

# REAL: Readiness Essentials for Army Leaders

## RESOURCES

### Community



# NATIONAL GUARD



Each state National Guard program operates a Family Assistance Center (FAC) in order to provide information, referral and outreach to geographically dispersed Service members and Families to support them to help build resilience.

## FAMILY ASSISTANCE CENTERS

Nearest FAC: \_\_\_\_\_

Phone Number: \_\_\_\_\_

To find the FAC nearest you or a geographically dispersed Family member: <https://www.jointservicessupport.org/FP/>

Services are provided to Soldiers, Family members, retirees, veterans and Survivors regardless of their status or component. Located in the communities FACs are able to build partnerships with local community agencies and are easily accessible. Due to their location FACs serve as a go-to agency to serve those that are geographically dispersed, parents and other Family members that are non-id card holders.

Individuals who access a FAC will find specialists who:

- Conduct outreach to Families of deployed Service members.
- Listen when a Service member or Family member needs to be heard.
- Provide information, resources, and referral when a Service member or Family member has an issue that requires assistance from internal or external organizations.
- Provide follow-up services to ensure that needs are being met and determine if any further assistance is needed.

Services include:

- Community, State and National resources
- Education services
- Financial education, planning, and resources
- Legal services
- Employment services
- Crisis intervention and referral
- ID Card/DEERS
- Tricare

## JOINT SERVICES SUPPORT (JSS)



Website: <https://www.jointservicessupport.org>

Services Locator: <https://www.jointservicessupport.org/spn>

JSS is a web-based service advocating for National Guard Service members, Families and Veterans by leveraging a network of strategic partners. Through JSS individuals can access programs and community resources. Programs include:

### Yellow Ribbon Reintegration Program (YRRP)



The Yellow Ribbon Reintegration Program is a DoD-wide effort to promote the well-being of National Guard and Reserve members, their families and communities, by

connecting them with resources throughout the deployment cycle. Through Yellow Ribbon events, Service members and loved ones connect with local resources before, during, and after deployments. Reintegration during post-deployment is a critical time for members of the National Guard and Reserve, as they often live far from military installations and other members of their units. Commanders and leaders play a critical role in assuring that Reserve Service members and their families attend Yellow Ribbon events where they can access information on health care, education and training opportunities, financial, and legal benefits.

The Yellow Ribbon Reintegration Program web-site provides on-line classes focused on deployment cycle support, methods with how to connect to the community, event information, handouts for on-line classes, and more. Classes can be accessed at <http://yellowribbon.mil>

### Employer Support of the Guard and Reserve (ESGR)



ESGR is a Department of Defense office that develops and promotes supportive work environments for Service members in the Reserve Components through outreach, recognition and educational opportunities that increase awareness of applicable laws, and resolves employment conflicts between the Service members and their employers. The ESGR provides education, employment opportunities, ombudsman services, and outreach to help maintain employment relationships, including Employer Awards for those employers who go above the call of duty to support a Service member employee. Employer Support Specialists and volunteers provide services across all 50 states.

For additional information about ESGR programs, nomination processes, etc. visit their website at <http://www.esgr.mil>

## Family Programs



National Guard Family Programs are located in each state and consist of: a state Family Program Director, 1-4 Wing Family Programs Coordinators, Family Readiness Groups/Key Volunteer Groups, Family Readiness Assistance, and Family Assistance Staff.

The National Guard Family Program Community Outreach focuses on connecting National Guard Families with local, regional, and national organizations in support of their everyday lives at home. Current partnerships include:

- Veterans of Foreign Wars
- American Veterans
- Disabled American Veterans
- American Legion
- United Service Organizations
- America's Adopt A Soldier

Family Readiness assists Service members and their Families to prepare for separations during short and long term deployments. Through an integrated Family readiness and support program information is provided to all members regardless of the parent service or component of the member. The Family readiness system is a network of programs, services, people and agencies promoting the quality of life of Service members and their Families.

National Guard Volunteer Program exists to serve the Family readiness needs of Army and Air National Guard Service members and their Families. The program provides assistance and support in the development and administration of volunteer programs at the state level in accordance with statutory requirements. The goal of the Volunteer Program is to enhance military Family readiness through an effective Volunteer network by educating, assisting and advocating for the readiness and well-being of military Families and Volunteers. The Volunteer Program is comprised of the following:

- Regional Volunteer Team (RVT): Provide guidance to other National Guard volunteers based on their time of service, experience and expertise as volunteers in their respective states. They administer the National Awards Program, and re often invited guest speakers to their regional state training conferences. The RVT assists the national Volunteer Program manager by serving as representatives at meetings and via Webinars to share accumulated information and are responsible for providing the National Guard Bureau with "Best Practices." They serve as Points of Contact for volunteer concerns from their region.
- Volunteer Training Team (VTT): A grass roots program that provides opportunities for geographically dispersed volunteers to attend training courses through an online/conference call platform. Creates new volunteer opportunities for state level volunteers to aspire to and continue providing their time and skills at the national level. Training courses are designed for members of all branches of service, Family members, volunteers, paid staff, and community resource members. There are 8 sub-teams to the VTT:
  - Data
  - Communications/Marketing
  - Education and Curriculum
  - Facilitator
  - Graphic Design/Seminar Enhancement
  - Human Resources
  - Quality Assurance
  - Special Projects

- Volunteer Support Staff (VSS): Assists the National Guard Bureau with the operation of the annual National Guard Volunteer Workshop and Youth Symposium.

## Child and Youth Program (CYP)



CYP is an integral component of the National Guard's comprehensive approach to Family Readiness. The CYP is available to school age dependents ages 6-18 years, of National Guard Soldiers and Airmen, regardless of deployment status, Survivors and Active Component Soldiers and Airmen

geographically-separated from installation-based program support. Age-appropriate activities and support services are offered in four service delivery areas:

- Art, Recreation & Leisure
- Sports, Fitness & Health
- Life Skills, Citizenship, character Development & Leadership
- Academic Support, Career Development, Mentoring & Intervention

The Core Program Elements Include:

- National Guard Teen Panel
- National Youth Symposium
- State Teen Panel
- State Youth Symposium
- Youth Development Programming
- State Opportunities & Military Youth Adventure Camps
- Yellow Ribbon Reintegration Program Support

To find more information about the program in your area visit: <https://www.jointservicessupport.org/spn> or call 703-607-5409.

## Financial Management Awareness



A Consumer Education and Financial Services Program that is designed to facilitate a comprehensive array of financial support tools within the Defense Department. The program

has an objective of providing every guard member and Family member access to services and tools that will help them obtain and maintain financial health. Using a variety of media the program aims to ensure National Guard members and their Families have at least awareness of easily accessible resources to help them manage their financial health to ensure mission readiness. Program Components include:

- Classes and Individual Tutorials
- Counseling and Consultations
- Information & Referral

## Joining Community Forces



Joining Community Forces aims to maximize the impact of civilian and military resources to Service members, Families, and veterans; in order to build resilience and foster a community network that is both sustainable and relevant. Inter-Service Family Assistance Committees, a cooperative partnership at regional or state level, are organized to provide a comprehensive view of the needs of Service members, Military Families and veterans within their specific locations and to recommend solutions from the resources of that community. The website: <https://www.jointservicessupport.org/communityforces/> has direct links to resources and partnerships that are available through the Joining Forces initiative.

## Psychological Health Programs



The National Guard Psychological health Program is designed to advocate, promote and guide National Guard members and their Families by supporting psychological fitness. Services will be offered in every state and territory and are tailored and delivered

according to the needs of each individual through various combinations of psychological health resource identification, communication of applicable benefits and other counseling services within the State and military system framework. Initial contact will have a greater emphasis on assessment, referral, and resource identification; for example, connecting the National Guard member or family member with a confirmed appointment or other mental health resource. Services that address longer term or more complex problems will also receive support through to the appropriate health care provider. Goals include:

- Provide high-quality services that are National Guard member specific; friendly and comprehensive, while typically increasing state/territory utilization rates to promote National Guard member readiness.
- Assist National Guard program managers and supervisors to improve a National Guard member's readjustment to civilian life by managing professional services and/or overseeing an individual's mental health needs.
- Provide consultation and support to help address organizational and individual health care situations, which have a detrimental effect on the National Guard member's reintegration to civilian life.
- Offer consultative guidance and support to state and territory National Guard senior management on state specific mental health needs based on Guard member demographics and mental health status.
- Provide National Guard oriented mental health training throughout the full spectrum of the deployment cycle.

## Sexual Assault Prevention and Response



Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Sexual Assault Prevention & Response Program is part of a Department of Defense-wide initiative to end sexual assault in the military and encourage Service members to protect and defend one another against unwanted sexual contact.

Through preventative education, civilian partnerships, bystander intervention, and victim advocacy, SAPR empowers Service members to report incidents they've experienced, and recognize when they or someone they know may be in a dangerous situation. Links on the JSS SAPR page include:

- Military Resources
- National Helplines and Hotlines
- Sexual Assault Organizations
- Domestic Violence Organizations
- Law Enforcement Organizations
- Legal Action and Prosecution
- Government Offices
- Policies and Regulations
- Research, Tools and Articles
- Training and Consulting

## National Hotlines:

National Domestic Violence Hotline: 800-799-SAFE and 800-787-3224 (TTY)

National Sexual Assault Hotline: 800-656-HOPE

## Transition Assistance



Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Transition Assistance Advisors (formerly State Benefits Advisors) work with other Joint Forces Headquarters staff members and Directors of State Family Programs to build a state network of support with Veterans Affairs and community organizations for Service members and their Families to access in their community.

Transition Assistance Advisors (TAAs) will:

- Help you get through the red tape. Provides information and assistance to Service members and their Families to help them understand and access Veterans Affairs (VA) benefits as well as services through the Department of Veterans Affairs and the Military Health System.
- Meet your Post-Deployment needs. Coordinates with VA, TRICARE, Veteran Service Organizations, and other federal, state and community resources to provide important information and help with obtaining services to meet the needs during the post-deployment period.
- See you through changes in your Military Service. Participate in the mobilization and demobilization process to brief and advise National Guard members and their Families about available VA entitlements and available resources in their communities.
- Ensure your health and wellbeing are taken care of. Help coordinate activities for the Post-Deployment Health Reassessment event (a screening evaluation for any lingering physical and mental health conditions Service members may experience at 3-6 months post-deployment).
- Strive to be your personal problem solver. Research and resolve issues associated with entitlements whenever you or your Family members encounter problems.
- Get the right folks involved when you need their help. Advise the Joint Forces Headquarters and coordinate with Family Support Specialists, Employer Support Group to give you the access to entitlements available through Department of Veterans Affairs, Department of Labor and other veterans' entitlement and benefit programs.



## Youth Challenge Program

*Reclaiming the lives of at-risk youth, producing program graduates with the values, life skills, education and self-discipline to succeed as productive citizens.*

Youth Challenge is an alternative program which offers youth, who have dropped out of school, the opportunity to change their future. Participants looking for a way to succeed outside of a traditional school setting learn self-discipline, leadership, and responsibility while working to obtain a high school equivalency diploma.

To find a Youth Challenge program near you visit: <https://www.jointservicessupport.org/ngycp>

# US ARMY RESERVE COMMAND



Family Programs is a comprehensive blend of quality of life programs in support of Department of Defense activities. Family Programs is a Commander's force multiplier for mission readiness. Family programs staff serve as the primary coordinating resource, who provide a multitude of unit and community-based services that foster the growth, development, and readiness of Soldiers and Families assigned to the Command.

## ARMY RESERVE FAMILY PROGRAMS TRAINING OPPORTUNITIES

Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

The Army Reserve Family Programs Directorate provides a variety of Life Skills training and support designed to assist Commanders, Family Programs Staff members, Soldiers, Family members, and volunteers navigate through each phase of the Soldier's life cycle. Classes are offered telephonically as well as in a classroom setting. To learn when and where classes are offered visit: <http://arfp.org/training.php>

Classes are offered in the following areas:

- Command Family Readiness
  - Chain of Command Training
  - Family readiness Groups in a New Era
  - BBPCC Spouse Training
  - Soldier Life Cycle Training
- Soldiers and Families
  - Army Family Team Building (AFTB)
  - Telephonic Mobilization and Reunion Briefings
  - Youth Leadership, Education, and Development
- Volunteers
  - Volunteer Orientation to the Army Reserve
  - Volunteer Orientation to the Unit
  - Family Readiness Groups in a New Era
  - Instructor Training Course
  - Briefer Training Course



## ARMY RESERVE FAMILY PROGRAMS

[www.arfp.org](http://www.arfp.org)

Army Reserve Family Programs provides education, training, awareness, outreach, information, referral, and follow-up. Our mission is to provide commanders with relevant and responsive quality-of-life programs and services in support of Soldiers, Families, and DA civilians.

## FORT FAMILY

**Live Support 24/7, 365 DAYS**  
**1-866-345-8248**

Fort Family provides a single gateway to responsive Family Crisis Assistance, available 24/7, 365 days a year. It provides a unit and community based solution to connect people to people. By pinpointing Families-in-need and local community resources, the Fort Family Outreach and Support Center can quickly connect the Soldier Family and resources thus providing installation-commensurate services in the geographic location of the crisis. Fort Family Outreach and Support Center has established a community based capacity by engaging our Nation's "Sea of Goodwill" to support Soldiers and Families closest to where they live.

Receive Information and Referral from Fort Family Outreach and Support for needs such as:

- Temporary Housing
- Emergency Funds
- Disaster Relief
- Debt Management
- Emergency Home Repair
- Assistance with locating nearest installation
- Separation or Coping issues
- Information on how to find a CAC office

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## CHILD AND YOUTH SERVICES

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To find a Reserve Child and Youth Services Program near you visit:  
<http://arfp.org/cyss.php>

Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Child, Youth & School Services (CYSS) has a range of quality programs to help Army Families meet their parental challenges and maintain their mission readiness. Whenever you need it and wherever you are, CYSS is prepared to make life better for Army Reserve Families.

CYS Services helps geographically dispersed Soldiers and Families find affordable childcare and youth supervision options within local communities. Provide and connect Soldier & Families to school-age and youth command/unit events, school-age and youth community-based partnership events, school support services, and community-based resources. CYSS also has opportunities for youth volunteers for example: Army Reserve Teen Panel Member, Command Teen Councils Member, Youth, Leadership, Education and Development Summits, assist with FRG, Family Days, Battle Assembly Snack area and many more.

