the Family Sponsorship Program.
17. Does NOT handle FRG generated funds or approve expenditures of the FRG Informal Fund account.

Qualifications: Must be an officer or noncommissioned officer (NCO) knowledgeable of the unit Family Readiness Plan. Possess effective communication, interpersonal and leadership skills. Recommend an interested individual that can effectively succeed in this position as an additional duty.

Training: A minimum of 12 hours of Army Reserve approved Family Program training.

Figure 2-5. Sample Family Readiness Liaison (FRL) position description

AFAP ISSUE PAPER CHECKLIST

TITLE

- ✓ Does the title summarize the issue?
- ✓ The title must identify the subject describing what the issue is about. This subject will be repeated in the Scope and Recommendation.
Caution: Titles do not start with or contain verbs – Provide a title, not a sentence.
- ✓ Include the demographic group, if appropriate.
- ✓ Title should be brief – not lengthy.
- ✓ Titles do not include judgment words like “inadequate, inferior or inefficient”.
Caution: Keep judgments for the Scope!

SCOPE

- ✓ Is the Scope detailed enough to validate the issue?
 - Provide a paragraph with at least three sentences as follows:
 - The introductory sentence states the current situation. It identifies the issue to be resolved and includes the demographic group.
 - The middle sentences provide facts or details.
 - The concluding sentence states the impact and describes why the issue is important.
- ✓ Can someone who is not familiar with the issue, understand the issue?
Caution: Is your issue factually correct?
Caution: Avoid irrelevant details.
Caution: Don't overuse words such as “readiness”, “retention”, and “esprit”.
- ✓ Does the Scope address just one issue?
Caution: Avoid several related issues.
Caution: Prioritize issues rather than “lumping” issues into one big issue.

RECOMMENDATIONS

- ✓ Are recommendations numbered?
- ✓ Do recommendations start with a strong action verb?
- ✓ Do all recommendations relate to the issue identified in the Scope?
- ✓ Does the title repeat the subject and identify the demographic group?
- ✓ Issues should have three or fewer recommendations, one is preferred.
- ✓ Do recommendations identify a specific end product? The recommendation describes what should happen, not how to make it happen.
- ✓ Do recommendations meet AFAP Issue criteria?
 - Issue has broad impact and is within the ability of HQDA to influence.
 - Issue has a measurable end product.
 - Issue does not duplicate an active AFAP issue or one that has been determined unattainable in the past 3 years.

Figure 2-6. AFAP Issue Paper Checklist

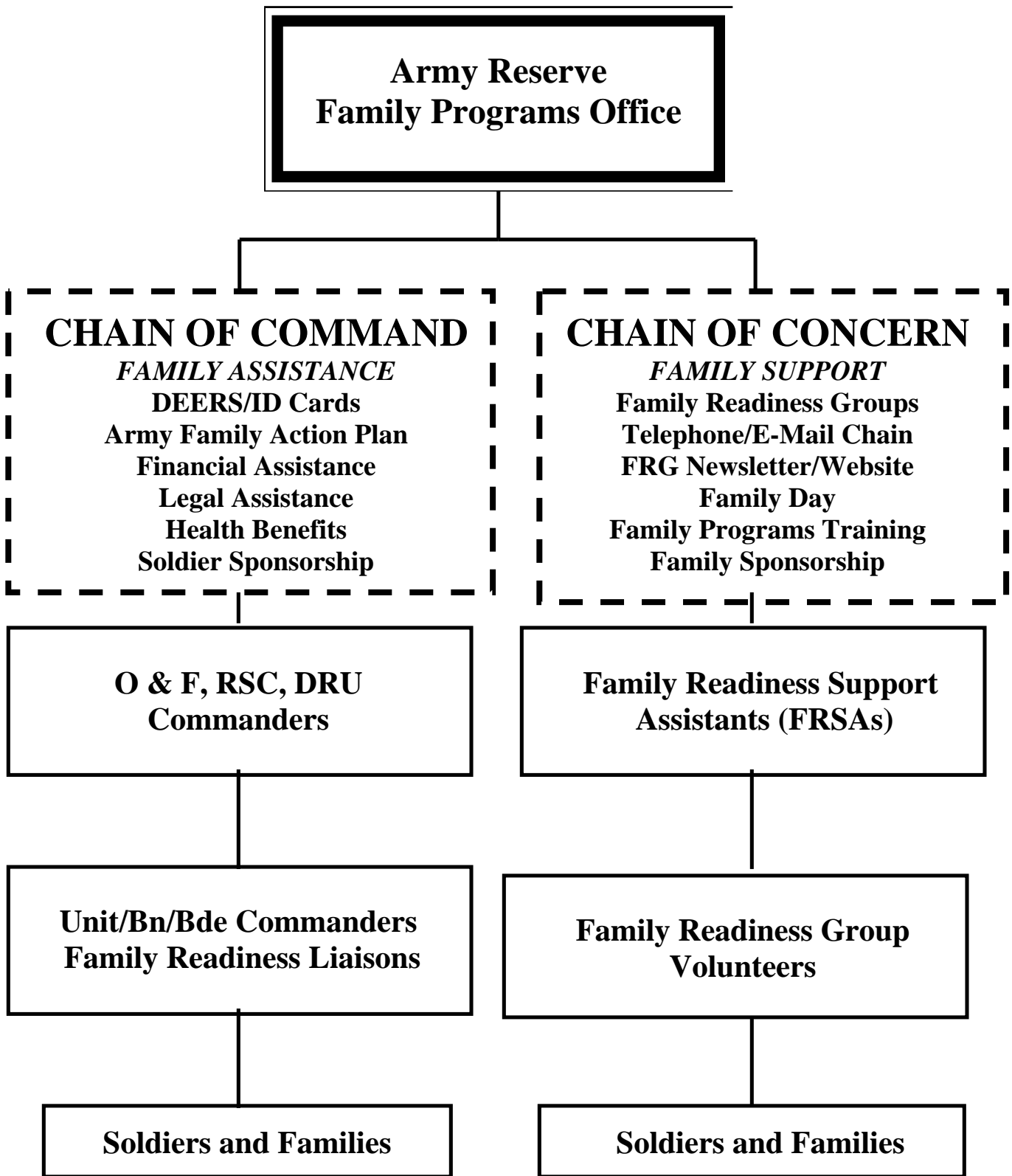


Figure 2-7. Army Reserve Family Readiness Programs information flow chart

Chapter 3

Family Readiness Group Organization

*“Never doubt that a small group of thoughtful,
committed people can change the world.
Indeed, it is the only thing that has.”*

Margaret Mead

3-1. The Unit Family Readiness Group (FRG)

The unit FRG is concerned with increasing unit/command, Soldier/individual, and Family readiness and promoting the goal of resilience, especially during periods of military separation. The FRG is—

- a. A commander’s program authorized by DA to support the unit’s mission.
- b. A group of volunteers who support the unit with mission-essential activities.
- c. A federally recognized organization and official extension of the unit that disseminates current, valid information.
- d. An educational resource that provides tips and tools to manage stress and improve communications during periods of military separation and reunification.
- e. An information resource for Soldiers and their Families, if FRG contact is authorized by the Soldier or Family member on the Family Information Data Worksheet (USAR Form 107-R). This form is submitted to Family Programs Staff who input data into the centralized database and provide a report of contact information to the FRG to ensure that Family members are included on the—
 - (1) Telephone/E-Mail Chain.
 - (2) FRG Newsletter mailing list.

3-2. FRG limitations

The FRG does not provide—

- a. Personal services to individual Soldiers and/or Family members.
- b. Duplication of services provided by other resources in community, government, or veterans' agencies.
- c. Funding outside of USARC Family Readiness Program guidance (refer to chap 6).
- d. Sanctioning to any political activity. Guest speakers may provide information; however, planning rallies or protesting military or political activities is prohibited.
- e. Funds for use in any action made or taken in a political format.

3-3. FRG organizational structure

- a. The commander must sanction the FRG in a written memorandum (see fig 2-2). The FRG organizational structure must—
 - (1) Be organized and develop strong command support.
 - (2) Recruit and maintain qualified volunteers in leadership positions.
- b. A sample FRG organizational structure is at figure 3-1.

3-4. FRG Operating Guidelines

The guidelines of how an FRG should operate must include purpose, goals, responsibilities, and organizational structure. Volunteers are encouraged to develop guidelines that complement the unit's Family Readiness Plan (fig 2-5). A sample of FRG Operating Guidelines can be found at figure 3-2.

- a. The guidelines should be flexible and reviewed periodically by the FRG Leader and volunteers to meet the changing needs of the unit and support the unit’s mission.
- b. The guidelines should not conflict with the roles of the unit commander, FRL, or FRSA.

3-5. FRG mission essentials

The FRGs are required to—

- a. Provide outreach. Outreach promotes support, helps prevent isolation and identifies issues that may need to be brought to the attention of the Chain of Command and/or Chain of Concern.
- b. Establish and maintain a Telephone/E-mail Chain. (Additional guidance can be found in chap 4.)
- c. Publish a periodic FRG Newsletter. (Additional guidance can be found in chap 4.)
- d. Assist with Family Day planning and execution. (Additional guidance can be found in chap 4.) Encourage Family members to attend annual mobilization, reunion, reintegration, and legal briefings.
- e. Determine if funds are to be raised and how or if to accept donations. If the commander authorizes the FRG Informal Fund, develop a financial plan. (Additional guidance can be found in chap 6.)
- f. Recruit and recognize volunteers.
- g. Encourage FRG volunteers in leadership positions to attend training. (Additional guidance can be found in chap 7.)
- h. Ensure volunteers complete and submit appropriate forms and request reimbursement of official expenses.
- i. Conduct New Family Orientation at regular intervals, as directed by the commander.

3-6. Unit support for FRG volunteers

Access and support are authorized for official activities of the FRG volunteers to include, but not limited to—

- a. Use of government facilities, to include dedicated office or desk space, equipment, supplies, computers, and telephones as needed to accomplish assigned duties.
- b. Use of official mail for official, mission-related purposes as approved by the unit commander.
- c. Access to records contained in a Privacy Act recordkeeping system when the volunteer has the need to know and does not violate security mandates. Access must comply with Privacy Act protection, disclosure, accounting and other requirements of DOD 5400.11-R.
- d. Volunteer authorization to operate a government-owned or leased vehicle.
 - (1) Volunteer must maintain a current and valid driver's license. (Screening through the National Driver Registry to obtain driving records is authorized.)
 - (2) Volunteer operators are required to complete equivalent training, screening, and meet qualification the same as government employees who drive comparable vehicles.

3-7. FRG membership

FRG membership is voluntary and comprised of individuals associated with the unit or interested in the wellness of a Soldier assigned to the unit. A distinct difference exists between FRG members and Family member participants.

- a. FRG members are volunteers who donate their time and services to FRG activities. Official volunteers must have a—
 - (1) Signed volunteer agreement (DD Form 2793, see fig 3-3) - checked for "Appropriated Fund Activities," as FRGs are an official extension of the unit, NOT a non-appropriated fund instrumentality. Complete parts I and II. Volunteers under the age of 18 are required to complete and have on file DA Form 5671, Parental Permission (see sample at fig 3-4), with sections I and II complete.
 - (2) Volunteer Service Record (DA Form 4162) on file at their unit and the servicing Family Programs Office.
- b. FRG participants are valued members of the group who participate in FRG activities but are not actively involved in the planning or delivery of an event. FRG participants are not entitled to funding or reimbursement and are expected to travel at their own expense.
- c. Family members and interested individuals (e.g., known to the unit or Soldier, such as retired unit members, employers, neighbors, etc.) may choose to participate in the FRG nearest their home and/or through the virtual Family Readiness Group (vFRG), a web-based system with the function of a traditional FRG in an online setting at www.armyfrg.org.

3-8. FRG volunteer positions

All volunteers should have clearly defined duties and responsibilities.

- a. Participants in the FRG hold no rank. Responsibilities are determined by position descriptions.
- b. Soldiers may participate in the FRG as volunteers. Soldiers WILL NOT hold FRG leadership volunteer positions.
- c. The size and needs of the FRG will dictate the positions to be held or filled. The unit commander, FRL and FRG Leader will review volunteer position descriptions and modify them as needed. They will review position descriptions at least every 2 years or upon change of duty.
 - (1) Appointment. FRG volunteers may be invited by the commander to serve in a Sanctioned Volunteer position.
 - (2) Election. The FRG may elect volunteers to serve in leadership positions. The election process is by group consensus and will not be held more than once every 2 years unless a position is vacated due to reassignment or resignation. The newly appointed FRG Lead Volunteer(s) must assume full responsibilities within 2 months after the election.
- d. The commander must acknowledge Lead Volunteers holding positions in the FRG. FRG position descriptions for Leader, Secretary, Treasurer, Telephone/E-mail Contact, Newsletter Chairperson, Publicity Coordinator, Special Events Coordinator, Family Sponsorship Coordinator, and Child Care Coordinator can be obtained from the servicing Family Programs Office.
- e. Gratuitous volunteers cannot be members of the FRG (reference AR 608-1, chap 5).

3-9. FRG volunteer restrictions

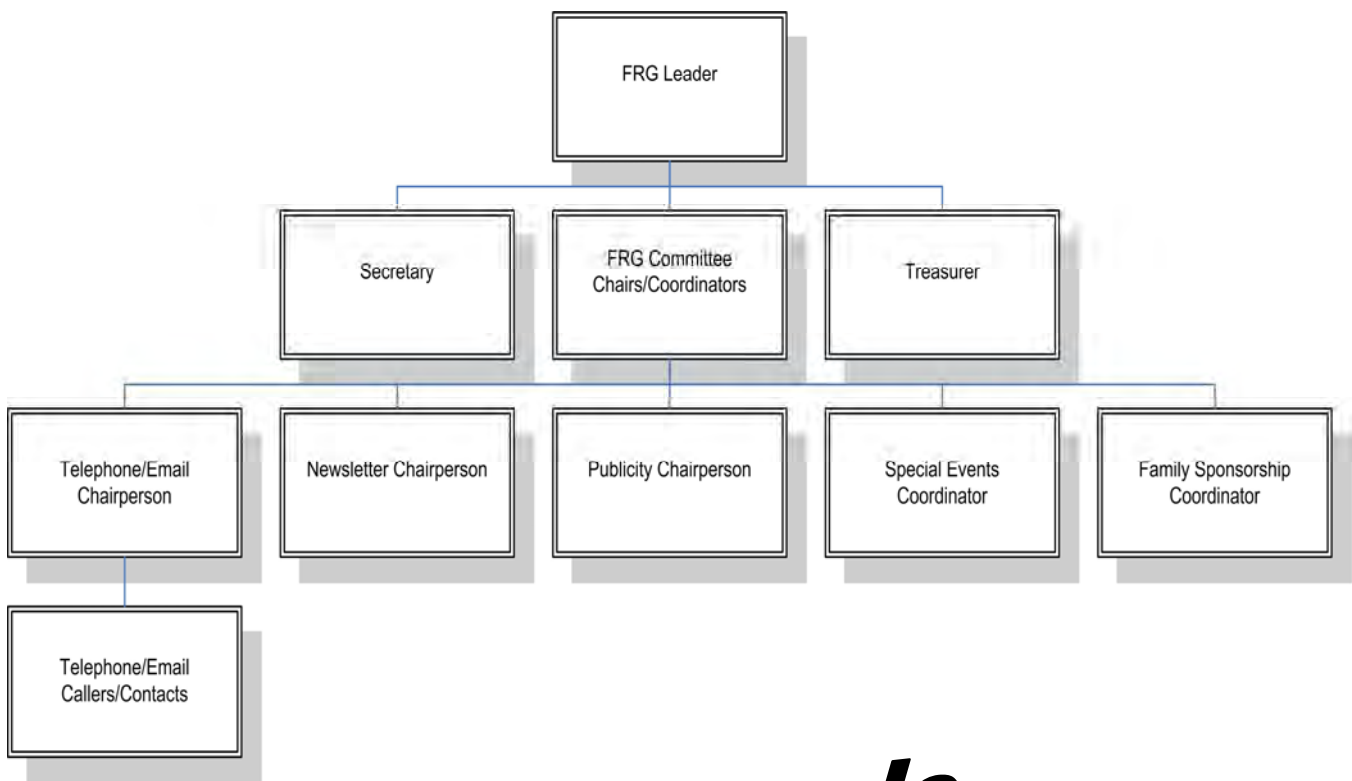
The FRG volunteers cannot—

- a. Hold policy-making positions.
- b. Supervise paid employees or military personnel involved in the unit that is accepting of volunteer services.
- c. Perform inherently government functions, such as determining entitlements to benefits or authorizing expenditures of government funds.
- d. Perform the work of paid staff (e.g., conduct a Family Program Academy).
- e. Be used to displace paid employees or in lieu of filling authorized paid personnel positions.
- f. Perform briefings without supervision of the subject matter experts, such as those subjects related to employment, financial and legal concerns.
- g. Participate in a 501(c) (3) non-profit organization that is directly related to support Family Readiness Groups.

