



**Better Opportunities  
for Single Soldiers**

# **BOSS Program Desk Reference Guide**

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# Preface

## Introduction

The purpose of this desk reference is to provide BOSS Presidents, FMWR and Senior Enlisted Advisors with information on how to plan, develop, execute, and support a successful BOSS program. This document is an integral part of each program's continuity book and should guide and supplement IMCOM and local SOPs.

This desk reference supplements AR 215-1, Paragraph 8-11 and AR 600-20 and contains suggestions and ideas pulled from the experiences and knowledge of Soldiers, FMWR advisors, and Leaders within commands involved in both successful and struggling BOSS programs. It is not a rule or regulation. While this desk reference should assist in guiding the success of every BOSS program, it is not a comprehensive solution to all issues. Many installations have a specific or unique mission from one another and each BOSS program could be impacted by that. This reference guide was developed with that in mind and is designed as a baseline for the successful execution of the program, regardless of your location or mission.

For guidance or clarification on issues not addressed here, direct inquiries through your IMCOM Directorate BOSS team to the Department of the Army BOSS team (IMCOM G9).

Recommendations or changes to this desk reference should be submitted to the Department of the Army BOSS office at [armymwr.com](http://armymwr.com) (contact us).

This desk reference will be reviewed and updated annually or as needed based on program changes.

# Chapter 1: Program Overview

## History

BOSS was established as a program within the US Army Community and Family Support Center (CFSC), the precursor agency to the Directorate for Family, Morale, Welfare, and Recreation (DFMWR) in 1989 after they and other major commands were tasked with developing a program for Soldiers. Soldier focus groups presented their recommendations to local commands as part of their out brief.

In 1991, The Chief of Staff, U.S. Army, formally expanded the BOSS program to include all areas of single Soldier's lives, providing an opportunity for single Soldiers to surface quality of life issues through the chain of command. As the program evolved, it was expanded to include single Soldiers' desire to participate in community support and volunteer activities. These components, recreation and leisure, quality of life, and community service are the core components of the BOSS program. In 2016, The Office of the Secretary of Defense (OSD) included funding to support life skill events. This is the fourth and defining pillar of the BOSS program.

The Better Opportunities for Single Soldiers (BOSS) program supports the overall quality of life for the single Soldier and helps to maintain and improve Soldier readiness. BOSS identifies Soldier issues and concerns by recommending improvements through the chain of command. BOSS encourages and assists single Soldiers in identifying and planning for recreational and leisure activities. It gives single Soldiers the opportunity to participate in and contribute to their respective communities. Additionally, BOSS provides unique opportunities for personal and professional growth and development through skills training and events. BOSS is an official Department of the Army (DA) program managed by the Installation Management Command (IMCOM), G9, Directorate of Family, Morale, Welfare, and Recreation but executed at the Garrison level by Soldiers, for Soldiers.

## Mission

The mission of the BOSS program is to enhance the morale and welfare of single Soldiers, increase retention, and sustain combat readiness. BOSS is a program that helps commanders address the well-being and morale issues of the single and unaccompanied Soldiers in their commands.

## Vision Statement

*"Be the voice and advocate for single Soldiers to ensure they have a Quality of Life commensurate with their service".*

BOSS members coordinate single Soldier activities and events that fall within three critical components of the program: well-being, community service, and recreation/leisure activities. The most important component is to gather input on well-being issues, input which is worked to resolution at the lowest command level or elevated higher in certain cases. BOSS allows Soldiers to have a voice and allows them an opportunity to be heard on all issues that affect their well-being.

## Eligibility

BOSS provides support for single Soldiers, geographic bachelors (married individuals on unaccompanied orders), and single parents. The program is open to all ranks, both officer and

enlisted. BOSS supports Active Duty as well as National Guard and Reserve Component Soldiers on Active orders. While the program serves single Soldiers of all demographics, its target demographic is the 18-24 year old, junior enlisted Soldiers on their first or second duty assignment; these are statistically the most at-risk individuals for adverse action, acts of indiscipline, and personal issues. As BOSS is an official Army program, the participation by officers and enlisted simultaneously is both authorized and promoted; leadership participation often sets an example that promotes character development within BOSS and is encouraged.

Although BOSS has Soldier in the name, the program takes care of all single Service Members regardless of branch assigned to an Army installation. Because the program is administered by the US Army, it maintains this distinction within the name by identifying Soldiers specifically; in the same manner that the Single Airmen Program is administered by the Air Force, the Liberty Program administered by the Navy or the Single Marine Program administered by the Marines; as with these programs, all eligible Service Members, regardless of branch, are supported. BOSS is a legally licensed and trademarked entity within the US Army and changes to the name for specific instances, such as joint bases or creating separate programs for single parents, are prohibited.

## Core Components – The Three Pillars and Life Skills



### Quality of Life

Quality of Life (QoL) includes those issues that Soldiers can directly or indirectly influence to enhance their morale, living environment, or personal growth and development. Issues raised during BOSS meetings will be directed to the appropriate command or staff agency for resolution on the installation. Army-wide matters are forwarded through IMCOM Directorates to IMCOM G9 for possible Department of the Army resolution. All QoL issues should be documented on DA Form 7380 and directed through the Garrison Command Sergeant Major for action. Installation BOSS Councils have the responsibility of tracking the issues and should be included in their meeting minutes.

## **Recreation and Leisure**

Fun activities are planned by the BOSS council working in conjunction with the FMWR Advisor and Garrison Command Team. These events are geared towards the desires of the single Soldiers on that installation. Commonly, these work in conjunction with the development or use of specific skills, from cultural knowledge to physical activities such as fishing, skiing, surfing, paintball, rafting, and much more. Recreation and Leisure activities are typically fee based, but expenses can be offset by locally generated NAF and UFM funds. However, BOSS coordinates with partners and regularly works to raise funds in order to reduce the cost for participants below the standard rates. Additionally, BOSS provides Soldiers access to many group activities with like-minded individuals. Although Recreation and Leisure is an important factor for the morale of the single Soldier and one of the core components of the program, the BOSS council needs to ensure there is a solid balance of this component. If it's not balanced properly there can be a negative stigma associated with the program that only reflects this component.

## **Community Service**

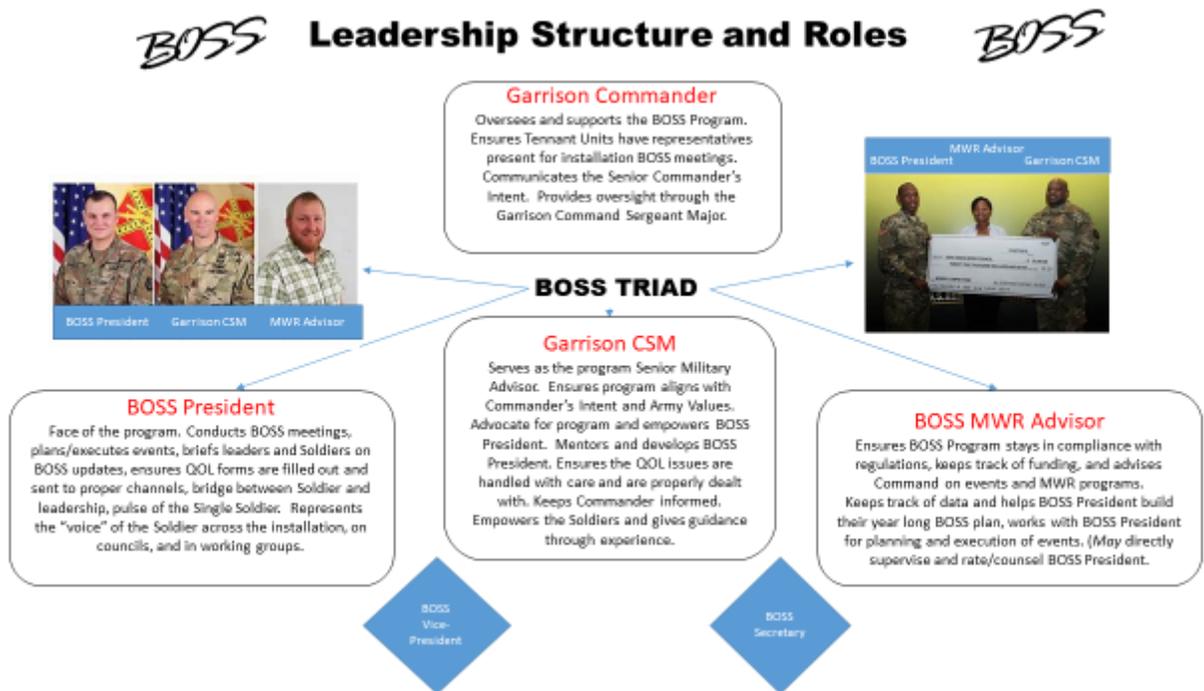
BOSS makes a difference by volunteering in local and distant community projects and events. This is always voluntary in nature and Soldiers find this to be personally rewarding. Service connects Soldiers to the community on and off post and helps foster a sense of identity. These events can help develop enduring partnerships with organizations across the installation and throughout the civilian population and often are a key element of public relations for the Army. Particularly for overseas locations, BOSS Community Service initiatives can be the cornerstone of political and community relationship building. Soldiers may develop a personal or professional network, learn new skills, or simply become exposed to their greater geographical area while participating. Additionally, participants are routinely recognized for their service, both at the local and at the Army level. All volunteer opportunities should be documented in the Volunteer Management Information System (VMIS) and also in BOSS meeting minutes.

## **Life Skills**

Life Skills is the newest addition added to the BOSS Program. It is a special set of instructional events/trainings funding provided by the Office of the Secretary of Defense. The Life Skills program is designed for Soldiers by enabling them to gain lifelong knowledge or a particular skill or certification. Life Skills are the abilities needed for adaptive and positive behavior and the psychosocial competencies which enable Soldiers to effectively navigate with the demands and challenges of the military. It is also intended to give Soldiers the skills needed for their well-being and it aids in the ability for them to become active and productive members of their community.

## Chapter 2: Roles and Responsibilities

The Garrison Command Sergeant Major, the FMWR advisor, and the BOSS president make up a triangle where all three elements enable the BOSS program to flourish. This is commonly referred to as the BOSS triad. The Vice President, Secretary, and Treasurer provide subject matter experts in specific areas of responsibility and act as executors in place of triad members for various tasks, comprising the Executive Council. Unit representatives are the direct connection between Soldiers and the BOSS leadership, and include the General Council (aka Installation Committee); often, representatives will sit on specific subcommittees or act as the Action Officer for particular events.



### The BOSS Triad

#### Garrison Command Sergeant Major

The CSM can have a dramatic impact on the BOSS program through his or her actions. Because BOSS is a Soldier-oriented program, the CSM plays a significant role in its success or failure. Traditionally, the Garrison CSM or equivalent is the senior enlisted advisor to the Garrison Commander.

**Guidance:** The CSM should use their experience, knowledge, ideas, and authority to solve problems or issues that arise at BOSS meetings. Additionally, it is the responsibility of the CSM to ensure that activities conducted by the BOSS program align with command guidance and intent, established policy, and the Army Values.

**Command Liaison:** The CSM also acts as a liaison between the BOSS committee and senior mission command groups. They have access to the leadership elements of the installation command structure which will help with a wider communication strategy and greater support for the BOSS program. The Senior Enlisted Advisor should empower and enable the BOSS President while

emphasizing and developing their leadership skills.

Visible Support: By attending BOSS meetings and functions the Senior Enlisted Advisor provides visible support for the BOSS program and shows that participant effort is valued. Their presence also establishes the importance of other commands supporting the program.

## **FMWR Advisor**

The FMWR Advisor provides management and oversight of the BOSS program and provides continuity as the Soldier and Senior Enlisted Advisors transition in and out of their positions. They should educate Soldiers on other FMWR programs and should encourage partnerships with these programs and outside agencies.