### Army Fee Assistance for Child Care

Army Fee Assistance (AFA) was created to assist qualifying Army Sponsors with the cost of off-post child care allowing Families to pay fees comparable to those charged at an installation. If you do not have access to an on-installation child care provider, you may be eligible to participate in AFA. The benefit is available to children from birth through 12 years of age of Families of AGR, Deployed, Wounded Warriors and Survivors of Fallen Warriors.

- Full Day Care (25+ hours per week)
- Part-Time Care (16-25 hours per week)
- Before and After School/Summer Care
- (Must meet eligibility requirements)

Children must be enrolled in child care a minimum of 16 hours per week in order to qualify for AFA. The AFA will be paid directly to the Sponsor's child care provider and their statement/bill should reflect the reduction in cost that will result from the AFA.

### Army Fee Assistance for Respite Care

The Army Child, Youth & School Services (CYSS) is offering Respite Child Care assistance to support Families of Deployed, Wounded Warriors and Survivors of Fallen Warriors.

Child care providers must be State Licensed and/or Nationally Accredited in order to be deemed an eligible provider to receive AFA.

Respite Care for Deployment Status may be authorized for 30 days prior to deployment and for an additional 90 days after the Sponsors return.



Because most Army Reserve Families are geographically dispersed, they typically do NOT live near an active duty installation; therefore, they may not have access to the same services that active duty Families have.

### Fee Subsidy

- AGR, Deployed, Wounded, Injured, Fallen Warrior/ SOS Families
- Full Day/Part Day child care fees comparable with on post
- Respite Care
- Licensed/Accredited Providers
- Referrals available in 50 states

All questions on eligibility and application for the AFA should be addressed to the GSA Subsidy Administration Section.

Link: [https://financeweb.gsa.gov/childcare\\_portal/childcare\\_army\\_home](https://financeweb.gsa.gov/childcare_portal/childcare_army_home)  
Phone: (866) 508-0371  
Fax: (816) 823-5410



# FAMILY RESOURCES

Resources listed in this guide are subject to availability by location and affiliation. Please Check your local office for more information.

## ARMY EMERGENCY RELIEF (AER)



Local Program Manager: \_\_\_\_\_

Local Phone Number: \_\_\_\_\_

AER provides support and emergency financial assistance through reciprocal agreements to those geographically separated from an AER section through Air Force Aid Society, Coast Guard Mutual Assistance, Navy-Marine Corps Relief Society and the American Red Cross at 908 locations around the world. Service members must be on Title X orders in order to obtain an AER loan.

- Provides emergency financial assistance to Soldiers, Retirees and their Families
- Offers grants and no-interest loans to qualified applicants
- Serves as the Army's own emergency financial assistance organization
- AER funds are available to commanders to provide emergency financial assistance based on a valid need
- 81 AER Sections are located at U.S. Army installations worldwide

## ARMY ONE SOURCE (AOS)

[www.myarmyonesource.com](http://www.myarmyonesource.com)

AOS strives to standardize the services and delivery of support to Soldiers and the Families regardless of their component or geographical location. AOS has two main components: Program Outreach and Technology.



**Program Outreach:** To establish and strengthen the partnerships within the following four focus areas: behavioral health, faith, legal and financial in local communities. AOS Community Support Coordinators support this effort by working with local agencies to establish partnerships.

**Technology:** The AOS portal, located at [www.myarmyonesource.com](http://www.myarmyonesource.com), complies important, credible, and up-to-date information in a single location providing Soldiers and Families access at any time of the day, regardless of component or physical location.

## ARMY FAMILY ACTION PLAN (AFAP)

Local Program Manager: \_\_\_\_\_

Local Phone Number: \_\_\_\_\_

AFAP provides Active and Reserve Component Soldiers, Army Civilians, Family members, Survivors and Retirees a voice in shaping their standards of living by



identifying issues and concerns for Army Senior Leadership resolution.

Issues can be submitted at the garrison Army Community Service office or to a unit Family Programs liaison. Army OneSource ([www.myarmyonesource.com](http://www.myarmyonesource.com)) also facilitates AFAP issue online submission and routes the

issue to the garrison/unit selected by the submitter for entry into the AFAP process. AFAP is the primary tool to communicate the important issues facing Soldiers, Army Civilians, Families, Survivors and Retirees.

Each installation conducts issue-generating and developing events that allow the community to be a part of the AFAP process, ensuring the voice of the Army is heard. Individuals interested in learning more about their installation's process and how to get involved are encouraged to contact their local AFAP program manager.



Army Community Service Centers (ACS) are located on installations; requiring an individual to have an ID card in order to gain access to the center. Services offered through ACS are open to Active Duty, Reservists and National Guard members, DoD Civilians, Retirees, and Family members. Some ACS programs such as Army Emergency Relief, Exceptional Family Member Program, and Victim Advocacy require service members to be on Title X orders in order to receive full services.

## ARMY FAMILY TEAM BUILDING (AFTB)



Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

AFTB is a Family training and readiness program that provides participants with a better understanding of Army culture as well as the skills and resources needed to become resilient, self-sufficient and self-reliant members of the military community. AFTB provides education for those new to the military as well as to those looking to increase their leadership skills. Individual topics can be requested for meetings and unit training. Topics include:

### **Military Knowledge:**

- Military Knowledge...What Does It Mean?
- Military Acronyms and Terms
- Chain of Command
- Customs, Courtesies, Ceremonies and Traditions
- Military Social Functions
- Military Benefits and Entitlements
- Introduction to Military and Civilian Community Resources
- Introduction to family Readiness Groups
- Military Family Preparedness
- Resiliency, Be the Bouncing Ball

### **Leadership Development**

- Leadership Through Understanding Needs
- Examining Your Leadership Style
- Effective Communication for Leaders
- Developing Great Meetings
- Establishing Team Dynamics
- Resolving Conflict
- Supporting Others Through Coaching and Mentoring
- Virtual Meetings Tips and Techniques

### **Personal Growth and Resiliency:**

- Learn to Communicate
- Effective Conflict Management
- Problem Solving Strategies
- Exploring Personality Traits
- Improving Personal Relationships
- Successful Team Dynamics
- Growing Through Change
- Resiliency During Crisis and Grief
- Overcoming Stress
- Winning at Time Management
- Time to Serve: The Volunteer Experience
- Heading Towards Leadership

## ARMY VOLUNTEER CORPS (AVC)



Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Through dedicated service volunteers transform military installations into

communities. Volunteerism helps connect individuals to their community, increases resilience, and helps individuals develop skills for future career development.

AVC assists in connecting individuals interested in volunteering with volunteer positions in their community and matching organizations and interested volunteers. Volunteer hours are tracked through the Volunteer Information Management System (VIMS), which provides documentation of volunteer hours and training. AVC is responsible for installation volunteer recognition events.

## EMPLOYMENT READINESS PROGRAM (ERP)



Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

ERP assists Family members as well as Soldiers (Active/Guard/

- Hiring events (e.g., career and job fairs, employer panels)
- Training classes (resume writing, dress for success, interviewing)
- Resume assistance (includes certified Federal Resume Assistance)
- Support for Transitioning Soldiers where SFL-TAP is not available
- Skills assessment and career counseling
- Military Spouse Employment Partnership (MSEP) information (Spouses resume posting and job matching, portable careers)
- Resource computers
- Referral resources – community & national resources (states' employment offices, DOL)



## FAMILY ADVOCACY PROGRAM (FAP)

Local Program Manager: \_\_\_\_\_

Local Phone Number: \_\_\_\_\_

The US Army Family Advocacy Program is dedicated to the prevention, education, prompt reporting, investigation, intervention and treatment of spouse and child abuse. The program provides a variety of services to soldiers and families to enhance their relationship skills and improve their quality of life. This mission is accomplished through a variety of groups, seminars, workshops and counseling and intervention services.

Seminars and Workshops include:

- Command and Troop Education
- Community Awareness
- Conflict Resolution
- Couples Communication Skills
- Stress Management
- Prevention Programs and Services
- New Parent Support Program
- Parent Education
- Domestic Violence Prevention
- Victim Advocate Program
- Relationship Support
- Safety Education
- Respite Care Program
- Emergency Placement Care Program
- Reporting Procedures

### New Parent Support Program (NPSP)

Local Program Manager: \_\_\_\_\_

Local Phone Number: \_\_\_\_\_

NPSP delivers intensive, voluntary, strengths based home visitation services developed specifically for expectant parents and parents of children from birth to 3 years of age, to build strong, healthy military families. Through a variety of supportive services including home visits, support groups and parenting classes, the NPSP helps Soldiers and Families learn to cope with stress, isolation, post-deployment reunions and everyday demands of parenthood.

Home Visitor Services: Home visitors are Licensed Clinical Social Workers or Registered Nurses. Home visitors provide intensive home visitation to "at risk" Families as identified by the Family Needs Screener (FNS). Family Service Plans (FSP) are developed and are designed to meet the unique needs of each Family. Continual risk assessments, role modeling, education, mentoring and forming positive relationships are critical skills for positive program outcomes

### Transitional Compensation (TC) Program:

Local Program Manager: \_\_\_\_\_

Local Phone Number: \_\_\_\_\_

May be implemented after "dependent-abuse offenses". TC provides temporary financial assistance to eligible Family members while they reestablish their lives after the abusive Soldier is separated from the Army for a dependent-abuse offense

Dependent-Abuse Offense: Crimes such as sexual assault, rape, sodomy, assault, battery, child abuse (to include child neglect), murder, and manslaughter, when acted out by a Soldier on his/her Family member

Transitional Compensation Benefits:

- Monthly Payments
- ID CARD
- Commissary and Exchange
- Medical and Dental Care



### Victim Advocacy Program

Local Program Manager: \_\_\_\_\_

Local Phone Number: \_\_\_\_\_

IAW AR, 608-18 the primary mission of VAP is to provide comprehensive assistance and support to victims of spouse abuse

DAVAs Provide:

- Briefings on domestic violence and child abuse prevention awareness
- 24/7 crisis intervention
- Assistance in obtaining medical treatment for injuries
- Risk Assessments/Safety Planning
- Provide information on legal rights and proceedings
- Referrals to military and civilian shelters and other community resources
- Emotional support throughout the court/court-martial process
- Case Management Services

DAVAs Don't Provide:

- Clinical Triage/Assessment
- Clinical Case Management/CRC Prep
- Counseling/Treatment
- Services to/for the Offender(s), "Couple" or "Family"

## EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP)



Program Manager: \_\_\_\_\_  
 Phone Number: \_\_\_\_\_

EFMP is a mandatory enrollment program based on public law and Department of Defense directives. Army Regulation 608-75 provides the directives regarding how the Army is implementing EFMP.

An Exceptional Family Member (EFM) is any Family member (child or adult) with any physical, emotional, developmental, or intellectual disability that requires special treatment therapy, education, training, or counseling.

Services Provided through EFMP:

- Assess, screen, and document special education and medical needs of Family members
- Consider special education and medical needs in assignment process
- Ensure Family members receive community support services to meet needs
- Ensure facility and program accessibility
- Provide Educational and Developmental Intervention Services
- Systems Navigation: is a community support component of EFMP
  - ✓ The primary role of a Systems Navigator is to navigate Families through the available systems of care:
  - ✓ Make Referrals to required services
  - ✓ Provide resource information pertaining to the disability or medical condition
  - ✓ Identify support groups and social activities
  - ✓ Strengthen the Family's ability to advocate for their EFM

## MILITARY AND FAMILY LIFE COUNSELORS (MFLC)

Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

MFLCs provide non-medical, short-term, solution-focused counseling and briefings for issues amenable to brief intervention. The counseling is psycho-educational, which teaches participants to anticipate and resolve challenges associated with the military lifestyle. The aim is to prevent exacerbation of mental health conditions that detract from military and Family readiness. Eligible recipients include Soldiers, Military Family members, DoD Civilian Expeditionary Workforce in support of combat missions.

- |   |                        |
|---|------------------------|
| • Anger management                      | • Separation           |
| • Conflict resolution                   | • Coping skills        |
| • Parenting                             | • Homesickness         |
| • Relationship Issues                   | • Loss and grief       |
| • Deployment and reintegration concerns | • Financial counseling |
| • Relocation adjustment                 |                        |

## RELOCATION READINESS PROGRAM



Program Manager: \_\_\_\_\_  
 Phone Number: \_\_\_\_\_

Relocation Readiness Program (RRP) – Army Community Service Center RRP assists Soldiers (AC / RA / ANG / Reserve), Civilians and their Family members with Permanent Change of Station (PCS) relocation.

Comprehensive relocation training, information, tools and support to lessen relocation-related stress and to ensure a smoother and shorter settling in process to include the following:

- Education and Training classes (e.g. pre-entry workshops, newcomers' orientation, post move, mandatory overseas orientations and cultural classes)
- Individual counseling / assistance is available to both inbound and outbound personnel and families
- Resource computers
- Referral resources – Community and national resources
- Unit Sponsorship Training upon request (also available 24/7 through the Army Career Tracker)
- Lending Closet – Items to bridge the gap between pickup and delivery of household goods

## FINANCIAL READINESS PROGRAM



Program Manager: \_\_\_\_\_  
 Phone Number: \_\_\_\_\_

FRP assists Soldiers (AC / RC / NGB / Retirees), Civilians and their Family members with personal financial management support ACS's FRP supports Transitioning Soldiers where SFL-TAP FCs not available .

FRP services include:

- Training classes (e.g., Spend Plan, TSP, Savings and Investing, Consumer Awareness, Credit Management, Home Buying, Insurance)
- Financial counseling (e.g., debt reduction, consumer advocacy, first-term and annual budgets)
- Resource computers
- Referral resources – Community and national resources (installation banks and credit unions, AER, Consumer Federation of America, Army OneSource, Military OneSource, BBB, Consumer Financial Protection Bureau)

## MOBILIZATION, DEPLOYMENT, AND STABILITY SUPPORT OPERATIONS (MD&SSO)



Program Manager:

Phone Number:

MD&SSO acts as a community integrator and is available to all personnel on an installation regardless of status; this enhances community readiness. Services include; providing resources and referrals throughout the deployment cycle, assisting and advising commanders with Family readiness plans, assisting installation programs to align with the unit deployment cycle, Soldier readiness processing, non-combatant evacuation operations (NEO), repatriation, and emergency assistance. Preparing, connecting and empowering the Total Army Family – MD&SSO enhances community readiness and resilience for the challenges ahead.