3-10. Resources for the FRG

a. **Chaplain.** Chaplains provide spiritual leadership and pastoral counseling and are advocates for Soldier preparedness and Family resiliency. As a resource person, the chaplain can assess the needs of the unit, Soldiers, and Family members. A chaplain may also provide training in stress management, communication skills, parenting, marriage enrichment, Family suicide awareness, and grief counseling. Chaplains may be able to provide additional newsletter material.

b. **Community Resources.** A Community Resource Directory should be created and individualized for each local community where Family members reside. Both the local Chamber of Commerce and United Way usually have local agency listings and are good places to start when gathering information for a local resource directory. A number of community service providers are listed in the sample Community Resource Directory at figure 3-5 and chapter 8 contains Army Reserve Family Programs for which local contacts should be identified. Both civilian and military resources provide assistance for Soldiers and Family members that incur problems that require outside help or information.



Sample

Figure 3-1. Sample optimal FRG organizational structure

(Unit Designation)
FAMILY READINESS GROUP
OPERATING GUIDELINES

1. Purpose: The purpose of the Family Readiness Group (FRG) is to provide information and support to the unit's Soldiers and their Families, as well as encourage resiliency to cope with military separations and improve their quality of life. Membership in the FRG is open to those concerned about the wellness of our Army Reserve Soldiers and their loved ones.
2. Goals:
 - Support the unit's mission and each Soldier with a positive attitude.
 - Educate Family members on military benefits and entitlements.
 - Openly communicate with Soldiers, their Families, and the command.
 - Develop members' knowledge and skills before, during, and after military separations.
 - Be prepared to collect and pass accurate and timely information to Families.
3. Responsibilities by position for:
 - Unit Commander.
 - Family Readiness Liaison.
 - FRG Volunteers.
4. Organization and Structure:
 - Diagram of positions and Chain of Concern.
 - Volunteer Position Descriptions.
 - Appointment or Election Procedures.
5. Mission Essential Activities and Functions:
 - Telephone/E-Mail Contacts.
 - Newsletter.
 - Family Day activities.
 - Family Sponsorship.
 - Periodic training and meetings.
6. Informal Fund: (NOTE: Additional guidance is in AR 608-1, appendix J7-J10.) An FRG Informal Fund requires the commander's authorization and approval prior to FRG raising funds or accepting donations.

Sample

FRG Leader's Signature

Unit Commander's Signature

Date Signed

Date Approved

[NOTE: Guidelines should be reviewed and evaluated annually to ensure that they represent the needs and interests of the unit's FRG.]

Figure 3-2. Sample FRG operating guidelines

VOLUNTEER AGREEMENT FOR			
<input type="checkbox"/> APPROPRIATED FUND ACTIVITIES	<input type="checkbox"/> NONAPPROPRIATED FUND INSTRUMENTALITIES		
PRIVACY ACT STATEMENT			
<p>AUTHORITY: Section 1558 of Title 10, U.S. Code, and E.O. 9397.</p> <p>PRINCIPAL PURPOSE(S): To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions for accepting the performance of voluntary service.</p> <p>ROUTINE USE(S): None.</p> <p>DISCLOSURE: Voluntary; however failure to complete the form may result in an inability to accept voluntary services or an inability to document the type of voluntary services and hours performed.</p>			
PART I - GENERAL INFORMATION			
1. TYPED NAME OF VOLUNTEER (Last, First, Middle Initial)	2. SSN	3. DATE OF BIRTH (YYYY/MM/DD)	
4. INSTALLATION	5. ORGANIZATION/UNIT WHERE SERVICE OCCURS		
6. PROGRAM WHERE SERVICE OCCURS	7. ANTICIPATED DAYS OF WEEK	8. ANTICIPATED HOURS	
9. DESCRIPTION OF VOLUNTEER SERVICES			
PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES			
<p>10. CERTIFICATION</p> <p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.</p>			
a. SIGNATURE OF VOLUNTEER			b. DATE SIGNED (YYYY/MM/DD)
11.a. TYPED NAME OF ACCEPTING OFFICIAL (Last, First, Middle Initial)	b. SIGNATURE	c. DATE SIGNED (YYYY/MM/DD)	
PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES			
<p>12. CERTIFICATION</p> <p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.</p>			
a. SIGNATURE OF VOLUNTEER			b. DATE SIGNED (YYYY/MM/DD)
13.a. TYPED NAME OF ACCEPTING OFFICIAL (Last, First, Middle Initial)	b. SIGNATURE	c. DATE SIGNED (YYYY/MM/DD)	
PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR			
14. AMOUNT OF VOLUNTEER TIME DONATED			15. SIGNATURE
a. YEARS (2,007 hours=1 year)	b. WEEKS	c. DAYS	d. HOURS
17.a. TYPED NAME OF SUPERVISOR (Last, First, Middle Initial)			b. SIGNATURE
			c. DATE SIGNED (YYYY/MM/DD)
			16. TERMINATION DATE (YYYY/MM/DD)

Sample

Figure 3-3. Sample volunteer agreement (DD Form 2793)

PARENTAL PERMISSION <small>For use of this form, see AR 608-1; the proponent agency is DACSIM.</small>	
SECTION I	
i. _____ <input type="checkbox"/> parent <input type="checkbox"/> guardian, give my permission for _____ (name of child), to volunteer at _____ (name of agency/activity) on _____ (installation) on _____ (date or day of week) from _____ (time). I understand that my child will be performing the following volunteer services.	
<div style="font-size: 2em; font-weight: bold; opacity: 0.5; position: absolute; top: 50%; left: 50%; transform: translate(-50%, -50%); pointer-events: none;">Sample</div> _____ _____ _____ (Description of volunteer service performed)	
SECTION II - FOR APPROPRIATED FUND ORGANIZATIONS	
I understand that _____ (name of child) will be performing as a volunteer and he or she is not, because of these services, an employee of the United States Government or any instrumentality thereof (except for certain purposes relating to criminal conflicts of interest, the Privacy Act, tort claims and workman's compensation coverage concerning incidents occurring during the performance of approved volunteer service as specified in 10 USC Section 1588(d)(1)) and shall receive no present or future salary, wages, or related benefits as payment for these volunteer services.	
TYPED/PRINTED NAME OF PARENT OR GUARDIAN	
SIGNATURE OF PARENT/GUARDIAN	DATE (YYYYMMDD)
SECTION III - FOR NON-APPROPRIATED FUND ORGANIZATIONS	
I understand that _____ (name of child) will be performing services as a volunteer and he or she is not, because of these services, an employee of the United States Government or any instrumentality thereof (except for certain purposes relating to tort claims and workman's compensation coverage concerning incidents occurring during the performance of approved volunteer service as specified in 10 USC Section 1588(d)(2)) and shall receive no present or future salary, wages, or related benefits as payment for these volunteer services.	
TYPED/PRINTED NAME OF PARENT OR GUARDIAN	
SIGNATURE OF PARENT/GUARDIAN	DATE (YYYYMMDD)

DA FORM 5671, JUL 2003

DA FORM 5671, MAY 1999, IS OBSOLETE

APD PE v1.01ES

Figure 3-4. Sample parental permission (DA Form 5671)

COMMUNITY RESOURCE DIRECTORY

Agency	Web Site	Phone Number
Alcohol Abuse Counseling/Treatment-Nat'l Referral	www.nrepp.samhsa.gov	1-800-662-4357
American Red Cross	www.redcross.org	1-877-272-7337
Army Family Readiness Group - Virtual	www.armyfrg.org	
Army Knowledge Online/Defense Knowledge Online	www.us.army.mil	
ARMY OneSource	www.myarmyonesource.com	
Army Publications Directorate	www.apd.army.mil	
Army Reserve Family Programs	www.arfp.org	
Better Business Bureau	www.bbb.org	
Big Brothers & Sisters	www.bbbs.org	215-567-7000
Boy Scouts of America	www.scouting.org	
Chamber of Commerce	www.uschamber.com	
Child/Elder Day Care		
Clergy/Churches		
Consumer Credit Counseling Service		
Consumer Protection Agency	www.ftc.gov	202-326-2222
Dental Program - TRICARE	www.tricare dentalprogram.com	1-800-866-8499
Drug Abuse Counseling/Treatment -Nat'l Referral	www.nrepp.samhsa.gov	1-800-662-4357
Elected Officials		
Employer Support of the Guard and Reserve	www.esgr.org	1-800-336-4590
Energy Assistance	www.instantgrant-search.com	202-683-1479
Equal Employment Opportunity Commission	www.eeoc.gov	1-800-669-4000
Federal Information Center	www.info.gov	1-800-333-4636
Finance Office	www.dfas.mil	1-877-462-7782
Gambling Abuse/Treatment		
Girl Scouts of America	www.girlscouts.org	1-800-478-7248
Health Benefits -TRICARE	www.tricare.mil	1-888-363-2273
Hospital		
Housing/HUD (Housing and Urban Development)	www.hud.gov	202-708-1112
Internal Revenue Service	www.irs.gov	1-800-829-1040
Library		
Mental Health	www.behavioralhealth.army.mil	1-877-877-3647
Military OneSource	www.militaryonesource.com	1-800-342-9647
Parks & Recreation	www.nps.gov/findapark	
Public Utility Commission		
Salvation Army	www.salvationarmyusa.org	
Social Security Administration	www.ssa.gov	1-800-772-1213
Social Service Agency – County/State		
United Way	www.211.org	
Veterans (Administration) Affairs	www.va.gov	1-800-827-1000
Veterans Service -County/Regional		
American Legion	www.legion.org	1-800-504-4098
Disabled American Veteran (DAV)	www.dav.org	1-859-441-7300
Vet Center		
Veterans of Foreign Wars (VFW)	www.vfw.org	1-816-756-3390
Visitor's Bureau		
Voter Registration		
Worker's Compensation		
YMCA	www.ymca.net	1-800-597-1260 x 18
Emergency Assistance – Local Police, Fire, Ambulance		

Figure 3-5. Sample Community Resource Directory

Chapter 4

Family Readiness Group (FRG) Operations

*“The individual must be self-reliant and,
in a sense, self-sufficient, or else he goes down.”
Luther Burbank*

4-1. FRG operations

a. The commander must emphasize the importance of the FRG to Soldiers and Families. The keys to a successful FRG are command support combined with activities that interest and benefit Family members. Programs need to entice Families and be perceived as worthwhile, so that Families and loved ones will routinely choose to attend FRG functions. Programs should include:

(1) Promoting awareness of Family assistance, such as DEERS enrollment, mobilization preparedness, health benefits, financial planning, legal assistance, and retirement services.

(2) Activities and training to include arranging for speakers on subjects of interest to Soldiers and Families such as home security, self-defense, time management, effective parenting, eldercare issues, financial planning, etc.

(3) Family Sponsorship. The Army Reserve recruits Soldiers, but retains Families. Units must include FRG operations as an integral part of their retention program.

b. The Family Readiness Liaison (FRL) will assist the FRG in accomplishing these tasks.

4-2. Family Information Data Worksheet (USAR Form 107-R)

The Family Information Data Worksheet provides contact information necessary for unit personnel and Family Programs staff to contact Family members. Soldiers or Family members must authorize release of their contact information to the FRG for outreach services to be provided by FRG volunteers.

a. The Family Information Data Worksheet, USAR Form 107-R, is available on the USAR Intranet website at <https://usarcintra/> and the Army Reserve Component portion of the Army Knowledge Online (AKO) website (<http://www.us.army.mil/>), as well as the AR Family Programs website at www.arfp.org.

b. Once the worksheet is completed, the form is turned into Family Programs staff. The servicing Family Programs staff is responsible for inputting the data into the centralized database. As the Soldier or Family member designates, a roster of those authorizing contact by the FRG can be provided to the FRG Leader and/or the primary Telephone/E-mail Contact.

c. The unit roster accounts for Soldiers' information and lists the names of all Soldiers in the unit. A unit roster is not to be confused with the unit Alert Roster that is used solely for the purpose of mobilization. FRG Volunteers do not have access to unit or alert rosters.

d. The release of names or contact information to persons other than those who have a specific need in the course of official duties is prohibited. Additionally, rosters will never be made available to general FRG membership or provided to other agencies or groups.

4-3. Family Readiness Group Survey

a. The FRG Survey at figure 4-1 was developed as a sample for FRGs to—

(1) Use in identifying topics of interest to Family members to assist in planning and conducting FRG activities.

(2) Identify individuals that may be interested in serving as a volunteer for the FRG.

b. Unit FRGs may adapt this sample to fit their needs.

c. The Privacy Act (PA) Statement at the top of the sample survey explains the purpose of this type of survey and unit FRGs should coordinate with their SJA or Privacy Act official to develop an appropriate PA statement for their specific survey.

4-4. Communication and Outreach Overview

Communicating effectively with Soldiers and Family members is vital to the FRG outreach network. Each topic is discussed in detail later in this chapter.

a. **Telephone/E-mail Chain.** Using rosters provided from those authorizing release on the Family Information Data Worksheet, USAR Form 107-R, each FRG should establish a Telephone/E-mail Chain to ensure contact with designated Family members to disseminate information. A sample Telephone/E-mail Chain is at figure 4-2.

(1) Telephone calls will not be considered a successful contact until the caller reaches the primary/secondary contact and speaks with them in person or receives a reply to the voice message.

(2) E-mail contact is an acceptable means of communication provided the individual(s) designated on the Family Information Data Worksheet lists an e-mail account and prefers to receive communications from the FRG in this manner. The preferred method of FRG e-mail communication to Families is through an established Army Knowledge Online (AKO)/Defense Knowledge Online (DKO) account (addressed in paragraph 4-8 below). Again, successful communication requires a reply from the primary/secondary contact.

b. **FRG Newsletters.** Newsletters are a valuable tool for the FRG to communicate with Families who live at a distance or are unable to attend activities or meetings regularly.

c. **Websites.** A website is another means of providing general information. There are many safety and security issues involved with websites. The Army has created the Virtual FRG that allows units and FRGs to create a safe and secure website at www.armyfrg.org.

d. **Family Day.** Family Day provides Family members with information and skills they need to be resilient and self-sufficient during periods of separation caused by military service. Commanders are authorized to schedule and conduct Family-oriented training activities in accordance with AR 140-1. No more than 8 hours will be used during Battle Assembly for this activity each year. Some topics that may be considered for these types of training activities include, but are not limited to, the following:

- (1) Family member orientation (rights and benefits).
- (2) Mobilization preparation for the Family.
- (3) Legal and financial briefings.
- (4) Prevention of Family violence.
- (5) Army Community Service (ACS) outreach programs.
- (6) Army Substance Abuse Program (ASAP) information.
- (7) Support group organization.
- (8) Volunteer activities and programs.

e. **Family Sponsorship.** Family members' first impression of the unit can have a lasting impact on their support of the Army Reserve and their Soldier's military career. The Family Sponsorship Program enhances the Soldier Sponsorship Program as prescribed in AR 600-8-8. As with newly assigned Soldiers, Family members also benefit from orientation to the unit. Acquaint new Families with the unit's mission and the activities of the FRG. It is critical that every effort be made to ensure that both Soldiers and their Families receive a warm welcome.

f. **FRG Meetings.** The FRG leadership should hold regular meetings (quarterly while at home station; monthly during mobilization periods). Meetings may be held in-person, via teleconference or by video conference. It is recommended that meetings be held in conjunction with Family activities to maximize participation and include a review (following any event) of what went well and what can be done better.

g. **FRG Fundraisers.** The commander must approve the FRG Informal Fund Account and all FRG fundraising activities prior to planning and executing the event.

4-5. Telephone/E-mail Chain

The purpose of the Telephone/E-mail Chain is to maintain communication with all designated persons associated with the unit. The Telephone/E-mail Chain provides accurate, timely information and aids in controlling rumors. Increased contact may be necessary with Family members when their Soldier is mobilized. Use the guidelines that follow and the sample at figure 4-2 to establish the Telephone/E-mail Chain. The Telephone/E-mail Chain will—

a. Be developed by using information provided by staff compiled from listings on the Family Information Data Worksheet, USAR Form 107-R. Consider area codes, geographic location and unit size when designing or adapting this sample to manage long distance telephone costs. It is recommended that volunteers contact no more than 10 individuals.

b. Include the primary and secondary point of contact who may be the spouse, parent, fiancé/fiancée, other Family members, friends, significant others, or designated guardians of a Soldier's children (identified by the Family Care Plan).

c. Be updated quarterly with an "as of/last revised date." Devise an updating procedure for the Telephone/E-mail Chain (e.g., when a telephone number or e-mail address is changed or someone leaves the unit). Tests of the Telephone/E-mail Chain must be conducted and documented by the Telephone/E-mail Contact Coordinator at least annually.

d. NOT be used to communicate or plan political events, promote commercial endeavors or use for any other means than providing official information authorized for dissemination by the unit commander.

4-6. Guidelines for Telephone/E-mail Chain volunteers

FRG contact volunteers should be reliable, want the job, maintain confidentiality and have the time to do outreach. Training and instructions (both written and verbal) should include guidance on the following:

a. **Confidentiality.** All contacts should be kept confidential. Volunteers need to ask if they can pass on personal information to the appropriate point of contact, if issues arise.

b. **Nature of contacts:**

- (1) Informational.
- (2) Outreach.
- (3) Rumor control.

c. **Contact procedures.** The contact volunteer will—

- (1) Introduce himself/herself each time a call is placed.
- (2) Pronounce names correctly.
- (3) Begin and end on an upbeat note.
- (4) Use telephone courtesy and talk with a smile.
- (5) Have exact information and list of items ready for discussion.
- (6) Have paper and pen to record feedback.