Guidance: The BOSS FMWR Advisor guides the BOSS committee on a number of issues and topics, to include, but not limited to; finances, procurement, event planning, coordinating resources, marketing, and administrative functions. Although it is sometimes necessary or more manageable for the FMWR advisor to take specific roles and responsibilities from the BOSS council, it is a disservice to both the Soldiers and the advisor to not have the Soldiers involved in the process. BOSS is designed to be a Soldier program with the FMWR advisor providing support.

1. Finances; The FMWR advisor, working primarily with the president and treasurer can help the committee track funds, write budgets, allocate money for specific projects and stay within the regulations. In addition, the FMWR advisor is often the only person able to make transactions on the BOSS account, so they are the de facto treasurer and are necessary for any function requiring funds.

2. Purchasing materials is also confusing with no experience and an FMWR advisor can give advice and guidance and connect you with the appropriate contacts to maximize committee efficiency.

*Note: Although the FMWR advisor may be the only one with access to the BOSS account this should not mean the BOSS committee abdicates all responsibility for finances and purchasing to the FMWR advisor. The BOSS committee should be involved and have the final say on how the BOSS funds are used.*

3. Event planning; FMWR advisor can provide guidance, especially if the advisor is in the recreation field already. Past experience and ideas as to what to plan and how to coordinate resources can be very valuable to the BOSS committee when they plan events, especially regarding regulations and the various pitfalls and complications that can arise even with simple events.

4. Marketing; FMWR advisor can provide guidance on requirements, resources, and regulations. The FMWR advisor should review with the BOSS committee what avenues there are for getting information out about a program and help to formulate a publicity plan. The FMWR advisor has additional resources and materials available that the BOSS committee might not have.

5. Administrative functions; FMWR advisor's guidance can be crucial. Reports, AAR's, a filing system, and a continuity book are necessary to maintain a BOSS program. Some actions may require a legal review. The FMWR advisor can help with all of these through suggestions, providing examples, editing, and advice on content and language.

6. Liaison. Similar to the senior enlisted advisor, the FMWR advisor can provide the BOSS committee with contacts and act as a liaison with other elements and agencies on and off an

installation. This can be as simple as suggesting someone to call for a specific issue and sometimes this entails being an advocate for the BOSS program where Soldiers might not typically be present.

Program Finance Manager: The BOSS FMWR Advisor shall be the holder of the Government Purchase Card (GPC) for the program or will act as the liaison to the GPC Cardholder for the program if the FMWR Advisor is not the GPC holder. The FMWR Advisor will determine whether funds are available and whether the purchase should be made using the GPC or by a Purchase Request submitted through the proper channels. The BOSS FMWR Advisor is ultimately responsible for executing all purchases associated with the program based on votes indicated within approved BOSS Meeting minutes.

## **Installation BOSS President**

The installation BOSS President is the primary point of coordination for the BOSS program through the senior enlisted and FMWR advisor. The BOSS President is the essential link for a successful program. The BOSS President has several primary responsibilities; they chair regular BOSS meetings for their installation, build and govern subcommittees, have final approval for marketing and event coordination, represent the single Soldier for a number of committees on their installation, and report and record identified QoL issues on the installation. This position should be a one or two year tour of duty. Each IMCOM Installation has a BOSS President TDA requirement and should be filled from within the installation. This position works the best when the Soldier selected to be the BOSS President is attached to the Garrison to fill the TDA authorization.

BOSS Meetings: The BOSS President for a given installation acts as the chair for all BOSS meetings. This does not mean that they must speak on each point within a meeting, but rather that they help facilitate and control discussions on specific topics. Presidents ultimately are responsible for both meeting agendas and minutes and in fact, must sign all meeting minutes to validate their contents (to include any expenses authorized at the meeting).

Subcommittees: The President is responsible for overseeing committees and subcommittees to ensure they continue to operate within the scope of their responsibilities and the intent of the program. Subcommittees may be developed for specific reasons: for example, a subcommittee may be established for a large, multifaceted event; marketing efforts may be formed and controlled by a subcommittee.

Representative on garrison committees: The BOSS President is the single Soldier representative for their installation. As such, they should actively participate in many committees and meetings across their installation. Examples include AAFES and DECA committees, AFAP and relocation meetings, and many others. These will frequently be driven by unique circumstances on a given installation, but if a committee or meeting occurs which impacts the lives of single Soldiers, the BOSS President should be an active participant.

Liaison for Soldier issues: The BOSS President is a Soldier first, but also operates within a unique chain to enable rapid facilitation of Quality of Life issues through the ranks, up to Installation Management Command (IMCOM) and beyond. It is the responsibility of the BOSS President to work closely within their garrison team to resolve issues locally if possible, but also to communicate concerns and successes to higher echelons as necessary.

Event Planning: The BOSS President is ultimately responsible for the successful execution of all

BOSS events and activities. Much of this may be delegated either through subcommittees or through individual action officers for specific events, but the BOSS President remains accountable for oversight and guidance. This responsibility extends to managing the planning process, managing the complete event calendar, and all other event requirements.

## **BOSS Executive Council**

### **BOSS Vice President**

The installation BOSS Vice President is the secondary point of coordination for the Garrison BOSS program. The BOSS Vice President has several primary responsibilities; they will perform all duties of the BOSS President in their absence, sit on appropriate subcommittees, serve as a representative for the single Soldier on a number of committees on their installation, and perform any other duties and responsibilities as listed by the BOSS President. (This position is typically an additional duty and not attached to a Garrison).

### **Secretary**

The installation BOSS Secretary is an additional asset to the Garrison BOSS program. The BOSS Secretary will serve as a member of the BOSS Executive Council, record and prepare minutes for all BOSS Council meetings, maintain an accurate record of all BOSS events and activities, as well as those activities sponsored by BOSS, manage official paperwork such as appointment orders, and perform any other duties and responsibilities as listed by the BOSS President. (This position is typically an additional duty and not attached to a Garrison).

### **Treasurer**

The installation BOSS Treasurer is an additional asset to the Garrison BOSS program. They will serve as a member of the BOSS Executive Council, maintain, and verify financial conditions with the BOSS FMWR Advisor, prepare financial reports, serve as chairperson for the finance committee, and perform any other duties and responsibilities as listed in the BOSS Charter. (This position is typically an additional duty and not attached to a Garrison).

## **Unit Representatives**

The **most important** members in the BOSS program are the unit representatives; the Executive Council and BOSS Triad can work diligently, but without involvement from unit representatives they will never garner participation or know the direction to move the program. Their most important responsibility is being a representative to and for the Soldiers in their assigned units. Other responsibilities include being on subcommittees, taking part in functions and programs, and being a resource for Soldiers and command alike.

Representation: Being a BOSS representative is a two-part task with the principal goal of disseminating information. The Soldier representative must represent the Soldiers of their unit to the BOSS committee as well as representing the BOSS committee to the Soldiers of their units. This means that if the BOSS committee wants to know if they should plan an event, the representative should find out if the Soldiers in their units are interested in the event and report the findings back to the BOSS committee. Similarly, if the Soldiers in their units want to participate in a specific event, the

representative should suggest this to the BOSS committee. Conversely, if the BOSS committee plans an event, the representative should take the information back to the Soldiers of their units and attempt to get them involved in the event as volunteers or attendees. The unit representative should be briefing his or her unit command on a regular basis as well as meeting with the Soldiers. In fact, the BOSS representative should take any opportunities available to tell Soldiers about BOSS events and information, even if on an informal basis.

Committee Work and Involvement: Being on a subcommittee and taking an active role in executing events and programs are other ways for representatives to be involved. Representatives can play a significant role in building and maintaining a successful BOSS program by being an active member of a subcommittee and by volunteering for tasks during the actual event or program.

## Chapter 3: Committee/Program Structure

*Note: The terms and structure used here are standardized for this desk reference. Each garrison may have different terms and structures for the BOSS organization depending on the needs of the garrison. Committee structure and the terms should be detailed in the garrison BOSS Standard Operating Procedure (SOP).*

### Committee Eligibility

The BOSS program was designed primarily for single Soldiers of all ranks, to include single Soldiers living in the barracks, living off-post, single parents, and geographical bachelors. Involvement and participation in BOSS events do not confer representative status. A unit representative must be on official additional duty orders to be considered part of the committee structure.

BOSS representatives should be volunteers on orders from their individual units. Unit leadership should allot time for their designated representatives to attend official BOSS related activities. However, not all BOSS related duties are conducted within a normal duty day and unit representatives should be prepared to work outside of their normal duty hours to support the program. In units where there are no volunteers the unit command should appoint a Soldier as representative and provide the same benefits and responsibilities as a volunteer. Minimum periods of service as a representative are recommended for one year to provide continuity to the program. The period should be reasonable and take into account the mission and nature of the majority of units on Installation; exceptions should be granted for units which may not be capable of meeting established requirements to ensure maximum participation.

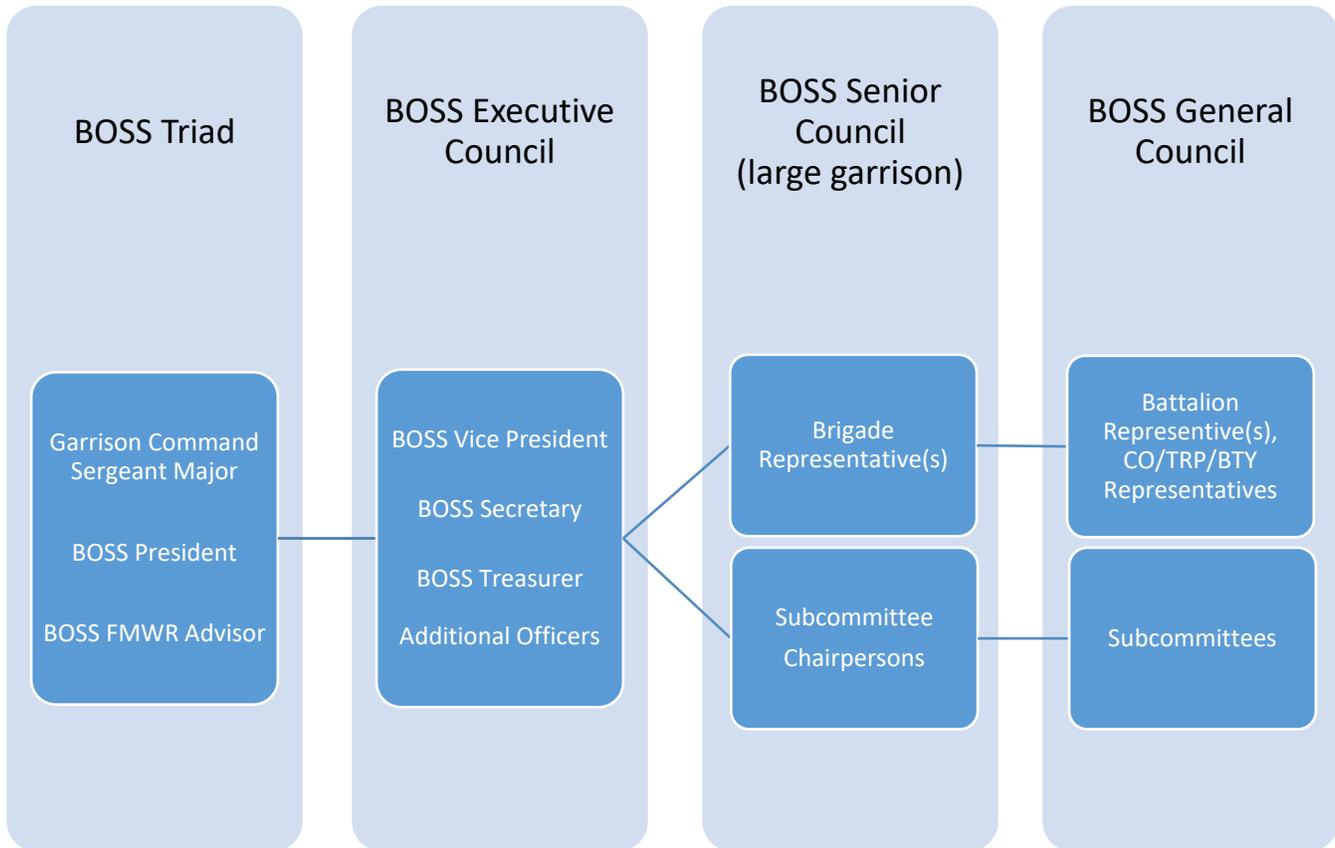
The Garrison SOP should clearly state who is authorized to serve on the BOSS committee, hold an elected position, and participate in BOSS events. It is recommended to look at the demographics of the single Soldiers on the installation to see if all groups are represented. For instance, does your committee represent single parents or single Soldiers living off the Installation? If one group or more are not sufficiently represented in the established BOSS Committee than a recommendation would be for a unit to nominate someone from that particular demographic.

