

28 October 2008

Personal Affairs  
Family Readiness

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**\*This regulation supersedes AE Regulation 608-2, 1 March 2005.**

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For the Director:

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**Summary.** This regulation provides guidance on implementing Family readiness systems in the Army in Europe.

**Summary of Change.** This regulation has been completely rewritten.

**Applicability.** This regulation applies to U.S. military and civilian personnel and their Family members.

**Forms.** AE and higher level forms are available through the Army in Europe Publishing System (AEPUBS).

**Supplementation.** Organizations will not supplement this regulation without IMCOM-Europe (IMEU-MWD-P) approval.

**Records Management.** Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website at <https://www.arims.army.mil>.

**Suggested Improvements.** The proponent of this regulation is IMCOM-Europe (IMEU-MWD-P, DSN 379-6587). Users may suggest improvements to this regulation by sending DA Form 2028 to IMCOM-Europe (IMEU-MWD-P), Unit 29353, Box 200, APO AE 09014-0200.

**Distribution.** C (AEPUBS).

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## **SECTION I**

### **GENERAL**

#### **1. PURPOSE**

This regulation—

a. Prescribes policy, responsibility, authority, and procedures for implementing and sustaining Family readiness systems (FRSs) in the Army in Europe.

b. Establishes requirements to ensure the personal preparedness of Soldiers and their Families before, during, and after deployment. These requirements contribute to the operational readiness of forces in the Army in Europe.

c. Provides guidance for commanders on—

(1) Army Community Service (ACS) Family assistance center (FAC) operations.

(2) Establishing and funding Family readiness groups (FRGs) and activities.

(3) Appointing a permanent unit Family readiness liaison (FRL) at battalion and separate company levels to coordinate activities between the FRG, the Soldier, the command, and the ACS.

(4) Appointing a rear detachment commander (RDC) at battalion and company levels. The RDC will be trained when appointed and activated when needed according to AE Regulation 600-8-108.

#### **2. REFERENCES**

Appendix A lists references.

### **3. EXPLANATION OF ABBREVIATIONS AND TERMS**

The glossary defines abbreviations and terms.

### **4. RESPONSIBILITIES**

a. The Director, IMCOM-Europe, and the USAREUR G1 will establish, implement, and evaluate command FRS policy, plans, and programs, and provide guidance on—

(1) An IMCOM-Europe Family-readiness workgroup. The IMCOM-Europe ACS Director will help establish and coordinate the workgroup.

(2) Measuring Soldier and Family readiness in the European theater.

(3) Providing Family assistance during all phases of the deployment cycle and emergencies.

(4) Training FRG leaders.

b. The Inspector General, USAREUR, will verify policy implementation at the unit as part of the command inspection program.

c. The Judge Advocate, USAREUR, will review and provide legal advice and opinion on requests for exceptions to DA policy on FRG funding.

d. United States Army garrison (USAG) commanders are responsible for their Family readiness programs. These commanders will—

(1) Direct ACS to provide expanded support for Soldiers and Families during deployment and emergencies after consulting with the deploying unit commander and the USAG ACS director.

(2) Notify the IMCOM-Europe ACS Director of the activation of an ACS FAC.

e. USAG ACS directors will—

(1) Develop and implement a Family assistance plan (FAP) according to AR 608-1.

(2) Ensure that Family readiness training is available for FRG leaders, FRG members, and RDCs.

(3) Include deployment-related surge expense requirements in their annual budget.

(4) Maintain accurate reference information about the host-nation community for the ACS Family assistance center.

(5) Offer Family readiness and community resource training to FRLs and Family readiness support assistants (FRSAs).

(6) Participate in garrison deployment cycle-support planning.

(7) Provide training for community and organization POCs.

f. Commanders above battalion level will—

(1) Monitor FRSs in subordinate units.

(2) Ensure subordinate units receive Family readiness resources and support.

(3) Provide battalion commanders with command Family readiness goals and advice on command Family readiness policy.

g. Battalion commanders will—

(1) Appoint RDCs and FRLs according to AE Regulation 600-8-108.

(2) Forward the Family readiness plans (FRPs) of their subordinate units to the garrison for integration into the garrison FAP.

h. Unit commanders will—

(1) Appoint unit FRLs. This appointment will be an additional-duty assignment.

(2) Develop an FRP that is tailored to meet the needs of their unit.

(3) Ensure Soldiers have adequate time to prepare their Families for separations.

(4) Ensure that FRGs have appropriated fund (APF) support and access to authorized Government services according to AR 608-1.

(5) Establish procedures to determine Family readiness, including a means of verifying Family care plans (FCPs) according to AR 600-20.

(6) Establish unit-level FRGs with Family-member participation.

(7) Forward the unit FRP to the battalion for coordination with the garrison FAP.

(8) Include Family members in predeployment briefings and meetings.

(9) Meet with FRG leaders regularly and ensure that FRL, RDC, FRSA, and FRG leaders have a strong working relationship.

(10) Give the unit FRP to the FRG leadership.

i. FRLs will coordinate with FRSAs to ensure that e-mail capability, fax machines, material reproduction and distribution support, office space, and telephones are available at the unit level.

j. FRSAAs will provide administrative assistance to the commander or RDC, FRL, and FRG leaders supporting Family readiness programs and activities. The unit will provide logistic support to the FRSA position. This support will include a computer, dedicated office space, and a telephone with an outside line for contacting volunteers and Family members. The commander must ensure that FRSAAs have access to appropriate training available locally or through HQ USAREUR/7A (AEAGA-C) or IMCOM-Europe. FRSAAs will—

(1) Coordinate dates, times, and locations of FRG meetings with commanders, FRG leaders, and RDCs.

(2) Coordinate guest speakers for FRG meetings and training.

(3) Create, distribute, and maintain FRG-related documents, Family-member departure notifications, contact information, and maps to homes of Family members.

(4) Help develop FRG newsletters, including official mailing and electronic distribution to the homes of Family members.

(5) Maintain and update FRG call rosters.

(6) Perform other duties that pertain to Family readiness as directed by the commander or RDC. FRSAAs will not support activities or functions by individuals or social groups outside the scope of the FRG.

(7) Provide information on referrals to local agencies.

(8) Update the calendar of FRG events, activities, and monthly meetings.

(9) Update or oversee FRG websites.

## **SECTION II DEPLOYMENT CYCLE SUPPORT**

### **5. DEPLOYMENT CYCLE**

a. Operating tempo requirements may result in frequent back-to-back deployments. The deployment cycle is a series of phases as shown in figure 1.

b. Commanders and the unit Family readiness team (commander, RDC, FRL, FRSA, FRG leader, and ACS) provide critical support in helping Soldiers and their Families transition from one phase to another. The following is a brief explanation of the deployment cycle:

**(1) Trainup/Preparation Phase.** Units complete the reset actions and enter the traditional training cycle. Individual and collective training and readiness actions drive this phase. The trainup/preparation phase begins with a completion of reset activities resulting in a reconstituted unit that is prepared to enter the Reset/Train Force Pool of units and begin the training cycle. This phase ends when individuals and units are prepared to deploy worldwide and conduct contingency operations.



**Figure 1. Deployment Cycle**

(2) **Mobilization.** Units or individuals are prepared for possible deployment. The mobilization phase begins with the receipt of a mobilization warning order and ends with the individual's or unit's arrival at the mobilization station (Reserve components) or home station (Active Army). This phase ends when individuals or units are prepared for deployment.