(7) Always make direct contact. Follow-up if leaving a voice/e-mail message to ensure that successful contact has been made with the appropriate individual(s).

(8) Limit contacts to 10 minutes. This limit is a guideline to accomplish the task without excessive time for the contact volunteer or Family member. When requesting reimbursement, justification must be provided for calls longer than 10 minutes on the reverse of the Telephone Reimbursement Form (USAR Form 109-R).

d. **Feedback to the Telephone /E-Mail Chain Contact.** Feedback is very important to ensure that all in the chain received the message that was sent. When the last contact is complete, the contact volunteer should notify the initiating Telephone/E-mail Contact that all contacts were successful and relay any questions or concerns that were discussed.

e. **Reimbursement of official volunteer expenses.** Volunteers are authorized to use unit telephones and stand-alone computers for official FRG business, including making Telephone/E-mail Chain contacts. If unit equipment is unavailable for use, see chapter 6 for specific guidance on the FS-NAF Volunteer Reimbursement Program. Note that pre-paid telephone calls are not authorized.

4-7. Contacts during mobilization

During periods of mobilization, designated Family members will be contacted more frequently. In addition to Telephone/E-mail Chain contacts, Family Programs staff will make monthly wellness calls to check on Family members and assist them with issues and concerns. Some examples of contacts during mobilization include:

- a. Telephone/e-mail contact:
 - (1) Command messages.
 - (2) Reunion/homecoming information.
 - (3) FRG meeting notification.
 - (4) Rumor control.
- b. Family Programs staff:
 - (1) Wellness checks.
 - (2) Assist with contacts.
 - (3) Urgent command messages.

4-8. E-mail addresses

a. E-mail is frequently used to exchange official Army information. It is the Army's policy that official information cannot be transmitted via e-mail to commercial (AOL, hotmail, yahoo, etc.) e-mail addresses. Official Army information can only be transmitted to e-mail addresses ending in .mil or .gov.

b. Soldiers can sponsor their Families, friends or employers to get an Army Knowledge Online/Defense Knowledge Online (AKO/DKO) e-mail address. This will allow individuals to receive official information through a secure network with an e-mail address ending in .mil. From the browser type www.us.army.mil and follow the directions. Be prepared to provide personal information for both the new guest and the Soldier/sponsor, such as social security numbers and unit information.

4-9. Official FRG newsletters

The FRG newsletter relays information from the command and FRG to Soldiers and their loved ones. The FRG should publish a newsletter on a quarterly basis during home station and monthly during mobilizations. Official FRG newsletters are funded by Operation and Maintenance Army Reserve (OMAR) funds for printing, publishing, and distribution to Soldiers and their Families. Unit commanders will budget for official FRG newsletter expenses in their annual unit postage budget. Only under extenuating circumstances may additional OMAR funds for postage be requested through the unit's servicing Family Programs Office. Specific guidance on publishing and distributing FRG newsletters can be found in AR 215-1, paragraph 5-13(c) (7).

a. Newsletter content is official when it is educational, promotes unit cohesion and is related to the unit mission, Family programs, and Family and unit readiness. Be sure to include something for everyone: Army Reserve Soldiers (both AGR and TPU), Retirees, and all Family members including parents and youth. Think of what a single Soldier might want to read in addition to a married Soldier with children.

b. Commanders are responsible for determining the type of information their Soldiers and Families need to know. Use the following guidelines to determine whether the content of FRG newsletters is official:

- (1) Information related to unit mission and readiness, including Family Readiness, such as information related to FRG activities in support of annual training, pre-mobilization briefings, deployments, and welcome home and reunion ceremonies.
- (2) Information that is educational in nature, designed to promote informed mission-ready Soldiers and resilient Families.
- (3) Chaplain-sponsored programs and activities, such as Strong Bonds events.
- (4) Education and training programs such as Army Reserve Family Programs training, Army Family Team Building (AFTB) and Operation READY.
- (5) Information on local civilian social service agencies that provide various services.
- (6) Contacts for veterans' service organizations that offer guidance and support.
- (7) Information regarding activities for Soldiers and Families that promotes unit cohesion and helps strengthen the ongoing esprit de corps among Family members and the unit, such as Family Day activities.

(8) The Official Mail Manual, DOD 4525.8-M, states that not more than twenty percent of the FRG newsletter may contain unofficial information, if approved by the commander and deemed to enhance esprit de corp.

c. Commanders are reminded that strictly personal or social information, as well as information concerning private organizations and commercial ventures, are expressly prohibited. Information regarding FRG fundraising events is allowed when it comprises 20% or less of the total content.

d. Family Readiness Liaisons (FRLs), Family Programs staff, and FRGs are responsible for collecting information to be published. This includes checking the source(s), obtaining permission to reprint any copyrighted material, getting the commander's approval, printing and mailing/e-mailing/web posting the FRG newsletter.

e. Volunteers cannot access computers containing classified information. If the unit has a computer on the local area network (LAN), volunteers must use a stand-alone computer to create the FRG newsletter.

f. FRG newsletters must include the elements of a functional, official newsletter to include the following:

(1) **Heading.** The heading will contain the name or title of the newsletter indicating the contents and purpose, name and address of the activity, issue number (issues are numbered consecutively on a calendar or fiscal year series) and the date of publication. Decorative headings are authorized if printed in the same color of ink used for the text. Headings should capture the interest of readers and should be limited to not more than 7 words.

(2) **Content and Format.**

(a) The content must be official and may be directive, instructional or administrative in nature.

(b) No information that conflicts with policies, procedures or position of the Department of the Army will be used. Avoid religion, politics, and any other subjects that may cause controversy.

(c) Keep articles short.

(d) Every newsletter should be consistently formatted with clearly defined sections that are well presented.

(e) The FRG newsletter must be typed and proofread for spelling and grammar. The preferred method for e-mail is as a Word document.

(f) Use action words.

(g) Information on fundraising, other than those of the unit's FRG, is also prohibited. For example, if the FRG has discount coupons to a park such as Disney World, the name "Disney" cannot be advertised; but it can state that coupons are available to a major theme park.

(h) It is suggested that the last page of the newsletter be used as a mailing page as this eliminates the need for envelopes. To accomplish this, the top half of the last (back) page should contain any repetitive information that is routinely published, such as FRG volunteers, unit personnel and the distribution listing. The lower half of this page should read as follows: On the left margin just below the center of the page, type the name of the FRG, the unit and the unit's mailing address followed by the words, "Official Business" in bold letters, only if the newsletter qualifies to be sent using appropriated funding. In the center of the lower half of the page, mark a space for the mailing label.

(3) **Expiration Date.** An expiration date will be indicated if the information expires or by giving a period of time from the publication date (e.g., 1 year from the issue date).

(4) **Authentication.** The commander or FRL will authenticate newsletters prior to publication. Content must be official and have the commander's signature block.

(5) **Printing and Distribution.** Recommend using the e-mail tree for distribution of newsletters and other informational materials. When printing the newsletter, it will be in only one color ink and printed on paper stock (any color). Colored paper stands out and is more likely to be read. Always forward an electronic copy to the servicing Family Programs Office.

(6) **Frequency of Issue and Size.** Newsletters published quarterly must not exceed 16 pages per issue. During mobilization, newsletters will not be published more often than weekly and must not exceed 8 pages per issue.

(7) **Mailing List.** Information from the Family Information Data Sheet, USAR Form 107-R, should be used to establish a mailing list. The newsletter will be distributed via mail or e-mail as determined by the subscriber's wishes. Regular contact with the FRSA and FRL will also provide updates for the mailing list. Until the name of the Family member designated to receive FRG information is obtained, address newsletters as follows: to "the Family of SPC Joe Soldier."

(8) **Newsletter subjects.**

(a) Commander/First Sergeant's Column.

(b) Deployment cycle issues.

(c) Volunteer information, accomplishments, opportunities, recognition and training.

(d) Family Sponsorship, New Family Orientation, Telephone/E-mail Chain and Family Day activities.

(e) Space Available Travel, Army Family Action Plan, Army Family Team Building and Operation READY.

(f) Advertise Family Programs.

(g) Each newsletter should solicit items for the next newsletter. Remember to give credit to the author by referencing sources.

(h) Army and Air Force Exchange Service (AAFES), Commissary, benefits and entitlements, common acronyms, Battle Assembly schedule, Family Care Plans, emergency phone numbers, activity pages for children, unit history, mission, and hails and farewells.

(i) Other resources such as the Chaplain, Child Care, and Youth Activities.

4-10. Unofficial FRG newsletters

Unofficial information is non-mission related and more personal in nature, such as exercise tips, helpful household hints, recipes and special achievements of Family members.

- a. When appropriated funds are certified as not available or the newsletter contains more than 20% “unofficial” information, the FRG newsletter may be printed and mailed using Family Support-Non-Appropriated Funds (FS-NAF). FS-NAF provides reimbursement to volunteers for official expenses. See chapter 6 for guidance on reimbursement of volunteer expenses related to printing, publishing, and mailing the FRG newsletter.
- b. It is not recommended to print dates such as birthdays, anniversaries, weddings, or death announcements without the permission of the commander or affected Soldiers.

4-11. FRG on the internet

The Virtual Family Readiness Group (vFRG) at www.armyfrg.org provides all of the functionality of a traditional FRG in an on-line setting to meet the needs of geographically dispersed units and Families across all components of the Army. Soldiers, Families, commanders, volunteers and other designated personnel use this controlled access web system to facilitate the exchange of information.

- a. The messaging system is another tool for commanders to improve the communication with Army Family members. The system allows commanders to deliver messages through multiple devices such as phone, cell, text, and fax.
- b. The FRG can post newsletters and disseminate other information such as FRG meetings, pre-deployment support, training, education, health care, children and youth initiatives, and welcome home parties, as approved by the commander.
- c. The vFRG on AKO/DKO provides a secure means for two-way communication, instant messaging, and photo sharing between Soldiers and Families. The vFRG has been through extensive security and threat vulnerability testing to protect uses and information.
- d. For a Soldier to subscribe to the v FRG, he or she must be in the Soldier Database for that FRG first. Follow the specific instructions posted on www.armyfrg.org if the Soldier has not registered. If the Soldier already has an Army FRG account, simply log into the Army FRG website and continue on at the "Find an FRG" step.
- e. In order for a Family Member or other loved one to subscribe to the vFRG, their Soldier must be in the Soldier Database for that FRG first. In order for the subscription to be automatically approved, the Soldier must have entered the Family Member into the invitation list. If the Family Member already has an Army FRG account, simply log into the Army FRG website and continue on at the "Find an FRG" step.

4-12. Family Day Activities

a. Family Day is an opportunity to provide training to enhance Soldier and Family Readiness. Units include Family Day on the training schedule and use this time to educate Soldiers’ Families about mission, skills, benefits and entitlements. Family Day is not just a summer picnic or holiday gathering for Soldiers and their Families. Social activities are not the focus of a Family Day. Family Day can be fun and training can be made interesting. As an example, using different audio-visual aids, planning and facilitating discussions and involving the participants will make a difference in how training is conducted and perceived.

- b. Summer picnics and holiday gatherings will not be substituted for Family-oriented training.
- c. Some topics to include during Family Day are:
 - (1) Benefits and Entitlements Briefings
 - (2) Preparation for Mobilization
 - (3) Information on the FRG
 - (4) Legal and Financial Briefings
 - (5) Army Substance Abuse Program (ASAP).
 - (6) Family Health and Safety
 - (7) DEERS Enrollment
- d. These subjects meet the overall goal of the FRG to establish a network that enables Families to effectively gather information, resolve problems and maintain mutual support necessary to reduce stress associated with military separations.

4-13. Planning and conducting Family Day

The commander and FRG need to work closely together on planning and conducting a Family Day. They will—

- a. Determine the date, time, and location most convenient for the Soldiers and Families.
- b. Invite employers and supporting local social and veterans’ organizations, as they can have a positive impact on the unit, FRG and community. Community involvement should be part of the plan for Family Day.
- c. Determine if FRG Informal Funds are needed and, if so, how much. Some social or veterans' organizations may be willing to help defray any costs associated with Family Day, eliminating the need for FRG Informal Funds.
- d. Develop an agenda that includes:
 - (1) Welcome greeting from the commander.
 - (2) Introduction of unit personnel and FRG volunteers.
 - (3) Introduction of new Soldiers and their Families.
 - (4) Icebreaker activity.

- (5) Non-denominational religious service (if Chaplain is available).
- (6) Time for Family members travel to and from the event.
- e. Determine speakers needed, such as:
 - (1) Staff Judge Advocate (SJA).
 - (2) Finance.
 - (3) Family Programs Office.
 - (4) Army Family Team Building trainer.
 - (5) Operation READY trainer.
 - (6) Retention NCO.
 - (7) Benefits and entitlements trainer (TRICARE, VA, Military OneSource (MOS), ESGR, etc.).
 - (8) Veterans organizations.
- f. Remember single Soldiers when planning, as they may not have the same needs as married Soldiers.
- g. Arrange for food and beverages or meal service. The unit provides meals for Soldiers. Consider how Families will eat, which means either by paying for a meal or eating food and beverages served separately. The unit's Food Service NCO or designee needs to be part of this planning. For example, if the Soldiers' meals are provided by contract, then the contract cannot be modified to include Family members, unless meal costs are received in advance, before Family Day. The FRG can determine if FRG Informal Funds will be used to decrease the meal cost for Families. Only commercially prepared foods are authorized. Food items, such as "pot luck" dishes, prepared at home and requiring refrigeration and/or heating are specifically prohibited. Additional guidelines for serving food to Soldiers and Families are addressed in paragraph 4-18d.
- h. Plan activities for children with safety and supervision as primary concerns. Providing child care on-site allows Soldiers and Family members to listen during the training without distraction. Contact the servicing Child & Youth Service Coordinator for more information on child care options.
- i. Determine handouts needed. Consider distributing readiness checklists, guides, and other materials of interest. Most speakers will provide their own handouts. Contact the servicing Family Programs Office under "Contact Us" at www.arfp.org for handout availability.
- j. Advertise the Family Day through formation announcements, newsletters, reminder letters, e-mails, websites, etc. Be sure to include a map with directions. The marketing strategy and Family Day theme will impact attendance levels and the interest shown by Soldiers and their Families. For example, advertising the "annual briefings for mobilization" may not have Family members marking their calendars.
- k. Follow-up with invited speakers, agencies, volunteers and unit staff to ensure plans are being carried out. This will prevent last-minute problems on Family Day.

4-14. Family Sponsorship Program

Family Sponsorship, an extension of the unit's Soldier Sponsorship program, is an outreach program that demonstrates the unit and FRG's support of, and commitment to, Soldiers, their Families and friends.

a. **FRG role.** The FRG will establish the Family Sponsorship Program. Remember to include parents, significant others and friends that Soldiers have identified. A telephone call to all the new Family members welcoming them to the unit and extending an offer to attend New Family Orientation and participate in the FRG is always appropriate. Sample welcome letters to Soldiers (fig 4-3) and Family member/friend (fig 4-4) new to the unit are provided for information and use.

b. **FRL/Full-Time Unit Support (FTUS) personnel role/FRSA.** These personnel will assist the FRG in obtaining names, addresses, and telephone numbers of newly assigned Soldiers.

c. The Family Sponsorship Program will provide information and materials on the organization and mission of the unit. A sample of the family information and welcome packet contents is provided at figure 4-5. The New Family Orientation should include information on:

- (1) The unit (name, address, location and telephone number).
- (2) Unit personnel roster (chain of command).
- (3) Other assigned personnel and their roles (e.g., unit administrator and FRL).
- (4) Annual schedule of events (e.g., Battle Assembly schedule, annual training dates and Family Day activities).
- (5) FRG volunteers (chain of concern) and an invitation to participate as a volunteer in FRG activities.

d. Family Sponsorship is an ongoing process, not just a one-time event. With the support of Family and friends, the Soldier is more likely to continue serving in the Army Reserve.

4-15. FRG meetings

Preparation before the meeting is a must. See figure 4-6 for a sample checklist to aid in preparation. There may be Families who need child care in order to attend the meeting. Contact the servicing Child & Youth Service Coordinator for more information on child care options. Below are other ways to help ensure a successful meeting.

- a. When possible, use an FRG Survey (based on the sample at figure 4-1) to determine what topics, programs, and events interest the group.
- b. Write down plans and develop an agenda.
- c. The FRG Leader should coordinate meeting plans with FRG volunteers prior to the event.

d. Make sure accommodations are adequate for the event, size, and type of group. Provide a quiet and confidential area to encourage sharing.

e. On the day of the meeting, arrive at least 30 minutes prior to the meeting time, depending on the amount of preparation required. Plan to start and stop sessions on time and allow for breaks and networking.

f. FRG meetings are held at least once quarterly during sustainment and monthly during mobilization. Check with members to determine how often to schedule meetings. This may help improve attendance. Also, consider teleconference and video conferences as alternatives to in-person meetings.

g. The initial meeting for a newly formed FRG provides individuals an opportunity to ask questions, make comments or suggestions and indicate an interest in FRG involvement. For the initial FRG meeting only, reimbursement is authorized to cover a volunteer's expenses incurred to provide light refreshments. See chapter 6 for additional guidance. If possible, have the commander or other knowledgeable Soldier conduct a session on the mission of the unit. This meeting should also inform the attendees about the purpose and structure of the FRG and the importance of having and belonging to the FRG.

h. Meeting agenda and announcement.