Training Topics and Support Services include:

- Family Readiness Group Leader Training
- Family Readiness Liaison Training
- Family Readiness Support Assistant Training
- Command and Rear Detachment Command Training
- Care Team Training
- Deployment Cycle Readiness/Preparedness
- Coping with Separation
- Preparing to be Together
- Deployment and Separation Finances
- Emotional Cycle of Deployment
- Pre and Post Deployment Resiliency
- Deployment Fairs
- Emergency Family Assistance
  - Provide authoritative and accurate information
  - Continuous support and assistance during all-hazards events
  - Timely and Effective Assistance
  - Non-combatant evacuation preparation workshops
  - Assistance during repatriation



## VIRTUAL FAMILY READINESS GROUP



Army FRG is a platform designed and monitored by the Army to create a virtual FRG that commanders can control and monitor. The site is secure – members must be approved and must register using their Sponsor's last four. This ensures only people who should have access do and those that should not don't while replicating the major components of an FRG:

Allows Commanders to securely communicate to the FRGs using a variety of tools:

- Forums
- News Modules
- Calendar
- Telephone Tree Administration
- Download Center
- Streaming Videos
- Frequently Asked Questions
- Links
- Unit Store
- Facebook Interface
- E-Army Family Messaging

## ADPAAS | ARMY DISASTER PERSONNEL ACCOUNTABILITY and ASSESSMENT SYSTEM

MD&SSO staff are responsible for ensuring individuals who have completed an assessment asking for assistance during all-hazards event are provided timely and effective assistance. Through ADPAAS individuals can complete a needs assessment that allows and individual to assess for assistance in 19 different categories such as: temporary housing, finances, child care, mortuary affairs, medical assistance, counseling, and more. To access the ADPAAS system go to: <https://adpass.army.mil>

## SURVIVOR OUTREACH SERVICES (SOS)



Program Manager:

Phone Number:

The National Defense Authorization Act of 2006 (NDAA 2006) directed all the Military Services to develop a long-term support program for Survivors of the Fallen. Survivor Outreach Services (SOS) is the Army's official program for long-term Survivor Support and integrated into the Army's casualty continuum of care (the overall casualty framework which provides comprehensive support to Survivors). SOS works closely with the Casualty Assistance Center (CAC) and the Casualty Assistance Officer (CAO) during the initial phases of Survivor support. Introduced early in the casualty process, SOS coordinates services such as grief/bereavement counseling and financial assistance. Official transfer for long-term support occurs once all CAO duties and all required actions are complete.

SOS is a "One Army" Program made up of Regular Army, ARNG and USAR staff. The "One Army" concept means that Survivors receive support by the office closest to where they reside, regardless of Army component of the deceased, or component of the staff providing service. Services are also provided regardless of the manner of death (e.g., combat, training accident, vehicle accident, suicide, illness, etc) or location of death (e.g., during deployment, at garrison, mass casualty, hospital, etc). Lastly, access to services are for as long as the Survivor desires and NOT time limited.

SOS provides support to surviving Uniformed Soldiers, Family members of Soldiers who died on Active Duty, Army National Guard (ARNG) M-Day Soldiers, United States Army Reserve (USAR) Troop Program Unit members or those designated as Prisoner of War/Missing in Action (POW/MIA). Survivors are not only primary and secondary next-of-kin, but may include other Family members and even unrelated loved ones such as fiancés and battle buddies.

The SOS program offers services that seek to build Survivor independence and resilience using a holistic, multi-agency and multi-component approach. Support Coordinators serve as the long-term support advocate for Survivors and is responsible for service delivery. They facilitate support groups, provide life skills education, assist Survivors in managing applicable life-long benefit transition milestones, connects Survivors with counseling resources, and has working relationships with local Non-Governmental Agencies to assist with other Survivor needs. Financial Counselors help Survivors by assisting with long-term financial goals, budget counseling, debt management, estate planning education, tax issues and higher education needs.

SOS is a ready resource to military units and leadership in casualty support operations. SOS and CAC staffs should be considered as a training partner in mass casualty exercises, and a go-to resource when real life events occur.

More information is available through your local SOS office. Regular Army SOS staff are a part of the Army Community Service (ACS)/Army Support Activity (ASA) Center and located in the ACS/ASA building or in a separate facility on post. ARNG and USAR staff, who may be your Survivor's closest support, are located in Armories, State Joint Forces Headquarters and Family Centers. More information on Survivor resources (including your closest Survivor Outreach Services office) is available online at [www.sos.army.mil](http://www.sos.army.mil) or by calling the SOS toll free # (1-855-707-2769).

It is important to recognize and understand symbols the Army has adopted to honor and recognize Survivors of Fallen Soldiers. This includes the:

**Gold Star Service Banner** is displayed in memory of those who paid the ultimate sacrifice. During World War I, service flags were displayed in homes, businesses, schools and churches with a Blue Star for each Family member serving in the United States Armed Forces. A gold star was stitched over the blue one to represent when that Service member died during service to our nation.

**Gold Star Lapel Button** presented to immediate Family members of Service Members who die while deployed during any armed hostilities in which the United States is engaged (or die from wounds sustained in theater), dating back to World War I. This includes Service Members who die while assigned in support of military operations against the enemy or during an international terrorist attack.



**Lapel Button for Next of Kin of Deceased Personnel** (also referred to as Next of Kin Lapel Button) presented to immediate Family members of Service Members who die while serving honorably outside of a combat theater of operations (such as illness, suicide, training accident, vehicle accident, etc). This includes Service Members who die while assigned to a Reserve or National Guard unit in a drill status. It is authorized for issue retroactive to March 29, 1973.



The Gold Star Lapel and Next of Kin Lapel Buttons are normally presented to eligible family members prior to the military funeral service. Although they are less than an inch in size, they are packed with great meaning and emotion. They are not awards. They are symbols of honor. When you see someone wearing either the Gold Star or Next of Kin Lapel Button, know that he or she has lost a loved one who selflessly served our nation.

## SOLDIER AND FAMILY ASSISTANCE CENTER (SFAC)



Program Manager:

Phone Number:

### Wounded Soldier and Family Hotline: 1-800-984-8523

SFAC services are tailored and responsive to the needs of the Soldier and their Families. Most services will be present in the SFAC location in order to maximize the convenience to the Soldier and their Families. Other services requiring less than a full-time presence will be brought forward to the SFAC at designated times. Still other services will be provided through priority off-site appointments coordinated by the SFAC staff. SFAC sites will provide a warm, relaxed environment where Soldiers and their Families can gather to foster physical, spiritual and mental healing. The AOS SFAC site provides links to installation SFAC web-sites. Services identified to date to be present or coordinated in the SFAC are:

- Entitlement Benefits
- Educational Services
- Transition/Employment Assistance
- Travel pay for Family members
- Substance Abuse
- Coordination of Legal and Pastoral Services
- Lodging resources
- Child Care referral
- Coordination with Army Reserve, National Guard, State and Local Agencies

# MORALE WELFARE AND RECREATION (MWR)



Family and MWR programs, services and activities offer Soldiers and Families opportunities to enrich their lives culturally and creatively. Our programs relieve stress, build strength and resilience, and help the Army Family stay physically, mentally, and financially fit.

- Child, Youth & School Services
- Army Family Programs
- Soldier Programs & Community Recreation
- Family and MWR Business Initiatives
- Armed Forces Recreation Centers
- MWR Recreation Delivery to theater operations

The Army's investment in delivering the highest quality programs and services – from Family, child and youth programs to recreation, sports, entertainment, travel and leisure activities – reflects its commitment to Soldiers, Families, Civilians and Retirees.

## BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS)

Local Point of Contact: \_\_\_\_\_

Local Phone Number: \_\_\_\_\_

Better Opportunities for Single Soldiers (BOSS) is a dynamic Department of the Army program. Participants enhance their QUALITY OF LIFE, contribute to their community through COMMUNITY SERVICE activities, and assist in the planning and execution of their own RECREATION AND LEISURE events. The mission of the BOSS program is to enhance the morale and welfare of single Soldiers, increase retention, and sustain combat readiness. BOSS is the collective voice of single Soldiers through the chain of command which serves as a tool for commanders to gauge the morale of single soldiers regarding quality of life issues..

## CHILD, YOUTH AND SCHOOL SERVICES



Local Point of Contact: \_\_\_\_\_

Local Phone Number: \_\_\_\_\_

Child, Youth and School (CYS) Services recognizes the challenges of our Soldiers and their Families. By offering quality programs for children, youth and students, CYS supports the Army Family Covenant by reducing the conflict between mission readiness and parental responsibility.

Child, Youth & School Services (CYSS) are a wide range of quality programs to help Army Families meet their parental challenges and maintain their mission readiness. Whenever you need it and wherever you are, CYSS is prepared to make life better for Army Families.

Services include:

- Offer child care on installations and in communities
- Offer youth programs on installations and in communities through partnership arrangements
- Assist in locating child care and youth services; (e.g., Operation Military Child Care)
- Conduct outreach to schools (school liaison program)
- Provide child care training to FRG volunteers (Volunteer Child Care in a Unit Setting program)
- Child care for geographically dispersed Families
- Child care under the Army Family Covenant (AFC)

## CHAPLAINS AND UNIT MINISTRY TEAMS



Chaplains perform religious support activities according to their faith and conscience and provide religious support of other faith groups by coordinating with another chaplain or qualified individual to perform the support needed. At the unit level, a chaplain and chaplain assistant form a Unit Ministry Team, or UMT, and are embedded throughout all three components of the Army -- Active, Guard and Reserve.

Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Army Chaplain services are open to all Service Members and their Families and provide the following services:

- Pastoral Counseling
- Family Life Chaplains – provide marriage counseling services

- Strong Bonds Retreats for Couples and Singles
- Conduct training
- Suicide Prevention training
- Serve as part of the Casualty Notification Team
- Serve as part of the Care Response Team
- Provide information and resources on grief and bereavement

## SOLDIER FOR LIFE



Soldier for Life connects Army, governmental, and community efforts to build relationships that facilitate successful reintegration of our Soldiers, Retired Soldiers, Veterans, and their Families in order to keep them Army Strong and instill their values, ethos, and leadership within communities.

- Established on posts, camps, and stations
- Provides resources for planning during all phases of military life

<https://soldierforlife.army.mil>

Local Point of Contact:

\_\_\_\_\_

Local Phone Number:

\_\_\_\_\_

### Virtual Center

1-800-325-4715

## TRANSITION ASSISTANCE PROGRAM

The SFL-TAP process must be initiated early. Allowing Soldiers to start early provides you and the Soldier the flexibility needed to prevent a conflict between mission requirements and SFL-TAP services. It also ensures compliance with timeliness standards and promotes the program's effectiveness. As they prepare for transition, Soldiers need an average of 40 hours, spread over a 12-24 month period of time, to take advantage of SFL-TAP services.

## COMPREHENSIVE SOLDIER AND FAMILY FITNESS (CSF2)



Comprehensive Soldier and Family Fitness (CSF2) is designed to build resilience and enhance performance of the Army Family — Soldiers, their Families, and Army Civilians. CSF2 does this by providing hands-on training and self-development tools so that members of the Army Family are better able to cope with adversity, perform better in stressful situations, and thrive in life.

- Family Resiliency Training
- Global Assessment Tool
- On-line self-development tools

## MILITARY SPOUSE EMPLOYMENT PARTNERSHIP (MSEP)



<https://msepjobs.militaryonesource.mil/msep/>

MSEP is a part of the DoD Spouse Education and Career Opportunities (SECO) initiative which seeks to strengthen the education and career opportunities of military Spouses by providing career exploration opportunities to help them find rewarding career opportunities. MSEP is a targeted recruitment and employment solution for Spouses and companies that:

- Partner Fortune 500 plus companies with all military services.
- Provide human resource managers with recruitment solutions – military Spouses,
- Prepares military Spouses to become competitive, “job ready” applicants
- Connects military Spouses with employers seeking the essential 21<sup>st</sup> century workforce skills and attributes they possess.

# MILITARY ONE SOURCE



Website: [www.militaryonesource.com](http://www.militaryonesource.com)

24/7 Phone: 800-342-9647

Central hub and go-to-place for the military community

Military OneSource is a confidential Department of Defense-funded program providing comprehensive information on every aspect of military life at no cost to active duty, Guard and Reserve Component members, and their families. Information includes, but is not limited to, deployment, reunion, relationship, grief, spouse employment and education, parenting and childhood, and much more.

Military OneSource has policy and programmatic information, helpful resources, products, articles and tips on numerous topics related to military life. Confidential services are available 24 hours a day by telephone and online. In addition to the website support, Military OneSource offers confidential call center and online support for consultations on a number of issues such as spouse education and career opportunities, issues specific to families with a member with special needs, health coaching, financial support, and resources.

Military OneSource also offers confidential non-medical counseling services online, via telephone, or face to face. Eligible individuals may receive confidential non-medical counseling addressing issues requiring short-term attention, including everyday stressors, deployment and reintegration concerns, parenting, grief and loss, and marital problems as well as assistance with financial management, taxes, career services, health and wellness, and much more. This personalized support is available 24/7 no matter where you live or serve.

Military OneSource provides information, downloadables, and products in the following areas:

- Casualty Assistance
- Children, Youth, and Teens
- Crisis and Prevention
- Deployment
- Disaster Resources
- EFMP/Special Needs
- K-12 and College Education
- Morale, Welfare and Recreation
- Non-medical Counseling
- Parenting
- Relationship Health & Family Wellness
- Transition Assistance

## MY CAREER ADVANCEMENT ACCOUNT (MYCAA)



The My Career Advancement Account (MyCAA) Scholarship Program is a workforce development program that

provides up to \$4,000 of financial assistance to eligible military spouses who are pursuing a license, certification or Associate's degree in a portable career field and occupation.

For more information, visit <https://aiportal.acc.af.mil/mycaa>

## SPOUSE EDUCATION AND CAREER OPPORTUNITIES (SECO)



The Department of Defense established the Spouse Education Career Opportunities

program to provide education and career guidance to military spouses worldwide, offering comprehensive resources and tools related to career exploration, education, training and licensing, employment readiness and career connections.

**The Military OneSource SECO Career Center** offers comprehensive counseling services at no cost to all eligible military spouses. Certified SECO Career Counselors offer specialty consultations six days a week by calling 800-342-9647 and can help with the following:

- **Career exploration.** Explore your career interests and skills.
- **Education, training and licensing.** Learn about education options and licensure or credential requirements.
- **Employment readiness.** Prepare to join or re-enter the workforce and sharpen your skills throughout your career.
- **Career connections.** Find network and career opportunities.