(3) **Deployment.** Units or individuals deploy from installations in- or outside the continental United States or installations located outside the continental United States to the designated theater. The deployment phase begins with the receipt of a deployment warning order, continues through the unit's or individual's arrival at the port of embarkation, and ends with the arrival in theater.

(4) **Employment.** Units or individuals perform their assigned mission in theater for a prescribed period. The employment phase begins with arrival in theater, continues throughout employment, and ends with notification for redeployment.

(5) **Redeployment.** Units or individuals transfer forces and material to support other operational requirements or return personnel, equipment, and materials to the home station or demobilization (DEMOB) station. The redeployment phase begins with the receipt of a warning order, proceeds through arrival at the rear assembly area, continues through arrival at the port of debarkation, and ends with arrival at home station or DEMOB station.

(6) **Post-Deployment.** Personnel, equipment and material arrive at home station or DEMOB station. The post-deployment phase begins when units or individuals arrive at their home station or DEMOB station, and includes personnel, equipment recovery, and DEMOB activities.

(7) **Reconstitution.** Soldiers and DA civilians are reintegrated into their Families and communities. The reconstitution phase begins at the home station after completion of post-deployment equipment recovery and administrative requirements. This phase ends when units have been reconstituted sufficiently to allow the start of individual and collective training.

## **6. TRAINUP/PREPARATION, DEPLOYMENT, AND EMPLOYMENT**

Commanders will work with the unit and FRG leadership to develop an action plan for maintaining critical communication with Families and training Families about deployment support. The action plan must include the following:

- a. Discussing the casualty-notification process with FRG leaders.
- b. Handling trauma in the unit.
- c. Informing spouses and Family members about community resources.
- d. Scheduling and conducting predeployment briefings and meetings for Family members to review documents and requirements (Family-readiness processing).
- e. Validating and maintaining FCPs according to AR 600-20.

## **7. REDEPLOYMENT, REUNION, AND REINTEGRATION**

Educating Families about redeployment requirements for Soldiers and preparing Families for reunions are critical activities. Soldiers and Families face diverse challenges as they readjust to Family and community life.

**a. Reintegration.** Reintegration is the process of reuniting deployed Soldiers and DA civilian employees with their Families and communities. Reintegration requires the same effort given to deployment.

(1) Commanders will ensure that—

(a) Block leave is scheduled. Two weeks of block leave will be scheduled for 6-month deployments and 30 days of block leave will be scheduled for 12- to 15-month deployments. Block leave does not apply to civilian employees; however, a liberal leave policy will be in effect.

(b) Chaplains and chaplain assistants play an important role in the redeployment, reunion, and reintegration processes. Community unit ministry teams (UMTs) are responsible for conducting reintegration briefings until the returning unit UMTs have completed their individual reintegration requirements and are ready to return to duty. UMT responsibilities and functions may include but are not limited to—

1. Conducting ceremonies.
2. Giving classes.
3. Giving reunion briefings.
4. Holding retreats and workshops.
5. Providing FRG support.
6. Providing pastoral care and counseling.



(c) Redeploying units receive copies of AE Pamphlet 600-8-109-2 early enough so that personnel may begin reintegration tasks.

(d) Spouses of personnel and designated care providers are given a copy of AE Pamphlet 600-8-109-2 at least 30 days before redeployment.

(e) Spouses of personnel and designated care providers are given *Operation READY* and *Battlemind* training to prepare for the return of deployed personnel.

(2) RDCs, redeploying units, and garrison personnel may refer to the USAREUR homepage at <http://www.per.hqusareur.army.mil/reintegration/> for detailed reintegration requirements, the USAREUR reintegration checklist, and associated standard briefings and resources.

**b. Reception.** Returning Soldiers will be given a dignified and professional reception. Commanders will ensure that—

(1) A privately owned vehicle (POV) and property-retrieval plan is in place.

(2) A variety of low-cost activities have been organized for Families during the unit's block leave or downtime.

(3) Billets and housing are ready and available.

(4) Dining facilities are ready.

(5) Morale, welfare, and recreation (MWR) organizations have examined and adjusted hours, programs, and stock levels.

**c. Recognition.** Recognition for returning forces and support personnel contributes to quality of life. Recognition events may include the following:

(1) **Appreciation Events.** Support of a deployment involves more than deployed forces. When most of the personnel have returned, a communitywide appreciation event may be held.

(2) **Reunion Events.** The FRL, RDC, and FRG will welcome returning forces with a short ceremony on their arrival. *Operation Resources for Educating About Deployment and You (READY)* materials will provide guidance.

**d. Promotion.** A public affairs plan must be in place to recognize Soldier and Family-member accomplishments. Commanders will ensure that—

(1) Follow-up coverage is requested for success stories.

(2) Individual stories are provided to hometown media.

(3) Soldiers and Families are briefed on handling media inquiries.

(4) There is media coverage of reunion events.

## **8. OUT-OF-SECTOR DEPLOYMENTS**

U.S. Soldiers from geographically dispersed units may deploy as a joint task force with a separate chain of command and possibly a non-U.S. commander. This situation requires special attention for communication with and a support network for Family members left behind.

a. The Army forces commander and the commander of the deployed element or task force of the operation will ensure that—

(1) Family members are included in appropriate, nonsensitive predeployment briefings or discussions pertaining to the Soldiers' area of operations.

(2) The gaining unit RDC maintains a roster of augmentees from the continental United States or the Army in Europe. The roster will be given to the FRL and the FRG and will include the following:

(a) Addresses and telephone numbers for the Soldier and the Soldier's Family members.

(b) Emergency contact information.

(c) Names of the Soldier, the Soldier's spouse, and the Soldier's Family members.

(3) Official communication channels are maintained with the Soldier's losing unit enabling the Soldier to continue communicating with Family members.

b. The FRL or RDC of the unit supplying augmentees will—

(1) Ensure that Family member contact information is current on DD Form 93.

(2) Advise the appropriate FRG leader of Family members whose sponsors have deployed.

(3) Ensure information is provided to Family members of individual augmentees.

(4) Establish and maintain communication with the Army forces commander.

c. Commanders of units providing augmentees for task forces or deploying units will establish and maintain communication with the task force or deploying unit RDC. This will ensure accurate and rapid distribution of deployment-related information to augmentee Families and FRGs.

d. Use of a virtual Family readiness group (vFRG) web system is highly encouraged and gives Family members access to FRG support and command information.

## **SECTION III FAMILY READINESS SYSTEM**

### **9. FAMILY READINESS SYSTEM**

Family readiness addresses the state of preparedness of the Army Family through proactive education, assistance, and support programs that promote self reliance and enhance Family well-being. Family readiness systems include ACS, FRGs, FRLs, FRSAAs, and RDCs. Family readiness contributes to combat readiness by promoting self-sufficiency, supporting efficient and effective communication between the command and Family members, and encouraging problem-solving at the lowest levels.