Example Additional Duty Orders can be found at: <https://www.armymwr.com/programs-and-services/boss/resources>

### Standard Garrison BOSS Program Structure

The basic Garrison BOSS program structure is a representative democracy with multiple echelons to streamline the workload and information flow. The senior leadership of the BOSS program is the BOSS Triad. The BOSS Triad is responsible for the ultimate success or failure of the program to include activities and events. Directly supporting and advising the Triad is the Executive Council, made up of the program officers. Below this is the General Council, composed of unit representatives across the installation; each unit will have a BOSS Soldier representative. At large installations it is recommended to establish a senior council comprised of representatives from brigade level and above only to assist with the execution of the program; it can be impractical to plan events with 200+ representatives.

*Note: The garrison SOP should clearly state what the structure and organization of the BOSS committee is and who may participate in what level of the committee.*



Medium garrisons may have executive and garrison councils, but do not need a senior council. Small garrisons may have only one body beyond the BOSS Triad: the general council, which might only have enough representatives to provide the officers. The structure depends on the garrison needs and resources (variation is to be expected).

## **OCONUS and Remote Committee Structure**

The committee structure for BOSS programs in an OCONUS location may be different than previously stated due to the organizational and mission structure of the garrison. Each garrison shall have a BOSS committee with a president and officers and the ability to run garrison-level programs. Non-garrison tenant units shall have BOSS representatives (at a minimum) or even committees due to their geographic distance from the garrison. These committees are an important voice in the garrison program to ensure BOSS events are designed to account for issues associated with their geographical separation from the garrison.

### **Executive Council**

Every organization needs officers to function. Officers are elected or appointed to take positions of responsibility and accountability within the organization. While elections by the garrison councils provide buy-in and support for an officer, it may be necessary for the senior enlisted advisor to appoint a position within the executive council based on mission, command support, or Soldier

availability. It is recommended that for vacant executive council member positions (BOSS Vice President, Secretary, and Treasurer) should be voted on by the remaining executive council members and BOSS Triad. If this can't be accomplished then at a minimum the BOSS Triad will conduct the vote for vacant positions.

Small garrisons with high turnover or limited single Soldier population may find it difficult to maintain continuity with four officers. It is common that the Secretary and Treasurer responsibilities fall on one person in these cases. However, it is important that there are at least three executive officers to hold a quorum for voting purposes (at least three voting members).

Each garrison may add more officers to the executive committee if necessary, such as a Historian, Volunteer Coordinator, Vice President of Administration or a Vice President of Operations to divide primary responsibility. Garrisons may also have a Vice President for each of several event/service areas represented within the program. These may be elected or appointed positions, as with the standard executive council.

Similar to the system of having an alternate for each unit BOSS representative, the garrison may decide to have alternates for certain officers as well. For example, having two recording secretaries may be useful so that notes are always taken during meetings even though the primary secretary may be unable to attend.

## **Senior Council**

At a minimum the senior council will include the executive council. In addition to this, unit representatives for the most senior commands (typically brigade level and higher) regularly sit on the senior council.

The purpose of the senior council is to coordinate planning, resources, and operations for regular BOSS functions as well as special events beyond what can reasonably be done by the entire garrison committee. The senior council may meet separately on a regular basis, on an as-needed basis, or sit in the committee meeting depending on the size of the committee and the needs of the program.

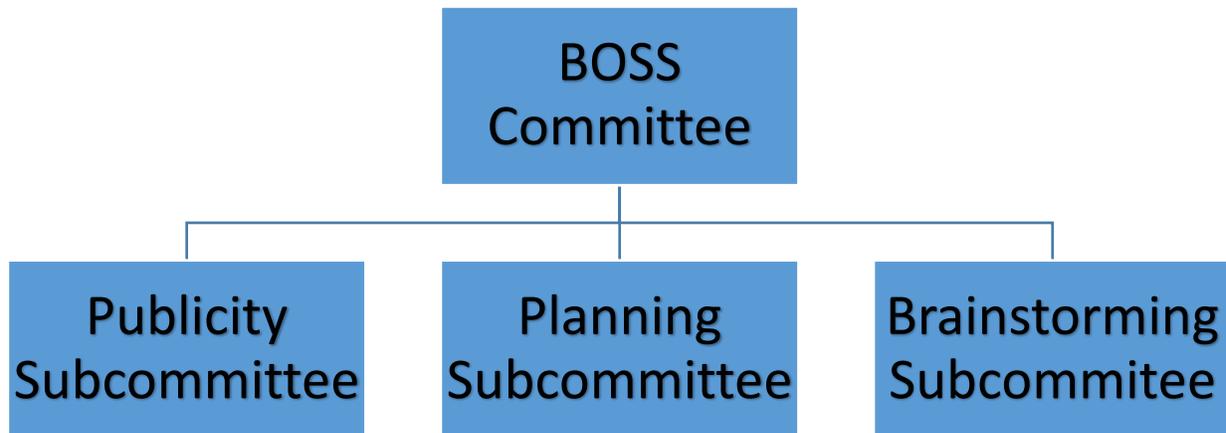
The concept of having a separate senior council is that it accomplishes the central planning and decision making so that it does not get bogged down during the general committee meetings. The senior council can meet, discuss, plan and delegate issues and duties for BOSS programs and then report through subcommittees or the general committee. The purpose of the general committee then becomes an additional information distribution flow rather than a planning and executing committee unless the council decides an issue should go before the entire committee for discussion and vote.

The benefits of such a system are readily apparent for large garrisons. It allows the process to become more streamlined and facility resources will not be an issue as it would be for the large population of a general committee. Executive council members need to be cognizant and empower the general committee members as such and be cautious not to abuse this committee. This is especially true if they feel that their only function is to hand out flyers or provide labor. BOSS presidents and executive councils should avoid this problem by getting general committee members and unit representatives involved in subcommittees or in some cases allowing more dedicated

members or representatives to participate in the executive council over a less qualified representative.

## Subcommittees

To keep the program running smoothly, it may become necessary to establish subcommittees responsible for specific areas of the BOSS program. Subcommittees may focus on a specific area of responsibility, focus on the core components of the BOSS program, or be of limited duration for a special event or function.



When a program has sufficient personnel, each subcommittee should have a minimum of three members, including a subcommittee chair responsible for coordinating meetings, facilitating discussion, delegating responsibilities, recording the information and reporting to the committee. The chair may be an officer or someone from the senior council, though the structure is dependent on the needs and abilities of the garrison committee. Alternates may be appointed for the position of the subcommittee chair.

Depending on the structure of the garrison BOSS committee, the subcommittee may report through the subcommittee chair to the executive council or to the BOSS committee itself. Examples of subcommittees are:

**Brainstorming**: Responsible for developing creative ideas for programs, events, and functions. Brainstorming should coordinate with the planning subcommittee to present ideas and issues for further development and execution.

**Planning**: Develops the idea for presentation to the BOSS committee, including specific information on a time frame, resources necessary, financial costs and projected profits, manpower needs, and coordination issues.

**Publicity**: Responsible for the overall publicity of BOSS sponsored events. The publicity subcommittee develops a comprehensive plan to use all available forms of media to promote BOSS events and apply appropriate resources for each event.

Finance: Chaired by the treasurer and is responsible for tracking funds, budgeting, and making overall spending recommendations to the committee. The finance subcommittee may also be responsible for developing and running revenue-generating events, though this may be considered under the purview of other subcommittees such as the planning and events subcommittees.

Volunteer: Responsible for recruiting, coordinating, and retaining volunteers for various purposes, especially in the area of community events. The volunteer subcommittee should work closely with the garrison volunteer coordinator, if there is one. Can also be responsible for tracking volunteer hours, forwarding lists of Soldiers who should be recognized for their efforts and the suggested recognition or awards to the BOSS committee and setting up a volunteer recognition banquet on a regular basis.

Events: Responsible for the actual operation of an event or function.

Soldiers' Issues: Responsible for working on garrison level quality of life issues. The Soldiers' issues subcommittee may take a complaint or issue brought up during a meeting then determines the appropriate channels to use, works on paperwork, tracks the resolution of the issue, and records the entire process.

Limited Duration/Special Events: These types of subcommittees may be used for specific duties of limited duration or for special events and should be responsible for coordinating all activities with the appropriate permanent subcommittees or the BOSS committee.

Core Components: Instead of a multitude of subcommittees addressing different aspects of program operations the garrison may decide to have four main subcommittees addressing each of the BOSS core components and the various responsibilities that correspond with each.

*Note: These are all options to use, and should be adapted to best fit each program individually.*

## Chapter 4: Meetings

The BOSS committee conducts a major portion of regular business through various meetings. BOSS meetings should be scheduled on a regular recurring basis and planned as far in advance as possible. This will allow committee members time to notify their chain of command and resolve any possible conflicts. Advanced planning will also assist in scheduling any speakers to attend BOSS meetings.

BOSS meetings may be in various formats. Meetings can be open to the public, closed committee meetings, event planning meetings, or subcommittee meetings. Regardless of the reason the date, time, and location of the meeting needs to be determined. An agenda must be developed and should be followed. An accurate record of the meeting and accountability of those present should be tracked (IAW Robert's Rules of Order).

A copy of Robert's Rule of Order can be found here: <https://robertsrules.org/robertsrules.pdf>

### Types of Meetings

The nature of the business to be conducted will assist in determining which form of meeting is most appropriate. BOSS committees hold meetings to conduct general business, distribute information, and plan events.

Meetings open to the general public are conducted when it's necessary to distribute information to the garrison as a whole. During open meetings the BOSS committee may choose to put out information on such things as their event calendar, garrison issues, or updates regarding the BOSS program as a whole. Public meetings are rarely used to gain feedback or conducting discussions on issues due to the size of the audience.

Committee meetings are attended by BOSS representatives on a regular basis for the purpose of conducting committee business, discussing issues, and determining future events. These meetings may be closed to the public so that work may get done and opinions or issues expressed without fear of misunderstanding by someone outside of BOSS. At a minimum these meeting should encompass the four pillars of the program.

Event planning meetings are held when necessary to discuss details of upcoming BOSS events. These meetings may or may not be scheduled along with the regular BOSS committee meetings. They are held when necessary to discuss issues of particular concern to that subcommittee. BOSS should also have representatives at installation level meetings so the program can be communicated and synched with installation level events.

Subcommittee meetings should be held outside of normal BOSS meetings for planning or coordination for their specific tasks. Subcommittee meetings should be set by the subcommittee chair based on the time needed to accomplish the work.

## Selecting Meeting Date, Time, and Location

There are two ways of setting BOSS meetings: meeting as needed or by an established schedule.

When using the meeting as needed technique you must be aware of other activities taking place on the garrison. Committee meetings should not be scheduled during periods of high activity or intense training. Prior to scheduling a meeting ensure that the date and time is conducive to the schedule of advisors and other key personnel needed to attend. This technique is probably more appropriate for a small garrison where the BOSS committee can work around every representative's schedule and it is more important that every representative attend.

When using an established schedule you must choose a regular schedule to hold meetings based on the same types of considerations as above. However, once the meeting schedule is set do not change it except in cases of absolute necessity. The advantage of having a regular schedule is that everyone should know when the meeting will be held. Notification will not be as crucial, but the drawback is that not all representatives will be able to make every meeting. This is probably more appropriate for medium and large garrisons where notification of all the representatives would be difficult and the BOSS committee has enough business on a regular basis to warrant such a schedule.