**The MySECO website** is a one-stop online career and education toolbox filled with valuable information, resources and interactive features. Resources include the following:

- [Research Occupations tool](#), powered by CareerOneStop, helps you find the latest government statistics on occupational wages and employment trends nationwide or in your area.
- [SECO Scholarship Finder](#) makes searching for education funding and career development opportunities fast and easy. Search for financial assistance resources and professional development opportunities offered specifically to military spouses and family members.
- [My Individual Career Plan, or MyICP](#) allows you to access interactive tools and resources designed with you in mind.
- [College Scorecard](#) finds schools that are a good fit based on factors that are most important to you—location, size, degree, major and more.
- [SECO Resume Builder](#)
- [Import your LinkedIn profile](#)

For more information visit the website at <https://myseco.militaryonesource.mil>

# ADDITIONAL MILITARY AGENCIES

## JUDGE ADVOCATE GENERAL (JAG)

Local Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

- Provides legal counsel
- Prepares wills, powers of attorney, and other legal documents
- Conducts information briefings for deployment related legal issues

## FINANCE

Local Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

- Pay and allotment issues
- Thrift Savings Plan
- Savings Deposit Program
- Conducts information briefings on pay benefits during deployments
- Tax issues

## SOCIAL WORK SERVICE

Local Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

- Family Advocacy Intervention and Treatment Services
- Mental Health Services
- Counseling
- Stress Management

## BEHAVIORAL HEALTH/ MEDICAL SERVICES:

Local Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

- Briefings on health and stress issues
- Counseling services
- Mental health intervention and treatment services
- Deployment mental health screening
- Mental Health and Medical assessments and screenings
- Community Health Nurse



## TRICARE

Local Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

- Health insurance and Benefit Information
- [www.tricare.mil](http://www.tricare.mil)
  - On-line appointments
  - Resources
  - Insurance information
  - Referrals
  - Manage Prescriptions

## ARMY SUBSTANCE ABUSE PROGRAM

Local Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

- Substance Abuse Counseling
- Employee Assistance Program (for DA Civilians)
- Risk Reduction
- Suicide Prevention

## SEXUAL HARASSMENT ABUSE RESPONSE PROGRAM (SHARP)

Local Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

- Victim Advocacy for victims of sexual assault and harassment
- Restricted and Unrestricted Reporting options
- Education and Briefings



# AGENCIES OUTSIDE THE NETWORK

Organizations listed are nonprofit non-federal entities and not part of the Department of Defense or any of its components and have no government status. This is not a complete list of NFEs, but only an example of agencies providing support to the Department of Defense. Listing them does not express or imply endorsement.

## AMERICAN RED CROSS



Local Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Website: <http://www.redcross.org/find-help/military-families>

The American Red Cross provides specific services for military Families:

**Emergency Communication Services:** When an emergency strikes Soldiers and Family members can use the American Red Cross emergency communication services to ensure those that need to know about the emergency have the information they need. Individuals needing to send an emergency message can submit a request on-line through the website or call: 877-272-7337

**Financial Assistance:** The American Red Cross works with AER and other service emergency relief funds to ensure that Service Members in need of emergency financial assistance are able to receive it on weekends, holidays, and after hours. The American Red Cross also provides emergency financial assistance when disaster strikes.

**Information and Referral:** The American Red Cross provides counseling, guidance and information, referrals, and social services for all military personnel.

**Deployment Services:** Before, during and after deployment the American Red Cross provides training, information and support for military members and their Families.

## UNITED SERVICE ORGANIZATION (USO)



Local Point of Contact: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Website: [www.uso.org](http://www.uso.org)

The USO works to lift the spirits of US Military Members and their Families by providing services through a variety of programs offered around the world. Through the USO Service Members have been provided free phone calls home, received entertainment while forward deployed, and recorded bedtime stories for kids through the United Through Reading program. The USO offers services in the following categories:

- Deployed Troops
- Military Families
- Warrior and Family Care Programs
- Families of the Fallen
- USO Centers
- USO Events and Entertainment

## NATIONAL MILITARY FAMILY ASSOCIATION (NMFA)



Program

Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Website: [www.nmfa.org](http://www.nmfa.org)

The NMFA is a private organization that advocates for Military Families and strives to be the voice of military Families. The NMFA has been involved in legislative changes, as well as programs that have made a difference in the life of military Families. They fund RAND research projects on military life that help inform program and legislative changes. Programs offered through the NMFA include:

- Military Spouse Scholarships
- Operation Purple Camps
- Operations Purple Family Retreats
- Operation Purple Healing Adventures
- MyMilitaryLife App

## H.E.R.O.E.S. CARE



Website:

[www.heroescare.org](http://www.heroescare.org)

H.E.R.O.E.S. Care is a collaborative effort among well established non-governmental organizations (NGOs) designed to provide complete and proactive support for members of all branches of the military and their families through pre-deployment, deployment, family reintegration and post-deployment.

The program consists of a network of tens of thousands of trained caregivers and thousands of professional mental health care and service providers working together to provide an unprecedented system of support for military members and their families

Members of the military enroll on a voluntary basis. Each service member designates an individual to receive support during deployment as their Primary Care Receiver. This person can be any adult family member or 'significant other'. A volunteer from the local community who has been trained in care-giving and the deployment cycle is assigned to that individual. Assignments are gender matched. This Hometown Support Volunteer (HSV) stays in regular contact with the designated family member coordinating local support efforts. The HSV has direct access to affiliated organizations which can provide employment and emergency financial support. The HSV has also been trained to recognize behaviors that might indicate the need for professional mental health care. The HSV can recommend any member of the family or assigned significant other for this service. The HSV continues in the support relationship for up to two years post-deployment at the discretion of the Primary Care Receiver.

## BLUE STAR FAMILIES



Website: <https://www.bluestarfam.org/>

Blue Star Families seeks to connect Military Families and communities through local chapter-based community events and by serving as a bridge between families and support and service organizations that are striving to help make military life more sustainable. Through outreach and involvement with national and local organizations, civilian communities and government entities, Blue Star Families works hand in hand to share the pride of service, promote healthier families, aid in our military readiness and contribute to our country's strength. Programs include:

- Books on Bases
- Blue Star Museums
- Operation Honor Corps
- Blue Star Theaters
- Operation Appreciation
- Military Spouse Employment Initiatives
- Blue Star Spouse networks
- Blue Star Jobs
- Fellow Programs

## VETS 4 WARRIORS



Website: [www.vets4warriors.com](http://www.vets4warriors.com)

Veteran Help-line 24/7 – 855-838-8255

The mission of Vets 4 Warriors is to provide 24/7 confidential, stigma free peer support by veterans to Active Duty, National Guard and Reserve service members, Veterans, Retirees, and their families/caregivers. Share lived experiences to create an environment of trust that demonstrates you are never alone, there is a caring, empathic voice ready to connect and follow up.

## NATIONAL SUICIDE HOTLINE— VETERAN CRISIS LINE



Website: [www.vets4warriors.com](http://www.vets4warriors.com)

Veteran Help-line 24/7 – 855-838-8255

The Veterans Crisis Line connects Veterans in crisis and their families and friends with qualified, caring Department of Veterans Affairs responders through a confidential toll-free hotline, online chat, or text. Veterans and their loved ones can call 1-800-273-8255 and Press 1, chat online, or send a text message to 838255 to receive confidential support 24 hours a day, 7 days a week, 365 days a year. Support for deaf and hard of hearing individuals is available.

The caring responders at the Veterans Crisis Line are specially trained and experienced in helping Veterans of all ages and circumstances. Some of the responders are Veterans themselves and understand what Veterans and their families and friends have been through and the challenges Veterans of all ages and service eras face.

## GIVE AN HOUR

Website: [www.giveanhour.org](http://www.giveanhour.org)

Give an Hour™ is a nonprofit 501(c)(3), founded in September 2005 by Dr. Barbara Van Dahlen, a psychologist in the Washington, D.C., area. The organization's mission is to develop national networks of volunteers capable of responding to both acute and chronic conditions that arise within our society. Currently, GAH is dedicated to meeting the mental health needs of the troops and families affected by the post-9/11 conflicts in Iraq and Afghanistan. We provide counseling to individuals, couples and families, and children and adolescents.

Give an Hour treatment services include:

- Anxiety
- Depression
- Substance Abuse
- Post-traumatic Stress Disorder
- Traumatic Brain Injuries
- Sexual Health and Intimacy Concerns
- Loss and Grieving
- And more...

In addition to direct counseling services, Give an Hour providers are working to reduce the stigma associated with mental health by participating in and leading education, training, and outreach efforts in schools and communities and around military bases.

## OPERATION HOME FRONT



Website:

[www.operationhomefront.net](http://www.operationhomefront.net)

Program Manager: \_\_\_\_\_

Phone Number: \_\_\_\_\_

By connecting the American donor community to our military families through a robust array of valued and life-changing programs that address the specific short-term and critical assistance, long-term stability and recurring support needs they experience, Operation Homefront is able to help military families overcome many of the challenges inherent in military life. The result: stronger, more stable and more secure military families. Our programs include:

### Short-Term and Critical Assistance

- Financial assistance for food, utilities, home repairs, rent/mortgage payments, etc.
- Rent-free transitional housing for wounded service members

### Long-Term Stability

- Mortgage-free homes awarded across the U.S.

### Ongoing Family Support

- Hearts of Valor caregiver support program
- Baby showers to help new military moms welcome the newest member of the family
- Homefront Celebrations to recognize military spouses
- Holiday programs to provide meals and toys
- Backpacks filled with school supplies for military kids

## MILITARY CHILD EDUCATION COALITION (MCEC)



Website: [www.militarychild.org](http://www.militarychild.org)

The MCEC is focused on ensuring quality educational opportunities for all military-connected children affected by mobility, family separation, and transition through programs such as:

**Parent to Parent:** The MCEC Parent to Parent program empowers parents to be their child's strongest advocate on educational and social issues through MCEC Parent Workshops. More than 170,000 parents have attended these workshops since the program's beginning in 2006. In the MCEC Parent Workshops, trainers share practical ideas, proven techniques, and solid resources to support military-connected families.

**Student 2 Student:** The MCEC Student 2 Student (S2S) program trains civilian and military-connected high school students to establish and sustain peer-based programs in their schools to support mobile children as they transition to and from the school.

## WOUNDED WARRIOR PROJECT



Website: [www.woundedwarriorproject.org](http://www.woundedwarriorproject.org)

The Wounded Warrior Project raises awareness and enlists the public's aid for the needs of injured service members. They help injured Service members aid and assist each other, and provide unique, direct programs and services to meet the needs of injured Service Members. Programs focus on mind, body, economics, and engagement through efforts such as:

- Combat Stress Recovery Program
- Long-term Support Initiatives
- Physical Health and Wellness Programs
- Transition Training Academy
- Warriors to Work
- Education Services
- Family Support
- International Support
- Peer Support
- International Support
- Resource Center
- Policy & Government Affairs

## VETERANS OF FOREIGN WARS (VFW)



Website: [www.vfw.org](http://www.vfw.org)

The VFW seeks to foster camaraderie among United States Veterans of overseas conflicts and to serve veterans, the military and communities. The VFW is an advocate on behalf of all veterans. The VFW provides assistance in the following areas:

- Filing a VA Claim
- Separation Benefits
- Using Education Benefits
- Veterans' Scholarships
- Financial Aid

## AMERICAN VETERANS (AMVETS)



Website: [www.amvets.org](http://www.amvets.org)

AMVETS has a proud history of assisting veterans and sponsoring numerous programs that serve our country and its citizens. Membership in AMVETS is open to anyone who is currently serving, or who has honorably served, in the U.S. Armed Forces from World War II to the present, to include the National Guard and Reserves.

The helping hand that AMVETS extends to veterans and their families takes many forms:

- Veterans Services
- Scholarships
- Volunteerism (AMVETS in Action)
- Advocacy
- AMVETS Against Drug and Alcohol Abuse
- AMVETS Americanism Program
- Warrior Transition Program
- AVETS Career Centers
- Healing Heroes

## DISABLED AMERICAN VETERANS (DAV)



Website: [www.dav.org](http://www.dav.org)

The DAV is dedicated to a single purpose: empowering veterans to lead high-quality lives with respect and dignity. They accomplish this by ensuring that veterans and their families can access the full range of benefits available to them; fighting for the interests of America's injured heroes on Capitol Hill; and educating the public about the great sacrifices and needs of veterans transitioning back to civilian life. DAV provides the following services:

- Providing free, professional assistance to veterans and their families in obtaining benefits and services earned through military service and provided by the Department of Veterans Affairs (VA) and other agencies of government.
- Providing outreach concerning its program services to the American people generally, and to disabled veterans and their families specifically.
- Representing the interests of disabled veterans, their families, their widowed spouses and their orphans before Congress, the White House and the Judicial Branch, as well as state and local government.
- Extending DAV's mission of hope into the communities where these veterans and their families live through a network of state-level Departments and local Chapters.
- Providing a structure through which disabled veterans can express their compassion for their fellow veterans through a variety of volunteer programs.

*All information provided in this section was obtained through the "About Us" pages from each of the websites listed next to the corresponding organization.*

# Family Readiness Group

For FRG Members

ENGAGING

CONNECTING

EMPOWERING



## **What is an FRG?**

Family Readiness Groups (FRGs) are an established official Army entity to provide information, activities and support that enhance the resiliency of unit Soldiers, Civilians, and their Family members. FRGs provide resources and practical tools that facilitate self-reliance during military deployments, separations and transitions. Support from the FRGs may directly impact the well-being and esprit de corps within the unit.

## **Why should I be a part of the FRG?**

One of the main missions of the FRG is to disseminate information on behalf of the commander. Active participation in the FRG ensures that you are getting the most current and accurate information from authorized sources. The FRG is also a great place to network and develop community connections.

## **I am interested in volunteering with the FRG**

Volunteers are the foundation of all FRGs. Command teams often rely on FRG volunteers to help execute their Family Readiness plan. There are many different volunteer opportunities within the FRG. Some require greater time commitment than others. Volunteering in the FRG provides an opportunity to get connected, help others in the unit, and develop a sense of pride and accomplishment. Contact the unit FRG leader, Family Readiness Liaison or commander for information on how you can be a part of the FRG volunteer Family.



# REAL: Readiness Essentials for Army Leaders

## RESOURCES

Glossary



## GLOSSARY OF TERMS

*Abbreviation or term*

*Definition or description*

### **Numerical**

1SG First Sergeant; generally serves as the senior enlisted member of a unit, such as a company, battery, or troop.