- a. Commanders will ensure that an effective system for providing Family assistance is in place.
- b. Garrison commanders will promote activities that support the well-being of Family members during deployments.
- c. Community services that support Family members (app B) will designate a POC for the ACS Family assistance center. The ACS director will provide agency POCs training on Family assistance and support programs. Garrison commanders will ensure agency POCs meet and train at least once each quarter.
- d. Agencies will provide the following information to the ACS director:
  - (1) Names of a primary and alternate POC and their 24-hour contact information.
  - (2) An information paper with answers to questions frequently asked by Family members of deployed Soldiers. Information papers must be updated when information affecting services to Families has changed.
- e. ACS, FRGs, FRLs, FRSAAs, and RDCs are critical components of the FRS. The FRS depends on command support and an effective working relationship among its components. Commanders will ensure components meet and train with agency representatives once each quarter.
  - (1) ACS will provide assistance, guidance, information, referral services, and Family readiness training to units, Soldiers, and Family members.
  - (2) ACS staffs will participate in Soldier readiness processing and unit predeployment briefings. They will give Soldiers Family readiness information and collect completed Family assistance information sheets according to AR 608-1.
  - (3) The FRL is the commander's representative and provides a unit support system for the FRG (for example, providing logistic support for FRG activities, working with FRSAAs). The FRL also serves as the FRG's link to the command for official information.
  - (4) The RDC is the unit commander during deployment or mobilization. The RDC provides critical information to and from deployed personnel.
  - (5) The FRG encourages Family self-sufficiency, provides Families with critical information, and supports problem-solving at the lowest level. The FRG leader supports the commander's Family readiness goals and leads the FRG.
  - (6) The FRSA works directly for the commander during peacetime and for the RDC during deployments. The FRSA is responsible for providing administrative assistance to the commander or RDC, the FRL, and FRG leader supporting Family readiness programs and activities.
- f. Soldiers are responsible for preparing their Families for deployments. This includes executing powers of attorney, wills, FCPs, and other required documents. AE Pamphlet 600-8-109-1 provides information on preparing Families for deployments.

## **10. FAMILY ASSISTANCE PLAN**

a. ACS directors will develop FAPs that address all phases of the deployment cycle and include the requirements for ongoing coordination of assistance and services for Families. The FAP will be developed according to AR 608-1. USAG commanders will coordinate FAPs with brigade, battalion, and company commanders.

b. The FAP will be included in installation contingency plans and will include information on the following:

- (1) Facility requirements to accommodate the delivery of expanded ACS deployment-support center services.
- (2) Installation response to acts of terror.
- (3) Manpower and dollars needed to implement various phases of the plan.
- (4) Mobilization table of distribution and allowances (MOBTDA) requirements for staffing an ACS Family assistance center, including individual mobilization augmentee personnel.
- (5) Roles and responsibilities of ACS and other agencies for implementing the plan.
- (6) The Family assistance center.
- (7) Types of expanded support services offered to Families during deployment and mobilization.

## **11. UNIT FAMILY READINESS PLAN**

Company commanders will prepare unit FRPs to ensure that programs and services are available to meet their requirements during deployments and when in garrison. Company commanders will review and update FRPs once each quarter and forward the FRPs through their battalion commander to the garrison commander for incorporation in the garrison FAP and the unit operation order. FRPs may be written in memorandum format and will include—

- a. Casualty-notification procedures.
- b. The names of FRG, FRL, and RDC POCs.
- c. Identification of spouses who need translation support.
- d. Information on mailing procedures.
- e. Predeployment briefing procedures.
- f. Procedures to establish communication with augmentee originating units, FRGs, and Family members.
- g. Redeployment and reunion procedures.
- h. Security concerns and precautions.

i. Special activities and programs to support Families during predeployment, employment, redeployment, and reintegration.

j. The identification of equipment and facilities available to FRGs.

k. The organizational structure of the FRG network.

## 12. UNIT READINESS ORIENTATIONS

a. Battalion commanders will conduct unit-readiness orientations.

b. Soldiers, civilians, and adult Family members will be scheduled to attend the unit-readiness orientation within 90 days after the Soldier is assigned to the battalion or when the Family arrives at the unit's location. Soldiers must attend the orientation. Family members and civilians are encouraged to attend. This orientation is separate from standard predeployment briefings. Unit-readiness orientations will include—

(1) Information about the unit's mission and security.

(2) The purpose, roles, and responsibilities of the FRG, FRL, RDC, and extended ACS operations.

(3) Basic deployment-readiness information and emphasis on the importance of Family readiness.

(a) Deployment information is available in the AE Pamphlet 600-8-109-1 and online at <http://www.per.hqusareur.army.mil/familyfocus/index.asp>. As a minimum, unit-readiness orientation attendees will receive the following:

1. Copies of the unit FRP.

2. Deployment information packet.

3. Telephone trees.

(b) Appendix C provides more information on deployment information packets.

(c) Unit Family-readiness handbooks are available on disk at installation ACS centers and may be tailored to provide specific unit information.

c. Annual refresher orientations are required. These orientations—

(1) Emphasize the importance of constant Family readiness.

(2) Give Family members access to updated information.

(3) Remind participants of issues.

## **SECTION IV**

### **FAMILY READINESS GROUP**

#### **13. GENERAL**

The FRG is an official Army program established according to AR 600-20 and AR 608-1. AR 608-1 includes key legal and operational guidance. FRGs play a vital role in assisting commanders with military and personal deployment preparedness and enhancing Family readiness. Unit commanders at all levels are expected to establish and support FRG operations, which are typically established at the company level. A battalion-level FRG steering committee may serve in an advisory capacity for company-level FRGs and provide information to subordinate company FRGs on the battalion's FRPs and policy. FRGs are staffed by volunteers, typically Family members of Soldiers and civilians assigned to the unit. Key FRG volunteer personnel are the FRG leader, FRG treasurer, and FRG committee chairpersons. Garrison commanders may choose to establish a Family readiness senior coordinator (FRSC) position. Essential FRSC duties include coordinating FRG requirements with senior garrison and, as applicable, regional leadership.

a. A battalion-level FRG-steering committee is typically established by the battalion commander. The FRG steering committee includes the battalion commander, command sergeant major, senior FRG advisers, battalion and company FRG leaders, and (when invited) the ACS mobilization-deployment or other Family program manager. The purpose of the FRG advisory committee is to advise company FRG leaders on the battalion commander's FRPs, FRG activities, and emerging FRG and Family issues.

b. Brigade-level commanders have Family readiness goals for their command. At this level the emphasis is on policy issues and overall readiness. Brigade commanders advise battalion leadership on readiness issues that are indicated in battalion guidance to company FRGs.

c. Each FRG is unique and is characterized by the unit's mission and composition. As a company-level operation, the FRG is a command-sponsored organization of all assigned Soldiers, DA civilian employees, volunteers, and their Families (immediate and extended) who together provide mutual assistance and support and a network of communications. Participation in the FRG is voluntary.

d. FRG social activities can enhance Family and Soldier camaraderie, relieve stress, and reduce Family loneliness during deployments. Social activities will not be funded using APFs. FRG members may use FRG informal funds to pay for social activities.

e. FRG mission activities and appropriated-fund expenditures are subject to United States Code, Title 10, section 1588; DOD 5500.7-R; DOD 7000.14-R; and applicable statutory and regulatory restraints on official activities, the use of APFs, and fundraising. Some FRG-mission activities are essential and common to all FRGs and include the following:

- (1) Establishment of FRG-member telephone trees and e-mail distribution lists.
- (2) FRG-member meetings.
- (3) FRG-staff and committee meetings.
- (4) Maintenance of updated Family rosters and Family-readiness information.
- (5) Publication and distribution of FRG newsletters.

(6) Scheduling educational briefings for FRG members.

f. FRGs may establish websites to boost morale and share information among members.

(1) Content posted on FRG websites may include FRG and unit newsletters, photographs, videos, and volunteer recognition.

(2) FRGs may establish websites only as Army Knowledge Online (AKO) portals or as an FRG system (<http://www.armyfrg.org>) that is maintained and supported through the United States Army Family and Morale, Welfare, and Recreation Command. FRGs may not establish websites or maintain a website under other domains. Content posted on the website must be approved in advance.