(1) Prepare an agenda that gives people a good reason to attend and vary the types of programs. Arrange for any required support through the Family Readiness Support Assistant (FRSA) or servicing Family Programs Office and present courses that are of interest to the group, such as motivational speakers, slide programs, videos or Army specific courses. Army Family Team Building (AFTB) and Operation READY are excellent resources.

(2) Below are some topics for discussion during meetings:

(a) Benefits and entitlements.

(b) Mobilization and dealing with separation.

(c) Commanders' responsibilities to FRGs.

(d) Soldiers' responsibilities to the Family and the Army.

(e) Legal affairs, wills and powers of attorney (POA).

(f) Defense Eligibility Enrollment Reporting System (DEERS) and ID cards.

(g) Family Care Plans.

(h) Employer Support of the Guard and Reserve (ESGR).

(i) Servicemembers Civil Relief Act (SCRA).

(j) Retirement/Survivor Benefit Plan.

(3) Ensure that notification of a meeting reaches the FRG members and any individuals that would like to become FRG volunteers as early as possible prior to the meeting. A reminder note or telephone call several days before a meeting often increases attendance. Mail or e-mail notices, allowing sufficient time for announcements to arrive at their homes. Give directions and telephone numbers of persons to contact for additional information.

i. Guest speakers at meetings.

(1) Determine what topic is of interest to the FRG, the Soldiers, their Families and friends prior to inviting the speaker. Consider using either community or military resources.

(2) Once a speaker has committed, communicate with the speaker and confirm the following:

(a) The location where the presentation will take place and a map, if needed.

(b) The date and time.

(c) The audience, subject matter, and time allotted.

(d) Funding, if there is a cost associated with the speaker.

j. **Meeting follow-up.** It is important to follow through on any decisions or plans agreed to at the meeting. The FRG leadership should ensure that any required action occurs. FRG minutes may be published in any form the commander deems appropriate.

k. Sources for additional reference material include:

(1) Military OneSource (MOS).

(2) Servicing Family Programs Office - check www.arfp.org for the current list of Army Reserve Family Programs staff under "Contact Us."

(3) Refer also to the Community Resource Directory at figure 3-3.

4-16. FRG activities

Participation in FRG-sponsored activities strengthens the cohesiveness of the group, develops new friendships and identifies potential FRG members. Encourage children and teens to help with planning and decorating for Family-oriented activities. It is imperative that activities maintain the primary focus of the FRG – to encourage the self-sufficiency of Family members. Family Readiness activities allow Families to be proactive rather than reactive during times of separation caused by military duty. By maintaining a proactive approach to Soldier and Family readiness, the FRG will be more effective when the need arises. Notice of a deployment is an emotional time and is not conducive to making important decisions about how to obtain and provide support for Families.

a. The FRG leadership should develop a plan of action to conduct activities to prepare Families in the event that the unit or individual Soldiers are mobilized. This should include taking the initiative to provide Families with information related to deployment issues, assisting with the Family Readiness portion of annual briefings for mobilization to Soldiers and Families, and updating listings of information and referral resources.

- b. Review the objectives of the Family Readiness Program and ensure compliance with regulatory training requirements.
- c. Invite civilian employers and local merchants to join a unit function. It is always a good idea to try to interact with the community. Ensure permits are obtained if necessary. A note of thanks on behalf of the FRG, mentioning a specific contribution is appropriate.
- d. If the unit or FRG does not have equipment needed for an event, check with local charities and church groups that host activities. They may rent it to the FRG, but if it is for a worthy cause, they might consider loaning the item.
- e. Suggested FRG activities. Some ideas for FRG activities are listed here. These are only suggestions that other FRGs have enjoyed and are not all-inclusive.
 - (1) Fire and safety training.
 - (2) Soldier “show and tell” day for children.
 - (3) Health fair.
 - (4) Sports games with local celebrities.
 - (5) Compass navigation course for children.
 - (6) Be willing to share with other FRGs.

4-17. Facility space and equipment requirements for volunteers and FRG activities

The commander or designee is responsible for determining what permanent facility space is available for use by the FRG on a recurring basis, as well as identifying temporary, common use areas for FRG activities. This responsibility includes following AR 140-483 for the overall procedures of written memorandums on facility space allocations and the IMCOM Engineer’s role in this process.

- a. Commanders will provide office space at the unit for the FRG that includes a desk, locking file cabinet to secure sensitive information, telephone, office supplies and equipment. Space allocation does not need to be exclusive, but coordinated with FRG volunteers to determine availability and frequency of use. For example, if space is limited in a Reserve Center, the volunteers may want to generally schedule their time at the center during non-Battle Assembly periods. If it is a multi-unit center, commanders need to discuss FRG volunteers sharing space. Limited-access storage space to secure materials may be needed by FRGs to hold brochures or other materials for Family Day.
- b. If use of the unit facility is not available, establish alternative meeting locations. Some possible alternate meeting locations to consider are American Red Cross chapter offices, churches, police stations, courthouse, schools, other government agencies, Civil Air Patrol, American Legion, Veterans of Foreign Wars, or Scout facilities.
- c. Give consideration to a permanent location for the FRG stand-alone computer and printer. *[NOTE: FRG volunteers may NOT have access to a computer connected to the local area network (LAN).]*

4-18. Fundraising

Although many volunteer organizations require funds to operate, no funds are necessary to establish or maintain the FRG in the unit’s Family Readiness Program. Fundraising is NOT a primary mission of the FRG and should only be approached when mission requirements have been met. If the unit commander and FRG membership chooses to have funds, a financial plan and the guidelines specified in chapter 6 must be followed for establishing and maintaining the FRG Informal Fund. If there are any doubts regarding a fundraising activity, contact the Family Readiness Support Assistant (FRSA) or servicing Family Programs Office for further guidance.

- a. There needs to be a purpose for all FRG fundraising and a plan for the FRG to expend funds for the benefit of the entire unit’s Soldiers and Families. The FRG can raise money through fundraising activities if the commander has authorized the FRG to maintain an Informal Fund and has approved fundraising activities.
- b. The FRG may conduct a fundraising activity at the Army Reserve Center and use unit equipment, if available, with the unit commander's approval. The fundraising activity must NOT interfere with mission requirements. Fundraising activities are only authorized at the unit’s Reserve Center, NOT outside in the community.
- c. Any time personalized items are purchased by the FRG for resale (e.g., calendars, coffee mugs, license plate holders, or T-shirts), consider pre-selling them prior to placing an order to prevent having unsold merchandise. If items are continually stocked and sold, and inventory maintained for accountability, there may be issues with state revenue offices regarding the status of the FRG, as it could be considered a business and subject to local government licensing and taxation procedures/laws. It is recommended that fundraising be done on an occasional basis for a specific period of time and for a specific purpose.
- d. Although home cooking may look, smell and taste good, the priority of the Army Reserve Food Program is the safety of the food consumed. No homemade food items may be brought in or sold to raise funds. In the interest of food safety, any food prepared, transported, sold and/or served to Soldiers by the FRG is restricted to commercially prepared and individually packaged food items that do not require temperature controls and are not considered potentially hazardous. Outside food items will NOT be consumed within 2 hours prior or following a government provided meal. Foods capable of supporting the rapid growth of harmful bacteria such as meat, poultry, fish, and dairy products (food consisting of milk products, cheeses or eggs) are prohibited. Some examples of authorized snacks are bottled water, boxed juices, candy bars, granola bars, gum, peanuts, sodas, etc.

- e. Volunteers may receive compensation for their expenses related to the fundraiser from the proceeds of the fundraising activity. Volunteers are not entitled to reimbursement through the FS-NAF account for expenses incurred while engaging in fundraising activities.
- f. The FRG Leader must approve expenditures before funds are spent. If purchases are not pre-approved by the FRG Leader, the volunteer may be liable for expenses incurred.
- g. Endorsing or encouraging Soldiers or their Families to patronize a particular business is prohibited.
- h. Contributions to the FRG are NOT tax deductible as the FRG is NOT a non-profit organization according to Internal Revenue Service (IRS) guidelines. The FRG should also pay applicable sales tax on all items purchased.
- i. The FRG can only obligate FRG Informal Funds and must have funds available to meet all obligations.
- j. The FRG can make local area businesses aware of their upcoming events, but cannot solicit specific items or money for donation or request sponsorship.
- k. Unit letterhead cannot be used in relation to fundraising activities, nor should the Department of the Army or the Department of Defense be mentioned in the correspondence. In appreciation for a business contribution, it is appropriate to send a note of thanks from the FRG for donated items.
- l. Gambling is not permitted on government property (e.g., games of chance, slot machines, card games, bingo, 50-50 drawings, raffle tickets and lotteries).
- m. When in doubt about an activity, contact the SJA or Family Programs Office at the higher headquarters.

**FAMILY READINESS GROUP (FRG) SURVEY
FOR OFFICIAL USE ONLY**

AUTHORITY. Title 10, U.S. Code Annotated, Section 3013. **PRINCIPAL PURPOSE.** The Family Readiness Group (FRG) is the Family source for information. Data you provide will be used to plan activities and programs to benefit Soldiers and their Families. **ROUTINE USES.** Data you provide will be used to plan activities and programs. It will be used to develop article topics for the FRG newsletter and to help in planning Family Day and other events. **EFFECT OF FAILURE TO PROVIDE REQUESTED INFORMATION:** Furnishing this information is voluntary, but failure to do so may prevent the development of articles and events.

Name (First, MI, Last) _____

Address _____

City _____ State _____ Zip _____ - _____

Day Phone _____ Evening Phone _____

E-mail Address _____

Sample

1. Please identify topics of interest to you:

- | | | |
|--|--|--|
| <input type="checkbox"/> Mobilization/Deployment Info | <input type="checkbox"/> Unit Mission | <input type="checkbox"/> Military Pay |
| <input type="checkbox"/> How to read an LES (Leave & Earnings Statement) | <input type="checkbox"/> Benefits & Entitlements | <input type="checkbox"/> Protocol |
| <input type="checkbox"/> Financial Assistance | <input type="checkbox"/> Power of Attorney | <input type="checkbox"/> Burial Benefits |
| <input type="checkbox"/> Why have a will? | <input type="checkbox"/> Health Benefits | <input type="checkbox"/> Family Stress |
| <input type="checkbox"/> Coping with Separation | <input type="checkbox"/> Educational Information | <input type="checkbox"/> Teens & Drugs |
| <input type="checkbox"/> Child Psychology | <input type="checkbox"/> First Aid Training | <input type="checkbox"/> Self-Defense |
| <input type="checkbox"/> Home Safety | <input type="checkbox"/> Retirement | |
| <input type="checkbox"/> Military Equipment & Displays | <input type="checkbox"/> Military Recreational Resorts | |
| <input type="checkbox"/> Use of Space-Available Transportation | | |
| <input type="checkbox"/> Other, please list: _____ | | |

2. Would you be willing to serve in a leadership role as a volunteer in our Family Readiness Group? (For example, FRG Leader, Treasurer, or Secretary) Yes No

3. Would you be willing to serve on a committee as a chairperson? Yes No

4. Would you be willing to serve as a volunteer? Yes No

5. Do you have any special skills or experience that would benefit the group?
Please list: _____

6. Please check which committees you would be willing to serve on:

- | | |
|--|---|
| <input type="checkbox"/> Planning Activities | <input type="checkbox"/> Telephone/E-mail Chain |
| <input type="checkbox"/> Newsletter | <input type="checkbox"/> Fund-raising |
| <input type="checkbox"/> Family Sponsorship | <input type="checkbox"/> Publicity |
| <input type="checkbox"/> Child Care | <input type="checkbox"/> Other _____ |

Figure 4-1. Sample Family Readiness Group (FRG) Survey

**FRG TELEPHONE/E-MAIL CHAIN LIST
FOR OFFICIAL USE ONLY**

Sample

Unit Name _____ Telephone Number _____

Commander _____ FRG Leader _____

Telephone/E-Mail Volunteer _____ FRG Telephone/E-Mail List as of date _____

#		FAMILY MEMBER	TELEPHONE #	E-MAIL ADDRESS	CONTACT
1	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	
2	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	
3	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	
4	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	
5	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	
6	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	
7	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	
8	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	
9	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	
10	Name: Rank:	Name: Relationship:	Home: Work: Cell:	AKO: @us.army.mil Personal:	

The number of Families to be called by a volunteer caller should not exceed 10.

Issues to be address by the Chain of Command or Chain of Concern: _____

[NOTE: Disclosure of personal information contained in this roster to agencies or individuals outside the Department of Defense is prohibited by the Privacy Act of 1974 (5 USC 522a). Personal information requires protection with a Department of Army Label 87, For Official Use Only, cover sheet whenever left in the open.]

Figure 4-2. Sample Telephone/E-mail Chain for the FRG

WELCOME TO THE _____ (unit) _____

Sample

- Would anyone's life be affected if you were mobilized?
- Does your Family really understand what you do during a weekend Battle Assembly or AT?
- Are your Reserve benefits and entitlements a mystery to your Family?
- Would your spouse or Family be more understanding about the time you spend with the military if they could belong to a group in which the people had something in common? Would you be a better Soldier as a result?

If so, our Family Readiness Group (FRG) is the answer!

We ask that your spouse (if married) or your designated Family member(s) or friend fill out the Family Information Data Worksheet (USAR Form 107-R) and a Family Readiness Group Survey so that we can provide a valuable service to you and your Family. Membership in the FRG is voluntary. As a Soldier or civilian employee, you can also be a member of the FRG, and would also need to complete the Worksheet and Survey.

Benefits for the Families or friends who belong to the FRG:

- Inclusion on the FRG Telephone/E-mail Chain to contact in case of an emergency, to announce special FRG events, or during mobilization. You can be assured that the information provided is subject to the Privacy Act.
- Newsletters from the unit's FRG.
- Invitations to FRG events and the chance to get to know the Families and friends in your unit.
- Knowing that your Family or friend is part of the unit Family.

We want your Family or friend to be able to handle routine and emergency matters and empower them to be self-reliant on the home front when you are called away from home. The knowledge that your Family is a part of the FRG can provide you with the peace of mind that you need in order to fulfill your duties effectively. For our records, we do request that you sign and date this form indicating that you have read this document.

(Please print your name and rank here)

Date: _____

Figure 4-3. Sample welcome letter to a Soldier new to the unit

WELCOME LETTER TO A NEW FAMILY MEMBER OR FRIEND

(Date)

Sample

Dear (Family Member or Friend),

Welcome to the (unit). I am a volunteer member of the (unit) Family Readiness Group (FRG). We're looking forward to you and your Family and friends being acquainted with the unit.

I'd like to invite you to come with (name) to (his/her) first Battle Assembly. I would like to meet you and help you become acquainted with, and comfortable at, the unit. Please also accept our invitation to attend our Family Readiness Group meetings, which are held each (day) of Battle Assembly weekend at (time and place). We are going to be planning for our (event) at our next meeting.

I have enclosed some information about the unit with some important telephone numbers as well as some reference materials on Family Readiness. There is also a Family Information Data Worksheet (USAR Form 107-R) and Family Readiness Group Survey enclosed. Please complete these forms and bring them with you when you come to the unit or mail them to me at my address below, so that you will be included on the unit FRG's Telephone/E-mail Chain and receive the FRG's Newsletter.

I will call in a few days to touch base with you. Please call me at (XXX-XXX-XXXX) or e-mail me at (volunteer@home.XXX) if you have any questions.

I am looking forward to meeting you.

(VOLUNTEER)
(Mailing Address)

Enclosures

1-Family Information Data Worksheet

2-Family Readiness Group Survey

Figure 4-4. Sample welcome letter to new Family member or friend

Family Information and Welcome Packet

<u>Items in Packet</u>	<u>Where Obtained</u>
Welcome Letter from Sponsor with sponsor's daytime phone number with sponsor's evening phone number with sponsor's address with sponsor's E-mail address	FRG Developed
<i>Sample</i>	
Local Area Information	
Map of the Area	Chamber of Commerce
Hotel Information	
Recreational Activities	
If AGR Soldier and Family, please also consider:	
Homes Magazine	Multi-List Realtors
Utilities	Utility Companies
Telephone Book	Telephone Company
Schools and Colleges	Local School Board
Local/State Unique Laws	Vehicle/Voter/Tax/Fire and other Government Offices
Nearest Military Installation	Army Community Service (ACS)
Medical/Dental Care	Local Sources or ACS
Veterinary Care	
<u>FRG Information</u>	
FRG Volunteer Roster	FRG Developed
FRG Activities (Past and Planned)	
Recent FRG Letters (Newsletters)	
<u>Unit Information</u>	
Map/Location of USAR Center	Unit FRL
Unit Mission and History	
Battle Assembly Dates and Locations	
Annual Training Dates and Location	
Unit Personnel Roster	
Recent Unit Newsletters	
<u>Other Information That Might Be Included:</u>	
Readiness resources, such as checklists and guides, are available through your servicing Family Programs Office if your unit does not have any on stock.	