### **A (Alpha)**

AAFES Army and Air Force Exchange Service; operate Post Exchange (PX) and Base Exchange (BX).

AAR After Action Report; report submitted after an event or exercise.

AC Active Component; The full time component of the military branches; non-Reserve/Guard.

ACE "Ask, Care, Escort"; Department of the Army Suicide Intervention Program

ACS Army Community Service; provides family support services on an installation for active duty members and retirees, civilian employees, and their Families.

ACU Army Combat Uniform; uniform whose pattern is digitized to prevent detection by electronic means.

AD Active Duty; a period of time a Service member is working for and paid by the military on a Title 10 order/status.

ADOS Active Duty Operational Support; military orders for active duty for a specific tasking.

ADT Active Duty for Training; Military active duty status for training.

AER Army Emergency Relief; a program that provides limited financial assistance through loans or grants to qualifying individual during times of emergency.

AFAP Army Family Action Plan; program that allows Soldiers, Family members, Civilians and retirees a venue to identify quality of life issues and recommend solutions.

AF Appropriated Funds (See APF)

AFTB Army Family Team Building; a three-tiered training course for Families and FRGs to learn about the Army, Family Readiness, personal growth and leadership skills.

AGR Active Guard and Reserve; Soldiers who work full-time in Reserve or Guard units and have the same benefits as Active Duty.

AIT Advanced Individual Training; job-specific training

AKO Army Knowledge Online; the Army's intranet site for information

Alert Emergency call to be ready for further action

ANG Air National Guard

AO Area of Operation.

APF Appropriated Funds; federal funds given to the military unit/or a program

to accomplish its mission. Allocated by legislation passed by Congress and signed by the President.

APFT	Army Physical Fitness Test
APO	Army Post Office; part of all military addresses in overseas areas
APOC	Alternate Point of Contact; Secondary contact of a Service member
AR	Army Regulation
ARC	American Red Cross; a national non-profit that supports communities in times of crisis or disaster.
ARNG	Army National Guard
ASIST	Applied Suicide Intervention Skills Training; A two-day training providing awareness of person-at-risk concerns, caregiver tasks, and development of intervention skills.
ASU	Army Service Uniform
AT	Annual Training
ATP	Army Teen Panel; website for children with parents in the military
AWOL	Absent Without Leave; when a Service Member is away from the military without authorized leave.

### **B (Bravo)**

BAH	Basic Allowance for Housing; a financial allowance given to individuals on active duty when government housing is not available.
BAS	Basic Allowance for Subsistence; additional pay given for meals
BCT	Basic Combat Training
BDE	Brigade; a military organization usually exercising command and control of subordinate Battalions.
BN	Battalion; a military organization usually exercising command and control of subordinate companies.
BOSS	Better Opportunities for Single Soldiers; a program to enhance the morale and welfare of single Soldiers, increase retention and sustain combat readiness.

### **C (Charlie)**

CAC	Common Access Card; Casualty Assistance Center
CAO	Casualty Assistance Officer
CAR	Chief of the Army Reserve; The commanding general of the United States Army Reserve. Responsible for plans, policies and programs affecting all Army Reserve Soldiers, including those who report directly to the Army.
CASCOM	Casualty Command; normally located at a military treatment facility
CDR/CO	Commander/Commanding Officer
CG	Commanding General
Chain of Command	The military leadership structure used when requesting assistance
Chain of Concern	An informal personnel chain used to bring problems to the attention of



	the proper parties.
Chaplain	Military religious/pastoral care individual
CHPC	Community Health Promotion Council
CMAOC	Casualty and Mortuary Affairs Operation Center
CNGB	Chief of the National Guard Bureau
CNO	Casualty Notification Officer
Co.	Company; a section of military personnel of about 100. A company is within a Battalion.
CO	Commanding Officer
COLA	Cost of Living Allowance; supplemental pay in predetermined areas where the cost of quarters is unusually high.
Commissary	Worldwide chain of stores on an installation providing groceries to military personnel, retirees and their families in a safe and secure shopping environment.
CONUS	Continental United States
CSM	Command Sergeant Major; the senior enlisted Soldier at Battalion level (or above). For ARNG, each state has a State CSM.
CSF2	Comprehensive Soldier and Family Fitness; program based on 30-plus years of scientific study and results that uses individual assessments, tailored virtual training, classroom training and embedded resilience experts to provide the critical skills our Soldiers, Family members and Army Civilians need.
CYS/CYSS	Child and Youth (and School) Services; programs that provide comprehensive child and youth programs for infants through 12th grade.
<b><u>D (Delta)</u></b>	
DA	Department of the Army
DCS	Deployment Cycle Support
DEERS	Defense Eligibility Enrollment System; the database used to verify that Service Members and Family members are authorized military privileges to include health care.
Deployment	Activation of military units in support of contingency operations.
DFAC	Dining Facility
DFAS	Defense Finance and Accounting System. The system that pays the military.
Dining In	Formal social gathering for members only
Dining Out	Formal social gathering with spouses/guests
Discharge	Separation from the military
DMDC	Defense Manpower Data Center; governing authority over DEERS. Ability to resolve data discrepancies in service member's record.
DoD	Department of Defense

DOR	Date of Rank; used when a Service member is promoted.
DSN	Defense Switched Network; a cost-free system for calling between military installations or from civilian phones to military.
DTW	Duty to Warn; responsibility to inform chain of command when someone poses a threat to self or others; suicidal ideation/behavior, child abuse/neglect, sexual abuse, domestic violence, homicidal ideations/behavior, etc.

**E (Echo)**

EEO	Equal Employment Opportunity
EFMP	Exceptional Family Member Program; a method of identifying family members who have unique needs to ensure duty stations are assigned appropriately that can/will provide adequate support.
EIN	Employer ID Number; a nine-digit number assigned by the IRS used to identify the tax accounts of employers and certain others who have no employees. The IRS uses the number to identify taxpayers who are required to file various business tax returns.
EM	Enlisted Member; a military member with the rank of Private (PVT) to CSM
EOM	End of Month
ESGR	Employer Support of the Guard and Reserve; an agency that provides assistance to Reserve and National Guard who have problems with their civilian employers as a result of military training/deployment.
ETS	Expiration of Term of Service; the end of a Service member's statutory obligation (i.e., a total of 8 years).

**F (Foxtrot)**

FAC	Family Assistance Center; a centralized location for all family resources.
Family Readiness Advisor	Individual that provides guidance and mentorship to Family Readiness Group volunteers.
Family Readiness Program	The way the commander chooses to manage his FRG.
Family Readiness System	The DoD and Army programs available for use by commanders, service members, Families, and FRGs for information and support.
FAP	Family Advocacy Program; assists with the prevention of domestic abuse and child abuse and neglect by providing education and awareness programs for all members of the military community.
FAS	Family Assistance Specialist; personnel who provide assistance and outreach to military members, veterans, and dependents. (ARNG)
FCP	Family Care Plan; a plan drawn up by the Service member and approved by the unit Commander to outline care of children when a parent is not available.
FC	Financial Counselor
FERP/FMEAP	Family Employment Readiness Program/Family Member Employment Assistance Program; provides information and referral on employment, education, training, and volunteer opportunities for spouses.
FMP	Family Management Program; an online database used by NG FAS to maintain contact information on Service Members and Families and track

	cases and outreach contacts.
FMWR	Family and Morale, Welfare and Recreation; administers special programs on and off base (e.g., tickets for sports and cultural activities in the community).
FOUO	For Official Use Only
FRG	Family Readiness Group; a group of Soldiers, spouses, partners, parents, significant others, retirees, and civilians who meet on a regular basis to provide support and communication between the unit and these representatives; may be multi-service.
FRL	Family Readiness Liaison (AKA, MPOC or Military Point of Contact); official command-sponsored individual, who provides liaison between Service members and their Families and the command, promoting a culture of mutual support and communication.
FRSA	Family Readiness Support Assistant; Civilian employee working directly for BN/BDE commander providing logistical and administrative support.
FSGLI	Family Service member's Group Life Insurance; program extended to the spouses and dependent children of members insured under the SGLI program. FSGLI provides up to a maximum of \$100,000 of insurance coverage for spouses, not to exceed the amount of SGLI the insured member has in force, and \$10,000 for dependent children.
FTUS	Full-Time Unit Support; course responsible for training unit Readiness NCOs
FTX	Field Training Exercise
Fund Custodian	Command appointed individual(s) responsible for the unit informal fund custody, accounting, and documentation.
FY	Fiscal Year (1 Oct – 30 Sep for all U.S. government agencies)
<b><u>G (Golf)</u></b>	
GFEBs	General Fund Enterprise Business System; web-enabled financial, asset and accounting management system.
GI Bill	A program to which a Service member contributes money that is matched by the service to attend college or vocational training after leaving military service.
GSA	General Services Administration; the government office that oversees the government supply procurement program. This term is also used for Government issued vehicles.
GWOT	Global War on Terrorism; the action commenced after 9/11/2001 to fight terrorism.
<b><u>H (Hotel)</u></b>	
HHC	Headquarters and Headquarters Company; the administrative and supply offices for a large unit.
HOR	Home of Record; what a Service member considers a permanent address (e.g., parents' address) or from where they entered service.
HQ	The portion of the command made up of the Commander and his/her staff.
HQDA	Headquarters, Department of the Army

**I (India), J (Juliet), K (Kilo), L (Lima)**

ID Card	An identification card that identifies the cardholder and authorizes privileges that can be used.
IDT	Inactive Duty Training; authorized training performed by a member of the reserve component not on active duty for training.
IG	Inspector General; serves as an independent and objective official for conducting, supervising, monitoring, and initiating audits and investigation relating to the programs of operation of the services or DoD.
IMA	Individual Mobilization Augmentee; The overall objective of the IMA program is to facilitate the rapid expansion of the Active Army wartime structure of the department of Defense and/or other departments or agencies of the U.S. Government to meet military manpower requirements in the event of military contingency, pre-mobilization, mobilization, sustainment, and / or demobilization operations. IMA Soldiers participate in a large number of CO-ADOS, ADOS, and mobilization tours to support various commands and areas of operation.
IMCOM	United States Army Installation Management Command
IPR	In-progress Review; A meeting to inform interested parties about the status of a project.
IRR	Individual Ready Reserve; a group of individuals who have previously served in the Active component or Selected Reserve and may have a period of military service obligation remaining. May be called upon to replace Soldiers in Active Duty, Guard, and Reserve Units.
ISFAC	Inter Service Family Assistance Committee; A community capacity/collaboration initiative to build local partnerships between military, federal, state and local resources to support military members.
ITA/ITO	Invitational Travel Authorization/Invitational Travel Order; an order authorizing travel by someone not in the military.
JAG	Judge Advocate General; the military lawyer
JFHQ	Joint Forces Headquarters; headquarters for the State National Guard
JSS	Joint Services Support; a National Guard system of resources and information for volunteers, service members, and families. The volunteer tracking system for National Guard volunteers.
Key Contact	Individual within the FRG who provides mutual support and assistance, through a network of communications among FRG members, the chain of command and community resources. Typically maintains contact with 5-10 FRG members.
KIA	Killed in Action
Leave	Authorized time away from the duty station
LES	Leave and Earnings Statement; military pay stub
LOD	Line-of-Duty investigation; required when a Service member is injured or killed.

**M (Mike)**

MACOM	Major Army Command
MCEC	Military Child Education Coalition; program focused on ensuring quality educational opportunities for all military children affected by mobility, family separation, and transition. ( <a href="http://www.militarychild.org">www.militarychild.org</a> )
MDAY	A Traditional Guard Service member who attends drill once per month and two weeks of annual training during the year.
METL	Mission Essential Task List; tasks which are imperative to accomplish in a unit/project.
MFLC	Military Family Life Consultant; Individual contractor which provides short-term solution focused counseling services to the military.
MIA	Missing in Action; a Service member not known to have been killed but is unaccounted for.
Military OneSource	Website that provides free assistance to locate schools, moving companies, housing, etc. ( <a href="http://www.militaryonesource.com">www.militaryonesource.com</a> )
MOS	Military Occupational Specialty; the job the service member trained to do.
MPOC	Military Point of Contact; any designated military member who could be contacted by a Family member.
MRT	Master Resilience Trainer; leads, trains on resiliency issues and teach life skills to others.
MTF	Military Treatment Facility; a hospital or clinic administered by one of the services.
<b><u>N (November)</u></b>	
NAF	Non-Appropriated Funds; federal funds derived from sources other than congressional appropriations.
NCO	Non-Commissioned Officer; any Service member in the grade of E-5 through E-9.
NCOER/OER	Non-Commissioned Officer/Officer Evaluation Report; a periodic job performance review.
NCOIC	Non-Commissioned Officer-in-Charge; usually the senior ranking Service member in a group; may be temporary depending on the duty.
NGB	National Guard Bureau; the national command for the state National Guard forces.
NMFA	National Military Family Association; a not-for-profit association dedicated to improving the quality of life for military Families.
NOK	Next of Kin; person considered to the closest in bloodline
<b><u>O (Oscar)</u></b>	
OCONUS	Outside Continental U.S.; refers to assignments overseas
OCS	Officer Candidate School; the Army's main training academy for prospective Army Officers.
OEF	Operation Enduring Freedom; Official name for U.S. military operations in Afghanistan.
OIF	Operation Iraqi Freedom; Official name for U.S. military operations in

	Iraq.
OND	Operation New Dawn; follow-on operation to OIF
OMK	Operation Military Kids; program initiated to support military youth of all components.
OPSEC	Operational Security; The process of identifying and safeguarding critical information about our military operations, to include, past, present, or future operations.
OSD	Office of the Secretary of Defense; office of the cabinet official responsible for national defense.
<b><u>P (Papa), Q (Quebec)</u></b>	
PAO	Public Affairs Office; responsible for clearing all interaction with the media.
PCS	Permanent Change of Station; military assignment changes from one location to another greater than 50 miles.
PDHRA	Post Deployment Health Re-Assessment; Service Members health check after a deployment.
PII	Personally Identifiable Information; Any data that could potentially identify a specific individual. This includes name, social security number, biometric records etc. alone or when combined with other personal or identifying information linked or linkable to a specific individual such as date and place of birth, mother's maiden name, etc.
PNOK	Primary Next of Kin
POC	Point of Contact; a designated person for an action
POA	Power of Attorney; legal document that enables one person to sign documents or take actions on behalf of another person.
POV	Privately-Owned Vehicle; one's personal vehicle
Privacy Act	Law that establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of information about individuals maintained in systems of records by federal agencies.
Protocol	Military customs and courtesy; rules that explain the correct conduct and procedures to be followed in formal situations.
PT	Physical Training; training performed to increase physical capabilities.
PX	Post Exchange; military store
<b><u>R (Romeo)</u></b>	
R&R	Rest & Recuperation; time given to those who are in a combat area; they may be permitted to return to the U.S. or another designated area.
Rank	What the Service member is called (e.g., Sergeant, Chief, Captain, and Colonel)
RC	Reserve Component; Reserve Components of the Armed Forces of the United States are: (a). the Army National Guard of the United States; (b). The US Army Reserve; (c). The US Naval Reserve; (d). The US Marine Corps Reserve; (e). The Air National Guard of the United States; (f). The US Air Force Reserve; and (g). The US Coast Guard Reserve.
RCAS	Reserve Component Automation System