The location of the BOSS meetings should be convenient to all attendees and large enough to handle the expected audience. BOSS committees may choose to conduct their meetings in the same location on a regular basis. Meetings may also be held in a variety of locations allowing Soldiers the opportunity to become exposed to various activities on the garrison. Some suggested locations for the committee meetings are the garrison recreation center, arts & crafts facility, outdoor recreation facility, library, or post theater. It may be necessary to reserve these locations for the purpose of a BOSS meeting. This should be done in writing and forwarded to the appropriate individuals once the date, time, and location has been selected.

## Planning an Agenda

The purpose of the agenda is to guide the order of business for the meeting based on the meeting objectives. The agenda should be coordinated between the secretary and president with input from appropriate members. The use of an agenda helps the BOSS meeting flow smoothly and allows the chairperson to control the flow of the discussion and to focus on the intent of the meeting.

When developing a meeting agenda the President should attempt to tie together related subjects for discussion. Agendas should follow a basic structure allowing an opportunity for subcommittee's reports, updates of issues and events, and time to discuss new business.

An example meeting agenda can be found at: <https://www.armymwr.com/programs-and-services/boss/resources>

## Notifying Attendees

Written announcements of meetings to include a copy of the agenda should be distributed to all personnel expected to attend. Email, social media, flyers, bulletin boards, digital signage and news announcements can be used for open meetings. Notification of attendees should be done as soon as the date, time, location, and agenda are finalized. For meetings based on a regular schedule a reminder of the next meeting should be given verbally, documented on the agenda and in the meeting minutes and distributed garrison-wide.

An example meeting notification memo can be found here: <https://www.armymwr.com/programs-and-services/boss/resources>

## Conducting Business

Robert's Rules of Order is the suggested method for conducting orderly meetings. Each BOSS committee should have a copy of Robert's Rules of Order and determine the degree of usage based on the meeting situation. Whatever the situation, it is imperative that the chairperson retains control of the meeting to maintain efficiency and effect.

## Minutes

Minutes are a written record that should reflect an accurate account of all activities and attendance during the meeting. If the committee secretary and alternate are not present at the meeting the chair should appoint someone responsible for taking minutes. Minutes can be taken by hand, but should be typed once finalized.

For simplicity, minutes should follow the agenda in format. One additional section should be placed at the end of the minutes summarizing all votes taken during the meeting. This is of particular importance if funds are being dedicated to a motion because the minutes are the validating document to support all expenditures. Minutes should be concise and to the point and attention should be paid to the use of proper grammar, military terms, correct spelling, and format. Points of contact are noted for each subject matter addressed to include name, telephone number and email address.

Once finalized, minutes should be forwarded to all attendees and the chain of command. One method of keeping the command informed of BOSS activities is to create a mailing list whereby the BOSS committee can send copies of the minutes to all the unit commands as well as the attendees. In addition, the minutes may be posted publicly at your installation BOSS HQ, Warrior Zones, or barracks bulletin boards. The BOSS committee may want to publish an additional version of the minutes in a more exciting or easy to read format like a garrison BOSS newsletter or on a social media platform.

An example meeting minute's memo can be found here: <https://www.armymwr.com/programs-and-services/boss/resources>

## **Attendance**

Tracking the attendance of BOSS representatives at meetings provides the BOSS committee with a formal record of unit participation. Records of attendance should be provided to the MWR and Senior Enlisted Advisor via minutes.

# Chapter 5: Event Planning

While event planning may seem easy even the smallest event takes a great deal of coordination and planning for it to be successful. The more planning you do before the event the less headaches you will have during the event.

## Choosing an Event

Events should be selected based on what the Soldiers want at your installation. The BOSS committee should discuss ideas and the various aspects of proposed events through subcommittees. There are a few factors to consider when choosing which event to hold:

1. Core Components. Keep the four core components of the BOSS program in mind when you choose an event. Most events allow for a combination of core component activities. Try to balance all components of the program while creating and maintaining a positive image in the community.

2. Target Audience. Your target audience impacts what your event will be and what you can expect for participation and attendance. Take into account the demographics of your installation and surrounding communities when deciding on your events. Balance those factors so that you don't discourage participation in the program.

3. Timing. Good timing is essential for a successful event. Things to consider when deciding the timeframe for an event are the time of year, other installation activities, training schedules, major holidays, and the time of day for the event. The BOSS committee should use the installation-training calendar as one of the resources to de-conflict dates when planning events and activities.

4. Location. A very important factor when planning an event. Once you have determined the type of event you will plan for you must determine the location of the event before you move on. Where you hold an event can effect who can get to the event and the resources needed. Things to consider when determining the location of the event are:

- Transportation
- Accessibility
- Resources needed
- Cost
- Safety
- Approval
- Size
- Weather
- On/Off Installation

## Event Agenda

An integral part of planning a successful event is developing a realistic and comprehensive event agenda that will list everything that needs to take place to make the event successful. The rough

draft should begin with the brainstorming subcommittee or wherever the brainstorming process begins.

One suggested method for drafting the agenda is using a timeline in conjunction with a calendar, including all major deadlines and planning stages. Backwards planning is useful with this method allowing you to outline realistic time spans for the various stages of the planning process. Another method is to develop the concept of the event in a written outline form listing all key players, resources and funds needed and the coordination necessary to make it all work.

*NOTE: Be as realistic as possible when determining deadlines and milestones and remember that circumstances beyond your control will often change and rearrange the best-laid plans. It is better to have things lined up far ahead of time because it will give you more time and room to react to unexpected complications, which are guaranteed to arise.*

## **Record Keeping**

Whenever the BOSS committee holds an event or undertakes a project, records should be kept of the planning, execution, and outcome. The reasons for this are to provide a record of documentation of any transactions, historical data, or lessons learned to be used if the event will be held again and to provide continuity of knowledge for successors in your BOSS program.

## **Marketing**

This is an essential component for holding a successful event. Marketing encompasses many facets of the planning process, especially dealing with advertising. Most installations have a dedicated FMWR marketing department or individual. The BOSS committee should work closely with that department or individual on developing a marketing plan and working within the applicable regulations.

After determining your target audience and selecting your event you must focus on how to reach those potential attendees or participants and how to attract them to your event. Once that has been determined you must select what type of publicity to use and what must be included with it, such as sponsors, disclaimers, and logos. After the selection of publicity methods you need to design a timeline for releasing information on the event.

An effective marketing plan will make use of any available opportunities to help market an event or project, especially local media. You will have to work with both your marketing department and your Public Affairs Office (PAO) to get information published outside of the installation.

*Note: For more detailed information on this subject go to Chapter 13 on Marketing.*

## **Events with Alcoholic Beverages**

One area of event planning is the use of alcoholic beverages in BOSS events. While Army culture is to deglamorize alcohol, offering the opportunity to drink can make a BOSS event more desirable to some participants. Showing that alcohol can be consumed responsibly and in a safe environment can provide a positive outlet for many Soldiers.

This should not be a tough decision as to whether alcohol will be available at the event. Things to

keep in mind when considering alcohol at an event are:

- Who is the target audience?
- Where is the event being held?
- What is the purpose of the event?
- What is the risk?
- What safety/risk mitigation steps are needed?
- Identification of underage Soldiers

If alcoholic beverages are being offered at a BOSS event the event must comply with AR 215-1 Chapter 10, Alcoholic Beverages. In addition, if alcoholic beverages are sold at a BOSS event Soldiers must receive prior approval from the designated official on the installation. From a practical point of view, it is unwise for a BOSS committee to be involved in the actual sale or distribution of alcoholic beverages; there are many requirements on alcohol sales, such as completion of a Food Handling class. One alternative way of providing alcoholic beverages and developing a good relationship with other on post organizations is to volunteer to assist at these events. Work with your FMWR advisor to determine the correct approach.

## After Action Reports

After Action Reports (AARs) are a very useful way of reviewing, recording, and suggesting sustainment or improvement for future events. A key resource in the event file is the AAR. It provides a source of continuity for incoming BOSS Presidents, Committees, and FMWR Advisors. The AAR is a report that gives the BOSS Committee a clear picture of what took place at the event from the planning through execution and recovery stages of the operation. Financial information should also be included, such as the event budget, actual expenses, and income generated.

An AAR may be held through discussion, but it should be finalized and documented in a memorandum for record. However the AAR is written, it should be briefed to the BOSS Committee with copies available to the representatives as well as copies of the AAR being placed in the event or historical file.

AARs are a very important document and must be completed. They do not need to be time intensive or cumbersome. A standardized memo can be used with event specifics such as;

- 5 W's (event specifics)
- Financials
- Sustains
- Improves
- Recommendations

## Long/Short Range Planning

There are two basic types of event planning: long-range and short range. Both are equally important because they give the BOSS committee a guide to work with when developing specific objectives and deadlines to keep events organized and successful.

**Short-range** planning is conducted by a quarterly calendar involving a space of three months. In this

space of time it should include final preparations for events that have been on the long range calendar or preparing for events that take less than three months of planning such as; spontaneous or opportunity events where the event becomes available on short notice and the BOSS committee must act immediately to execute. The quarterly calendar should be locked without any deviation unless overridden by mission requirements or chain of command.

**Long-range** planning is conducted by a yearly calendar involving space for the entire year and should include federal and training holidays, large scale mission requirements (deployments, training events, etc.) and recurring installation requirements. This will enable the BOSS committee to plan events around installation or unit events for maximum participation and availability of resources. The BOSS committee should review the past year calendar for successful events and decide if the events are worth repeating. If so, tentatively place them on the calendar in a date range that fits or keep it as a recurring annual event. The yearly calendar does not need to be set in stone, but should be planned well enough that it will translate into a stable quarterly calendar from which the BOSS committee can plan from.

# Chapter 6: Quality of Life Issues and Concerns

Quality of Life (QoL) is one of the most important pillars in the BOSS program and has a very high impact on morale and retention. The BOSS program has a unique and streamlined approach to identifying QoL issues on and off your installation and reporting them directly to the Garrison Command Team for resolution. It is imperative that BOSS committees review issues carefully and make proper determination as to the best course of action to undertake and report them in a timely fashion.

Quality of Life Issue Criteria. Any issue or concern that can directly or indirectly influence morale, living conditions, or personal growth and development. Although several issues that may be presented to the BOSS committee fall under QoL, the BOSS committee may not be the proper channel for the issue. BOSS committees should ensure that QoL issues meet the criteria before accepting them as a BOSS a QoL issue. When QoL issues do not meet the criteria below, they should not be accepted as BOSS QoL issues and should be directed to the chain of command to be handled accordingly:

- a. Issues represent concerns of the garrison single Soldier population.
- b. Resolving the issue contributes positively to the Soldiers well-being, the readiness and retention of quality Soldiers, and the safety of others.
- c. Resolution of the issues are judged attainable after weighing fiscal and manpower requirements against current available resources.

Processing QoL Issues. Once an issue has been accepted as a QoL issue by the BOSS committee the issue needs to be processed through the appropriate channels.

a. Research. The BOSS committee should research the information received on the issue. In several situations the answer to an issue or concern may be discovered with some research into regulations and garrison policies. The BOSS committee usually has the appropriate garrison subject matter experts close at hand and can get answers quicker because of their close proximity.

b. Recommendation. Once proper research of an issue has been completed the BOSS committee must establish a recommendation for the resolution of the situation and use the appropriate distribution process to get the QoL issue rectified. The Garrison Command team can help with this if need be.

Documentation. The Garrison Quality of Life Form (DA 7380) will be used for recording and tracking all BOSS issues. Once the form is complete it should be forwarded to the FMWR and senior military advisors of the BOSS program for coordination. This should be an agenda item at every monthly meeting, included in meeting minutes and followed up in future meetings until resolved.

