



U.S. Army Garrison Hawaii

Readiness Essentials for Army Communities, Deployments, and You

Soldier & Family Readiness Group

Army Community Service
Mobilization, Deployment & Stability Support Operations (MD&SSO)
February 2021

Introduction



Readiness is defined as the state of being prepared. The Army applies readiness from the lowest (individual) to the highest (command) levels. Individual readiness includes Family readiness. While the state of being happy, healthy, and resilient is a personal responsibility, it is greatly improved when the tools and resources are quickly accessible.

Soldier and Family Readiness Groups (SFRGs) play a vital role in assisting Unit Readiness and preparing Families for Military life. Regardless of a unit's deployment status, the SFRG assists in ensuring that members have the resources they need to be self-reliant in an ever-changing Military environment. A Family Readiness System is established to help Service members and Families manage the challenges of daily living experience in the unique context of Military service. The SFRG is one part of this system and should be an integral part of the Unit Family Readiness Program.

As an official organization, the Department of the Army has established guidelines for the purpose and function of SFRGs. Per AR 608-1, SFRGs provide mutual support and assistance, and a network of communications among Family members, the chain of command and community resources.

SFRGs matter. They establish and maintain relationships that is essential for Soldiers and Families readiness. SFRGs help one another, share experiences, bridge relationships, share resources, and promotes lines of communication. SFRGs are a viable part of our Army culture.

This guide is your toolkit to gain a good understanding of your roles and responsibilities. This guide provides many resources needed for a successful SFRG. This is a collaboration of efforts and best practices from SFRG Advisors, Command Teams and Army Community Service Hawaii and Alaska. Use it to guide you as a resource throughout your journey with the Army to ensure command teams, volunteers, official personnel, and Families have the right tools and resources readily available.

If the Soldier's Family is not prepared, the Soldier is not prepared. When the Soldier is not prepared, the Unit is not prepared. The Army is prepared when the Unit plus the Soldier plus the Family are "READY".

"The true soldier fights not because he hates what is in front of him, but because he loves what is behind him."

G.K. Chesterton

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Department of Defense **INSTRUCTION**

NUMBER 1342.22

July 3, 2012

Incorporating Change 2, April 11, 2017

USD(P&R)

SUBJECT: Military Family Readiness

References: See Enclosure 1

1. **PURPOSE.** In accordance with the authority in DoD Directive (DoDD) 5124.02 (Reference (a)), this Instruction:

a. Reissues DoD Instruction (DoDI) 1342.22 (Reference (b)) and establishes policy, assigns responsibilities, and establishes procedures for the provision of military family readiness services.

b. Sets requirements for financial education and counseling, relocation assistance, family readiness in the Reserve Components (RCs), and emergency family assistance (EFA).

c. Cancels DoDD 1342.17, DoDIs 1342.27, 1338.19, and 1342.23, and Directive-Type Memorandum 10-023 (References (c) through (g)).

2. **APPLICABILITY.** This Instruction:

a. Applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (hereinafter referred to collectively as the "DoD Components").

b. Applies to all Military Service members and their families and, when authorized by law or the Secretary of the Military Department concerned, and other designated populations such as civilian personnel. Additional detail regarding eligibility for services is outlined in this Instruction.

c. Where it addresses EFA, applies to DoD personnel, including Active Components, RCs, DoD civilians, DoD families, DoD and non-DoD tenants, transient DoD and U.S. Government personnel, and DoD contractors living or working on DoD installations worldwide.

(1) Where Defense Agencies, DoD Field Activities, and other DoD Components are tenant organizations on an installation hosted by a DoD entity that provides family support for the tenant organizations, a separate EFA plan is not required to be developed by such tenant organizations. If the tenant organizations have unique circumstances that are not addressed in the host installation EFA plan, the tenant organization shall develop and maintain an appropriate contingency plan that addresses the gaps in the host installation EFA plan.

(2) Where Defense Agencies, DoD Field Activities, and other DoD Components are tenant organizations hosted by non-DoD entities, appropriate contingency plans are required.

d. Is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any person, organization, or other entity against the United States, its departments, agencies, officers, employees, or agents, or any other person.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy that:

a. The role of personal and family life shall be incorporated into organizational goals related to the recruitment, retention, morale, and operational readiness of the military force.

b. Service members and their families have primary responsibility for their well-being. Family readiness services enhance members' and families' abilities to fulfill that responsibility.

c. The type and level of family readiness services provided to Service members and their families shall be correlated to needs resulting from the unique challenges associated with military service across three domains of family readiness:

(1) Mobilization and deployment readiness.

(2) Mobility and financial readiness.

(3) Personal and family life readiness.

d. Family readiness services shall be provided through a system that maximizes the network of agencies, programs, services, and individuals in a collaborative manner to promote military family readiness, hereinafter referred to as the family readiness system (FRS). The FRS shall:

(1) Be allocated resources to accomplish its mission.