RDC/Rear Det	Rear Detachment Commander; an officer appointed and assigned on orders to act as the Commander at home station.
REFRAD	Release from AD; applies to a Service member who has completed his or her active duty tour but still has time remaining on their statutory obligation.
REG	A regulation; written instructions for implementing military policies and procedures.
RNCO	Readiness Non-Commissioned Officer; generally the full-time human resources member within a unit.
RST	Rescheduled training; Commanders use RST when a training activity is better accomplished at a different date/time/location than the schedule UTA/MUTA. Individual Soldiers and section leaders can also request RST. (AR)
RTA	Resilience Training Assistant; Individuals trained to assist MRTs in teaching resilience-training skills.
<b><u>S (Sierra)</u></b>	
SARC	Sexual Assault Response Coordinator; military member appointed on orders to supervise VA/SHARP SPC and the SARC Administrative Assistant. The SARC monitors all reported sexual assault cases to ensure they receive the attention necessary to help the victim and to meet NGB report dates.
SBP	Survivor Benefit Program; a contributory program where a retiree designates a portion of his or her pay that is to be paid to a family member upon the retiree's death; the premium is paid through deduction from retired pay.
SC	SOS Support Coordinator
SCRA	Civil Relief Act; gives protection to military personnel when their legal rights or financial obligations are negatively impacted financially by going on an unexpected tour of active duty; must show that the inability to pay is due to entry into military service; must be requested.
SFL	Soldier for Life; A program designed to enable Army, governmental and community efforts to facilitate successful reintegration of Soldiers, Veterans and Families.
SFL-TAP	Soldier for Life- Transition Assistance Program (formerly known as ACAP, Army Career and Alumni Program); Connects transitioning Soldiers to meaningful civilian employment and education opportunities.
SFPD	State Family Program Director; person in charge of a state's Family Program in the National Guard.
SGLI	Servicemen's Group Life Insurance; an amount designated by the Service member paid to a named beneficiary upon the Service member's death.
SHARP	Sexual Harassment, Assault, Response and Prevention; part of a Department of Defense-wide initiative to end sexual assault in the military and encourage Service members to protect and defend one another against unwanted sexual contact/sexual assault.
SHARP VA	Victim Advocate; Provides essential support, liaison services and care to

victims of sexual assault. The VA ensures victims continue to receive the necessary care and support until the victim states or SARC determines that support is no longer needed. VA will be an NCO (SFC or higher), officer (CPT/CW3 or higher) or civilian (GS-11 or higher).

SIDPERS	Standard Installation/ Division Personnel System
SJA	Staff Judge Advocate office/officer; the military's legal assistance office
SM	Service Member; any member of a branch of the military
SNOK	Secondary Next of Kin
SOP	Standard Operating Procedure; a brief outline of how certain actions are accomplished; unique to each unit/installation.
SOS	Survivor Outreach Services; program assigned to assist surviving Family members of a deceased Service Member.
Space A	Space Available; refers to flights that Service Members and family members can take on a stand-by basis.
SRP	Service member Readiness Processing; a process that begins when a unit is notified of pending deployment; consists of personnel, finance, medical and dental records review and examinations for the service members preparing for deployment.
SSN	Social Security Number; used to identify the sponsor
STAMIS	Standard Army Management Information System
SYC	State youth Coordinator; Family Program member responsible for youth programs and benefits.
<b><u>T (Tango)</u></b>	
TAA	Transition Assistance Advisor; serve as the statewide point of contact to assist Service Members in accessing Veterans Affairs' health care services and benefits.
TAG	The Adjutant General; title of the individual in charge of the State National Guard (Army and Air).
TAMP	Transitional Assistance Management Program; provides 180 days of transitional health care benefits to help certain uniformed services members and their families transition to civilian life.
TAP	Transition Assistance Program. (See SFL-TAP)
TDP	TRICARE Dental Program; a voluntary plan that is administered separately from the TRICARE Prime Remote health care program and is administered by United Concordia; is available to active duty, family members, National Guard and Reserve.
TDY	Temporary Duty; a short-term absence from the current duty station.
TPU	Troop Program Unit; Soldiers that serve part time. They typically train on selected weekends and perform annual training which typically is 2 weeks long. These soldiers spend one weekend a month on duty and two weeks a year in training. (AR)
TRICARE	Tri-Service Medical Care; the DoD medical and dental entitlement program for people in uniform and their Families.



TRS TRICARE Reserve Select; a premium-based health plan available worldwide to Selected Reserve members of the Ready Reserve (and their families).

TSGLI Traumatic Servicemember's Group Life Insurance; a rider to Servicemember's Group Life Insurance (SGLI) that provides automatic traumatic injury coverage to all service members covered full-time or part-time under the Servicemembers' Group Life Insurance (SGLI) program. The TSGLI rider provides payment to service members who are severely injured (on or off duty) and suffer a loss as the result of a traumatic event.

TSP Thrift Savings Plan; voluntary military saving plan created to provide retirement income.

**U (Uniform), V (Victor), W (Whiskey), X (X-ray), Y (Yankee), Z (Zulu)**

UCMJ Uniform Code of Military Justice

USAF United States Air Force; the active component of the Air Force.

USARC United States Army Reserve; Reserve component of the Army.

USERRA Uniformed Services Employment and Reemployment Rights Act; a federal law that gives members and former members of the armed forces (active and reserve) the right to go back to a civilian job they held before military service without penalty.

USPFO United States Personnel and Fiscal Office; the office responsible for processing travel vouchers and shipping household goods.

VA Department of Veteran Affairs; administers and adjudicates all VA benefit claims; responsible for operation of VA Medical Centers. VA may also refer to a Victim Advocate, the person assigned to a unit or installation to provide support to victims of sexual assault/harassment or domestic violence.

vFRG Army Virtual FRG; the Army approved social media platform that can be used to keep FRG members informed in a secure environment.

VGLI Veterans Group Life Insurance; premium based life insurance program offered to veterans.

VMIS Volunteer Management Information System; assists the Army Volunteer Corps manage dedicated volunteers and allows volunteers a way track their hours, awards, trainings and certificates.

WIA Wounded in Action

WO Warrant Officer; a technical specialist in certain military occupations (e.g., helicopter pilots, maintenance technicians).

YRRP Yellow Ribbon Reintegration Program; program to provide services to Service members and Family Members for pre-deployment through post-deployment phases.



# REAL: Readiness Essentials for Army Leaders

## RESOURCES

Frequently Asked Questions



## **Family Readiness Group (FRG) Frequently Asked Questions**

### **What is the FRG relationship to the Rear Detachment Commander (RDC)?**

A. The RDC is the FRG's link to the deployed unit. All resource support for FRGs, such as meeting rooms, non-tactical vehicle use, office equipment and computers, newsletters, telephones, volunteer costs, and child care costs would be authorized through the RDC.

### **I have assumed command of a battalion that has not had an active FRG. Would you recommend I establish one FRG for the Battalion or one for each Company?**

A. We recommend FRGs be established at the company level and that a FRG steering committee be established at the battalion level as a forum to discuss FRG guidance and direction and serve as an information conduit. While company level FRGs serve as the model, commanders may decide that a battalion level FRG may be more effective due to the unit's mission or demographics.

### **Our FRG structure includes an assistant FRG leader, treasurer, secretary, welcome committee chair. Does the Commander's Guide require us to re-organize?**

A. No. Your FRG structure is consistent with the Guide.

### **How much money should the FRG receive?**

A. FRG needs vary widely. Location, deployment, climate, composition of the FRG members, mission, the military member's component (Active, Guard, Reserve) will influence FRG budget needs.

### **Who manages the FRG official funds?**

A. The brigade, or equivalent, commander is ultimately responsible for the proper use and expenditure of mission funds. During deployments, the Rear Detachment Commander is the Commander's representative at the home station and has responsibility for mission funds. The FRG is the responsibility of the RDC during deployments; therefore, funding support during deployments would be authorized by the RDC. FRG mission activities are mission funded with appropriated funds (APFs), just like all other unit administrative requirements. This includes the provision of office supplies, computer equipment, newsletter publication and mailings, volunteer travel and training, and other resources support for FRG mission activities. FRG leaders should familiarize themselves with the commander's SOPs for requesting resources support.

### **Can FRG volunteers travel to geographically separated units?**

A. Yes. Commanders, may, at their discretion, authorize APFs to pay for travel and training of official statutory volunteers, who must in-process through the local ACS center or Family Programs Office. Authorized FRG volunteer travel can include FRG volunteer visits to geographically disbursed members of the FRG when unit Commander approved and directly in support of the FRG mission. Statutory volunteers may also be authorized to use a non-tactical vehicle for official travel.

**An FRG leader establishes a registered non-profit private organization. The FRG leader requests permission to continue serving as the FRG leader in a statutory volunteer capacity. What should the unit Commander do?**

A. The unit Commander should coordinate a response with the servicing ethics counselor for the Garrison. The Commander must request the FRG leader choose either to manage the non-profit PO, or serve as a volunteer FRG leader. Serving in both capacities could lead to a conflict of interest. Should the FRG leader decide to continue managing the non-profit private organization, he or she can still participate as an FRG member and volunteer in a non-leadership role, but not as the FRG leader. The Garrison Commander should seek ethics counselor guidance regarding the limits of providing support to private organizations, particularly those that seek permission to fundraise, and should ensure volunteers under his or her command are aware of government ethics rules regarding the proper use of government resources. See AR 210-22, JER, and AR 600-29. Government officials cannot provide one non-profit organization with support beyond that which they normally provide similar types of non-profits.

**Our FRG includes Family of Soldiers who are not ID card holders. Is this OK? Do FRG members have to be ID cardholders?**

A. The unit's Soldiers, civilian employees, and Family members, both immediate and extended (parents, siblings, fiancée, and other loved ones; Family as defined by the Soldier) may belong to the FRG. There is no requirement that FRG members be ID cardholders. Soldiers bear primary responsibility for their Family and personal affairs readiness. As a minimum, they should keep themselves and their Families informed concerning key unit personnel information, benefits, programs and ensure that information regarding the Total Army Family Program is provided to Family members. Adding Family members to the FRG newsletter distribution list and vFRG can support the Soldier's and Family's readiness. Belonging to the FRG doesn't automatically mean installation access. Installation access requirements must still be met.

**Can the Commander's spouse be the informal funds custodian?**

A. Yes, as long as the spouse is not the FRG Leader.

**Can the FRG co-leader be the informal funds custodian?**

A. No, the volunteer must choose to be either the co-leader for informal funds custodian. Holding both volunteer positions is a conflict of interest and in violation of AR 608-1, Appendix J.

**What is the FRG leader's role in Care Team?**

A. The FRG leader's role should be very limited. The FRG's role should be directed by the command and FRG leader's should not do anything until contacted by command. FRG's can be a conduit of information and updates to the FRG membership as authorized by command.

## **ERSAs**

**What are the Family Readiness Support Assistant's (FRSA) responsibilities?**

A. FRsAs perform a variety of clerical and administrative duties in support of the commander and FRG leaders. Their primary duties include preparing and distributing correspondence, newsletters, flyers, rosters, reports and requests; providing content for the vFRG or AKO website; serving as vFRG system administrator if assigned; maintaining regular contact with FRG leaders and Army Community Service/Family Programs; scheduling and coordinating FRG

meeting and event logistics; and recruiting and maintaining an active volunteer force within the unit. Moving these administrative tasks to FRSA's, allows volunteer FRG Leaders more time to work directly with Families.

**My FRSA wants to be a volunteer FRG leader in the unit to which her spouse is assigned. Is this allowed?**

A. No. Federal employees may not volunteer for a program area in which they are employed. If they wish to volunteer it must be in a different program area such as chapel or hospital, any program area other than FRG

**FRG FUNDING**

**How is the FRG funded?**

A. The FRG APF SOP should include a requirement that FRG leaders fill out purchase request forms and submit them to the Commander for approval. Commanders can use their government purchase card to purchase supplies, equipment, room rental, or any other approved item to support FRG mission activities. By using the government purchase card, the unit purchases the items, pays the bills and maintains a detailed record of APF support to FRGs.

**Will funding come from each brigade, or from a garrison account?**

A. The funds come from the unit commander's appropriated funds (APF). The unit commander should project budget needs, request funds, and discuss funding guidance with the chain of command. Budgeting for mission activities is not new for a commander.

**How can Appropriated Fund provide support to the FRG?**

A. Commanders, with FRG leader input, should develop a budget plan. The commander should review the appropriated fund support provided to the FRG the previous fiscal year (1 October – 30 September) and then develop a plan for the upcoming year. The commander and FRG leader should review and modify the plan, if necessary, to fit within the unit's available mission funds. After the annual budget projections are received, the Commander should develop a Standard Operating Procedures (SOP) for the FRG which describes what type of APF support is available, the budget allocation, and the procedures for requesting support.

**MY FRG leader would like to hold an FRG meeting and luncheon. The meeting agenda includes discussing upcoming training exercises, introducing new members, reviewing ACS classes for FRG members, and planning for a unit car wash. What actions are authorized, and what funds can be used?**

A. APFs may be used to support the meeting, provide equipment, and print newsletters and materials necessary towards carrying out the meeting activities. All refreshment or luncheon costs may be paid using the FRG's informal fund or the Supplemental mission account intended for FRGs, if money is available. APF monies cannot generally be used for food or refreshments. Regarding the unit car wash, FRGs may only conduct internal fundraising for their FRG informal fund. They must request permission to fundraise as described above. Commanders should not approve internal fundraising unless consistent with the FRG's informal fund SOP. If it is approved, the proceeds are kept in the FRG's informal "cup and flower" fund, IAW AR 600-20.