DA Form 7380 can be found at: <https://www.armymwr.com/programs-and-services/boss/resources>

# Chapter 7: Community Service

BOSS makes a difference in the local community both on and off of your local garrison by volunteering in a wide variety of community projects and events. These activities and events are always voluntary in nature and allows for the community to view the Army as part of the community. Community Service is an essential element of a great BOSS program for several reasons:

- Community service allows single Soldiers to become involved in their community, both on and off post, thereby giving them an opportunity to get out of the Soldiers' quarters and become active.
- Community service also allows single Soldiers an opportunity to gain experience, skills, and contacts that can help with future civilian employment.
- On post community service can save an installation a great deal of money while off post projects put forward a positive image for the Army in the local community.
- Community service is an honorable and rewarding thing to do.

*NOTE: While community service is important and should be a major focus of every BOSS program, this is not to say that the BOSS program is now a source of free labor for any and every project that arises on an installation. Careful vetting should be done to ensure projects BOSS commits to are in line with Soldier interests, community needs, and Army values.*

## Selecting Community Service Projects

When deciding in which community service projects BOSS should be participating in the BOSS committee should take some of the following items into consideration:

- Type of project
- Population that benefits
- Planning
- Resources
- Duration
- Logistics
- Cost
- Legal approval

a. If a community project requires BOSS funds, the BOSS committee must first coordinate with the FMWR advisor and financial management office to ensure funds may be used to support the proposed event. If authorized, the BOSS committee must agree on the amount of money that will be used to support the project and reflect that amount in official meeting minutes.

## Tracking Hours

Volunteer hours should be tracked for Soldiers participating in the BOSS program and BOSS-sponsored events. A member of the BOSS Triad will be the approving official for all volunteer hours, but this authority may be delegated as appropriate. When providing volunteer assistance to other programs the head of the agency or their designee will be the approving

official. The official will be designated beforehand in order to eliminate confusion.

Volunteer hours will be maintained in the Volunteer Management Information System (VMIS) on myarmyonesource.com. Every BOSS program should have access within VMIS; see your Army Volunteer Coordinator (AVC) within Army Community Service (ACS) for assistance to establish this. Within VMIS, there are a wide variety of ways hours can be recorded for participants. One highly effective method is to assign a “BOSS Volunteer” position for generic and single-event volunteers and specific positions for recurring community service events (specific event details can be added in the comments section under a generic position). Each garrison may coordinate VMIS approval differently: some garrisons may give approval within VMIS directly to a BOSS volunteer coordinator while others require their AVC approve all submissions. In any case, it is good to have a single individual responsible to validate all volunteer hours associated with BOSS to eliminate conflicting information. A how-to guide for VMIS is beyond the scope of this desk reference; contact your AVC for assistance with VMIS.

For an example of how to register for VMIS see this link:

<https://www.armymwr.com/programs-and-services/boss/resources>

## **Recognition and Awards**

One way to recognize Soldiers as volunteers is to reward them for their efforts. This is a basic tenet for any volunteer organization and should be kept in mind for all BOSS functions not just community service projects. Recognition can be as simple as a thank you or an acknowledgement at the next BOSS meeting. Other ways to recognize BOSS volunteerism is to present an article in the installation newspaper or website. An award can also be very simple, such as a coin or a certificate of appreciation. All volunteers should ensure their hours are being documented properly for the Military Outstanding Volunteer Service Medal (MOVSM).

For more information on the MOVSM to include award criteria, see AR 600-8-22, Military Awards, para 2-25:  
[https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/pdf/web/ARN18147\\_R600\\_8\\_22\\_admin2\\_FINAL.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN18147_R600_8_22_admin2_FINAL.pdf)

Another positive way to recognize Soldiers and other individuals or agencies who contribute to BOSS projects would be to hold a regular awards banquet where those people could be recognized officially for their efforts. All commands should be invited to these awards ceremonies to show support for the volunteers’ efforts. Many garrisons conduct volunteer award banquets annually and recognition for your volunteers at these events will provide more visibility than a BOSS-only ceremony and eliminate additional planning considerations.

## **Suggested Projects**

There are multitudes of community service projects your BOSS committee can hold or participate in, but the main idea is to get single Soldiers involved in the project. Therefore, choose the project that will draw the most Soldiers as well as that which will do the most good.

Another suggestion is to set up a relationship with one or more community oriented groups or

agencies on and off post and maintain those ties with regular participation in their events and vice versa.

There are a number of entities within your garrison and mission command teams that can be beneficial. School Liaison Officers will have established relationships with local schools and may provide insight to activities where assistance is needed. Public Affairs Officers (PAOs) and Community Relations Officers (CROs) have personal knowledge of community events and potential opportunities for the Army to have a positive impact on the larger area community. Your AVC may also have pre-established relations with community organizations and may be able to assist in partnering your program with external organizations.

Some additional ideas for community service projects:

- Care packages to deployed soldiers.
- Community clean up event.
- Veterans' or nursing home visits.
- Participation in the Special Olympics.
- BOSS against Drunk Drivers.
- Big Brothers/Big Sisters programs.
- Habitat for Humanity.
- Installation Youth Programs.

## Chapter 8: Life Skills

Life Skills is a special set of instructional events funded through a grant provided by the Office of the Secretary of Defense that began in 2016. Each BOSS program is authorized funding based on its single Soldier population to execute qualified events quarterly. For an event to qualify a program must submit various documents for approval authorization and follow-up documents after its conclusion for validation and reimbursement. The process for developing a Life Skills event is not substantively different than any other event except for the approval process. For more information on Life Skills, see IMCOM OPORD 16-066.

### Life Skills Events Defined

Life Skill events are designed specifically to educate or certify Soldiers in a wide variety of abilities for adaptive and positive behavior. These skills help enable Soldiers to effectively deal with the demands and challenges of life. Traditionally, life skills can be categorized into five primary areas: personal and character development, certifications, health and nutritional wellness, physical strength, and emotional stability. Within the BOSS program this definition is understood to also include activities which promote social interaction, leadership, and lifelong intangible learning, which require education and training in order to be qualified to participate. This definition is deliberately broad and vague to allow for the breadth of unique opportunities and creativity available from the wide variety of BOSS programs.

### Life Skill Event Trends

Life Skills are intentionally broad in their definition, but this does not mean that all events qualify. There are a handful of standards for events to qualify under the Life Skills program:

1. Event Focus: Life Skills events are centered on the training/certification and development of specific, identifiable skills. The development of a Life Skill event should begin with the reason why it's needed. You should determine what skill you are we trying to learn and what must be done in order to successfully accomplish it.
2. Event Timeline: The majority of the event should be spent in learning the skill through instruction and guided practice. The event should be of sufficient duration to successfully impart the identified knowledge.
3. Instructor: Life Skill events universally involve instruction. A qualified instructor is a licensed or certified professional or can be judged as someone who a reasonable person would consider to be an expert or master of their craft. In other circumstances, this may be proven through experience or job description (as many of our FMWR employees' have).
4. Event Outcomes: Life Skills Events result in knowledge and abilities that are measurable and verifiable; self-confidence is a valuable trait to develop, but not as easily measured. Generally, events which lead to, assist, or result in participants earning a license or certification are most easily approved. Other events with a developed program of instruction and capstone event are also very successful.
5. FMWR Assets: Most Life Skills events can be related to activities provided by FMWR

programs. Life Skills events should always use FMWR assets first if it is able to provide the requirements. If your FMWR programs does not have the expertise then other Army or DoD assets should be explored before using commercial entities. FMWR programs may be able to provide knowledge about external assets for the event even if FMWR doesn't have the ability themselves.

6. Maximum Audience: Your event should include as many Soldiers as possible. Many skills can be taught in a wide variety of methods and some are more restrictive in the size of audience. This means you may need to add an assistant instructor or look for a larger facility to increase class size and could help to reduce the total cost per participant. Being able to show that these efforts have been taken is beneficial.

7. Combining Events: Certain Life Skill events can be combined into a Recreation & Leisure trip and could lead to more time practicing what you have learned as a Life Skill. In these instances there will be a cost to the participants. Example would be developing a Life Skill event to learn how to ski. The Life Skill program would pay for the instructor, lift ticket, ski rental and transportation to the event. If your event wanted to include another day of skiing then the cost to the participants would be lodging and food.

8. Take Away Items: The Life Skill program is for learning a skill. If there are requirements for items to be purchased to complete the training then you need to get a legal opine. In most cases the items can be bought using allocated funds, but cannot be given to Soldiers for their personal use. Example would be a Life Skill event to learn how to cook in the barracks using crockpots. The Life Skill program would pay for the cooking/recipe ingredients, crock pot, and instructor fees. Once the training is complete the crockpots become government property and should be accounted for and used again in future training events.

## **Life Skills Funding**

Each BOSS program is authorized a specific level of funding based on its single Soldier population to execute qualified events. Funds are allocated annually from IMCOM G9 Headquarters to each garrison program to execute on a reimbursement basis. These are UFM funds and have certain restrictions on how they can be spent. For additional information on this type of funding, see Army Regulation 215-1, Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities or your financial management office.

## **Life Skills Approval**

Life Skills events require pre-approval as well as post-event documentation to validate the expenses. A concept of operations (CONOP) must be provided along with an event checklist to request approval. Once these documents have been completed they are routed following the approval checklist. This approval chain begins at the installation level going through the BOSS President, the FMWR Advisor, and the Senior Enlisted Advisor. If approved it then continues through the IMCOM Directorate Program Coordinator and IMCOM Directorate Command Sergeant Major for final approval. It is then routed to IMCOM G9 and the BOSS Program Manager for review and filing.

If the event is denied for any reason, specific feedback will be given as to the reason and possible resolutions. Final authority for the use of Life Skills funds resides with IMCOM G9 as they are responsible to and auditable by OSD for expended funds.

Following the event an After Action Review (AAR) and all participant surveys must be completed. Some information and documents are required to be uploaded to the Program Share Tool within Army Community Recreation Reports Online (ACRRO). For further information on ACRRO, see chapter 11, ACRRO. For the complete details on these requirements, as well as sample documents, see applicable OPODs and funding guidance documents.

## **Program Share Tool**

If your BOSS Program is having difficulties developing Life Skills events or gaining approval, ACRRO's Program Share Tool is the best resource to identify Life Skill events executed by other programs. This resource can be used to see CONOPs, AARs, budgets, and more. This is particularly valuable for programs that have not previously executed Life Skills events or are looking for new ideas.

## Chapter 9: Income Generating Activities (IGA)

A key component of the BOSS program's sustainment is the ability to generate revenue in order to support recreation and community activities. While it is true that BOSS is a CAT A program, the decentralized nature of financing at the garrison level limits the amount of reimbursement for many programs; garrisons with fewer thriving CAT C programs may have more difficulty in buoying other programs without assistance. Therefore it falls to the BOSS program to help support itself and continue to provide quality programming.

### On-base Initiatives

Each installation has unique challenges when it comes to generating revenue, but also unique opportunities to provide services. Often times there are opportunities to provide convenience services for donations. Your FMWR Advisor can help with this. Examples include:

- Delivering box lunches in conjunction with Heritage Observance.
- Renting BOSS related equipment to support an "other than BOSS event," such as tents, stage equipment, etc.
- Providing face painting for a family day hosted by the Sergeant Audie Murphy Club.
- Benefit from Life Skills training; using a class on automotive repair to train people to change oil, BOSS can now conduct a service for a fee.

BOSS can also conduct more traditional revenue generating events, such as bake sales and car washes.

*Note: While these are viable methods of producing revenue it is important to remember that BOSS should conduct itself according to Army values and strive to promote a professional appearance. Always get a legal opine!!!!*

### Open Post Community Events

All installations host a number of community events each year that are open to the public community. Many of these events have a concessions area where BOSS can have a presence to generate revenue. Be creative and think outside the box, BOSS can find a niche to fill and profit just as any vendor. Alternatively, BOSS can provide services similar to those in closed-post initiatives, such as face painting or hosting a game tournament. Be creative on finding ways to generate income for the program.