Figure 4-5. Sample Family information and welcome packet

MEETING PREPARATION CHECKLIST

Event: _____

Meeting Date and Time: _____

Meeting Place: _____

Coordinate with Family Readiness Liaison

- Meeting Place and Time
- Agenda
- Arrangements for Speakers
- Podium/Microphone
- Arrangements for Very Important Persons (VIPs)—check protocol
- Seating Arrangements
- Keys or Access to the Facility

Sample

Meeting Needs

- Agenda and Handouts
- Easel and Markers
- Visual Aids and Visual Aids Equipment (if needed)
- Extension Cords
- Arrange Child/Youth Activities
- FS-NAF Volunteer Reimbursement Forms

Publicity

- Agenda/Flyer
- Strip Map/Parking Instructions
- Refreshments
- Announce Child Care/Youth Activities

Room Set-up

- Registration Table
- Place Tags/Name Tags
- Tables and Chairs
- Pens or Pencils and Note Paper
- Rest Rooms

Clean-up

- Trash/Recycling
- Clean-Up Team

Figure 4-6. Sample meeting preparation checklist

Chapter 5 Volunteer Management

*“Volunteers don't get paid for their work,
not because it's worthless, but because it's priceless!”
Anonymous*

5-1. Volunteers

Volunteers are people who have a sense of commitment to their chosen pursuit. Volunteers in the AR Family Readiness Programs may be government employees (military and civilian), Family members, Retirees, or anyone who has an active interest. Federal employees may not volunteer for programs in which they are employed. A government agency shall not solicit or accept volunteer services from contract employees whose company has a contractual relationship with the government agency seeking volunteer services. Volunteers who are committed, involved, and recognized by the Military Chain of Command and Family Readiness Group (FRG) Chain of Concern (see fig 2-7), support the ultimate goal of Family Readiness in support of the unit's mission. In this chapter, the four Rs of Volunteer Management – recruitment, recordkeeping, recognition, and reimbursement - will be explained.

5-2. Recruitment

a. Once the Family Readiness Plan is published and volunteer position descriptions are developed, begin recruiting FRG volunteers. Volunteer recruitment is a continuous process. Usually after a good program is functioning, volunteers will recruit new volunteers.

b. Commanders, Family Readiness Liaisons (FRLs), and FRG Leaders should interview prospective FRG volunteers to determine their interests and reason(s) for volunteering for the Family Readiness Program. When matching a volunteer to a position or job, consider their Family demands, work schedules, their knowledge, skills, and/or abilities.

c. Involvement in the FRG is strictly voluntary.

5-3. Who to recruit

Examples include:

- a. Anyone interested in the welfare of AR Soldiers.
- b. Family members (spouses, parents, siblings).
- c. Teens.
- d. Significant others.
- e. Extended Family members.
- f. Retirees.
- g. Former military members.
- h. Soldiers.
- i. Employers.
- j. Friends/neighbors.
- k. Local community members.

5-4. Why recruit

The FRG Leader is the primary contact to recruit new volunteers. Involve the unit leadership in FRG recruiting efforts.

a. Volunteers augment the unit and higher headquarters' services and readiness capability. Volunteers are non-paid staff working at the unit level. They have access to unit resources for their official duties in support of the FRG. Volunteers may not hold policy-making positions, supervise paid employees or military personnel, or perform inherently governmental functions such as determining entitlements to benefits, authorizing expenditures of Government funds or deciding rights and responsibilities of any party under Government requirements.

b. Volunteers educate Families about the Army Reserve and benefits available.

c. Volunteers assist the Soldier and the Family by providing information and resource referral.

d. Volunteers create a support network for Soldiers and Families.

5-5. How to recruit

Consider the following tips for recruiting the right person for the right job:

a. Approach people with friendly, positive attitudes - know what job can be offered to utilize the talents of the people who volunteer.

b. Be honest about the work to be accomplished. FRG positions are listed in chapter 3.

c. Be specific. Vague requests and invitations will result in vague responses.

d. There are several FRG volunteer opportunities: the FRG Leader; Secretary; Treasurer; FRG Committee positions (which include Telephone/E-mail Chain, FRG Newsletter, Publicity, Special Events, Family Sponsorship and Child Care Coordinator); as well as volunteers who offer short-term support for specific FRG projects. Figure 3-1 is a sample of the FRG organization structure.

e. Sponsor new volunteers into the FRG and the unit by introducing them to specific individuals. This will ensure that they understand the expectations of their assigned job.

f. Know the FRG and communicate the purpose and value of volunteering so it can be easily understood. Emphasize that participation in the Army Reserve Family Programs benefits the unit, FRG volunteers, and the Families.

5-6. Reasons people volunteer

People volunteer to:

- a. Help others.
- b. Meet people.
- c. Support children's activities.
- d. Attain a sense of achievement.
- e. Learn new job skills/gain work experience/build resume.
- f. Experience personal growth.
- g. Feel proud and patriotic.
- h. Mentor others/remain part of the Military.
- i. Learn about Military Culture.
- j. Get out of the home.
- k. Participate in the FRG.
- l. Contribute to the community.
- m. Earn Community Service Credit Hours.

5-7. Recruitment methods for volunteers

a. **Personal Contact.** JUST ASK!! Personal contact is the most direct method of recruitment -- either one-on-one or in a group. When in contact with new Families, ask if they want to volunteer. Then invite them to participate in an FRG activity or project.

b. **Indirect Recruitment.** FRG newsletters, posters, e-mail, letters, and flyers are various methods of indirect recruitment. Choose topics to peak interest in FRG volunteering. Utilize the command's Public Affairs Office (PAO) for marketing ideas.

c. **Command-Sponsored Events.** Training, such as Family Day, provides a great volunteer recruiting opportunity. Have a display or booth with Army Reserve Family Programs (ARFP) literature and photographs of FRG activities at the Center. Provide information about the FRG and have volunteers available to answer questions. This can be useful in gaining new volunteers. Survey interests of participants using the FRG Survey at figure 4-1.

d. Follow up with prospective volunteers as soon as possible after the event. Contact by telephone or e-mail is often appreciated. Discuss the next activity that they can participate in as a volunteer.

5-8. Volunteer recordkeeping

Forms are essential in FRG Volunteer Management. **Recording volunteer hours is the responsibility of each volunteer.** New volunteers should have the forms explained and completed at first contact. All volunteers need to record and report volunteer hours for awards, recognition, reimbursement of official expenses, travel and training purposes. Forms are listed in appendix A, sections III and IV.

a. **Volunteer Agreement for Appropriated Fund Activities and Non Appropriated Fund Instrumentalities (DD Form 2793).** This form establishes and documents an understanding between the volunteer and the unit accepting volunteer services. The unit must be identified in Part I of this form. The Volunteer Agreement also establishes that the volunteer is NOT a contract or government employee paid to work in Army Reserve Family Programs, as this is a conflict of interest. The volunteer will NOT replace a Federal employee or a vacant position. It is a statement of protection from tort claims when performing approved volunteer services. It is an agreement on the part of the volunteer to attend whatever training is required to perform the services for which the person is volunteering. The volunteer and the unit representative functioning as the accepting official (usually the commander or the FRL) must sign this volunteer agreement. Give the original to the volunteer, place a copy in the unit's files, and forward one copy to the servicing Family Programs Office.

b. **DA Form 5671, Parental Permission.** Obtain the signature of a parent or guardian on the parental permission form when accepting volunteer services from unmarried Family members under age 18. A sample parental permission form is at figure 3-4.

c. **DA Form 4713, Volunteer Daily Time Record.** Volunteers will use the Volunteer Daily Time Record to document volunteer hours for a 1-year period. Volunteer hours earned must be annotated on this form for the appropriate day and month worked. Credit is given for providing volunteer service to military Families, regardless of branch of service (i.e., Army, Air Force, Navy, Marines). Record credit for service performed as follows:

(1) Record each hour of volunteer service performed, to include travel time.

(2) Training away from the local area or home, such as workshops and conferences on Invitational Travel Orders, is credited from the time the volunteer departs for the training site, until the volunteer arrives back home. (e.g., Training received at a Family Program Academy would be credited from the departure time from home on Friday until midnight on that Friday. Saturday would count from 12:01 AM until midnight (24 hours) and Sunday would count from 12:01 AM until arrival back home.)

(3) Separate and track any service performed in support of the Army Family Team Building program from other Family Readiness volunteer time.

d. **DA Form 4162, Volunteer Service Record.** This form is used to obtain personal information about the volunteer, including home address, phone numbers and e-mail address. It is also used to record positions held, awards presented, and training received. The volunteer retains the original, the unit receiving volunteer services maintains this information, and a copy of this form is sent to the supporting Family Readiness Support Assistant (FRSA) and the servicing Family Programs Office for reporting purposes.

5-9. Volunteer management reporting requirements

The FRSA or FRL is responsible for maintaining the volunteer service records or files (Record Number 608-1a6, Army Community Service (ACS) Program – Volunteer Service Records) at the Army Reserve Center in accordance with AR 25-400-2, The Army Records Information Management System (ARIMS). The file folder label will include the Privacy Act (PA) notice. Protect these documents with a DA Label 87, For Official Use Only cover sheet, when removing from the file cabinet. The servicing Family Programs Office requires a quarterly report to account for number of volunteers, volunteer hours, and training received. Use the DA Form 4162, Volunteer Service Record, for this reporting.

*“Recognition is the art of catching people
being good and telling them so.”*

Sue Vineyard

5-10. Recognition

The organization that benefits from volunteers expresses its appreciation through a variety of recognition methods. Gratitude should be expressed genuinely, with sincerity and in a timely manner. Family Programs volunteers are valuable assets to the Army Reserve. Recognize contributions, either publicly or privately in whatever way that makes each volunteer feel appreciated. The organizational climate, motivation and appropriate recognition will affect the volunteer's willingness to continue with the Army Reserve Family Programs. Commanders, Family Readiness Liaisons (FRLs), and Family Programs Staff are responsible for volunteer awards and recognition. Awards are based on the level of volunteer accomplishments and service. Consideration must be given to both informal and formal awards.

5-11. Informal awards

It is important to let volunteers know that they are valued and play an important role in the Army Reserve. Informal awards are used to recognize volunteers during or shortly after they perform a valuable service. Examples include:

- a. Verbal "thank you" mentioning specific accomplishment.
- b. Written note cards.
- c. Certificate of appreciation.
- d. Public acknowledgement.
- e. Letter of Recommendation or reference for paid employment.
- f. Offering a position in the FRG of increased responsibility.

5-12. Formal awards

The following paragraphs identify appropriate formal awards for volunteers and other members of Army Reserve Family Programs. Commanders or designated representatives will present higher-level awards to deserving volunteers. In some cases, volunteers have performed exceptional service and earn special recognition. Contact the servicing Army Reserve Family Programs Office for specific guidance.

5-13. Army Reserve Family Programs Volunteer Recognition

This program was established to achieve standardization of award presentations throughout the Army Reserve. Awards are to be presented based on hours of volunteer service in the Army Reserve Family Programs. Volunteer service hours are a compilation of working and travel hours for purposes of recognition. The commander is responsible for initiating these awards. Submit nominations for awards listed in paragraphs d, f, and g below on DA Form 1256, Incentive Award Nomination and Approval. A sample of this form is at figure 5-2. Criteria and corresponding awards are as follows:

a. **Signed volunteer agreement (DD Form 2793), current Volunteer Service Record (DA Form 4162) and Parental Permission (DA Form 5671), if applicable:** Army Reserve Family Programs Logo Pin.

b. **100 service hours:** Name Badge.

c. **300 service hours:** Leather Day Planner Organizer.

d. **500 service hours:** “Certificate of Appreciation for Patriotic Civilian Service.” This award consists of a lapel button and citation certificate. This award recognizes patriotic civilian service that contributes to the unit mission or the welfare of Army personnel. Any commander, lieutenant colonel and above, may approve this award. This award recognizes patriotic service that contributes to the mission of the unit or to the welfare of Army personnel.

e. **1000 service hours:** Leather briefcase.

f. **1500 service hours:** “Commander's Award for Public Service.” This award consists of a bronze medal, lapel button and a citation certificate. This award is given to recognize service or achievements that contribute significantly to the accomplishments of the Army Reserve mission. Any commander, colonel and above, may approve this award. Volunteer service should span a 2-year period.

g. **3000 service hours:** “Outstanding Civilian Service Award.” This award consists of a bronze medal, lapel button and citation certificate. Commanders, in the rank of major general or above, have approval authority for this award. This award is for outstanding volunteer service over a 3 to 5-year period that makes a substantial contribution or is of great significance to the Army Reserve.

h. **3500 service hours:** Army Reserve Family Programs Logo Watch.

i. **5000 service hours:** Lunch with the Chief, Army Reserve (CAR).

5-14. Army Reserve Annual Family Programs Awards

a. Nominations are solicited from all Army Reserve units and must be submitted on USAR Form 108-R (Army Reserve Family Programs Annual Award Nomination). Nominations may be submitted by anyone who has knowledge of such service. General guidance is published by USARC requesting nominations, customarily at the end of each calendar year, for submission in January to be boarded and selected for recognition at the spring Senior Leader Conference. Criteria for nominations include:

(1) **Volunteer of the Year.** This annual volunteer award was established in 1991 by the Chief, Army Reserve as a means of identifying and recognizing the Family Readiness Volunteer of the Year. The nominee must demonstrate a consistent outstanding level of service to the Army Reserve Family Readiness Program. The volunteer must have accumulated at least 50 hours of volunteer service (as documented on DA Form 4162) in the last 12-month period. Volunteer service must be sustained, direct and be documented by letters or certificates signed by commanders and/or community leaders. The volunteer’s service must be significant in nature and show direct and tangible results.

(2) **Unit Commander of the Year.** The unit must have a viable, active and sanctioned Family Readiness Group that routinely publishes the FRG newsletter. The unit must have a completed Family Readiness Plan. The commander must have conducted at least one Family activity within the last 12-month period in addition to mandatory briefings. The nominee must meet the responsibilities indicated in the Unit commander’s FRG Checklist (fig 2-4). The nominee must also meet or exceed the responsibilities shown in paragraph 2-12.

(3) **Family Readiness Liaison (FRL) of the Year.** They must meet or exceed the responsibilities shown in paragraph 2-13. A copy of the sanctioning memorandum appointing this individual as the FRL is required.

(4) **Family Programs Staff Member of the Year.** They must be a full-time Army Reserve Family Programs staff member who has held that position for at least 180 days prior to the nomination and met or exceeded all the program requirements outlined in chapter 2.

b. Each command will conduct a review board to select up to two nominees for each category.

c. The Army Reserve award board will make the final selection recommendations and submit them to the Chief, Army Reserve for approval for selection of five volunteers and one individual in each category for commander, FRL and Staff member of the year. Complete USAR Form 108-R for a volunteer nomination.

d. The Army Reserve Command Family Programs Directorate will publish guidance and suspense dates for nominating these individuals each calendar year.

5-15. Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award

DOD established this award in 1996 in honor of Zachary and Elizabeth Fisher. The Fishers have contributed extensively to the support and welfare of members of the Armed Services.

a. This award honors and recognizes a private sector individual or organization that has demonstrated exceptional patriotism and humanitarian concern for members of the U.S. Armed Forces or their Families. To be eligible, individuals or organizations cannot be employed by DOD or its components during the service period of the award.

b. Nomination packets must include a summary and proposed citation for the humanitarian act or service rendered and how it significantly enhanced the wellness of military members or their Families. Submit nominations through the chain of command to the Assistant Secretary of the Army for Manpower and Reserve Affairs. See AR 672-16.

5-16. President’s Volunteer Service Award

a. The President’s Volunteer Service Award was created to recognize the millions of Americans who have made a sustained commitment to volunteer service. The award is given to individuals, Families and groups that have demonstrated outstanding volunteer service and civic participation over the course of a 12-month period. Award recipients are eligible to receive the award once every 12 months and receive an official President’s Volunteer Service Award pin, a personalized Certificate of Achievement, a note of congratulations from the President of the United States, and a letter from the President’s Council on Service and Civic Participation.

b. Application and further information is available at www.presidentialserviceawards.gov.

5-17. Presentation of awards

Volunteers are valuable assets. In order to ensure that they continue to perform their important roles for Army Reserve Family Programs, we should recognize their contributions and accomplishments. Commanders will present awards at special events and/or in the presence of Family members, significant others, friends, and peers. When possible, commanders should award presentations during National Volunteer Week in April or during Military Family Appreciation Month in November.

5-18. Volunteer reimbursement

All volunteers must use FS-NAF reimbursement forms identified in paragraph 6-4 and follow specific guidance provided in paragraphs 6-4 and 6-5.

a. All volunteer reimbursement requests require verification of the volunteer's service. Verifying individuals include the FRG leader, FRL, FRSA, unit administrator, and unit commander. Neither the volunteer nor a Family member can verify their requests for FS-NAF reimbursement.

b. Send FS-NAF reimbursement requests to the FS-NAF Custodian located at the servicing Family Programs Office. This office must also maintain volunteer agreements (DD Forms 2793) and Volunteer Service Record (DA Form 4162) on file for all volunteers receiving reimbursement.

c. File requests for reimbursement along with supporting documentation by the end of each calendar quarter. Reimbursement requests over 6 months old will be considered for payment on a case-by-case basis with substantial justification. Requests over 12 months old will not be considered.

d. The FS-NAF Custodian will review requests in accordance with this regulation. A check will be disbursed to the volunteer, pending availability of FS-NAF funds, within 5 working days of receipt of a complete, verified reimbursement request.