**Our FRG has many social activities. Why not include "socializing" with the FRG mission activity, so that we can use the commander's government credit card to pay for FRG parties and outings?**

A. FRG's are established as official Army entities to provide activities and support that enhance the flow of information, increase the resiliency of unit Soldiers and their Families, provide practical tools for adjusting to military deployments and separations, and enhance the well-being and esprit de corps within the unit. FRG mission activities which are funded with APFs, must abide by all laws and regulations governing the use of those monies. APFs shall not be used for social activities.

**Our unit commander would like to send the FRG leader, who is a statutory volunteer, to Family readiness training. What funds are authorized?**

A. The unit commander uses APFs to pay for this expenditure. Statutory volunteers may be sent on Invitational Travel Orders to training, as provided in AR 608-1, 10 U.S.C. §1588, and the Joint Travel Regulation, Appendix E, Part I, paragraph A, and the Secretary Army Travel Policy. If the FRG leader is the unit Commander's Family member, the unit Commander must send the request to authorize travel to the next higher level officer in the Commander's chain of command, to avoid potential violation of the JER, conflict of interest provisions.

**My commander said that the unit has arranged with the Child Development Center to provide childcare for the unit's statutory volunteers. Since the unit will pay the bill monthly using the APF Government Purchase Card, he won't reimburse our childcare if we use a different provider. Can he do that?**

A. Yes he can. In fact, this is the most efficient way for a unit to manage childcare for statutory volunteers if they are located on a garrison. The CDC provides a bill monthly to the unit for all of the childcare charged that month to the unit and the APF credit card holder pays the bill. As a management control mechanism, the commander should also implement a childcare coupon for the volunteer to give to CDC after it has been signed by the designated unit representative. The coupons can then be matched to the charges on the bill. Commanders of units not located on the installation or with geographically dispersed Families will need to provide FRG volunteers with childcare policies and procedures.

**My unit was denied a global phone for morale or operational purposes by the commander due to limited funding. Can the FRG raise funds to purchase and provide maintenance/use costs for a commercially purchased global phone?**

A. No. APFs are authorized for the purchase and maintenance/use costs of a global phone. FRGs cannot use their private or informal funds for something that is authorized to be purchased with APFs.

**My unit was denied use of a VTC. A commercial company has agreed to conduct a VTC for us. Can the FRG raise funds to pay for the VTC?**

A. No. For the same reason the FRG cannot fund the global phone – it is an appropriated fund expense.

## **REIMBURSEMENT**

**Under what specific conditions is reimbursement granted for volunteers?**

A. AR 608-1, para 5-10g covers the reimbursement criteria for volunteers. This is provided the commander has approved the expenditure and funds are available. It is recommended the unit commander have an SOP which informs the volunteers what funds are available, and how to request reimbursement.

**How will the reimbursement of volunteer incidental expenses for child care costs be made, and to whom -- the volunteer or the provider?**

A. We assume you are requesting information regarding the reimbursement of incidental expenses for statutory volunteers registered through ACS, IAW 10 U.S.C. 1588 and AR 608-1, chapter 5. The unit commander must approve the expense in advance and should provide an SOP on the reimbursement procedures. The reimbursement depends upon the commander's approval and availability of funds. The money comes from the unit commander's appropriated mission funds.

**What forms will govern the monies used for reimbursement?**

A. Check with the commander's SOP for FRG budget procedures.

**Is the FRG volunteer required to register with the CDC prior to requesting reimbursement of child care?**

A. If the volunteer is using the CDC, registration is a requirement. The volunteer must be a statutory volunteer. If the volunteer wants to be reimbursed for childcare costs, he/she should check with the commander on whether or not childcare expenses are being reimbursed. The volunteer should review the Commander's SOP on the reimbursement of incidental expenses, including childcare. Note that the volunteer does not have to use the Childcare Center, unless the commander has decided that the Childcare Center must be used for reimbursement.

**May the unit commander reimburse an FRG volunteer's child care expenses incurred while conducting FRG business?**

A. Yes, statutory volunteers may be reimbursed for incidental expenses, to include child care costs. The Commander may reimburse child care expenses incurred while the volunteer was conducting FRG business, consistent with AR 608-1 and 10 U.S.C 1588. However, FRG social events are not considered official FRG business so the Commander may not pay FRG volunteer childcare costs incurred while participating in a social event.

**What is the definition of volunteering (in order to qualify for the reimbursement of incidental expenses) - FRG leadership roles or does attending the FRG meeting constitute time as a volunteer?**

A. FRG members attending an FRG meeting are not volunteers. Statutory volunteers provide voluntary services to the unit commander in furtherance of the FRG mission. The definition of statutory volunteer can be found at AR 608-1, para 5-4c; Statutory volunteers are required to have a job description, and to be supervised like an employee (AR 608-1, para 5-9k). The FRG leader, Treasurer, Newsletter Editor, and others who hold designated leadership positions should all be statutory volunteers. They should in-process through the Mobilization and Deployment Program Manager and Army Volunteer Corps Coordinator and receive a signed job description from the command. The unit commander should prepare a SOP covering the procedures for reimbursement for incidental expenses, so that volunteers know what is and is not covered.

**DONATIONS**

**Can my FRG accept a donation and deposit it into our informal funds checking account?**

A. Yes. Check with local and command policy. The Commander should request legal review of the gift offer prior to acceptance.



**Unit Commander stationed at Garrison “X” receives an offer from a local business, to make a \$20,000 donation to support “local Army Families”. May the Unit Commander accept the donation?**

A. The unit Commander should inform the Garrison “X” Commander of the donation offer. The Garrison Commander may accept this donation meant for Family support, into the Garrison FRG supplemental mission activity, as provided by AR 608-1. The donations become nonappropriated funds (NAFs), and are accounted for using department code/sub-account, SA J9, so that FRG intended gifts/donations are accounted for separately from other supplemental mission uses. The Garrison Commander should request the garrison Judge Advocate’s office review the gift offer prior to acceptance.

**Are the rules for the use of Morale, Welfare and Recreation (MWR) NAFs the same as for supplemental mission NAFs?**

A. No. Supplemental mission NAFs are used for a different program and purpose than MWR NAFs. Therefore, the rules for the disbursement and use of SM NAFs are different for MWR NAFs.

**I was told that FRG Supplemental Mission Activity donations must be shared equally with all FRGs on the garrison. Has that changed?**

A. Yes. Garrison Commanders will coordinate distribution of donations to FRGs based upon need and donor intent. The donation does not have to be divided among all FRGs. For example, the garrison commander can choose, with the RDCs input, to divide the donation among FRGs with deployed Soldiers only or only to units that are planning reunion activities for redeploying Soldiers.

**What use is authorized for FRG Supplemental Mission Activity use?**

A. FRG Supplemental Mission Activity donations intended for Family support or FRG use are not Morale, Welfare and Recreation (MWR) NAFs. These supplemental mission NAFs are managed separately under a different account code, and the rules regarding their expenditure are different than the rules for the expenditure of MWR NAFs. ACS supplemental mission NAFs intended for FRG or Family support may only be used to supplement the FRG mission activity. Commanders may use ACS supplemental mission donations intended for FRG use, for any purpose that the commander determines clearly supplements an established mission of the FRG. The use must be consistent with AR 215-1, and DoDI 1015.15. The first priority in using these supplemental mission NAFs should be to encourage maximum attendance and participation at FRG meetings, such as by providing food and refreshments. Using supplemental mission donations to support a unit ball is an example of an unauthorized expenditure because it fails to supplement an established mission of the FRG. Commanders may not authorize the use of supplemental mission funds for any purpose that cannot withstand the test of public scrutiny or which could be deemed a misuse or waste of funds. Using supplemental mission donations to fund a lavish cruise to promote "cohesion" among FRG members is an example of an excessive and inappropriate use of supplemental mission NAFs.

**Do supplemental mission donations given to an FRG count as income to the FRG Informal Fund?**

A. No, these are two entirely separate pots of monies. Supplemental mission donations belong to the Army’s NAF Instrumentality. Informal “cup and flower” funds belong to the informal fund’s members. Supplemental mission donations have no impact on the FRG informal fund income cap.

**Several FRGs which receive support from the Garrison “X” ACS, have heard about a donation to the ACS supplemental mission account. The FRGs request permission to use the supplemental mission NAFs to provide transportation and tickets to a festival or amusement park. May they do so?**

A. Possibly. Supplemental mission NAFs may be used for FRG social activities. To receive some of the donated funds, unit commanders must submit an approved purchase request which includes a brief description of the item(s) requested, total funds required, dates the items are needed, and vendor or source of the items to be purchased to the DFMWR for processing.

**My mother wants to donate \$100 to our FRG Informal Fund. Can we accept it?**

A. Yes, as long as the FRG has not exceeded the \$10,000 annual income cap and local policy authorizes it. The FRG can accept donations of \$1000 or less for its informal fund; however these donations count as income to the FRG.

**A local car dealer wants to donate \$2000 worth of products to the FRG to put into care packets that will be sent to the unit’s deployed Soldiers. Can the FRG accept the donation?**

A. No. The unit can only accept money or tangible goods valued at \$1000 or less. Donations valued at more than \$1000 must be given to the Garrison Commander (after the donation has been approved by the Legal Ethics Counselor. However, the donation does not have to be shared with all FRGs - the Garrison Commander may decide what units receive the donated goods.

## **FUNDRAISERS**

**Should FRG fund-raising caps be based on number of people in the unit the FRG is supporting vice a standard amount based on echelon of the FRG**

A. AR 608-1 Appendix J states that the FRG fund-raising cap is \$10,000 per calendar year from all sources, including fundraising, gifts, and donations. Unit commanders may establish a lower annual income cap. State and local laws and the requirements of Status of Forces Agreements may also make a lower FRG informal fund cap necessary at some locations.

**I was told our FRG could only hold fundraisers at our own motor pool? Is this correct?**

A. Not necessarily. The JER authorizes official fundraising by organizations composed primarily of Department of Defense or Department of the Army employees and their dependents when fundraising among their own members or dependents for the benefit of their own welfare funds. The Army Office of General Counsel (Ethics and Fiscal Law) and the Army Standards of Conduct Office have interpreted this to mean that an Army organization -including but not limited to units, installations, and Family Readiness Groups - may officially fundraise from its own community members or dependents and from all persons benefiting from the Army organization. For example, an installation may benefit from the Brigade or Unit FRG, thus permitting a Brigade or Unit FRG to fundraise throughout the installation. Fundraising must be (1) for the FRG informal fund, as opposed to a private charity; and (2) approved by the unit commander and coordinated with the commander with cognizance over the location of fundraising, if different from the organization area. Commanders shall consult with their SJA or Ethics Counselor and avoid all conflicts with other authorized fundraising activities.

**I am the FRG Leader for an Army Reserve unit. Our Reserve unit trains at a public building not located on an Army installation. Can we hold a fundraiser in front of the building?**

A. No. Since the unit is located in a public building that is shared with non-Army businesses, the FRG may only fundraise among its own members in its own spaces.

**I am an FRG leader.... In the past we held many big fundraisers which these new guidelines limit in scope. Frankly, these events built esprit de corps. We are struggling to re-define the purpose of FRG activities. Suggestions?**

A. Certain FRG mission activities are essential and include FRG member meetings, FRG staff and committee meetings, welcome activities for new members, and the publication and distribution of FRG newsletters. FRGs should provide activities that enhance the flow of information from command to the Family, and serve as a referral resource. FRGs should consider holding classes and workshops relevant to their membership. FRG leaders and commanders should speak with their members to better identify training needs and contact ACS or one of the many other garrison agencies available for FRG support. FRGs can create resilient Families that stick together in both celebration and crisis.

**My FRG is unhappy with the prohibition against external fund raising and wants me to set up a private organization to do our FRG fundraising? As a commander, may I do this?**

A. No. Commanders cannot organize private organizations (POs) or direct their activities, including how POs spend their money. Private organizations (POs) may be established by individuals, including FRG members if they so desire, to support shared goals and objectives. However, as stated in the G1 ALARACT message, "These POs may not receive preferential treatment and must be treated the same as all other similarly situated POs IAW the Joint Ethics Regulation (JER), and AR 210-22, Private Organizations on Department of the Army Installations. To prevent potential conflicts of interest, if such POs are established, its leaders must consist of different persons than the FRGs' leaders." FRG members and commanders should remember not to use government or FRG resources or government equipment for PO business.

You might also take into consideration that donations to the FRG Informal Fund cannot exceed \$1000 and that the donation counts as FRG income for the annual income cap. The FRG would benefit more from a local private organization donating to the Supplemental Mission Account intended for FRGs. The donations do not count as income to the FRG.

**My division is planning a Division Ball. Can my FRG conduct fundraising activities to support the Division Ball?**

A. No. Planning and contributing funds to support a Division Ball is not an FRG responsibility. The Division Ball is also not an MWR event for which non-appropriated funds or commercial sponsorship would be authorized. Division Balls are a private social event which should be funded by the attendees, or their private organizations (established IAW AR 210-22, Private Organizations) should their members choose to do so.

**My Battalion is planning a Holiday Party. Can the FRG conduct fundraising to support the Battalion Holiday Party?**

A. Yes. FRGs can conduct internal fundraising following their commander's approval after consultation with their ethics counselor, IAW AR 600-29 and the JER, to support this Family event.

**May the FRGs which fall under my Brigade hold a fundraiser to benefit our FRGs' informal funds?**

A. Yes. It is possible that a Brigade could hold an internal fundraiser for its own members, to benefit its own members, consistent with AR 600-20 and the JER. It is essential that no fundraiser be held without the permission of the commander, in consultation with the Brigade's Judge Advocate ethics counselor.

**If my Brigade FRG is selling unit magnets as a fundraiser, and a non-member of the Brigade wishes to purchase a magnet, could we sell it to the non-member without violating the "internal" fundraising limitations?**

A. Yes. FRGs who are given permission by their command, in consultation with their Judge Advocate's ethics counselor, to have an internal fundraiser should make every effort to abide by their commander's rules regarding that fundraiser.

**May my FRG do a fundraiser in their own community as long as it doesn't infringe on another unit?**

A. We can't tell from your question which community you are referring to. If you mean off-post, in the civilian community, then the answer is no. Official Army activities, to include FRGs, are prohibited from engaging in external fundraising. However, your FRG may be able to do a fundraiser at a central location on the installation. Your unit commander should consult with the servicing Judge Advocate's ethics counselor regarding this specific fundraising question.