### Off-post Events

Many FMWRs actively participate in off-post events to generate funds. If BOSS has the manpower to execute such events there is no reason it should not participate in a similar fashion. These type of events are a great way to display Soldier involvement in the community, generate exposure for the program, and also boost funds to aid future programming. However, many such events charge high fees to participate so it must be weighed if participation will result in a net gain or loss for the program. Community Recreation Directors should have knowledge of recurring events which FMWR participates in and facilitation with Community Relations Officers may provide insight on new opportunities FMWR has not yet engaged.

## **Considerations and Limitations**

Careful consideration must be paid to revenue generating events. BOSS has the unique ability to generate revenue at events because most people would rather spend their money on supporting Soldier programs over other vendors. You must thoroughly think through the cost benefit before committing to an event. Many times groups lose money because of simple oversights, limited manpower, or uncontrollable situations such as poor weather. Ensure all risks and rewards have been weighed, all considerations have been made in planning, and all contingencies are executable. When this is done you can then make an informed decision. Don't be risk adverse, but don't jump at an opportunity before measuring its merit and its drawbacks.

## **Legal Opinion**

Not all events that generate revenue have to be identified as "revenue generating events." Through partnerships, group savings, and other benefits, it is frequently possible for the BOSS program to execute activities at a cost far below what an individual Soldier would normally pay. Sometimes, this is even below what a Soldier is willing to pay BOSS to execute the event. In these cases it may be worth determining if you can charge a price at or below the event's value but above your expenses. In some circumstances this can be done legally, but get a legal opine.

Other events may benefit from not setting a specific price for a service, but instead allowing the customer to set what they believe to be the service's value. Anecdotally, this tends to net an increase in revenue rather than a decrease. This is sometimes seen as accepting donations which has certain legal restrictions. Get a legal opine.

There are Army regulations governing what can be given as a donation as well as what activities can generate revenue. Before conducting any revenue generating event it is advisable to seek a legal opinion on the event, but it is of particular importance if you are conducting activities in exchange for donations. Never cross the legal boundary; even if you believed your actions weren't malicious. Simply saying "you didn't know" isn't acceptable.

## Chapter 10: Army Community Recreation Reports Online

Army Community Recreation Reports Online (ACRRO) is the Army's program of record for maintaining community recreation event statistics. It provides manning and training requirements, facility and equipment management, and much more. BOSS uses this program to record all events conducted, the number of Service Members supported, the number of volunteer hours accumulated, the training of all BOSS leadership, and more. These statistics are uploaded on a quarterly basis. This repository is used to validate the BOSS program to senior leadership within the Army, the Department of Defense, and even to the United States Congress. It is absolutely essential that the data provided is accurate, and all members of the BOSS team should validate the data to ensure no errors occur.

### Website Access and Management

ACRRO can be accessed at <https://cr.xservices.com/ACRRO/>. All three members of the BOSS Triad are authorized access to the site. When registering for the site you will select your installation and role, which will be validated by IMCOM to grant access.

ACRRO has one of the best "Help" sections of all Army programs. These documents range from registering a new user, page navigation, and how to input data, to a complete repository of population data, program standards, and more. All this and much more can be accessed at <https://cr.xservices.com/ACRRO/Web/Utility/Help.aspx>. Because of these resources, this desk reference will forego an in-depth guide to using ACRRO. For more information, see ACRRO's Help Page.

### Program Share Tool

The Program Share Tool is a subset of ACRRO. "Program Share" is an alternate input system for activities and has additional sharing functions such as document uploading. It is a requirement to complete specific uploads for Life Skills events, but can be used for all BOSS events. Program Share top-loads the ACRRO database, meaning that any events loaded into it do not have to be duplicated into ACRRO's standard entry system. Additionally, it provides a searchable database for all events inputted. This allows all BOSS programs to access uploaded events, but particularly Life Skills. Because of this, it is important that CONOPs, AARs, and all relevant information for Life Skills events are included in all uploads. Program Share allows you to search executed Life Skills assisting with brainstorming and planning for your own events.

# Chapter 11: Training

This entire handbook is designed to give an overview of the skills, requirements, and responsibilities needed to execute a successful BOSS program. It does not and could not provide sufficient knowledge on any of these topics to adequately train someone with little to no experience. Even as an experienced leader within the BOSS program, training will keep you informed of new methods, opportunities, trends, and experience so that you are better prepared to provide opportunities for single Soldiers. There are a number of resources available to provide additional training for program leaders. Also, networking with other Installation teams will help expand your knowledge.

## IMCOM Academy

The online BOSS training at <https://www.imcomacademy.com/ima/> (course title: Introduction to BOSS) is mandated for all executive council members, but it is encouraged that all BOSS council members take this training for an increased understanding of the program. This training provides a foundational knowledge for executing the BOSS program and is similar to an interactive version of this handbook. *For instructions on how to access the BOSS Training on the IMCOM Academy please reference to Appendix G.*

## BOSS Annual Training

BOSS headquarters conducts annual training events for all BOSS Triads, alternating between being centrally hosted and IMCOM Directorate hosted each year. These training events provide a baseline for program development and execution, marketing strategies, funding concerns, along with collaboration and other events. It also becomes the optimum time for networking between programs, identifying best practices and issue resolution, and the development of Army BOSS initiatives. Information about annual training is delivered through official communications from IMCOM G9 or IMCOM Directorates. The current rotation on training events are; IMCOM Directorate level; FY20, FY22, FY24; Centralized HQ level; FY21, FY23, FY25.

## Installation BOSS Trainings

Several BOSS programs conduct installation workshops geared towards developing their unit representatives with additional skills and knowledge on program execution. Garrisons may opt to conduct their own as a new initiative covering a wide variety of topics. Speak with your IMCOM Directorate representatives for assistance in establishing such an event.

## FMWR Internal Training

FMWR offers programming training at all levels. The FMWR Advisor can also recommend additional training opportunities for specific aspects, such as leadership, marketing, programming trends, and more available through the IMCOM FMWR Academy.

## Staff Assistance Visits

Upon request, leadership from higher echelons (ID/IMCOM) may conduct an installation Staff Assistance Visit (SAV) to aid your program. This can be done to help train new leaders on effective

program development, senior leader engagement, revenue generation, community integration, and more. This can be done to help develop unit representatives or to aid in informing unit leadership about the BOSS program. Your request for a SAV can be for any reason you believe higher level engagement would be beneficial: financial issues, project or facility development, large-scale events, and many others. Dependent on what level you request a visit from, that entity will coordinate with you to establish dates for engagement, desired outcomes, and a tentative plan for execution. SAVs are particularly beneficial for new or restarting programs, programs with 100% leadership turnover, and program seeking a significant capital investment such as the complete renovation of a facility. Staff Assistance Visits should be requested by FMWR leadership to their IMCOM Directorate Recreation Program Manager.

For an example of the CIP/SAV checklist click this link: <https://www.armymwr.com/programs-and-services/boss/resources>

## **External Organization Training**

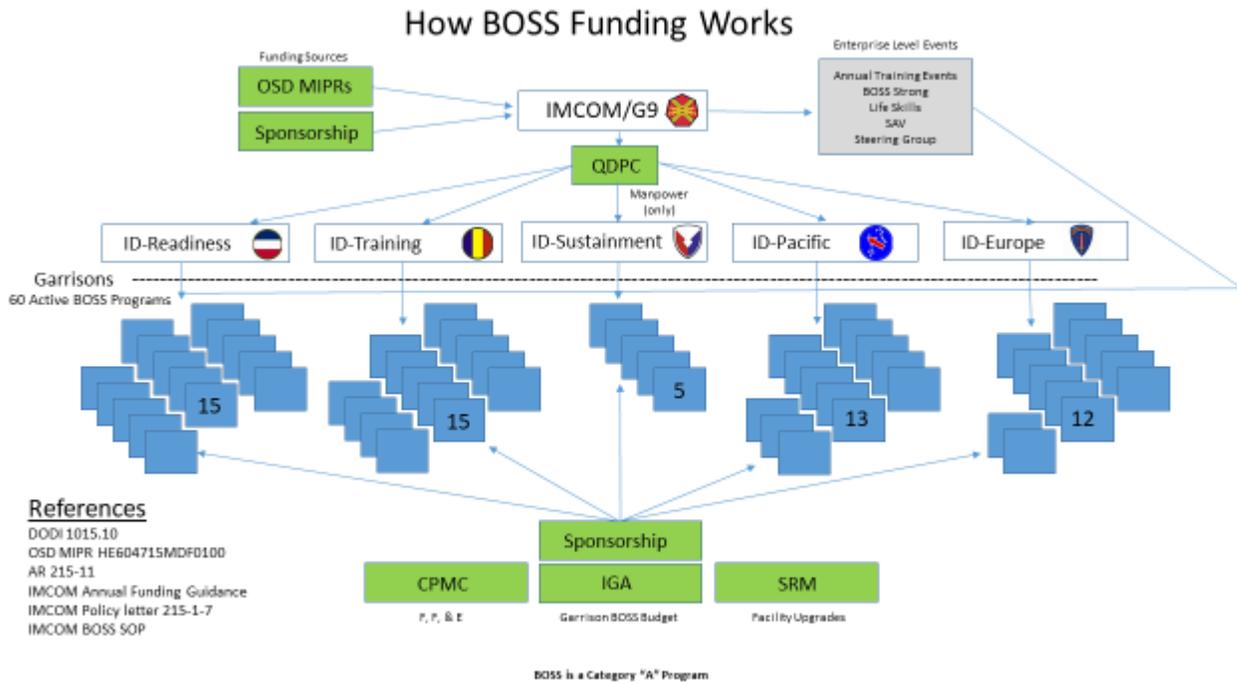
Many commercial programs exist specializing in training everything from community ambassadorship to program planning. Many of these organizations host centralized training sessions or offer Mobile Training Team style opportunities. FMWR has enduring relationships with multiple national organizations focused on specific program elements, such as outdoor recreation, community involvement, marketing, and more. The National Recreation and Parks Association holds annual conferences with emphasis on programming and partnerships; each installation has an NRPA membership. The American Marketing Association regularly holds training sessions across America on prevalent marketing techniques and trends and FMWR regularly has a number of seats at these events. The Association of Outdoor Recreation Educators provides annual training with topics on certification, safety and risk management, career development, and more. Coordinate with your local FMWR to learn to what opportunities you have access, through both in-person and online systems.

# Chapter 12: Finances/Budgeting

Garrison may or may not give their BOSS program an annual budget. Refer to your local processes and chain of command for more information. IMCOM G9 funds QDPC for manpower only.

Refer to annual command guidance located on SharePoint for the respective fiscal year budgeting package submission requirements. Link: [https://army.deps.mil/army/cmds/imcom\\_G9/G9/NAFFM\\_Budget/SitePages/ProgramBudgets.aspx](https://army.deps.mil/army/cmds/imcom_G9/G9/NAFFM_Budget/SitePages/ProgramBudgets.aspx)

The wire diagram below is a quick depiction of how BOSS funding is executed from OSD, through IMCOM HQ's, to the Directorates and ultimately to the Garrison.



For an example request for supplemental funding click this link: <https://www.armymwr.com/programs-and-services/boos/resources>

## **Chapter 13: Marketing/Sponsorship**

Marketing is highly effective in the process of informing personnel of services and benefits of the installation BOSS program. The effectiveness of a marketing campaign contributes to the overall success of a BOSS program or individual event. The span of a marketing campaign can be much more far reaching than flyers and posters. Marketing campaigns include all materials and information used to assist in promoting the BOSS program or event. The medium used to market the BOSS program may vary by installation or individual event. Proper marketing of the BOSS program on an installation will improve involvement and support.

### **Installation Marketing Office**

The installation marketing office is a great resource for the BOSS program and should be included as a member of your planning team for events. The amount of assistance offered at individual installations may vary depending on available resources and personnel. The services provided by the installation marketing office may range from assistance in the design and printing of flyers and posters to providing information on market research conducted on the installation. An installation marketing office provides professional knowledge in the field of marketing. Marketing office personnel may provide creative suggestions on the most effective method the BOSS program may use to market an event. The experience of the marketing office is not the only benefit to the BOSS program: the installation marketing office often has access to various installation resources that the BOSS program may not be aware of. Office personnel may also have knowledge of community resources and existing relationships with professionals in the industry. The BOSS committee is encouraged to utilize the marketing office as a valuable resource.