(3) The commander will establish a standing operating procedure (SOP) for establishing and maintaining a website

(4) The commander is responsible for establishing a system that allows access only to individuals affiliated with the FRG.

g. The FRG will provide official command information to Soldiers and their Families that may be provided—

(1) During scheduled meetings.

(2) Using a telephone tree.

(3) On a vFRG website or in a newsletter. The FRG also provides feedback to the command on the state of the unit “Family.”

h. The FRG mission is to—

(1) Act as an extension of the unit by providing official, accurate command information.

(2) Advocate the efficient use of available community resources.

(3) Help Families solve problems at the lowest level.

(4) Provide mutual support between the command and the FRG membership.

i. The type and scope of FRG mission activities will depend on the following:

(1) The command’s interest and emphasis.

(2) The commander’s budget for FRG mission activities.

- (3) The makeup of the FRG, including—
  - (a) The number of Families with young children.
  - (b) The number of years Soldiers have served.
  - (c) The percentage of single Soldiers.
  - (d) Other Family-composition factors.
- (4) The needs of unit Soldiers, civilian employees, and their Families.
- (5) The number of FRG members.
- (6) The time, energy, and creativity of FRG membership.
- (7) The unit's training and deployment schedule.

j. Units may have more than one contact person.

k. Volunteers from the unit manage FRGs.

l. The garrison commander may appoint a volunteer to serve as the FRSC. The purpose of the FRSC volunteer position is to facilitate communication between the garrison commander and FRG leadership or commanders or designees of subordinate units on issues affecting military quality of life and well-being. These may include but are not limited to Family support policy, library and education, child development and youth services, healthcare services, employment assistance to military spouses, and MWR. ACS center volunteer coordinators will provide detailed position descriptions to interested applicants.

#### **14. FAMILY READINESS GROUP RESOURCE SUPPORT**

FRG mission-essential activities are supported using APFs.

**a. Command Support.** Unit commanders will provide FRGs—

- (1) An e-mail account.
- (2) Office space.
- (3) Supplies and office equipment.

**b. Garrison ACS Support and Training.** The garrison ACS center will help unit commanders establish successful FRGs and Family readiness support systems according to AR 608-1. ACS-center staff may also provide support to FRGs when requested by the FRG leadership and command. ACS assistance to commanders for FRG support will include the following:

- (1) Expertise and support.
- (2) FRG leader forum.



- (3) FRG-orientation program.
- (4) Homecoming and reunion activities.
- (5) Information and referral.
- (6) Meeting facilities.
- (7) Resource materials.
- (8) Training.

**c. Yellow Ribbon Room (YRR).** The YRR is an area where Soldiers and their Family members may access the Internet to maintain Family communications by e-mail, video e-mail, and instant messaging. YRRs may be used by FRGs for meetings and other activities if adequate space is available.

(1) Garrison commanders are responsible for—

(a) Ensuring that an SOP outlining the use of and access to the YRR is available to all FRG leaders.

(b) Providing a safe and secure location for the YRR.

(c) Staffing, furnishing, and maintaining YRRs.

(2) The Space and Naval Warfare Systems Command (SPAWAR) provides a digital subscriber line (DSL) connection with associated equipment and on-call maintenance. Normal configuration includes the following:

(a) Desk and chair.

(b) Four computers with webcam. Additional computers may be purchased from SPAWAR for installation.

(c) Headset.

(d) Laser printer.

(e) Network equipment in a closed container.

(3) SPAWAR is responsible for maintaining SPAWAR-installed equipment. Garrison commanders will ensure SPAWAR personnel have access to the YRR area.

**d. The Operation READY Smart Book.** The Operation READY Smart Book is available online at <http://www.myarmylifetoo.com/> (“MALT” website) and includes resource materials and sample forms. FRG leaders may receive training on the MALT website.

#### **e. Individual and Organizational Support.**

(1) Unit Soldiers, civilian employees, and Family members may participate in FRG activities. These activities include but are not limited to pre- and post-deployment briefings, welcome activities for new Families, and newsletters. More information is available in the Operation Ready Smart Book.

(2) Garrison commanders may establish FRGs for garrison staff personnel.

**f. Battalion-Level Support.** Battalion commanders will establish and maintain an FRG steering committee. The steering committee will—

(1) Make recommendations and requests for company-level support by FRSA's to the battalion commander.

(2) Meet at least once each quarter.

(3) Provide guidance, direction, and command support to company- and agency-level FRG networks.

(4) The RDC is the unit commander's representative at home station while the unit is deployed and the FRG link to the deployed unit. All logistic support for FRGs (for example, meeting rooms, nontactical vehicle (NTV) use, office equipment and computers, newsletters, telephones, volunteer support) is authorized by the RDC during deployment.

#### **g. Company- and Unit-Level Support.**

(1) A list of FRG leaders and contact persons should be published and distributed through the unit and to new Soldiers and their Family members on arrival.

(2) Appendix D includes a sample position description for FRG leaders.

(3) The commander will appoint an FRG leader in writing. Copies of the FRG leader appointment letter will be provided to the FRSA and the USAG ACS officer.

(4) The company or unit FRG operation includes FRG leaders, FRSA's, Soldiers, Family members, and contact personnel. Units may have more than one contact person.

(5) The FRSA will assist with all administrative details necessary to maintain an effective FRG.

### **15. FAMILY READINESS GROUP COMMITTEES**

a. Any Soldier or Family member may be a member of an FRG committee. FRG committees may include the following:

(1) Social-activities committees.

(2) Special-events committees.

(3) Welcome committees.

b. Committee chairs will establish SOPs, obtain command approval, and distribute copies of the SOPs to unit FRG leaders.

## **16. FAMILY READINESS GROUP PROGRAMS AND ACTIVITIES**

Commanders will emphasize FRG programs and encourage Family members to participate in FRG programs and activities.

**a. FRG Programs and Activities.** FRG programs and activities may include the following:

- (1) Family readiness processing fairs.
- (2) Meetings that include a speaker or guest presenter.
- (3) Predeployment information briefings and training classes.
- (4) Publishing a unit newsletter according to AR 25-30, AR 215-1, and AE Regulation 25-30.
- (5) Social events that support unit well-being and morale (for example, parties, picnics, trips).
- (6) Spouse Battlemind presentations.

(7) Welcome orientations or visits. These activities will include distributing the unit Family readiness handbook and telephone trees, and providing information on teen- and Family-sponsorship activities.

**b. Joint Activities.** FRGs may share expenses for a specific event or program when the following criteria are met:

(1) Expenses paid using FRG informal funds are consistent with the purpose of the fund as stated in each FRG's SOP.

(2) FRGs will pay for specific elements of the event (for example, beverages) when sharing event expenses with other FRGs, but will not pool their money to pay all expenses for an event.

(3) The event has a common interest to all FRGs participating, such as a welcome home celebration for a brigade combat team or a volunteer-recognition event for a battalion, brigade, or command.

(4) The first colonel commander or designee in the unit's chain of command is the approval authority for events that involve expenses paid for by more than one FRG. The approval authority must ensure that approved expenses are consistent with the purpose of each FRG's informal fund. The approval authority should consider the recommendation of the FRG advisory committee associated with the command. Events involving FRGs from more than one colonel-level command must have approval from the first general-officer commander in the chain of command.

(5) There is no limit to the total cost of a shared event; however, each FRG informal fund may not exceed \$10,000 per year.

**SECTION V**  
**FAMILY READINESS GROUP FUNDING**

**17. APPROPRIATED-FUND SUPPORT OF FAMILY READINESS GROUPS**

**a. FRG Activities.** Mission-essential FRG activities will be funded by APFs to the extent available, and will not be supported by nonappropriated funds (NAFs) or private organizations. FRG leaders will inform the commander of their anticipated FRG expenditures. Commanders will consider FRG-mission requirements when planning their yearly budget. An FRG budget SOP must be prepared by the FRG leader and approved by the commander.