INCENTIVE AWARD NOMINATION AND APPROVAL				
For use of this form, see AR 672-20; the proponent agency is Office of the Deputy Chief of Staff for Personnel				
PART 1 - TO BE COMPLETED BY OPERATING OFFICE				
1. EMPLOYEE'S LAST NAME - FIRST NAME - MI Smith, Bobbie D.		2. SOCIAL SECURITY NO. 222-22-2222	3. ORGANIZATION (No abbreviations) 344th Medical Detachment 62d RSC	
4. PRESENT POSITION, TITLE, GRADE AND SALARY Family Readiness Program Volunteer			5. POSITION HELD DURING PERIOD COVERED IN NOMINATION (If other than that shown in item 4) Same as Item 4.	
6. TYPE OF AWARD RECOMMENDED				
ALL NOMINATIONS WILL BE JUSTIFIED AND INCLUDE THE DOCUMENTATION REQUIRED BY DA PAM 672-20.				
a. HONORARY		b. MONETARY		
DECORATION FOR EXCEPTIONAL CIVILIAN SERVICE		COMMANDER'S AWARD FOR CIVILIAN SERVICE	QUALITY STEP INCREASE	
MERITORIOUS CIVILIAN SERVICE AWARD		ACHIEVEMENT MEDAL FOR CIVILIAN SERVICE	PERFORMANCE AWARD \$	
SUPERIOR CIVILIAN SERVICE AWARD		CERTIFICATE OF ACHIEVEMENT	SPECIAL ACT/SERVICE AWARD \$	
X OTHER (Specify) Certificate of Appreciation for Patriotic Civilian Service		ON-THE-SPOT CASH AWARD		
c. PERIOD OF SERVICE TO BE RECOGNIZED (MO/YR - MO/YR) 05/96-05/98			TIME OFF AWARD	
7. NOMINATING OFFICIAL				
a. TYPED NAME AND TITLE		b. SIGNATURE	c. TELEPHONE NUMBER	d. DATE
MAJ John B. Smock, Commanding			AREA CODE (xxx) xxx-xxxx	x
PART II - TO BE COMPLETED ONLY FOR AWARDS FORWARDED TO HQDA (DAPE-CPL)				
8. INDICATE IF NOMINATION IS CONSISTENT WITH PARAGRAPH 2-2 IN AR 672-20 (Circle yes or no - If no, please explain on separate page)				
YES	a. TYPED NAME EQUAL EMPLOYMENT OPPORTUNITY OFFICER		b. SIGNATURE	c. DATE
NO				
YES	d. TYPED NAME CIVILIAN PERSONNEL OFFICER		e. SIGNATURE	f. DATE
NO				
PART III - TO BE COMPLETED BY LOCAL INCENTIVE AWARDS COMMITTEE - RECOMMEND				
9. APPROVAL <input type="checkbox"/> DISAPPROVAL <input type="checkbox"/> OTHER <input type="checkbox"/>				
COMPLETE FOR MONETARY AWARDS RECOMMENDED				
AMOUNT RECOMMENDED \$	TANGIBLE MONETARY BENEFITS \$	INTANGIBLE BENEFITS		ESTIMATED FIRST YEAR SAVINGS \$
PART IV TO BE COMPLETED BY APPROPRIATE APPROVING AUTHORITY (IES)				
ACTION LEVEL	APPROVED (If monetary, indicate amount)	DIS-APPROVED	ADDITIONAL CASH AWARD	SIGNATURE, TITLE AND DATE
10. LOCAL COMMITTEE CHAIRPERSON				
11. INSTALLATION COMMANDER OR DESIGNATED REPRESENTATIVE				
12. MAJOR COMMAND REVIEW COMMITTEE				
13. COMMANDER OF MAJOR COMMAND OR DESIGNATED REPRESENTATIVE				
14. DEPARTMENT OF THE ARMY INCENTIVE AWARDS BOARD				

Sample

DA FORM 1256, APR 93

EDITION OF OCT 78 MAY BE USED UNTIL EXHAUSTED.

USAPPC V5.00

Figure 5-1. Sample Incentive Award Nomination and Approval (DA Form 1256)

Chapter 6 Funding

“Keeping accounts, sir, is of no use when a man is spending his own money, and has nobody to whom he is to account. You won’t eat less beef today because you have written down what it cost yesterday.”

Samuel Johnson

6-1. Purpose

The purpose of this chapter is to provide information on the following:

- a. Appropriated funds available for official expenses in support of a command’s Family Programs.
- b. Non-appropriated funds available for reimbursement of volunteer expenses.
- c. Informal funds generated by a unit’s FRG and the Informal Funds bank account.

6-2. Appropriated funds

a. Army Reserve Family Programs receives appropriated funds to support various Army Reserve Family Programs that are prioritized in the annual funding guidance. These funds are appropriated by Congress and are taxpayer dollars. The two types of funding are Operation and Maintenance Army Reserve (OMAR) and Reserve Personnel Army (RPA).

b. **OMAR** funding is provided to commands for—

(1) Deployment Cycle Support training for AR Families, currently known as Army Reserve Family Readiness Education for Deployment (AR FRED).

(2) Family assistance during mobilization; pre-deployment briefings; reunion activities; mobilization coordination meetings with all service components in the command’s area of responsibility; and travel for Family Programs staff (not contract personnel).

(3) Travel for volunteers in support of family readiness activities; representation at AR, DA, and DOD Army Family Programs and Army Family Action Plan Conferences; training for volunteers and annual briefings in preparation for mobilization and reunion.

c. Coordination should be made by command Family Programs Directors with all servicing units to identify needs, determine funding requirements and conduct a minimum of one training event, as above, in support of Army Reserve Family Programs.

d. Funding will be distributed based on mobilization and training plan requirements identified by Needs Assessments after review and validation of each submission.

e. Funds will NOT be used for personnel/manpower or personal services contracts unless the contract request is approved in advance through USARC Contract Administrative Support Office (CASO).

f. RPA funds, used in support of Soldiers in reserve status actively involved in Army Reserve Family Programs, are to be allocated in the following priority:

(1) Provide Family Readiness training to unit commanders, FRLs, selected military leadership, and Reserve staff personnel.

(2) Conduct Family Readiness unit assistance visits.

(3) Fund active duty for special work (ADSW), if necessary.

6-3. Invitational travel orders (ITOs)

The servicing Family Programs Office will generally issue or approve ITOs when a volunteer travels on authorized official business for a distance over 50 miles from home in accordance with the Joint Travel Regulation (JTR) or will be away from home for more than 10 hours. A current FRG Sanction Memorandum (please refer to fig 2-2) and volunteer agreement (DD Form 2793) must be on file at the unit and the servicing Family Programs Office. Official business includes travel from the home of record to the official Family Programs training event and return.

a. Volunteers must complete a travel voucher (DD Form 1351-2) to receive reimbursement of authorized expenses in connection with the ITO. Authorized expenses are outlined in the JTR, appendix O. Some examples are:

(1) **Per Diem.** Per Diem is the daily allowance for meals and lodging. Rates vary for each duty location. The JTR, appendix D contains stateside rates and appendix B contains overseas rates.

[NOTE: Travel must be for more than 12 hours in order to receive per diem.]

(a) **Meals.** Volunteers generally pay for their meals, except when provided by contract, and receive the per diem rate reimbursement when they submit a travel voucher. The per diem rate varies by location.

(b) **Lodging.** Volunteers may be required to pay for their lodging and are authorized to be reimbursed after submission of their travel voucher. Volunteers who travel without a credit card may be asked to leave a cash deposit when checking into a hotel. Before traveling, check with the hotel to see how they will handle non-credit cardholders. In some instances, sleeping room charges are contracted by the hosting Family Programs Office. When checking out of contracted lodging, volunteers will pay their own personal expenses (e.g. telephone, in-room movies charges, internet connection fees, etc.).

(2) Other expenses allowable for reimbursement:

- (a) **Lodging taxes.** Lodging taxes must be separated from the cost of lodging and reported in block 18 of DD Form 1351-2.
- (b) **Rental car and fuel.** Only if authorized on ITO as efficient means of travel.
- (c) **Privately owned conveyance (POV) mileage.** Permissible only when this mode of travel is cited as the most advantageous to the government. The rate of reimbursement can vary per year.
- (d) **Parking and Tolls.** Permissible when rental car or POV is approved on the ITO.
- (e) **Airport parking fees.**
- (f) **Taxis and other special conveyances.**
- (g) **Official telephone calls.**

[NOTE: This is not all inclusive and the JTR should be consulted, as guidance is subject to change.]

- b. A volunteer submitting DD Form 1351-2 for travel expense reimbursement must provide the following:
 - (1) One copy of DD Form 1351-2.
 - (2) One copy of the ITO and amendments, if issued.
 - (3) One copy of all receipts for—
 - (a) Lodging (unless sleep rooms at the hotel have been contracted).
 - (b) Rental car and fuel receipts when authorized on the ITO.
 - (c) Registration fees for conference or workshop materials authorized on the ITO.
 - (d) All expenses over \$75.00.
- c. Senior Leader Spouse Travel Policy. The strict limits placed on such travel by the Secretary of the Army often collide with the expectations of commanders and staff. Guidance is derived from the Secretary of the Army's Policy for Travel by Department of the Army Officials, Army Directive 2007-01, paragraphs 10 and 12.
 - (1) Senior Leader Spouse travel is not authorized using Army Reserve Family Programs funds, appropriated or non-appropriated funds, with the exception of attending Headquarters DA or Army Reserve Family Action Plan conferences as a delegate.
 - (2) A Senior Leader Spouse who is a Family Programs volunteer may attend AR Family Readiness Education for Deployment, Family Program Academy, and Family Readiness Volunteer Training events as a full-time attendee using Family Programs funding. The spouse must have a signed Volunteer Agreement for Appropriated Fund Activities (DD Form 2793) and volunteer hours must be on file at the servicing Family Programs Office.
 - (3) In all cases, obtain an ethical review by the Staff Judge Advocate prior to approving Senior Leader Spouse travel to any Family Programs event.
- d. Family Member Travel. No Invitational Travel Orders (ITOs) will be issued for non-volunteer Family member travel; with the exception of funding for Yellow Ribbon Reintegration Program (YRRP) activities. Funding will be provided with ITOs completed at the Operational and Functional Command level. This guidance is pursuant to Army Directive 2007-01, paragraphs 10 and 12, concerning spouse travel.

6-4. Family Support Nonappropriated Funds (FS-NAF)

Army Reserve Family Readiness Programs receive FS-NAF to reimburse expenses incurred by volunteers in support of official Family Readiness programs. The FS-NAF funds are distributed through the Army's Morale, Welfare, and Recreation Program, in part from profits of the Post Exchange. Appropriate receipts, as listed on the required form, must accompany all requests for reimbursement. **No reimbursement is authorized when supporting fund-raising events.** Expenses incurred by a volunteer in support of fund-raising activities do not qualify for reimbursement under the FS-NAF program, but can be paid from the proceeds of the fund-raiser if approved by the FRG.

- a. Volunteers are non-paid personnel performing service to the AR Family Programs. Statutory volunteers must be an active member of a sanctioned FRG with a signed volunteer agreement (DD Form 2793) accepted by the unit commander or his/her representative, with a copy on file with the FRSA and at the servicing Family Programs Office, in order to apply for reimbursement of official volunteer expenses.
- b. Only those official expenses incurred while performing volunteer service for AR Family Programs, not simply participating in an FRG activity, qualify for reimbursement. Reimbursement is not authorized for Family members attending Family Readiness activities (e.g., Unit Family Day or FRG functions) or for volunteers providing service to a component other than the Army Reserve.
 - (1) Reimbursement will be made only after expenses are incurred and only to the individual volunteer submitting the appropriate form (showing unit verification that the volunteer service was performed), along with substantiating receipts.

Reimbursement will not be made to FRGs.

- (2) When incurring expenses for reimbursement by FS-NAF, the most cost-effective means must be used. Whenever there may be a questionable reimbursement, please contact the servicing FS-NAF Custodian (Family Programs Director) for discussion and guidance prior to incurring an expense.

- c. Reimbursement by check for volunteer service is authorized as follows:
 - (1) **Telephone.** First consider using the telephone at the Army Reserve Center for official FRG long-distance calls. Official long distance telephone calls from a residence in support of Family Readiness Group business (e.g., to check on health and welfare, to arrange meetings, and to update telephone trees) should not exceed 10 minutes. Any calls over 10 minutes require written justification and are subject to review by the servicing Family Programs Office. Use USAR Form

109-R, Volunteer Telephone Reimbursement Form, to request reimbursement. Copies of the itemized telephone bill must accompany the reimbursement form. Cell phone charges and telephone calling cards are not reimbursable through FS-NAF.

(2) **FRG Newsletters.** When unit resources are certified as not available, expenses of publishing, printing and mailing unit FRG newsletters are reimbursable. This includes the cost of paper, copying or printing resources, envelopes and postage. See chapter 4 for specific guidance for publishing the newsletter. Use USAR Form 110-R, Volunteer Newsletter Reimbursement Form, to request reimbursement. A copy of the FRG newsletter and receipts for expenses must accompany the reimbursement form.

(3) **Child/Elder Care.** Supplemental funds for Child/Elder Care are allowable when volunteer services cannot be performed if care is not provided. Use USAR Form 111-R, Volunteer Child/Elder Care Reimbursement Form, to request reimbursement.

(a) Reimbursement is not authorized for individuals who would normally provide this service free of charge, such as immediate Family members (spouse, siblings and grandparents, etc.).

(b) A receipt containing the following information must be submitted with the request:

- Printed name and signature of care provider.
- Daytime phone number of care provider.
- Name(s)/age(s) of individuals being cared for.
- Rate per hour/day of such care.
- Total hours of care provided.
- Total dollar amount received.

(c) The maximum hourly rate allowable for the first child is \$10.00; 2-5 children are an additional \$1.00/hour/child (not to exceed \$14.00/hour for 5 children or more). The maximum daily rate will not exceed \$140.00. In some areas, the rate may only supplement child care costs. Actual costs will be used in locations where the average costs for hourly care are less.

(d) Exceptions may be granted for special needs care or for care provided by a military installation Child Development Center with prior approval from the FS-NAF Custodian (Family Programs Director).

(e) Elder Care: When care is required in excess of 10 hours, the volunteer should negotiate a fixed rate.

(4) **Transportation.** When a volunteer travels less than 50 miles or is away from home for less than 10 hours, a request for FS-NAF reimbursement of expenses for official duties should be processed through their servicing Family Programs Office. This includes mileage and other transportation expenses related to attendance at training events and official Family Readiness business.

(a) Reimbursement is based on the Joint Travel Regulation (JTR) at the current rate (the rate usually changes every year).

(b) Consider car-pools. One individual per vehicle can receive reimbursement for mileage. FRG volunteers who ride with their Soldier while commuting to and from the unit for duty cannot be reimbursed for mileage.

(c) Use USAR Form 112-R, Volunteer Transportation Reimbursement Form, to request reimbursement. When required, receipts must be attached to the reimbursement request

(5) **Miscellaneous.** These expenses **require prior approval** from the servicing Family Programs Office FS-NAF Custodian. Examples of miscellaneous expenses include: refreshments (beverages and snacks) **for the initial FRG meeting only**, and expendable office and related supplies, when not available from the unit. No reimbursement is authorized for give-aways or seasonal items (e.g., Halloween treat bags or Santa Claus costume). Use USAR Form 113-R, Volunteer Miscellaneous Reimbursement Form, to request reimbursement with substantiating receipts, as appropriate.

6-5. Volunteer Reimbursement using FS-NAF

The FS-NAF Custodian will—

a. Review and authorize reimbursement of volunteer expenses in accordance with this guidance.

b. Ensure that volunteer requests are verified by the appropriate official having knowledge of the volunteer's service at the unit and that the volunteer has a current volunteer agreement (DD Form 2793) on file prior to reimbursement.

c. Not reimburse volunteers without proper verification of volunteer service, substantiating receipts, and supporting documentation, if required.

d. Disburse a reimbursement check to the volunteer, pending availability of FS-NAF funds, within 5 working days of receipt of payable request.

e. Consider, on a case-by-case basis, requests with justification that are over 6 months old. Requests more than 12 months old will not be considered.

f. Ensure requests for reimbursements are not excessive (e.g., volunteers are not being used as full-time staff, driving into the FRG Office daily, exceeding limits imposed by the JTR, etc.).

g. Submit the Quarterly Family Support Nonappropriated Report, USARC Form 114-R (RCS: RCFP-087), documenting total reimbursement costs and number of volunteers reimbursed. Interim reports can be submitted to the USAR Family Programs Office for fund reimbursement if additional requests have exceeded current fund level.

6-6. FRG Informal Funds

The primary purpose of the FRG is not to collect, maintain or expend funds (see para 3-5 for minimum essential requirements), although some units/FRGs may choose to establish the FRG Informal Fund. FRG Informal Funds consist of

money derived from fund-raising activities or donations to the FRG. The FRG Informal Funds may be expended for any legitimate purpose as determined by a majority of the FRG to support the FRG's purpose and mission and for the benefit of all Families. The FRG-generated funds may be used to pay FRG expenses not funded by Appropriated or FS-NAF funds.

Solicitation of donations is prohibited.