(2) Be designed, funded, and managed:

(a) Using results obtained from a performance management strategy that includes assessment of needs as well as reporting on family readiness fiscal, manpower and program information, and evaluation of family readiness services.

(b) To enable services, staff, and resources to be surged, drawn down or evolved, as needed, to respond swiftly and effectively to the changing needs of Service members and their families during peacetime, war, periods of force structure change, relocation of military units, base realignment and closure, crisis, natural disaster, and other emergency situations.

(c) To maximize diverse forms of service delivery including, but not limited to, the Internet, telephone, outreach, and co-location of services in an easily accessible environment.

(d) To address the varied composition, cultural diversity, and demographics of Service members and their families.

(3) Promote military recruitment and retention, and support commanders' ability to maintain a mission-ready force consistent with DoDI 4001.1 (Reference (h)).

(4) Link formal and informal networks to promote a sense of community and optimize Service member and family strengths and capacity to demonstrate resilience.

(5) Involve Service members, their families, and DoD leadership in FRS performance management efforts, as appropriate.

(6) Promote interagency collaboration and service coordination within and among Federal and non-Federal entities to identify and achieve common family readiness goals and improve communication among service providers and with Service members and their families.

(7) Provide compassionate, coordinated assistance and support to DoD personnel and their families in the event of an all-hazards incident.

(8) Use joint program standards and standardized assessment tools to ensure that the services outlined in this Instruction are available, accessible, and have the intended impact.

(9) Work collaboratively with public affairs offices to create uniform and comprehensive communication strategies targeted to Service members, their families, service providers, commanders, and communities.

5. RESPONSIBILITIES. See Enclosure 2.

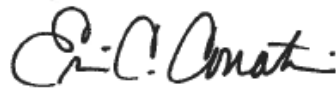
6. PROCEDURES. See Enclosure 3.

7. INFORMATION COLLECTIONS. The Annual Report on Family Readiness Programs referred to in paragraphs 2.a and 7.d.(1) of Enclosure 2 and 6.e. of Enclosure 3 of this Instruction has been assigned Report Control Symbol (RCS) DD-P&R(A)1910 in accordance with Volume 1 of DoD Manual 8910.01 (Reference (i)). The expiration date of this information collection is listed in the DoD Information Collections System at <https://apps.osd.mil/sites/DoDIIC/Pages/default.aspx>.

8. RELEASABILITY. **Cleared for public release.** This Instruction is available on the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

9. SUMMARY OF CHANGE 2. The changes to this issuance are administrative and update references for accuracy.

10. EFFECTIVE DATE. This instruction is effective July 3, 2012.



Erin C. Conaton
Under Secretary of Defense for
Personnel and Readiness

Enclosures

1. References
2. Responsibilities
3. Procedures

Glossary

b. EFAC staff, volunteers, and other organizations supporting the emergency response effort.

c. Installation emergency operations center.

d. Military Service headquarters.

(e) Procedures. The EFA plan shall include guidelines and procedures for:

1. Referral of individuals for emergency relief supplies and donations.

2. Collection and protection of information obtained from individuals served by the EFAC.

3. Documentation of EFA activities and preparation of an after-action report as required in paragraph 6.e. of this enclosure.

(2) Training. Those responsible for functions in subparagraph 3.1.(1)(c)4. and providers of the services listed in subparagraph 3.1.(1)(c)5. of this section shall be regularly trained on installation EFA plans and procedures.

(3) Education. DoD personnel and their families shall be provided with information on installation emergency response procedures, including location(s) of the EFAC in the event of an incident.

(4) EFA Exercises. EFA plans shall be:

(a) Tested annually as part of installation emergency management exercises in accordance with Reference (1).

(b) Updated annually to address recommendations made in response to installation emergency management exercises, if any.

m. Transition Assistance. Transition assistance services that prepare separating Service members and their families to reenter the civilian work force shall be provided in accordance with DoDD 1332.35 (Reference (ab)).

4. SERVICE DELIVERY

a. Principles. Family readiness service delivery models shall be configured in accordance with the following principles.

(1) Senior military and civilian personnel with direct oversight of family readiness services shall encourage collaboration among family readiness service providers and integrate

services provided through available access points to facilitate Service member and family ability to navigate the FRS.

(2) Family readiness service providers may contact military family members with or without the Service member sponsor's consent when relaying official information to a family member pertaining to their readiness. Personally identifiable information shall be protected in accordance with Reference (y).

(3) Family readiness service providers shall conduct regular outreach to command representatives, family readiness unit liaisons, Service members and their families, and civilian service providers to:

(a) Maximize opportunities to work with the command to regularly share official family readiness information (e.g., program and event schedules; family readiness points of contact; location and availability of services) with military families.