### **Press Releases**

When sponsoring an event the BOSS program should always consider obtaining media coverage. If a press release is used to produce an article the BOSS committee will benefit from the increased exposure, which may positively affect support and involvement. The article can also be used as a historical record of the event which can be incorporated into future briefings. BOSS committees may utilize the marketing office or public affairs office (PAO) to assist in the coordination of press releases to the media for BOSS events. Press releases prior to an event should be concise. The press release should include the event, location, brief description, expected audience, and point of contact. The installation marketing office may also aid in the distribution of articles to internal military publications such as post newspapers, FMWR publications, and military networks. External media is also an excellent source for publication. Coordination should be made with the installation marketing office and PAO for coverage by local news media.

### **Flyers and Posters**

Generally programs and events are marketed through the use of some form of print. The use of flyers and posters provides visibility for an event at a relatively low cost. When using flyers and posters to publicize events the BOSS committee must obtain enough volunteers to distribute the information. Committees should also remove old flyers once the event is complete. Personnel at the installation marketing office may provide the resources necessary for graphic support and illustration design enhancing the quality of BOSS flyers and posters. The training support division is also another possible installation source for graphic support for community service projects. Many logos and designs can also be found at <https://www.mwrbrandcentral.com> in order to support the production of

flyers and posters if marketing support is limited.

## **Visual Appeal**

Flyers and posters should be visually appealing. The use of color paper and varying styles will aid in catching the eye of Soldiers. The use of graphics on flyers will also add to the overall appeal. Graphics should relate back to the event being promoted. Graphics should be tasteful and easy to identify. Obscure graphics may only confuse the audience. When designing flyers and posters refrain from creating a busy or cluttered look. Always incorporate the BOSS logo in the flyer to brand the BOSS program on your installation.

*Note: When using trademarked graphics, consult your marketing and sponsorship team to ensure you are not violating any agreements.*

## **Information**

Information on flyers and posters should include the pertinent facts of the event and be as concise as possible. Individuals will not read posters that appear too detailed or wordy. Often, the “who, what, when, and where,” along with cost (if applicable) is more than sufficient information. A point of contact for more information to include name and telephone number or email should always appear on flyers.

## **Distribution**

Posters should be displayed in highly visible and accessible locations and where the target audience is most likely to frequent. For example, if the BOSS committee is sponsoring a Super Bowl party the poster might be displayed at the gym, barracks day rooms, installation food and beverage locations, and community sports locations. Whereas posters for an Easter egg hunt would be distributed through the housing area, at the recreation center, post chapels and child and youth facilities. All units should maintain a BOSS board in their company or headquarters area with up to date information.

## **Social Media**

Platforms are an increasingly effective method of advertising upcoming events and initiatives from the BOSS program. Cultivating a significant enough following to be effective using social media advertisement is a delicate and time consuming process and is beyond the scope of this desk reference; specific training is provided through annual BOSS training events, guidance memos, installation visits, and other avenues conducted by the IMCOM G9 BOSS team. However, some basic guidelines are:

- Keep your audience engaged.
- Always use photos or video.
- Know your audience.
- Make it viral.
- Use Official (designated) Social Media sites

## **Live and Recorded Media**

While social media is the current trend and print media is tried-and-true, radio and television is still extraordinarily effective at reaching broad audiences. Particularly overseas, the Armed Forces Network (AFN) should be used to expose Soldiers and Leaders to both the successes and upcoming events of your program. Consider working with PAO to establish a recurring broadcast with AFN radio. Be creative, develop competitions among your participants for the best BOSS 60-second video each month and work to have it placed on AFN television. These platforms are outstanding because they often rise above the “noise” of all the other marketing efforts competing for attention.

## Guerilla Marketing

Guerilla marketing is not a separate platform to market your program. When used sparingly, guerilla marketing can be very effective by either producing interest due to its novelty or by simply being memorable for being different. Be creative when using this type of marketing platform. Guerilla marketing is the concept that any avenue can be used to market effectively and should be presented in an attention-grabbing manner. It is important to note that this marketing method still requires an ethical approach and should be consistent with the Army values.

## Market Research

Market research may provide insightful information for the individuals stationed and surrounding an installation. Market research information may aid the BOSS program in determining the types of activities and events enjoyed by Soldiers on the installation. This information is then obviously valuable in the planning of a BOSS event calendar. The research information may also show the locations where Soldiers frequent. BOSS committees can use this information to determine the best location for promotional materials for upcoming events. The marketing office may have resources available to conduct market research or provide valuable demographic information for the Soldiers on the installation.

## Sponsorship

Sponsorship should be considered when planning any event, though sometimes sponsorship may be inappropriate or simply unavailable. Most installations have a specific person who handles all sponsorship arrangements for the installation. Other installations may only have someone who is capable of making the contractual agreements for you, but not the ability to find a sponsor for your event. Always allow sufficient time for the Commercial Sponsorship person to react to your request. Check with your installation prior to any event planning to ensure you follow local regulations. **Do not solicit sponsorship under any circumstance without first speaking to your Commercial Sponsorship representative**; this is likely illegal and can cause significant issues. Whatever the situation, the BOSS committee should have some input and choice regarding:

- If sponsorship is necessary or even desired?
- Who the sponsor will be?
- What could a sponsor provide?
- Are the desired concessions for the sponsor acceptable?
- Will involving that sponsor help provide a positive image for the BOSS program?
- What resources do you have on post that you can use to the same ends?
- Can you work with on post facilities to provide the same materials?

*NOTE: There can be a perception on many installations that FMWR facilities regard BOSS as a rival or competitor for*

*business and clientele. This should not be the case; a cooperative venture with an on post FMWR facility provides both the BOSS committee and the FMWR facility with resources for publicity and business. If you find it difficult to arrange mutually beneficial deals with on post FMWR facilities work with your FMWR advisor and your Senior Enlisted Advisor to open channels and fix the problem. In a time where money is tight and competition fierce for the patronage of Soldiers, having BOSS on your side is the smart move for an FMWR activity.*

Once you decide you want sponsorship for an event be creative and look for the best deal for both the sponsor and for the BOSS committee. Usually commercial sponsors want access to the military market through publicity, so many opportunities exist to involve a sponsor in an event. In fact, sponsorship can be for a single event, multiple events, or on-going.

Work with your installation sponsorship contact and stay within the regulations. This is especially important when dealing with touchy areas such as sponsorship involving alcoholic beverages. You must remember that when the BOSS committee is involved in a sponsorship agreement it is a legally binding contract and both parties must live up to their ends of the bargain.

# Chapter 14: Continuity Book

There are plenty of tools available such as regulations, guidance, and support from higher echelons to make a BOSS program successful. Those tools are there to help guide the program based on structures, experience, and recommendations. What works for one installation may be significantly different from what works for others. For new programs it may take a period of trial and error in order to identify what works best for your location. It is important to learn from this period so that programs don't face the same issues over and over again. In order to do this it helps to develop a thorough and accurate Standard Operating Procedure in order to manage the program effectively. Combining this with published references, execution documents, and historic records forms the basis of the program's continuity book. This book is key to maintaining order for the program, aids during leadership changes, and ultimately will help with successful execution.

## Book Contents

There are some items which are standard within all continuity books and many that will be unique to each installation. As a general guide and in no specific order the book should have information on the following items:

- Financial Documents
  - Annual Operating Budget
  - General Account Ledger
  - Expense Receipts or Itemized Expense Sheets
- Execution Documents
  - Garrison BOSS SOP
  - References for BOSS Program Desk Reference and Department of the Army Publications
  - Additional Duty Appointment Orders
  - Roberts Rules of Order reference guide or Effective meeting guide
  - Command Inspection Program (CIP) Reports
  - Active and completed DA 7380 Installation Quality of Life forms
  - Signed Meeting Minutes
  - Current Rosters
  - Volunteer Information/Guidelines
  - Blank Forms: (include samples and explanation of usage)
    - CIP/SAV BOSS Checklist
    - Volunteer Forms
    - Event Planning Checklist
    - Samples of BOSS Rep Orders, etc.
- Event Documents
  - Unit Training Calendars or Master Event Calendar
  - Program Calendar
  - Events Planner
  - Events Held
  - Flyers & other marketing materials
  - Event AARs
  - Photos or storyboards

- Copy of Prize Sheets (if applicable)
- Additional sections or documents as deemed necessary

The duration to hold these documents is dependent on available space, but everything should be updated accordingly and maintained according to local and Army policy. An alternate course of action is to maintain multiple books with historical documents more than two years.

A fully-scaled sample continuity book is too extensive to be housed within this document and will not be fully addressed. For example documents, see sample continuity books provided from IMCOM Directorates.

A sample copy of an SOP can be found at: <https://www.armymwr.com/programs-and-services/boss/resources>

# Chapter 15: Gaining Feedback

As a BOSS committee it is very important to gain feedback from the single Soldiers on the installation. By receiving feedback from Soldiers the BOSS committee will have a better idea as to how to support the Soldiers they represent. Through feedback the BOSS committee can receive valuable information regarding ideas and activities of interest to Soldiers.

## Conducting Surveys

Surveying Soldiers on the installation is an excellent way to receive input into the BOSS committee. Surveys should be short and concise. BOSS committees should determine the information they wish to obtain and develop a survey that has questions relating to that specific area. Surveys that attempt to obtain too much information on a variety of areas should be avoided.

- The heading of the survey in general should contain space for the Soldiers age, rank, and unit. The amount of information needed in the survey header is based on the objective of the survey and the use of the information obtained. For example, if the BOSS committee wishes to conduct a survey of the various dining facilities on post it may not be necessary to ask for the sex of the Soldier in the header, but rather if the Soldier is on a meal card or separate rations. Whereas a survey to determine the desire to have a particular event on the installation may clarify the audience if the age and sex is include in the header.
- Survey questions most often should be structured to give the Soldier a choice of answers rather than open ended questions that require the Soldier to write in answers. Open ended questions increase the difficulty of compiling the survey results, but may provide value depending on the type of information you seek. Survey questions should be clear and easy to understand.
- Distribution of the survey varies depending on its objective. Surveys that are at not completed at the time they are received are most likely never going to be completed. BOSS committees can conduct surveys during open meetings, during events, by visiting single Soldier living areas, or dining facilities.
- Survey results should be compiled as soon as the survey is completed. Results should be discussed during BOSS meetings and forwarded to the FMWR and senior enlisted advisor. If appropriate, results should be publicized.

## Suggestion Boxes

BOSS committees can also gain valuable feedback through suggestion boxes. Suggestion boxes should be in highly visible and accessible places where single Soldiers frequent. Suggestion forms should be placed near the suggestion box. The form should indicate a space for the individual to place their name, telephone number, and email address in case it becomes necessary to contact the Soldier later for clarification. The reason for this information should be stated on the suggestion form. Suggestion boxes should be emptied regularly. Comments should be compiled and discussed during committee meetings.

## Town Halls

Some installations hold quarterly or semi-annual town hall meetings for various subsets of the population, and single Soldiers can be one of these. For maximum impact it is essential to have

support from senior mission command teams for these events. Town halls are similar to public meetings, but with less focus on planning or event coordination and more focus on communication for the Soldiers attending. When conducting a town hall it is important to select the 3-4 most important areas on which you want to receive feedback and focus on those (for example, barracks renovations, dining facilities/alternate dining options, and outdoor recreation), then allow general feedback at the end. Often time's town halls will empower an individual to provide feedback which would not have been given to a BOSS representative or through other means of gaining feedback.

# Chapter 16: Presentation Skills

The ability to give a presentation is a necessary skill for any BOSS representative, especially as an officer. Presentations on BOSS are one of the main ways in which information about BOSS is disseminated.