- a. Before establishing the FRG Informal Fund, the FRG must meet the following criteria:
 - (1) The commander must sanction the FRG and authorize an Informal Fund.
 - (2) The FRG must develop an Informal Fund Financial Plan. A financial plan must be developed that addresses projected FRG fund-raising activities, donations and contributions. This plan must include a list of proposed fund-raising events, expected profits, and anticipated FRG expenses, as well as the specific activities and estimated expenditures to benefit all Soldiers and Families associated with the unit.
 - (3) The FRG must submit a written request to the unit commander for permission to conduct each fund-raising activity. There will be a purpose for all FRG fundraising and a plan to expend funds raised in support of unit, Soldiers, their Families and friends. The commander is the final approving authority. See chapter 4 for specific guidance on FRG fund-raising activities.
 - (4) A volunteer must be appointed as the FRG Treasurer and will be responsible for the accountability of the FRG Informal Fund. **The Treasurer cannot be a Soldier or a full-time unit support (FTUS) individual.** The Treasurer is responsible for writing checks, balancing accounts and reporting requirements. The Treasurer must submit a financial statement at least annually and upon request from the unit commander. It is not recommended that the commander's spouse or significant other be the Treasurer.
 - (5) The commander must ensure the FRG Informal Fund is audited annually. The unit commander should request an annual audit of the FRG Informal Fund Account to be conducted by a disinterested officer such as the Inspector General (IG) or Internal Review (IR). The unit must send the results of this audit to the servicing Family Programs Office. Figure 6-1, at the end of this chapter, is an example of the documentation format for this audit. Recommend the fund also be audited when there is a change of commander or Treasurer — not later than 30 days after the change.
 - (6) Have an Employer Identification Number (EIN). See para 6-7 for more information.
 - (7) With the EIN, open a checking account.
 - (8) FRGs may maintain Informal Funds although they will not exceed \$10,000 (on account including assets). The commander can authorize a fundraising event to establish an Informal Fund account.
 - (a) A fundraising event will have a detailed budget identifying potential costs, the projected goal amount, and the specific date for completion of fundraising.
 - (b) Receipts to show expenditures of funds for an event or purchase and the balance of the FRG Informal Fund account are required to be maintained in the FRG file maintained at the unit.
- b. **The FRG collectively determines the uses for its funds** and can establish dollar limits for expenditures without membership approval. The guidelines are:
 - (1) Consider the needs of the entire unit.
 - (2) Identify money to be spent and identify limits.
 - (3) Determine who is authorized to expend funds.
 - (4) Funds may not be used to assist an individual; e.g. a Soldier or Family with a financial hardship. In this case, it is appropriate to hold an event or collect funds to be passed directly to that individual. No money collected for individual hardships should pass through the FRG Informal Fund account.
- c. **FRG Property.** The FRG is allowed to purchase items it determines are needed. These assets could be a coffee maker, TV, ice chests, or DVDs. A concern for commanders is accountability to prevent loss of the FRG property during peacetime or deployment. These items are considered assets for the FRG and should be included on the Informal Fund audit sheets as part of the total holdings (cash and assets).
- d. **Accounting.** The Treasurer and the commander should determine the method to account for the FRG funds. The FRG Informal Fund Monthly Treasurer's Report can be found at figure 6-2.

6-7. FRG informal fund checking account

- a. To open a checking account for the Informal Fund, the FRG must—:
 - (1) Maintain FRG Informal Funds in a non-interest bearing (since interest earned on this account is reportable to the Internal Revenue Service (IRS) and may also be liable for state and local taxes) checking account at a local financial institution or credit union. FRG funds will NOT be kept in the unit safe.
 - (2) Obtain the EIN using the SS-4 (Refer to figure 6-3). A blank form can be ordered by calling 1-800-TAX-FORM (1-800-829-3676) or downloaded from the IRS website at www.irs.gov. Call 1-800-829-1040 to check on a mailed application's status or if the regional number changes.
 - (3) Open an account in the name of the FRG using an IRS Employer Identification Number (EIN). An account will not be opened using an individual's name and personal social security number, even on a temporary basis. The EIN will be used for the purposes of the FRG only. Attempt to use a bank or federal credit union that will waive service charges.
 - (4) Ensure signature cards from the financial institution have a minimum of two individuals. The FRG Leader and Treasurer could be the primary signers, although both signatures may not be required on checks.
- b. FRG Informal Fund Accounts will **NOT**:

(1) Apply for Private or Non-Profit Organizational status since the **FRG is NOT a tax-exempt organization** as determined by the Internal Revenue Service. A non-profit organization such as The American Red Cross falls under IRS Code 501c (3) and requires extensive recordkeeping.

(2) Allow any Soldier or full-time unit support (FTUS) personnel to handle FRG Informal Funds either by counting money, temporarily storing, or using the FRG Informal Fund checking account.

(3) Use a **bank debit card** for the FRG Informal Fund, as this is **not authorized**.

6-8. Receipt of gifts from non-federal sources

Family Readiness Groups, on behalf of all members of the unit, may accept unconditional gifts, which are processed as follows:

a. When consistent with intent of the donor, unconditional gifts of money or tangible personal property may be given directly to the FRG. These gifts will be treated as gifts to the unit FRG and not as gifts to the U.S. Government.

b. Gifts to non-appropriated fund activities will be processed in accordance with AR 230-3 and AR 215-1.

c. Questions about offers of gifts that do not readily fit the above category, should be referred to the local Staff Judge Advocate.

(Date)

Commander
ATTN: _____ (Family Programs Office)
Servicing command address

We have reviewed the financial statements of the Family Readiness Group's Informal Fund at
(Unit) _____,
_____ Location _____, _____ State _____

We find the unit informal funds to be in order (or list any deficiencies found).

Sample

Signature and Printed Name

Commander's Signature and Printed Name

(The commander and a disinterested officer (IG/IR auditor may assist in completing this audit.)

Figure 6-1. Sample annual FRG informal fund audit statement

**FRG INFORMAL FUND
MONTHLY TREASURER'S REPORT**

Unit: _____ Month/Year: ____ / ____

Section I - FRG Assets

Beginning Balance in FRG Informal Fund Accounts:

Checking Account Balance _____

Cash Box _____

Donations _____

Fundraising Income _____

Total Assets: _____

Sample

Section II - FRG Liabilities

Listing of Expenses:

Name	Purpose	Cash/Check	Amount
------	---------	------------	--------

Total Liabilities: _____

Section III - Accounting

FRG Assets: _____

Minus - FRG Liabilities: _____

FRG Informal Fund Account Balance: _____ as of (date) _____

FRG Treasurer Signature

Date

Figure 6-2. Sample FRG Informal Fund Monthly Treasurer's Report

Form SS-4		Application for Employer Identification Number		OMB No. 1545-0003	
(Rev. January 2000)		(For use by employers, corporations, partnerships, trusts, estates, churches, government agencies, Indian tribal entities, certain individuals, and others.)		EIN	
Department of the Treasury Internal Revenue Service		▶ See separate instructions for each line. ▶ Keep a copy for your records.			
Type or print clearly.	1 Legal name of entity (or individual) for whom the EIN is being requested				
	2 Trade name of business (if different from name on line 1)		3 Executor, administrator, trustee, "care of" name		
	4a Mailing address (room, apt., suite no. and street, or P.O. box)		5a Street address (if different) (Do not enter a P.O. box.)		
	4b City, state, and ZIP code (if foreign, see instructions)		5b City, state, and ZIP code (if foreign, see instructions)		
	6 County and state where principal business is located				
	7a Name of principal officer, general partner, grantor, owner, or trustee		7b SSN, TIN, or EIN		
	8a Is this application for a limited liability company (LLC) (or a foreign equivalent)? <input type="checkbox"/> Yes <input type="checkbox"/> No		8b If 8a is "Yes," enter the number of LLC members		
	8c If 8a is "Yes," was the LLC organized in the United States? <input type="checkbox"/> Yes <input type="checkbox"/> No				
	9a Type of entity (check only one box). Caution. If 8a is "Yes," see the instructions for the correct box to check.				
	<input type="checkbox"/> Sole proprietor (SSN) _____ <input type="checkbox"/> Estate (SSN of decedent) _____ <input type="checkbox"/> Partnership <input type="checkbox"/> Plan administrator (TIN) _____ <input type="checkbox"/> Corporation (enter form number to be filed) ▶ _____ <input type="checkbox"/> Trust (TIN of grantor) _____ <input type="checkbox"/> Personal service corporation <input type="checkbox"/> National Guard <input type="checkbox"/> State/local government <input type="checkbox"/> Church or church-controlled organization <input type="checkbox"/> Farmers' cooperative <input type="checkbox"/> Federal government/military <input type="checkbox"/> Other nonprofit organization (specify) ▶ _____ <input type="checkbox"/> REMIC <input type="checkbox"/> Indian tribal governments/enterprises <input type="checkbox"/> Other (specify) ▶ _____ Group Exemption Number (GEN) if any ▶ _____				
9b If a corporation, name the state or foreign country (if applicable) where incorporated		State	Foreign country		
10 Reason for applying (check only one box)					
<input type="checkbox"/> Started new business (specify type) ▶ _____ <input type="checkbox"/> Banking purpose (specify purpose) ▶ _____ <input type="checkbox"/> Hired employees (Check the box and see line 13.) <input type="checkbox"/> Changed type of organization (specify new type) ▶ _____ <input type="checkbox"/> Compliance with IRS withholding regulations. <input type="checkbox"/> Purchased going business <input type="checkbox"/> Other (specify) ▶ _____ <input type="checkbox"/> Created a trust (specify type) ▶ _____ <input type="checkbox"/> Created a pension plan (specify type) ▶ _____					
11 Date business started or acquired (month, day, year). See instructions.		12 Closing month of accounting year			
13 Highest number of employees expected in the next 12 months (enter -0- if none).		14 Do you expect your employment tax liability to be \$1,000 or less in a full calendar year? <input type="checkbox"/> Yes <input type="checkbox"/> No (If you expect to pay \$4,000 or less in total wages in a full calendar year, you can mark "Yes.")			
Agricultural		Household	Other		
15 First date wages or annuities were paid (month, day, year). Note. If applicant is a withholding agent, enter date income will first be paid to nonresident alien (month, day, year)					
16 Check one box that best describes the principal activity of your business.					
<input type="checkbox"/> Construction <input type="checkbox"/> Rental & leasing <input type="checkbox"/> Transportation & warehousing <input type="checkbox"/> Accommodation & food service <input type="checkbox"/> Wholesale-agent/broker <input type="checkbox"/> Real estate <input type="checkbox"/> Manufacturing <input type="checkbox"/> Finance & insurance <input type="checkbox"/> Other (specify) _____ <input type="checkbox"/> Wholesale-other <input type="checkbox"/> Retail					
17 Indicate principal line of merchandise sold, specific construction work done, products produced, or services provided.					
18 Has the applicant entity shown on line 1 ever applied for and received an EIN? <input type="checkbox"/> Yes <input type="checkbox"/> No					
If "Yes," write previous EIN here ▶ _____					
Third Party Designee	Complete this section only if you want to authorize the named individual to receive the entity's EIN and answer questions about the completion of this form.				
	Designee's name		Designee's telephone number (include area code)		
Address and ZIP code		Designee's tax number (include area code)			
Under penalties of perjury, I declare that I have examined this application, and to the best of my knowledge and belief, it is true, correct, and complete.		Applicant's telephone number (include area code)			
Name and title (type or print clearly) ▶		Applicant's tax number (include area code)			
Signature ▶		Date ▶			

Sample

Figure 6-3. Application for employer identification number (Form SS-4)

Chapter 7 Training Opportunities

*“Education is not filling a vessel, but lighting a fire.”
Carl Jung*

7-1. Training and Development

There are varied opportunities for training and development of Army personnel, military and civilian paid staff, volunteers, and Family members involved in the Family Readiness Programs as listed in the paragraphs that follow. A signed Volunteer Agreement (DD Form 2793) must be on file with the FRSA and at the servicing Family Programs Office before an Invitational Travel Order (ITO) can be provided for a volunteer to attend training.

7-2. Army Family Team Building (AFTB)

Army Family Team Building (AFTB) is a readiness training program available on-line at www.myarmyonesource.com under “Family Programs and Services, eLearning Center” or as on-site training offered through the Family Programs Office. This training program assists the Army community in developing skills and encouraging behaviors that strengthen self-reliance, promote retention, and enhance readiness.

a. This DA initiative has three primary purposes:

(1) To improve overall readiness of the force by teaching and promoting **personal** and family readiness through standardized, progressive, and sequential education.

(2) To assist Army Families in adapting to a changing world (transition, reduced resources, rapid and multiple deployments, accepting changes and challenges, and developing life skills for personal and professional growth).

(3) To respond to Family issues through lessons learned (standardized programs, false expectations, etc.) from recent deployments.

b. Students include Active Army, National Guard, Army Reserve, DA Civilians, Retirees and their Family members, and are taught by Family member volunteers.

c. The online system includes a web-based version of the AFTB Level I, II, and III courses. Anyone can use this website but users must register and obtain a password through the site. For volunteers who are unfamiliar with the Army or with any of the course titles listed, AFTB can be a valuable additional resource.

7-3. Army Reserve Family Programs training

Army Reserve Family Programs has developed specific training programs to address the needs of various audiences as follows:

a. **Army Reserve Family Readiness Education for Deployment (AR FRED).** AR FRED is training for personnel who have regular and direct contact with Families of mobilized Soldiers and address deployment-related concerns. AR FRED “contacts” are trained to **offer assistance, answer questions and provide accurate, timely referrals to military and community resources.** Training is conducted in a large group session for audiences of up to 100 individuals with topics addressed by subject-matter experts over a 12-hour period, usually over a weekend.

b. **Chain of Command Orientation.** Chain of Command orientation is conducted in small groups of 40 per session, **to increase unit leadership’s awareness of Army Reserve Family Programs** and encourages command support of unit-level FRGs. Designed for unit command teams -- consisting of the commander, FRL, senior enlisted, full-time staff and the active FRG volunteer Leader – the outcome is an action plan consisting of the Family Readiness Plan, FRG sanction memorandum, and a draft training schedule that includes Family Readiness activities.

c. **Family Program Academy (FPA).** FPA training is available to unit personnel and volunteers on Family Readiness Programs and other related resources available to **establish and maintain viable Family Readiness Groups (FRG).** Classes are available on-line at www.arfp.org and training is periodically hosted in a classroom environment that provides a forum for exchanging information and learning from others. Students are personnel associated with the Army Reserve Family Readiness Programs and may consist of unit leadership (commanders, CSMs and ISGs), duty-appointed Family Readiness Liaisons (FRLs), FRG Volunteers, Unit Administrators/Full-Time Unit Support (FTUS), and Chaplains. Classes are conducted and presentation of subject matter is followed by a facilitated discussion. Students are encouraged to share their ideas, experiences, and knowledge with other FRG members within their unit to facilitate a functional FRG. Current FPA Courses are provided at three levels, Fundamental, Developmental and Resource.

d. **Operation READY** (Resources for Educating About Deployment and You). Operation READY is designed for Soldiers and Families of the Active Army, the Army National Guard, and the Army Reserve. These materials are available through the servicing Family Programs Office, or on-line at <http://www.myarmyonesource.com/FamilyProgramsandServices/FamilyPrograms/MobilizationandDeploymentReadiness/OperationREADY/default.aspx>. Operation READY is a training and information resource that was developed after the Persian Gulf War from lessons learned during deployment. Operation READY materials include videos, desk references, handbooks, Standard Operating Procedures (SOPs), checklists and brochures.

e. **Supplementary Training for Soldiers and Family Members.**

(1) **Financial Readiness** training provides financial management readiness and consumer affairs to Soldiers and Family members at a variety of times throughout the year. Facilitated by subject matter experts (SMEs) or Certified

Financial Counselors (CFCs), subjects covered include budget development and recordkeeping, debt liquidation to become financially solvent, credit use, consumer rights and obligations, as well as insurance and personal financial readiness.

(2) **Employment Readiness** provides support to individuals to acquire skills, network, and identify resources to participate in the work force. Army Spouse Employment Partnership (ASEP) provides spouses the opportunity to achieve employment goals through career mobility and enhanced employment options.

(3) **Youth Leadership Education and Development (YLEAD)** summits are held regionally for youth. Teens form cooperative workgroups through team building activities designed to enhance leadership and social skills. The workshop also focuses on effective communication and diversity training. The summit limits group size to 30-35 teens, ages 13-17.

(4) **Strong Bonds** is a Chaplain-led program that helps Soldiers and their Families build strong relationships.

(a) The program's mission is to build Soldier readiness by providing skills the Soldier can use to strengthen his or her marriage and other relationships. Each Strong Bonds program is targeted to meet Soldiers where they are in their relationship cycle and is administered through a training process that culminates in an off-site retreat.

(b) Strong Bonds Single Soldier focuses on the skills of finding the right partner and building a great relationship. About 50% of our Soldiers are single and most will marry while on active-duty. Given these statistics, coupled with high divorce rates in general, the Army is committed to taking a proactive stance, providing Soldiers with decision-making and relationship building skills prior to marriage.