**b. Fund Requests.** FRG leaders will request funds through the battalion commander to support authorized FRG expenses. Authorized FRG expenses may include the following:

(1) Training for FRG leaders and FRG volunteers.

(2) Reimbursement of approved volunteer expenses.

(3) Purchase of approved deployment support-related supplies and materials. The battalion resource manager will execute the fund request. Detailed information on FRG operations and funding is available in AR 608-1.

**c. Official and Military Postal Service Mail.** FRGs are authorized to use official mail for official, mission-related purposes and as approved by the unit commander. Official mail and the Military Postal Service may not be used for the following:

(1) Announcements or advertisements for social or fundraising activities.

(2) Receiving or sending items intended for resale.

**d. Official FRG Newsletters.** Official FRG newsletters may be sent by official mail and through the Military Postal Service. The FRG newsletter must state whether it includes only official information or both official and unofficial information.

(1) Incidental unofficial information may be included in an official FRG newsletter if it does not—

(a) Increase printing and mailing costs to the Government.

(b) Include personal *Wanted* or *For Sale* advertisements.

(2) If the newsletter includes both official and unofficial information, it will include the following statement: “The inclusion of some unofficial information in this FRG newsletter will not increase the cost to the Government (DOD 4525.8-M, paragraph C1.3.12.).”

**e. Printing.** Government printing facilities are authorized for printing and duplicating items providing official information. AR 215-1 provides guidelines for official information:

(1) Printing requests must meet the requirements of AR 25-30 and AE Regulation 25-30.

(2) Requests for printing and duplication must be reviewed and approved by the Army in Europe or garrison printing/duplicating control officer. Printing local versions of Army in Europe reintegration and deployment guides is not authorized. A bulletin-style document with area-specific information may be printed to supplement information in Army in Europe reintegration and deployment guides. Official FRG newsletters should be limited to four double-sided pages.

**f. Government Facilities and Equipment.** APFs may be used for the following:

- (1) Administrative supplies, support, and equipment.
- (2) Copying equipment.
- (3) E-mail.
- (4) Office and meeting spaces.
- (5) Telephone.

**g. NTVs.** NTVs may be used to support official FRG activities. Commanders will ensure that the requirements of AR 608-1 are met before Government vehicles are used to support FRG activities.

(1) FRG volunteers may operate Government-owned or -leased NTVs according to AR 58-1 and AR 600-55.

(a) Commanders may direct that personnel who have a U.S. Forces certificate of license be issued OF 346. Personnel must schedule an appointment with the local drivers training and testing station for classroom instruction before obtaining OF 346. OF 346 is valid only for the country where the vehicle is primarily based or operated.

(b) Authority is limited to operating NTVs under 10,000 pounds gross vehicle weight. These vehicles will not be used for personal use. Commanders in countries other than Germany will ensure adherence to local country agreements when NTVs are used.

(2) Vehicle support will come from existing unit or community assets. This requirement will not be used to lease additional vehicles.

(3) FRG participants must obtain the commander's written approval before using Government vehicles. The commander must ensure that—

(a) Vehicle support is necessary and that failure to provide this support would have an adverse effect on morale or Family readiness.

(b) Vehicles will be used for official use only.

(c) Volunteers have a valid U.S. Forces certificate of license and a Government-issued license to operate an Army NTV in the country where the vehicle is primarily based or operated.

**h. Training and Travel.** The use of APFs is authorized for training and travel. Commanders will ensure that APFs used for training and travel are properly budgeted and that the use is in compliance with AR 608-1.

**i. Excused Absences.** Civilian-employee FRG volunteers may be granted limited time for excused absences. Commanders will ensure that all requirements of AR 690-990-2, book 630, subchapter S11, relating to civilian employee-volunteer activities are met. Excused absences must not exceed the time requirements specified in the volunteer position descriptions approved according to the statutory Army Volunteer Corps Program.

**j. Reimbursement of Incidental Expenses.** Reimbursement of volunteer incidental expenses may be made using either APFs or NAFs as authorized by 10 USC 1588, depending on the program, available resources, and the judgment of the responsible commander according to AR 608-1 and AR 215-1. Commanders will ensure compliance with applicable provisions before authorizing reimbursement. Reimbursement for incidental expenses is also subject to the following:

(1) Claims for POV mileage are documented by showing the date, destination and purpose of travel, and beginning and ending odometer readings. Claims may not be submitted for mileage between home and place of duty.

(2) Expenses must be approved by the commander before they are incurred.

(3) Official telephone calls made from civilian telephones must include a justification stating why a DSN line was not used. Documentation must include the name, organization, and location (for example, installation, city) of the person called, the purpose, length, and the cost of the call. A copy of the volunteer's phone bill will be submitted with the portion of the bill qualifying for reimbursement highlighted. Other information on the bill not related to the claim for reimbursement will be redacted.

## **18. FAMILY READINESS GROUP INFORMAL FUNDS AND NONAPPROPRIATED FUNDS**

a. In addition to APFs, other sources of funding available to FRGs include FRG informal funds and NAFs.

b. Commanders may authorize their FRG to maintain one informal fund (AR 600-20). Commanders will ensure that—

(1) FRG informal funds are used only for authorized purposes.

(2) Proper accounting and recordkeeping are maintained through the adoption of appropriate procedures and supervision of FRG and informal fund activities.

(3) The requirements of AR 608-1 are followed.

c. FRG informal funds—

(1) Must benefit the FRG membership for purposes authorized by the FRG informal-fund SOP.

(2) Will not be used to purchase items or services authorized to be paid for with APFs. FRG informal funds will not be used to augment the unit's other informal funds (for example, cup and flower fund), purchase farewell gifts, or pay for FRG social activities that are not official.

(3) Are limited to \$10,000 in annual gross income computed on a calendar-year basis.

(4) Consist of income attributable to an FRG informal fund as defined by AR 608-1.

(5) Must not receive any further income when the gross income received for the year exceeds \$10,000, even if the account balance on deposit does not exceed \$10,000.

d. Unit commanders will sign a memorandum designating a fund custodian (treasurer) and an alternate fund custodian who meet the requirements of AR 608-1. Fund custodians and alternates will—

(1) Be personally liable for any loss or misuse of funds from the informal fund.

(2) Comply with the requirements of AR 608-1 and the FRG informal fund SOP established for the fund.

(3) Ensure that FRG informal funds are used only for authorized purposes and are disbursed according to the FRG informal fund SOP.

(4) Keep expenditure receipts with FRG informal fund records.

(5) Maintain adequate security for on-hand cash.

(6) Meet once a month to balance the FRG informal fund checkbook and prepare the monthly FRG informal-fund report to the commander.

(7) Promptly deposit cash received on behalf of the FRG informal fund.

e. A noninterest-bearing account in the name of the FRG will be used according to the following guidelines:

(1) All FRG informal fund monies will be maintained in this account.

(2) FRG informal funds are not authorized a petty cash fund.

(3) On a case-by-case basis, cash may be withdrawn from the FRG informal-fund account for use as a change fund for an event or other expenditure when payment by check or debit card is not acceptable or appropriate.

(4) The FRG fund custodian or alternate will make purchases for authorized expenditures from the account using a check or debit card.

f. FRG fundraising is subject to the following requirements and limitations:

(1) Commanders will ensure that FRG fundraising complies with the provisions of AR 600-29, AR 608-1, and this regulation.