## Unit representatives should be:

- Briefing their unit command on a regular basis, i.e., the company commander and first sergeant.
- Making announcements in formations when appropriate, such as at administrative or “closeout” formations, about any upcoming BOSS events.
- Holding any necessary meetings on the unit level, such as brigade or battalion BOSS meetings to put out and take back information.
- Being recognized as part of the BN/BDE special staff and briefing during training meetings.

## BOSS Officers should be:

- Briefing the installation command on a regular basis, i.e., quarterly meetings with the installation Commanding General and Command Sergeant Major.
- Holding installation BOSS meetings.
- Giving newcomers’ briefings to incoming Soldiers, either at the replacement detachment or at the units themselves.
- Giving newcomers’ briefings to incoming company commanders and first sergeants.
- Giving briefings on BOSS to any unit requesting the presentation.

BOSS Presidents should be conducting regular meetings with senior Leaders from across their installation. A good practice is to schedule a meeting at least once a week with a different command team from the company level to the brigade, in order to ensure continued awareness of the program. This also allows Leaders to provide input into the program and develops a sense of personal ownership, which ultimately results in increased support.

## Start with the Basics

There are many different things that one may need to know about giving presentations. Here are some of the basic points about giving/doing a presentation:

- **Be prepared.** When giving a briefing or presentation, formal or informal, the more prepared you are, the better. Being prepared is a matter of knowing what the presentation is about, to whom the presentation is directed, the size and composition of your audience, the amount of time you have and a general “feel” for the mood of the audience. Being prepared is also a matter of having the right type and quantity of materials to supplement the presentation and being properly attired for the situation.
- **Prepare an agenda for the briefing.** Even if the presentation is very informal, it is wise to have an outline of the points you want to address. If the presentation is formal and extensive you may want to distribute copies of the agenda to your audience so that they may follow

along as you brief them. Do your best to stick to your agenda.

- **Practice your presentation.** Before you make your presentation, practice it. If it is an informal easy presentation you may just want to review your questions and points before you go in. For a formal complex presentation, you may want to get some friends or coworkers involved to act as the audience and run through the full presentation with materials and props. When practicing, work on keeping your voice clear and at the appropriate volume for the venue and audience.
- **Always arrive early.** Punctuality is a good quality for any purpose. When giving a presentation, arrive early. Allow yourself time to scout the terrain if you are unfamiliar with the venue. Get an idea of the audience as they are arriving or what they are like if you are merely one in a series of presenters, and let you have plenty of time for preparation.
- **Address your audience.** Welcome and thank your audience for being able to be there and specifically recognize and thank any VIPs in attendance for the presentation.
- **Motivate your audience.** Few things are worse than sitting through a boring presentation, especially when that presentation is on a topic that should get you interested and excited. There are many tactics you can use to get your audience's attention and keep them listening and involved depending on the situation and what type of presentation you are making, but personal energy and interest is ubiquitous.
  - One of the most effective methods to keep audience interest is to get the audience involved. Ask questions and listen to the answers, incorporating them into the presentation to make points, or ask for a show of hands of people interested in something you are addressing. Don't stand at the podium and speak, walk around the audience and look at the people to whom you are speaking
  - Humor is also effective because it breaks the ice, gets the audience comfortable, and gives you something light to contrast against serious issues if they are discussed. This is a tactic that can backfire, however, depending on both you and the audience. If you use inappropriate or vulgar humor, you can lose the respect of your audience. Similarly, if the only thing you do is clown around, the audience may not take your presentation seriously. While humor can be very effective, be careful how you use it.
  - Using buzzwords and catchphrases is a useful tactic as well, though again, you must be careful. Slang words or phrases may be useful as well, again depending on the audience.
  - Vary your speaking voice throughout the presentation. Avoid speaking in a monotone or like a carnival barker and focus on maintaining a conversation with your audience. Also be conscious of your body language and using your hands when speaking. Appropriate use of movement and hands during your presentation is very effective, just be aware of what you are doing.
  - Perhaps the most important method of keeping your audience interested is making an organized, clear, and appropriate presentation to your audience. If you are giving a briefing on BOSS to an audience unknowledgeable on the topic, too much detailed information may lose or annoy your audience. Looking and sounding organized, even if you don't really feel organized, gives your presentation a professional feel that will keep the respect of the audience, just as will keeping the presentation clear and focused rather than going out on tangents.

## Audio-Visual Aids

Using audio-visual aids is very useful when making presentations, but they must be appropriate

for the audience. Overkill on A-V can detract severely from the presentation because the audience can quickly get bored or confused while you are switching back and forth between the various media. Some different types of audio-visual aids include:

1. Slideshow: the favored method for presentations in the Army. Overheads can be very effective, but they are most effective when they are clear and concise, not cluttered with extraneous graphics and the text displayed in an easy to read bullet format. Do not allow your text to become so bulky that your audience must focus solely on your slides and not remain engaged with you.
2. Video: this is very effective if the equipment is adequate for the venue and the audience. However, videos take time and often seem out of place. Ensure that if a video is used, it is a quality addition to your presentation.
3. Flipcharts/butcher boards: good for work in a small to medium size group, especially if the purpose of the presentation is to get feedback or answers from the group. Whoever is the scribe for the presentation should be able to write quickly and clearly.
4. Props: useful if you need to demonstrate something or use it as an exhibit, such as a piece of carpeting regarding the topic of barracks renovation.

## **Other Useful Tips**

When making a presentation with more than one speaker make sure you do not interrupt, contradict, or step on each other during the presentation. You need to present a team effort to your audience, otherwise it looks as though you and your co-speakers are disorganized and your presentation loses effect.

Have an elevator speech. If you have only 15 seconds to talk to an important person that could make a significant impact on your programs success, what would you say? What about 30 seconds, or 60? Knowing the most important aspects of your program is essential and these scenarios actually happen regularly. Making a positive impression and leaving your audience wanting to engage further is essential to a successful elevator speech. It is often easiest to develop shorter briefs from this mindset, rather than trying to distill a 20 minute presentation down to only five.

Don't be afraid of making presentations to high ranking individuals -- the highest ranking person in the entire military is a person, just like you, and most will understand if you are nervous or make mistakes. Remember: if you have been asked to speak to them, they want to hear what you have to say; if someone was more qualified, they would be the one speaking instead.

# Chapter 17: Beginning a New Program

As of 2020, there are 60 independent BOSS programs across the US Army. However, there remain many installations that do not have a BOSS program or whose BOSS program has been discontinued due to lack of leadership or participation. Some of these installations may wish to establish or reestablish a program to support their Service Members, but due to a lack of continuity may not know the requirements or where to begin. The following should give an understanding on whether a BOSS program can be developed, and how to begin.

## Minimum Requirements

### Installation Requirements

In order to be eligible to establish a BOSS program the installation in question first must be administered by the United States Army. With rare exception, installations administered by sister services are not eligible for a BOSS program; each Uniformed Service has a program specifically for single Service Members and it is the responsibility of the administering service to maintain a program on their installation.

Second, installations must have a Non-Appropriated Fund Instrumentality (NAFI), or a means to manage non-appropriated funds. Most commonly this is done through the Directorate of Family, Morale, Welfare, and Recreation (DFMWR)'s Financial Management offices. Because of the method through which BOSS is funded the program cannot exist in a location without a NAFI.

Third, an installation must have a population of single Service Members sufficient to require a BOSS program in order to meet their needs. Furthermore, there must be enough permanent party Service Members to execute the program; while rotational units are commonly serviced by BOSS, they are rarely able to execute a program and face substantial turnover concerns. An installation with a single unit is unlikely to need a BOSS program, as all Soldiers can be canvassed for their needs by the unit's leadership and a BOSS program would be redundant. There are occasionally exceptions to this, particularly when DFMWR support is limited. Nevertheless, a BOSS program cannot succeed without a sufficient population to participate in, and execute, events or activities.

### Leadership

A minimum of three personnel are required for a BOSS program to be executable: a Senior Enlisted Advisor to guide the program, a FMWR BOSS Advisor to manage the funding and liaise with other installation programs, and a BOSS President to coordinate and execute events. All three of these positions should be identified and thoroughly educated on the contents of this document and all other applicable regulations and guidance relating to the BOSS program. Additional positions of vice president, secretary, and treasurer may be identified as needed for the execution of the program; some or all of these can be identified during the creation of the program, or once it is running. Additionally, all units at the installation should have their unit representatives identified prior to the first official BOSS meeting takes place. For a complete explanation of these and other positions, refer to the chapter titled "Roles and Responsibilities."

## **Establishing the Program**

Once the determination of a need for a BOSS program has been made, the following steps must be taken to establish a new BOSS program. Some of these may be done simultaneously, while others have a logical order to their execution. They are presented here in an advantageous: but not required order:

- Coordinate with your Financial Management office responsible for the NAFI to set up required program codes for BOSS, under program code QD. Financial Managers should seek guidance from their ID for this as needed.
- Appoint the Senior Enlisted Advisor for the BOSS program if different than the Garrison Command Sergeant Major.
- Identify and appoint from within FMWR the individual who will become the FMWR BOSS Advisor. In some instances this is considered an additional duty, but as a general rule, successful programs have advisors capable of dedicating the required time to the program.
- Identify and appoint the BOSS President from within. When establishing a new program, this will likely be an additional duty; however, a full-time BOSS President is most advantageous for a program and should be considered as quickly as possible, situation permitting.
- Identify and appoint additional executive council members as needed
- Develop an initial annual operating budget and requirements for implementation
- Inform all tenant units of the program development and request unit representatives and alternates to be placed on additional duty orders. Identify total number of unit representatives.
- Identify the facility (or facilities) capable of conducting BOSS meetings with all representatives
- Develop and publish a recurring schedule of meetings, and your initial meeting date
- Integrate into existing FMWR activities to establish a preliminary schedule of events prior to the initial BOSS meeting
- Execute initial BOSS meeting: identify roles and responsibilities, solicit unit input on issues, dispense current event information, begin developing event calendar based on current feedback, and add additional activities as needed

## **Higher Echelon Support**

Like all Army programs, BOSS maintains a hierarchy of support from the lowest level to the highest. The development of a BOSS program can be done with no assistance outside the installation, but the long term success of the program will depend on integration and coordination with higher echelons for a number of reasons: training, funding, cross-garrison coordination, and more.

## Keys to a Successful Program

This section is made up of tried and true experiences from others that have had successful programs. This is only advice and is not required to execute your program.

- Coordinate with tenant units for a full time BOSS President and capable, long term council
- Interview Soldiers for BOSS Council. Find the right Soldiers that can communicate up/down/laterally. Don't just take what units give up!
- Conduct regular monthly meetings with maximum attendance; units hold representatives accountable
- BOSS representative sits on multiple councils and steering groups impacting Soldiers
- Encourage Local Civilian leadership to allow BOSS President to sit on town/city council boards as a non-voting member
- Let BOSS brief during Community Updates
- BOSS President and unit representatives should have a seat and a voice as a special staff member during Command and Staff/Training meetings
- BOSS should have ties and relationships across the installation to maximize use of resources and promote participation in other facilities and programs
- BOSS works closely with PAO officers, school liaisons, etc. to maximize impact
- Open doors to get BOSS representatives in to brief tenant CoC's to include Senior Command Team
- Listen to the recommendations, action the ones that need to be actioned, provide status updates.
- Don't allow your Director's to think of BOSS as "free" labor. It will discourage participation
- Encourage the BOSS council to plan events using other available resources on the installation if applicable. Most Soldier's don't know of all the resources and how they can be incorporated to benefit the experience
- Highlight the programs achievements at all levels
- Talk BOSS at every option to other Commanders and Leaders
- Award MOVSM's as soon as Soldier's meet award requirement, track it!
- Give your problems affecting Soldiers to them, let them develop solutions for you to consider
- Give BOSS a section in your installation paper to highlight the program and announce events
- Keep your Senior Command Team in the loop on BOSS activities and accomplishments. If they are onboard, so will the rest of the installation leadership and your program will flourish.
- BE A PROPONET FOR THE PROGRAM, support it, guide it, but let Soldiers RUN IT (with supervision)!