Chapter 8 Other Family Programs

*"Army Reserve Soldiers and Families dispersed across the country and around the world deserve nothing less."
Sonia Wriglesworth*

8-1. Other Army Reserve Family Programs

Family Programs has developed many partnerships to better serve Army Reserve Soldiers and their Families by connecting them to the right services at the right time. This chapter describes programs that have recently been added to existing programs and services:

8-2. Army Strong Community Center (ASCC)

The ASCC is an information and referral office dedicated to assisting and supporting Service Members, Retirees, Veterans, and their Family members that are distant from services available on a military installation. The ACSS serves all branches of the military, active and reserve.

a. Examples of functions include, but are not limited to: issues related to mobilization; Tricare and other health care options; dental care; family services such as addiction or abuse; employment assistance; emergency financial assistance for food, shelter, transportation; financial readiness counseling; veterans' benefits and services; casualty assistance; legal services; child care and youth services; military resources for recreation and military discounts; religious resources; suicide awareness; educational opportunities; and translation services.

b. Referrals to the appropriate care providers are made to the local area, as available.

c. The ASCC offers resources, such as a lending library, internet enabled computers, children's toys, materials and resources, brochures, pamphlets and other items.

d. ASCC partners with military and community resources that include: American Red Cross; Army One Source; Employer Support of the Guard and Reserve (ESGR); Blue Star Mothers; Tricare; Head Start; Military OneSource; Vet Center; Veterans Outreach Center; and VA Medical Centers.

e. In addition to providing information to community organizations, the ASCC participates in public venues, such as local fairs, ceremonies, military functions, etc. Examples include Armed Forces Day and activities for Military Children. They also work with the local Interservice Family Assistance Councils (ISFAC) and other community venues.

8-3. Army Reserve Outreach and Support Center

The Army Reserve Outreach and Support Center is available 24 hours per day, 7 days per week, and 365 days per year. It telephonically provides specialized outreach and assistance services addressing the unique challenges of Family members of Army Reserve Soldiers. Proactive telephonic outreach to AR Family members helps ensure that Families have the necessary tools for successful military life.

a. Areas of O&S focus are:

(1) Specialized support to Family members of Army Reserve Soldiers.

(2) Efficient and effective means for supporting Family Programs directed initiatives from commands.

(3) Availability of knowledgeable support 24 hours per day and 7 days per week.

(4) Provide disaster relief assistance to Family members of Army Reserve Soldier during natural disasters.

b. The majority of the contacts are non-issues requesting information. Urgent issues requiring specialized assistance are escalated and serviced by the Outreach and Support Specialist and the appropriate service provider, and are coordinated with the servicing command and Family Programs Director.

c. Issues are identified, thoroughly addressed and documented in the Army Reserve Family Program web portal for review and access by other staff. Assistance is provided using a joint approach between the local and command staff and other military, community and local resources. The issues are worked until the case is closed by all parties involved.

d. Contact is also made directly with Family members when needed. Outbound calls are conducted after collaboration with various Army Reserve Family Programs divisions to communicate critical messages in a timely manner.

e. Outreach and Support staff supports disaster relief to identify Family members of Army Reserve Soldiers affected by natural disasters. A 24/7 hotline is provided to Soldiers and their Family members as a method of accountability, as well as offering assistance and guidance to Family members on how to sustain themselves temporarily until a more permanent solution is available. Staff offers information on how to access military entitlements and provide information on various types of disaster assistance including, but not limited to, the American Red Cross, Federal Emergency Management Agency (FEMA), the United Way, and other faith and community-based organizations.

f. Outreach specialists participate in Individual Ready Reserve (IRR) musters in conjunction with Human Resources Command (HRC) and the United States Army Reserve Command (USARC) to plan and conduct actions in support of the IRR Transformation Plan.

8-4. Child Youth and School Services (CYSS)

The CYSS provides direct support to Army Reserve Families and Youth by providing information, referral, guidance and assistance regarding community based child care, youth development and student support services.

8-5. Community-based child care

The CYSS facilitates access to community-based child care for children of geographically dispersed Army Reserve Families residing in local communities.

a. CYSS staff work in conjunction with the National Association of Child Care Resource & Referral Agencies (NACCRRA) and Child Care Resource and Referral (CCR&R) agencies to help those who serve in the military find affordable, quality child care that suits their unique needs.

b. Community based child care programs for deployment support includes:

(1) **Operation: Military Child Care (OMCC).** Services to eligible children of mobilized and deployed Army Reserve Soldiers are available at reduced fees during the deployment period and up to 60 days after return of the military parent. Options for care for children from 6 weeks – 12 years old include full day, part day, respite, and reunion care. OMCC allocations are available in local communities and must be in licensed care settings with fees discounted off local rates, based on Total Family Income, location and DOD/Service fee policies.

(2) **Military Child Care In Your Neighborhood (MCCYN).** MCCYN is available for Army Reserve Soldiers on active duty status who are geographically dispersed and live beyond a reasonable commuting distance of a military installation. MCCYN child care options supplement, but do not replace military-operated on-post mission child care. Child care spaces are located in local communities and must be in nationally accredited child care settings. Care options for children 6 weeks -12 years may include full day, after school, weekend and evening duty hours. Discounted fees are comparable to those paid on-post.

(3) **Respite Child Care.** The Respite Child Care program, offered to Army Reserve Soldiers and their Families through their local YMCA, also provides health and wellness programs. The Respite Child Care program provides up to 16 hours of child care for Families of deployed Guard and Reserve personnel. Respite care is meant to be a short break for the parent or guardian responsible for the child's care and not a substitute for full-time or daily care.

8-6. Youth programs

CYSS strives to meet the developmental needs of all Army Reserve youth through accessible, well-rounded programs to support the parent/caregiver during deployment and provide peace of mind to the Soldiers while separated from their loved ones.

a. **Army Reserve Teen Panel (ARTP).** The ARTP was modeled after the Active Army Teen Panel (ATP). They are the voice of the Army Reserve Youth. Panel members are chosen through a selection process to represent Army Reserve youth world wide. There are 27 Teen Panel Members and three Junior Advisors who live in Europe, Puerto Rico, and the Pacific Islands, as well as throughout the United States.

b. **Youth Leadership, Education, and Development (YLEAD).** The objective of the YLEAD regional summit is to enhance the life skills of Army Reserve youth to promote their leadership and personal development. YLEADs, scheduled regionally and conducted annually, bring youth together to share experiences about coping with deployment.

c. **Tween Leadership, Education, and Development (TLEAD) Weekend Camp.** The TLEAD weekend camp is an initiative created to enhance the life skills of Army Reserve Youth between the ages of 10 and 13 years to promote their leadership and personal development.

d. **Army Reserve Enrichment Camp (AREC).** In collaboration with community partners (including 4-H, Boys and Girls Clubs of America and YMCA), CYSS provides a week-long residential camp for Army Reserve youth. The camp focuses on building resiliency in youth, connecting them to each other and caring professionals in their communities.

e. **Teen Deployment Classes.** CYSS coordinators offer monthly on-line teen deployment classes for youth 12 years and older. The purpose of the class is to familiarize teens with what deployment is and what it means to their Families. This class is accessed online at our website, conducted telephonically, or delivered in person during unit activities. Educating teens about deployment helps prepare them to cope with separation from their loved ones.

f. **Academic Support.** Academic support connects students and Families to resources for scholarships, completing exams such as the SAT/ACT, as well as tools to increase homework and study skills.

8-7. Student Support

CYSS Regional Coordinators serve as subject matter experts for education/school topics by assisting parents with school transition challenges, coordinating support services and developing partnerships with local schools.

Student support is available in collaboration with the Military Child Education Coalition (MCEC), who designed training for educators and school administrators. The nationwide training focuses on the issues that Army Reserve youth face when a parent is mobilized and deployed. Once an attendee receives the training, he or she is expected to go back to their local district and “train the trainers” on the special needs and requirements of Army Reserve children.

*Our Fallen Warriors have paid the ultimate sacrifice.
The Army has a commitment to their Families.*

8-8. Survivor Outreach Services (SOS)

SOS is a holistic, multi-agency approach which enhances the current Long-Term Family Case Management Program by decentralizing services to installations and communities closest to where Families reside. SOS provides substantial support to the Casualty Assistance Officer (CAO) and surviving Families, to ensure Families receive the most current information on benefits and entitlements and have access to long-term financial and emotional support. SOS provides services to eligible surviving Family members (defined as spouses, children, parents, persons in loco parentis and siblings) identified as the primary and secondary next of kin.

a. The purpose of Survivor Outreach Services is to deliver standardized programs and services, across all components and for all Survivors, to connect Families to resources and support services nearest their home.

b. The objectives of the SOS program are to—

(1) Execute a phased strategy to centralize casualty operations and decentralize sustained support as an integrated approach, in accordance with the National Defense Authorization Act of 2006.

(2) Delineate roles and responsibilities with adequate resources, improve responsiveness, streamline assistance, and decrease benefit-related queries.

(3) Improve personal preparation via standardized training and enable the CAO to tailor support to surviving Families.

(4) Connect and link Families to the Army for as long as they desire.

(5) Enable access to all entitled benefits for Families.

(6) Leverage non-profit organizations to support Survivors.

c. SOS Support Services will consist of—

(1) Assistance with benefits and entitlements.

(2) Life skills education and supportive counseling.

(3) Information and referral services.

8-9. Army Reserve Family Programs - Contact Us

As mentioned throughout this regulation, Army Reserve Family Programs staff is available and can be contacted through our website at www.arfp.org or by calling the Outreach and Support Center at 1-866-345-8248.

Appendix A References

Section I Required Publications

AR 11-2

Managers' Internal Control Program. (Cited on title page and para 2-5.)

AR 25-400-2

The Army Records Information Management System (ARIMS). (Cited in para 5-9.)

AR 140-1

Mission, Organization and Training. (Cited in paras 2-12c and 4-4d.)

AR 140-483

Army Reserve Land and Facilities Management. (Cited in para 4-17.)

AR 215-1

Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities. (Cited in paras 4-9 and 6-8b.)

AR 230-3

Department of the Army Welfare Fund. (Cited in para 6-8b.)

AR 600-8-8

The Total Army Sponsorship Program. (Cited in paras 2-12n and 4-4e.)

AR 600-8-14

Identification Cards for Members of the Uniformed Services, their Eligible Family Members and Other Eligible Personnel. (Cited in para 2-12o.)

AR 600-20

Army Command Policy. (Cited in para 2-12g and fig 2-2.)

AR 608-1

Army Community Service Center. (Cited in paras 2-18 and 3-8e, and figs 2-2 and 3-2.)

AR 672-16

Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award. (Cited in para 5-15b.)

Department of Defense Directive 5400.11-R

DOD Privacy Program. (Cited in para 3-6c.)

National Defense Authorization Act for Fiscal Year 2006

Public Law 109-163. (Cited in para 8-8b(1). Available at <http://www.dod.gov/dodgc/olc/docs/PL109-163.pdf>.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication. Unless otherwise indicated, DA publications are available at www.apd.army.mil; DOD publications are available at www.dtic.mil/whs/directives/ and USAR/USARC publications are available on the USAR Intranet website at <https://usarcintra/> and the Army Reserve Component portion of the Army Knowledge Online (AKO) website (<http://www.us.army.mil/>).

AR 600-29

Fund-raising within the Department of the Army

AR 608-47

Army Family Action Plan (AFAP) Program

AR 608-48

Army Family Team Building (AFTB) Program

AR 672-20

Incentive Awards

Army Directive 2007-01

Policy for Travel by Department of the Army Officials

Department of Defense Instruction 1342.23

Family Readiness in the National Guard and Reserve Components

Department of Defense Manual 4525.8-M

DOD Official Mail Manual

JOINT FEDERAL TRAVEL REGULATION (JFTR)

Volume 1 Uniformed Service Personnel

Volume 2 DOD Civilian Personnel. (Available at <http://www.defensetravel.dod.mil/perdiem/trvregs.html> .)

Section III**Prescribed Forms**

The following forms are available on the USAR Intranet website at <https://usarcintra/> and the Army Reserve Component portion of the Army Knowledge Online (AKO) website (<http://www.us.army.mil/>), as well as the AR Family Programs website at www.arfp.org.

USAR Form 107-R

Family Information Data Worksheet. (Prescribed in paras 2-7b(2), 2-13f, 2-14f,3-1e, 4-2, 4-4a, 4-5a, 4-9f(7), and figs 2-3, 2-4, 4-4, and 4-5.)

USAR Form 108-R

Army Reserve Family Programs Annual Award Nomination Form. (Prescribed in para 5-14.)

USAR Form 109-R

Volunteer Telephone Reimbursement Form. (Prescribed in para 6-4c(1).)

USAR Form 110-R

Volunteer Newsletter Reimbursement Form. (Prescribed in para 6-4c(2).)

USAR Form 111-R

Volunteer Child/Elder Care Reimbursement Form. (Prescribed in para 6-4c(3).)

USAR Form 112-R

Volunteer Transportation Reimbursement Form. (Prescribed in para 6-4c(4)(c).)

USAR Form 113-R

Volunteer Miscellaneous Reimbursement Form. (Prescribed in para 6-4c(5).)

USAR Form 114-R

Quarterly Family Support-Nonappropriated Fund Report. (Prescribed in para 6-5g.)

USAR Form 153-R

Army Family Action Plan (AFAP) Issue Submission Form. (Prescribed in para 2-16a.)

Section IV

Referenced Forms

Unless otherwise indicated, the following DA forms are available on the AKO and APD websites, <http://www.us.army.mil/> and <http://www.apd.army.mil>, respectively and the DD forms are available at <http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm>.

DA Form 1256

Incentive Award Nomination and Approval

DA Form 4162

Volunteer Service Record

DA Form 4713

Volunteer Daily Time Record Worksheet

DA Form 5305-R

Family Care Plan

DA Form 5671

Parental Permission

DA Label 87

For Official Use Only (cover sheet)

DD Form 1351-2

Travel Voucher or Subvoucher

DD Form 2793

Volunteer Agreement for Appropriated Fund Activities

SS-4

Application for Employee Identification Number (EIN). (Available at www.irs.gov.)

Glossary

Abbreviations

Section I

Abbreviations

1SG

first sergeant

AAFES

Army and Air Force Exchange Service

AC

active component

ACS

Army Community Service

AFAP

Army Family Action Plan

AFTB

Army family team building

AGR

Active Guard Reserve

AKO

Army Knowledge On-line

AR

Army Regulation

ARIMS

Army Record and Information Management System

ASAP

Army Substance Abuse Program

AT

annual training

ATP

Army Teen Panel

BX

Base Exchange

CAO

casualty assistance officer

CAR

Chief, Army Reserve

CDR

commander

CF

copy furnished

COB
command operating budget

CSM
command sergeant major

DA
Department of the Army

DD
Department of Defense

DEERS
Defense Enrollment Eligibility Reporting System

DKO
Defense Knowledge On-line

DOD
Department of Defense

DRC
direct reporting command

DRU
direct reporting unit

EIN
employer identification number

ESGR
Employer Support of the Guard and Reserve

FEMA
Federal Emergency Management Agency

FPC
Family Programs Coordinator

FRG
Family Readiness Group

FTUS
full time unit support

HRC
Human Resources Command

IAW
in accordance with

IG
Inspector General

IMA
Individual Mobilization Augmentee

IR
Internal Review

IRR

individual ready reserve

IRS

Internal Revenue Service

ITO

invitational travel order

JTR

Joint Travel Regulation

LAN

local area network

LES

leave and earning statement

MSC

major subordinate command

NACCRRRA

National Association of Child Care Resource & Referral Agencies

NCO

noncommissioned officer

NDAA

National Defense Authorization Act

NEX

Navy Exchange

OMAR

Operation and Maintenance, Army Reserve

PA

Privacy Act

PAO

Public Affairs Office

POA

power of attorney

POV

privately owned vehicle

PX

Post Exchange

RPA

Reserve Personnel, Army

RSC

regional support command

SGLI

Servicemember's Group Life Insurance

SJA
Staff Judge Advocate

SME
subject matter expert

SRP
Soldier readiness processing

TPU
Troop Program Unit

TRICARE
tri-service medical care

USARC
United States Army Reserve Command

VA
Veterans Affairs

WTU
Warrior transition unit

Section II
Terms

This section contains no entries.

Section III
Special Abbreviations and Terms

AREC
Army Reserve Enrichment Camp

ARFP
Army Reserve Family Programs

AR FRED
Army Reserve Family Readiness Education for
Deployment

ARTP
Army Reserve Teen Panel

ASCC
Army Strong Community Center

ASEP
Army Spouse Employment Partnership

CCR&R
Child Care Resource and Referral

CFC
Certified Financial Counselor

CYSS
Child, Youth & School Services

FPA

Family Program Academy

FPD

Family Programs Director

FPM

Family Programs Manager

FRL

Family Readiness Liaison

FRP

Family Readiness Plan

FRSA

Family Readiness Support Assistant

FS-NAF

Family Support Non-appropriated Fund

ISFAC

Interservice Family Assistance Council

MCCYN

Military Child Care In Your Neighborhood

MCEC

Military Child Education Coalition

MOS

Military One Source

O & F Command

Operational and Functional Command

O&S

outreach and support

OMCC

Operation: Military Child Care

Operation READY

Operation Resources for Educating About Deployment and You

RCC

Recovery Care Coordinator

SCRA

Servicemember's Civil Relief Act

SOS

Survivor Outreach Services

TLEAD

Tween Leadership, Education and Development

VCCUS

Volunteer Child Care in Unit Setting

vFRG

Virtual Family Readiness Group

WFAC

Warrior and Family Assistance Center

YLEAD

Youth Leadership Education & Development

YRRP

Yellow Ribbon Reintegration Program