(2) External fundraising by the FRG is prohibited. FRGs may conduct fundraising activities among its members, on the installation, and in the garrison community to which they are assigned.

(3) Requests for unit-fundraising activities must be approved in advance by the unit commander. If the fundraising event is to occur outside the unit's organizational area, the garrison commander must also approve the fundraiser. The garrison commander will determine the location and time of fundraising events and resolve conflicting requests for events occurring outside the unit's organizational areas. Guidance on fundraising includes the following:

(a) FRGs will not be used for soliciting donations or managing large sums of money.

(b) Fundraising is only an incidental activity of an FRG.

(c) Fundraising activities will be consistent with the purpose of the FRG informal fund and the FRG informal fund SOP.

(d) Fundraising activities benefitting a private charity or a particular military member will not be held.

g. Gifts and donations to FRGs are subject to the following requirements and limitations:

(1) A receipt will be given to the donor when a gift or donation is accepted. The FRG informal fund custodian and the unit commander will keep a record of the gift receipt and disposition of the gift or donation. The FRG informal fund manager will report the receipt of gifts and donations as income to the informal fund in the monthly report to the commander.

(2) Commanders will avoid making statements that suggest the Army officially endorses the donor of a gift. Commanders will not make promises or give opinions on the tax consequences of a gift, but will suggest that the donor speak to a tax adviser.

(3) FRGs may receive unsolicited donations from host-nation individuals and groups. All such donations, including host-nation donations, must be coordinated with the MWR office.

(4) Offers of gifts of more than \$1,000 in value will be referred to the garrison commander and the MWR director to be handled as donations to the garrison supplemental mission fund according to AR 608-1 and other applicable regulations. Donations exceeding \$1,000 in value may not be broken into multiple donations of less than \$1,000. Commanders will report to an ethics counselor multiple gifts from the same donor received in the past year.

(5) The unit commander may accept unsolicited gifts of money or tangible personal property of a value of \$1,000 or less, including gifts from private organizations.

(a) Before accepting gifts, commanders will coordinate with the informal fund custodian to ensure that the \$10,000 annual gross-income limit will not be exceeded after receipt of the gift or donation.

(b) Commanders will not accept gifts without consulting the local ethics counselor.

(c) FRGs may not solicit donations, but may answer questions about the needs of the FRG.



h. Commanders will ensure that FRG supplemental funds disbursed to the unit FRG are used only for authorized purposes (AR 608-1). In addition to any requirements of the garrison commander or MWR director for disbursement of such funds and documentation of their use, commanders will submit an approved purchase request that includes a brief description of the item requested, dates the item is needed, total funds required, and the vendor or source of the item.

i. FRGs may not enter into commercial-sponsorship agreements. Commanders will ensure that all FRG activities are conducted in a manner that avoids the appearance of endorsement or promotion of a particular business or its product in exchange for the business providing assistance, funding, goods, equipment, or services for the activity.

j. Commanders are responsible for and must maintain accountability of property purchased with APFs. Commanders are strongly encouraged to discuss potential purchases with their SJA and resource-management personnel.

k. Commanders and FRG leaders will complete the budget process early enabling them to anticipate needs and submit purchase requests for the FRG. Commanders will ensure that appropriate staff members review the budget. FRGs and FRSAAs must maintain after-action reports, including actual costs and budgets of FRG activities and events. This information may be useful in future planning for events and needs. FRGs must—

- (1) Comply with regulatory recordkeeping requirements.
- (2) Document all expenditures and financial transitions.
- (3) Keep receipts to ensure they are within budget.

## **SECTION VI**

### **FAMILY READINESS TRAINING AND EVALUATION**

#### **19. COMMAND TRAINING AND EVALUATION**

Family readiness training and evaluation are essential to ensure an effective FRS. The IMCOM-Europe ACS Office (IMEU-MWD) will—

- a. Conduct staff-assistance visits.
- b. Conduct surveys and use focus groups to evaluate FRS effectiveness or other issues.
- c. Provide ACS staff training on Family readiness and mobilization-deployment readiness programs
- d. Provide Family readiness briefings to attendees at the USAREUR Pre-Command Course (UPCC), USAREUR Pre-Command Spouse Course, Rear Detachment Commanders Course, and the Company Commander and First Sergeant Course.
- e. Provide standardized training materials to USAG ACS directors for FRL, RDC, and FRG training. Appendix E provides information on FRL requirements and responsibilities.
- f. Verify ACS extended-operations capability and SOPs during ACS accreditation visits.

## **20. UNIT TRAINING AND EVALUATION**

Unit commanders will train FRS personnel and evaluate their FRS program. FRS training and evaluation objectives include—

a. Checking items for completeness and updating them as required. These include the following:

- (1) Checklists.
- (2) FCPs.
- (3) Pay authorizations.
- (4) POV registrations.
- (5) Powers of attorney.
- (6) Wills.
- (7) Other documents required for an actual deployment.

b. Conducting predeployment briefings, providing Soldier readiness packets to Soldiers and Family members, and providing other services that would be required in an actual deployment.

c. Designating unit time to review and update Family readiness packets.

d. Maintaining and updating unit FRPs.

e. Testing the performance of the FRP.

## **SECTION VII**

### **ARMY COMMUNITY SERVICE FAMILY ASSISTANCE CENTER**

#### **21. GENERAL**

The ACS will be responsible for providing assistance, guidance, information, and referral services to units, Soldiers, and Family members during deployments, emergencies, mobilization, and major disasters.

#### **22. ARMY COMMUNITY SERVICE FAMILY ASSISTANCE CENTER ACTIVATION**

If the unit commander and higher headquarters decide that expanded deployment support services are needed, the USAG commander will instruct the ACS to activate an FAC. An ACS FAC may be activated as follows:

##### **a. Phase I.**

(1) ACS is put on alert and must be prepared to expand into phases II through III within 24 hours if necessary.

(2) An NTV is assigned to ACS.

(3) A 24-hour emergency-telephone number is activated.

(4) An ACS representative will be on call.

(5) Information papers and POC rosters are validated and placed in a smart book for reference.

(6) Support services will be notified that expanded services may become necessary and that POCs must be immediately available.

(7) The USAG FRP plan is reviewed and validated, equipment is checked, and staff and support agency training is completed.

#### **b. Phase II.**

(1) As customer volume or conditions warrant, hours of operation may increase up to 18 hours each day, and a trained ACS representative will be “on call.”

(2) Depending on the situation and customer demands, essential agencies and services identified in Operation READY may move to the ACS center. These agencies and services include counseling services, Defense Enrollment Eligibility Reporting System, finance, ID cards, legal, referral services, and TRICARE.

(3) Staffing patterns for extended operations will be established by the ACS director and commanders or supervisors of the other supporting agencies.

(4) Supporting agency personnel will help in staffing ACS during the increased hours of operation.

#### **c. Phase III.**

(1) The ACS becomes a 24-hour operation.

(2) Support agencies may be required to move to the ACS center.

(3) Personnel from supporting agencies will help staff the ACS during the extended operations according to applicable operations SOPs or memorandums of agreement (MOAs). To ensure a support structure is in place for Family members during the most stressful times of a deployment, the USAG commander may place the ACS on 24-hour operation during—

(a) A natural disaster or other crisis.

(b) The first 30 to 60 days of a large-scale deployment and 60 to 90 days on redeployment.