**May the FRG use Square or Pay Pal as a form of payment during fundraisers?**

A. Maybe, be sure to check your local policy.

**INFORMAL FUNDS**

**Informal funds "may be used for purely social activities", etc....Does that include helping to defray the cost for a unit formal?**

A. Informal funds are private monies which belong to the informal funds' members. Planning and contributing funds to support a unit formal is not an FRG responsibility. Therefore, our guidance is not to use FRG informal funds monies for unit events. Unit formals are also not an MWR event for which non-appropriated funds are available, nor would commercial sponsorship be authorized. Formal balls are a private social event which should be funded by the attendees, or their private organizations should their members choose to do so.

**Is the \$10,000 cap for informal funds enforceable retroactively?**

A. FRGs informal funds may not exceed an annual gross income cap of \$10,000 per calendar year. If your FRG informal funds exceed \$10,000, the FRG needs to not engage in any internal fundraising.

**If the FRG Informal Fund account has reached the limit of \$10,000, are they unable to make any additional deposits from fundraisers currently scheduled?**

A. Commanders should not authorize FRG fundraisers when the FRG informal funds account has reached the \$10,000 cap. We advise commanders to cancel fundraisers for FRGs who are already at their maximum limit. FRGs are not established as a fundraising organization.

**Our battalion is having a holiday ball, in which the battalion pays for reserving the location, DJ, etc and the soldiers buy tickets for their dinner. Normally the FRG helps the battalion with this event by decorating (and purchasing the decorations for) the tables for the ball. Can we use our informal funds to purchase the decorations?**

A. The Battalion should use their informal funds to purchase the decorations for their holiday ball. The Battalion holiday ball is not an FRG responsibility. FRG members' informal funds should only be used for the benefit of the FRG members, not the entire Battalion.

**My commander wants the FRG informal fund to be bonded. This is expensive; does the Army have a program that covers this?**

A. No, First, bonding the informal fund is not a requirement but it is the commander's option. The Army does not provide bonding for FRG informal funds. We recommend the commander consider the value of the FRG informal fund and the cost of bonding when making this decision.

**My FRG would like to give going away gifts to our deploying Soldiers, such as books, magazines, calling cards and gift certificates. We also want to send "care packets" to the Soldiers during the deployment. Should we use the FRG's informal funds for the gifts and care packets, or the unit's informal funds?**

A. You have an option – the FRG Informal Funds or the unit's Informal Funds. The FRG Informal Funds may be used if the membership agrees and Soldier care packages are included in the Informal Fund SOP. Since this activity only benefits the unit members and not the FRG Family members, the FRG may consider asking the commander if unit Informal Funds may be used.

**My Unit Commander wants to organize an FRG picnic, provide transportation, buy welcoming gifts to new FRG members, and pay for pony rides. What APF support is authorized?**

A. None. APFs may not be used for this purely social activity. If the FRG has informal funds, they may be used. Also, the FRG may request funds from the FRG Supplemental Mission Activity, if available. The use of government vehicles to support the picnic is also not authorized, since the FRG activity is purely social.

**Our FRG has \$15,000 in its informal fund checking account. What do we do?**

A. Follow the guidance in AR 608-1, Appendix J to insure your informal fund procedures and paper work are in order. FRG informal funds are capped at \$10,000.

**How can our FRG establish an informal "cup and flower" fund for births, birthdays, meals and parties?**

A. Commanders may authorize FRGs to maintain informal funds for social events, similar to a cup and flower fund. The commander, or delegated representative, should sign a letter designating an FRG informal fund custodian and alternate, responsible for informal fund custody, accounting, and documentation. Operation of the fund will be consistent with Army Values, DoD 5500.7-R, Joint Ethics Regulation (JER) and AR 600-20, Command Policy. The brigade commander, or delegated representative, must publish an organizing SOP for informal funds management procedures.

**My FRG has a bank account for its informal funds. Do we need to close the account and await funding from the chain of command?**

A. No. Commanders may authorize FRGs to keep informal funds for activities which cannot be funded with government money. The informal funds are private monies belonging to the individual FRG members. FRG mission activities are funded by commanders using government money. The commander's mission funds (APFs) must be spent when supporting the official FRG mission, in accordance with fiscal and ethics law principles.

**One of my Soldiers is taking R&R leave at Edelweiss in Germany. Her spouse lives in Texas. This Soldier has not seen her Family for 3 years. Can the FRG pay for the spouse's ticket, or a portion of the ticket, with their informal funds?**

A. No. FRG Informal funds must be used for activities that support all of the members of the FRG. However, there are other agencies that may be able to assist the spouse, such as Army Emergency Relief and local charitable and volunteer organizations.

**Can the FRG's informal funds be used to buy food and drink for the FRG meetings?**

A. Yes. The FRG's informal funds could be used to purchase refreshments for FRG meetings, as long as some of the funds had been earmarked for refreshments. Informal funds use is limited to expenses consistent with the purpose and function of the fund. Other examples of authorized uses of informal funds include social events such as FRG parties or outings. Any disbursements of the informal funds that are made should be for specific planned purposes and should be for the benefit of the FRG members as a whole.

**Our FRG is having a holiday party. We are using our informal funds. Can we also use NAFs?**

A. No. You are correct to use FRG informal funds, assuming doing so is consistent with the FRG's informal fund SOP. However, since the FRG is not an MWR activity or NAFI, NAFs cannot be used to support this FRG event.

**Is an audit required when there is a change in funds custodian?**

A. Maybe, there is no regulatory requirement for an audit, but may be a local policy. This is a best practice.

### **CHILDCARE**

**I have a unit requesting child care for Bible study that will be part of an FRG meeting. Is that an appropriate use of funds?**

A. We cannot support Bible study as an appropriate FRG activity.

# REAL: Readiness Essentials for Army Leaders

## RESOURCES

### Rank and Structure



# RANK INSIGNIA OF THE U.S. ARMED FORCES

## ENLISTED

E-1    E-2    E-3    E-4    E-5    E-6    E-7    E-8    E-9    Senior Enlisted

### ARMY

no insignia											
Private E-1 (PV1)	Private E-2 (PV2)	Private First Class (PFC)	Corporal (CPL)	Sergeant (SGT)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SGM)	Command Sergeant Major (CSM)	Sergeant Major of the Army (SMA)

### MARINES

no insignia											
Private (PV)	Private First (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (SSgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSGt)	First Sergeant (1stSgt)	Master Gunnery Sergeant (MSGySgt)	Sergeant Major (SgtMaj)	Sergeant Major of the Marine Corps (SgtMajMC)

### AIR FORCE

no insignia													
Airman Basic (AB)	Airman (Amm)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSGt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCM)	Chief Master Sergeant of the Air Force (CMSAF)

### NAVY

no insignia												
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPO)	Force or Fleet Command Master Chief Petty Officer (FOMC/FLMCC)	Fleet Command Master Chief Petty Officer (FLMCC)	Master Chief Petty Officer of the Navy (MCPON)	

### COAST GUARD

Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPO)	Command Master Chief (CMC)	Master Chief Petty Officer of the Coast Guard (MCPON-CG)



# RANK INSIGNIA OF THE U.S. ARMED FORCES

## OFFICERS

0-1    0-2    0-3    0-4    0-5    0-6    0-7    0-8    0-9    0-10    SPECIAL

### ARMY - AIR FORCE - MARINES

										
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTJG)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)

### NAVY - COAST GUARD

										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADM/L)	Rear Admiral Upper Half (RADM/U)	Vice Admiral (ADM)	Admiral (ADM)	Fleet Admiral (FADM)

W-1

W-2

W-3

W-4

W-5

### ARMY

				
Warrant Officer (WO1)	Chief Warrant Officer (CW2)	Chief Warrant Officer (CW3)	Chief Warrant Officer (CW4)	Chief Warrant Officer (CW5)

### NAVY - COAST GUARD

Warrant Officer 1 (W-1) *The grade of Warrant Officer W-1 is no longer in use.				NO Chief Warrant Officer (CW5)
	Chief Warrant Officer (CW2)	Chief Warrant Officer (CW3)	Chief Warrant Officer (CW4)	

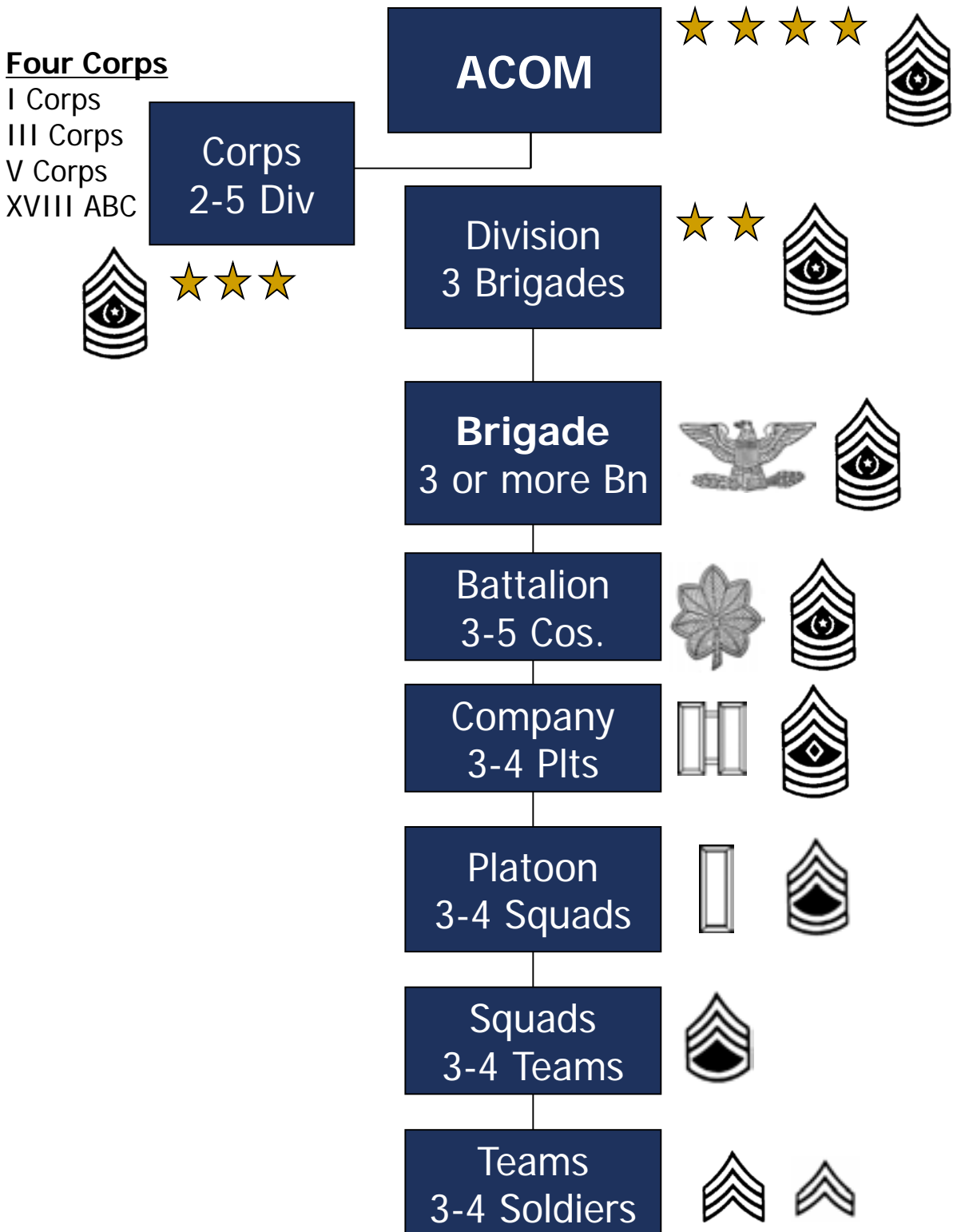
### MARINES

				
Warrant Officer (WO)	Chief Warrant Officer (CW2)	Chief Warrant Officer (CW3)	Chief Warrant Officer (CW4)	Chief Warrant Officer (CW5)

### AIR FORCE

NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT
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# Military Chain of Command



## MILITARY TIME

The military operates off a 24-hour clock, beginning at midnight (which is 0000 hours). See below for the complete time conversion chart.

For most daily things, military personnel use local time as a reference. In other words, "report to duty at 0700," would mean you have to be at work at 7:00 AM, local time.

When it comes to operational matters (such as communications, training exercises, deployments, ship movements aircraft flights, etc.), the military must often coordinate with bases and personnel located in other time zones.

Midnight (12:00 AM) -- 0000 hours	12:00 PM -- 1200 hours
1:00 AM -- 0100 hours	1:00 PM -- 1300 hours
2:00 AM -- 0200 hours	2:00 PM -- 1400 hours
3:00 AM -- 0300 hours	3:00 PM -- 1500 hours
4:00 AM -- 0400 hours	4:00 PM -- 1600 hours
5:00 AM -- 0500 hours	5:00 PM -- 1700 hours
6:00 AM -- 0600 hours	6:00 PM -- 1800 hours
7:00 AM -- 0700 hours	7:00 PM -- 1900 hours
8:00 AM -- 0800 hours	8:00 PM -- 2000 hours
9:00 AM -- 0900 hours	9:00 PM -- 2100 hours
10:00 AM -- 1000 hours	10:00 PM -- 2200 hours
11:00 AM -- 1100 hours	11:00 PM -- 2300 hours

## PHONETIC ALPHABET

A phonetic alphabet is a list of words used to identify letters in a message transmitted by radio or telephone. Spoken words from an approved list are substituted for letters. For example, the word "Army" would be "Alfa Romeo Mike Yankee" when spelled in the phonetic alphabet. This practice helps to prevent confusion between similar sounding letters, such as "m" and "n", and to clarify communications that may be garbled during transmission.

<b>A:</b> Alpha	<b>H:</b> Hotel	<b>O:</b> Oscar	<b>V:</b> Victor
<b>B:</b> Bravo	<b>I:</b> India	<b>P:</b> Papa	<b>W:</b> Whiskey
<b>C:</b> Charlie	<b>J:</b> Juliet	<b>Q:</b> Quebec	<b>X:</b> X-Ray
<b>D:</b> Delta	<b>K:</b> Kilo	<b>R:</b> Romeo	<b>Y:</b> Yankee
<b>E:</b> Echo	<b>L:</b> Lima	<b>S:</b> Sierra	<b>Z:</b> Zulu
<b>F:</b> Foxtrot	<b>M:</b> Mike	<b>T:</b> Tango	
<b>G:</b> Golf	<b>N:</b> November	<b>U:</b> Uniform	