### **23. ARMY COMMUNITY SERVICE FAMILY ASSISTANCE CENTER STAFFING**

a. The ACS director is the FAC director. ACS FAC staffing requirements for each activation phase will be identified on the MOBTDA and included in the USAG FAP. USAG commanders should consider using the following personnel:

(1) Civilian employees of organizations such as education centers that may not have their normal number of customers. This includes surge-support personnel.

- (2) Contractors whose contracts must be amended to allow them to support the ACS FAC.
- (3) Local retirees.
- (4) Nondeployable personnel.
- (5) Overhires. (Position descriptions should be prepared and ready to fill.)
- (6) Reservists and National Guard personnel on active duty.
- (7) Staff duty officers stationed at the ACS after normal hours of operation.
- (8) Support services listed in appendix B.
- (9) Surge staffing.
- (10) Volunteers.

b. The ACS FAC is a liaison with community support services. When the ACS FAC activates the community-support service, personnel assigned on orders will report to the FAC if requested to do so by the ACS Director.

c. Agency POCs are expected to attend regularly scheduled ACS FAC training and meetings. When an activation occurs, agency POCs will provide the normal level of customer services in the area facility to which they are assigned.

d. Some agencies will require an MOA to outline their participation and responsibilities. The ACS director will write the required MOAs and SOPs for the FAC and obtain the appropriate command concurrences. These community support services (app B) will have a POC and an alternate on official orders.

e. When the FAC is activated, the ACS director will ensure that staff duty officers have the name and telephone number of the on-call ACS representative. When ACS operates on a 24-hour basis, a trained ACS representative will be available at all times. A reference smart book must be available at ACS and the on-call ACS representative will have the smart book available. The smart book must include—

- (1) POC rosters for ACS FAC personnel.
- (2) POC rosters for and information papers from the community support services listed in appendix B.
- (3) POC rosters for available translators for German, Italian, Korean, and Spanish languages.
- (4) Telephone numbers and directions to host-country and American hospitals and clinics in the community.

## **24. ARMY COMMUNITY SERVICE FAMILY ASSISTANCE CENTER REQUIREMENTS**

The primary mission of the ACS FAC is to support Families of deployed Soldiers or Families of personnel affected by an emergency situation. Automation support for Soldier-to-Family communication will be located in YRRs or other specially designated computer centers. Families will receive support at the installation that is closest to their residence. ACS FACs must have the following:

- a. An appropriately furnished child-friendly play area.
- b. Audio-visual equipment with satellite hook-up.
- c. Fax machines.
- d. Furnished meeting areas and training rooms with access to logistic support.
- e. Furnished reception and waiting areas.
- f. Kitchen or break areas with a microwave oven and refrigerator.
- g. Office copiers.
- h. Private areas for individual interviews.
- i. Telephones with worldwide civilian DSN access.
- j. Vehicle support.
- k. Workstations for supporting agency representatives equipped with personal computers, Internet access, wordprocessing, and e-mail.

## **APPENDIX A REFERENCES**

### **SECTION I PUBLICATIONS**

United States Code, Title 10, section 1588 (10 USC 1588), Authority to Accept Certain Voluntary Services

31 USC 1341, Limitations on Expending and Obligating Amounts

DOD 4525.8-M, DOD Official Mail Manual

DOD 5500.7-R, Joint Ethics Regulation (JER)

DOD 7000.14-R, Department of Defense Financial Management Regulations (FMRs)

AR 25-30, The Army Publishing Program

AR 25-400-2, The Army Records Information Management System (ARIMS)

AR 58-1, Management, Acquisition, and Use of Motor Vehicles

AR 215-1, Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities

AR 600-20, Army Command Policy

AR 600-29, Fund-Raising Within the Department of the Army

AR 600-55, The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing)

AR 608-1, Army Community Service Center

AR 690-990-2, book 630, subchapter S11, Excused Absence

AE Regulation 25-30, The Army in Europe Publishing Program

AE Regulation 600-8-108, Rear Detachment Command

AE Pamphlet 600-8-109-1, Family Focused Deployment Guide

AE Pamphlet 600-8-109-2, Soldiers, Civilians, and Family Members Reintegration Guide

## **SECTION II FORMS**

OF 346, U.S. Government Motor Vehicle Operator's Identification Card

DA Form 2028, Recommended Changes to Publications and Blank Forms

DD Form 93, Record of Emergency Data

## **SECTION III WEBSITES**

Army FRG  
(<http://www.armyfrg.org>)

Battlemind  
(<http://www.battlemind.org>)

My Army Life Too, Army Integrated Family Support Network  
(<http://www.myarmylifetoo.com>)

United States Army Europe Family Readiness Support Assistants  
(<http://www.per.hqusareur.army.mil/FRSA/>)

## **APPENDIX B COMMUNITY SUPPORT**

The following will provide community support as part of the Family readiness system and representatives to the Army Community Service (ACS) Family assistance center:

- a. ACS.
- b. American Red Cross.
- c. Army Emergency Relief.
- d. Army Substance Abuse Program.
- e. Department of Defense Dependents Schools pupil personnel office (school counselors or school psychologists).
- f. Directorate of logistics.
- g. Directorate of public works.
- h. Family Life Chaplain office.
- i. Finance office.
- j. Garrison directorate of plans, training, mobilization, and security.
- k. In- and outprocessing center.
- l. Information management office.
- m. Patient liaison office or TRICARE.
- n. Provost marshal office.
- o. Public affairs office.
- p. School liaison office.
- q. Staff judge advocate office.
- r. Social-work services.



## **APPENDIX C**

### **PREDEPLOYMENT INFORMATION PACKET**

Units will give each Family a copy of the Family Focused Deployment Guide (AE Pam 600-8-109-1) 60 days before the Family's sponsor deploys. Units will also give a predeployment information packet to deploying Soldiers and civilian employees for their Families. The predeployment information packet should be updated for each deployment or exercise. Units should tailor their packets to meet the needs of Family members.

#### **C-1. SUPPORT INFORMATION**

This section of the predeployment information packet should include—

- a. Deployment dates.
- b. Field mailing procedures or Army post office addresses for major deployments.
- c. Mailroom hours and telephone number.
- d. Names and telephone numbers of the Family readiness liaison and the rear detachment command, including commands supplying augmented or Professional Filler System-Medical Personnel to the deployed unit.
- e. The location of Family readiness group (FRG) bulletin boards.

#### **C-2. COMMUNITY INFORMATION**

This section of the predeployment information packet should include—

- a. Contact procedures for obtaining up-to-date force-protection information and travel advisories from the garrison or rear detachment to help units or Families plan trips.
- b. Duty-officer telephone numbers.
- c. Emergency telephone numbers (for example, for the fire department, police).
- d. Referral procedures to help Families solve problems and resolve issues.

#### **C-3. MEDICAL INFORMATION**

This section of the predeployment information packet should include—

- a. A map showing host-nation hospitals if appropriate.
- b. Emergency medical-treatment procedures for military medical facilities and host-nation hospitals.
- c. Information on clinic hours.
- d. Information on dental examinations.
- e. The TRICARE POC name and telephone number.

#### **C-4. IMPORTANT TELEPHONE NUMBERS**

This section of the predeployment packet should include telephone numbers for FRG leaders and POCs and a unit telephone tree.

#### **C-5. DEPLOYMENT NUMBERS**

This section of the predeployment packet should include—

- a. The military Family life consultant cell phone number.
- b. The Military One Source telephone number.
- c. Useful fax numbers.
- d. Useful international telephone numbers.

## APPENDIX D

### FAMILY READINESS GROUP VOLUNTEER POSITION DESCRIPTION

A detailed list of Family readiness group (FRG) volunteer position descriptions is available from Operation Ready on the MyArmyLifeToo.com website at <http://www.myarmylifetoo.com>. Figure D-1 is a sample FRG volunteer position description.

FRG VOLUNTEER POSITION DESCRIPTION
<p style="text-align: center;"><b>PRIVACY ACT STATEMENT</b></p> <p><i><b>AUTHORITY:</b> Title 10, USC, Section 3012. <b>PRINCIPAL PURPOSES:</b> To assist Army agencies and commands in their mission of providing care and assistance to Families of Servicemembers who are required to be away from their home station. <b>ROUTINE USES:</b> (1) To identify specific problems and service needs of Soldiers and their Families. (2) To gather data that will assist in the development of appropriate programs and services. (3) To serve as a record of services provided. <b>MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION:</b> Voluntary information is required to assist the individual and his or her Family members. Failure to provide the required information could result in a delay in providing assistance to the individual or Family members.</i></p>
<p><b>1. POSITION TITLE.</b> Company FRG Leader or Battalion FRG Leader.</p>
<p><b>2. RESPONSIBILITY.</b> The FRG leader is responsible to the unit Family readiness liaison (FRL) and the FRL POC. The unit or battalion commander, as appropriate, appoints the company or battalion FRG leader.</p>
<p><b>3. GOALS.</b> The FRG leader's goals are to—</p> <ul style="list-style-type: none"><li>a. Be the communication link between the unit commander and Families.</li><li>b. Link Families with local resources.</li></ul>
<p><b>4. OBJECTIVES.</b> The FRG leader's objectives are to—</p> <ul style="list-style-type: none"><li>a. Provide information, outreach services, and emotional support.</li><li>b. Use problem-solving techniques to—<ul style="list-style-type: none"><li>(1) Determine problem areas.</li><li>(2) Identify solutions to problems.</li><li>(3) Initiate and evaluate the FRG program.</li><li>(4) Make recommendations.</li></ul></li></ul>

**Figure D-1. FRG Volunteer Position Description**

**5. DESCRIPTION OF DUTIES.** The FRG leader will—

- a. Recruit volunteers to serve as FRG contact persons or committee members.
- b. Distribute information in a timely manner using the support of Family readiness support assistants and by—
  - (1) Establishing and publishing an FRG newsletter.
  - (2) Maintaining and using a telephone tree.
- c. Organize periodic FRG meetings to distribute information, identify problem areas, and find solutions. The FRG leader is the moderator at these meetings.
- d. Oversee unit activities (for example, spouse meetings, unit programs, unit functions).
- e. Ensure FRG volunteers receive training and recognition.
- f. Represent the unit at the next higher level FRG.

**6. TIME REQUIRED.** An average of 4 hours per week is required. (During the initial stages of FRG establishment and during unit deployments, the job may require more time.)

**7. QUALIFICATIONS.** The FRG leader must—

- a. Be committed to the FRG program, the FRG mission, and Family members, and understand the value of FRG readiness to the unit.
- b. Enjoy working with people.
- c. Be flexible, reliable, and discreet.
- d. Be willing to learn from FRG members and advisers and to adjust as the program and FRG evolves.

**Figure D-1. FRG Volunteer Position Description (Continued)**

**APPENDIX E**  
**FAMILY READINESS LIAISON REQUIREMENTS**

**E-1. FAMILY READINESS LIASONS**

a. Responsibilities of Family readiness liaisons (FRLs) may include the following:

(1) Coordinating with community organizations and providing assistance, resources, and training to Soldiers and Family members.

(2) Maintaining confidentiality, sensitivity, and patience when working with Families.

b. FRLs may be appointed at any level of the command and work with the rear detachment commander (RDC), the Family assistance center, Family readiness groups (FRGs), and Family readiness support assistants.

c. FRLs will identify appropriate resources and provide accurate, up-to-date information to help solve Family-related problems.

d. FRLs should have—

(1) A genuine concern for the well-being of Families.

(2) A working knowledge of Army functions and agencies.

(3) Excellent communication skills.

(4) Interpersonal skills.

(5) Organizational skills.

**E-2. FRL TRAINING**

When appointed, FRLs—

a. Are encouraged to attend the following training:

(1) The RDC Course.

(2) Army Family Team Building training.

(3) FRG training provided by Army Community Service.

b. Should become familiar with all service agencies.

## GLOSSARY

### SECTION I ABBREVIATIONS

ACS	Army Community Service
AE	Army in Europe
AEPUBS	Army in Europe Publishing System
APF	appropriated fund
ARIMS	Army Records Information Management System
DA	Department of the Army
DEMOB	demobilization
DOD	Department of Defense
DSN	Defense Switched Network
FAC	Family assistance center
FAP	Family assistance plan
FCP	Family care plan
FRG	Family readiness group
FRL	Family readiness liaison
FRP	Family readiness plan
FRS	Family readiness system
FRSA	Family readiness support assistant
FRSC	Family readiness senior coordinator
ID	identification
IMCOM-Europe	United States Army Installation Management Command, Europe Region
MALT	<i>www.MyArmyLifeToo.com</i>
MOA	memorandum of agreement
MOBTDA	mobilization tables of distribution and allowances
MWR	morale, welfare, and recreation
NAF	nonappropriated fund
NTV	nontactical vehicle
OF	optional form
PNOK	primary next of kin
POC	point of contact
POV	privately owned vehicle
RDC	rear detachment commander
READY	Resources for Educating About Deployment and You
SNOK	secondary next of kin
SOP	standing operating procedure
SSN	social security number
UMT	unit ministry team
USAG	United States Army garrison
USAR (IMA)	United States Army Reserve (individual mobilization augmentee)
USAR (IRR)	United States Army Reserve (Individual Ready Reserve)
USAR (TPU)	United States Army Reserve (troop program unit)
USC	United States Code
vFRG	virtual Family readiness group
YRR	yellow ribbon room

## **SECTION II TERMS**

### **appropriated funds**

Monies made available to the military departments by Congress. Such appropriations are of two types: annual and multiyear. The purposes for which these funds are appropriated are specified by Congress in its appropriation acts.

### **augmentee**

A Soldier who is assigned to one unit but temporarily attached to another unit during an emergency, exercise, or deployment.

### **deployment cycle**

A series of phases that includes deployment, employment, redeployment, post deployment, reconstitution, trainup/preparation, and mobilization.

### **Family care plan**

A written document that specifies who has been designated to care for Family members when parents are mobilized or deployed, and includes necessary powers of attorney and other required authorization forms. This plan is prepared by single parents and dual-military Families and kept on file at the unit.

### **Family readiness group (FRG) informal funds**

Private funds generated by FRG members that are used to benefit the FRG membership.

### **Family readiness group informal funds manager**

The individual who reports the receipt of gifts and donations to the commander.

### **Family readiness liaison**

An individual who is responsible for referring Family members, Soldiers, Family readiness group leaders, and the Family readiness support assistant to community agencies.

### **Family readiness support assistant**

An employee of a unit whose primary mission is to help the Family readiness group leader with official administrative tasks.

### **focus group**

A group that meets to discuss a particular issue or situation.

### **fundraising**

Any activity conducted for the purpose of soliciting or collecting money, goods, or other support.

### **nonappropriated funds (NAFs)**

Cash and other assets received from sources other than congressional appropriations. NAFs are Government funds used for the collective benefit of those who generate them. These funds are separate from funds that are recorded in the books of the Treasurer of the United States.

**telephone tree**

A roster of unit personnel, their adult Family members, and their telephone numbers.

**TRICARE**

A regionally managed healthcare program for active duty and retired members of the uniformed services, their Families, and survivors.