(b) Promote awareness of family readiness services and encourage proactive engagement with the FRS by family readiness unit liaisons, Service members, family members, and civilian service providers.

(c) Enhance individuals' ability to easily navigate among the various access points within the FRS.

(d) Ensure access to services by geographically-dispersed and socially-isolated Service members and their families.

(4) Service delivery shall optimize military-civilian, inter-department and interagency partnership opportunities to:

(a) Augment services, as appropriate.

(b) Provide family readiness services to geographically-dispersed and socially-isolated Service members and their families.

(c) Identify and eliminate duplication of service.

(d) Promote timely and appropriate referrals of Service members and families to services.

(5) Service delivery shall accommodate an array of service modalities, effectively using technology to improve the capacity of the FRS to provide Service members and their families with easy and rapid access to high-quality information and resources, wherever they reside.

(6) The FRS shall deliver services in a manner consistent with military families' needs, as indicated through needs assessments in accordance with paragraph 6.a. of this enclosure.

b. Access Points. Family readiness access points may include, but are not limited to:

(1) MFSCs. MFSCs shall:

(a) Be visually conspicuous and conveniently accessible by active duty Service or Reserve Service members and their families and, in accordance with Service implementing guidance, other populations designated by the Secretaries of the Military Departments.

(b) Be designed and furnished in a way that welcomes Service members, their families, and other clients in accordance with Service implementing guidance.

(c) Comply with Unified Facilities Criteria 4-730-01 (Reference (ac)).

(2) RC Family Programs. RC family programs shall be:

(a) Knowledgeable about DoD-operated and community-based services to link RC families to such services in a timely manner.

(b) Accessible by Service members and their families regardless of activation status.

(3) Joint Family Support Assistance Program (JFSAP). In accordance with section 675 of Public Law 109-364 (Reference (ad)), the JFSAP shall:

(a) Augment family readiness services provided by the Military Departments by providing services to Service members and their families from all components in all domestic states and territories.

(b) Deliver services through a State or territory-based team that includes a combination of military and family life counselors, child and youth behavioral counselors, personal financial counselors, and MOS consultants.

(c) Target outreach efforts towards Service members and their families who are geographically dispersed from a military installation.

(d) In accordance with applicable law and regulations, collaborate and build relationships with community organizations to enhance the availability of high-quality community-based family readiness services.

(e) Be accessible by all Service members and their families in accordance with Reference (o).

(4) MOS. MOS shall:

(a) Augment family readiness services provided by the Military Departments by providing information, referrals, and confidential non-medical counseling services.

(b) Be available to Service members and their families 24 hours a day, 365 days a year.

(c) Be accessible by Service members and their families in accordance with Reference (o).

(5) Military and Family Life Counselor (MFLC) Program. MFLCs shall:

(a) Augment counseling provided by the Military Departments.

(b) Provide confidential non-medical, short-term, solution-focused counseling and briefings that augment counseling provided by the Military Services.

(c) Be accessible to Service members and their families in accordance with Reference (o).

(6) Medical Command. In accordance with Service implementing guidance, child abuse and domestic abuse prevention and response services may be delivered through the medical command.

5. SERVICE PROVIDERS. FRS providers shall be qualified to provide DoD-operated family readiness services in accordance with standards required in paragraph 6.b. of this enclosure.

a. Training. Family readiness service providers shall receive training, as necessary and in accordance with Service implementing guidance, for the performance of their job responsibilities.

(1) Ongoing employee training and professional development requirements shall be established and monitored to ensure that such requirements are met.

(2) Initial and ongoing training shall include training about the variety of services and supports available to families across the FRS and family readiness service providers' shared responsibility for the readiness of families served.

b. Supervision. Family readiness service providers shall receive the support and supervision necessary to effectively perform their job responsibilities.

c. Volunteers. Programs to recognize volunteers for their efforts in support of family readiness programs shall be encouraged. Volunteers shall be used in accordance with section 1588 of Reference (j) and DoDI 1100.21 (Reference (ae)).

6. PERFORMANCE MANAGEMENT. A FRS performance management strategy that balances the need for overarching consistency and Service-specificity shall be developed jointly

by the ODASD(MC&FP and the Military Services to assess elements of cost, quality, effectiveness, utilization, accessibility, and customer satisfaction. The strategy shall include:

a. Assessment of Needs. Except where services are mandated by law or other regulation, the content and delivery of family readiness services shall be based on the needs of Service members and their families.

(1) Assessments of needs shall be designed to determine:

(a) The types of services needed and who needs them.

(b) The level at which there is a need, e.g., local, regional, Service-wide, DoD-wide.

(c) How Service members and families are accessing or prefer to access services.

(2) Service-wide assessments of needs shall be conducted at least every 3 years pursuant to section 1782 of Reference (j), and a copy of the results shall be forwarded to the ODASD(MC&FP).

b. Quality Assurance. To ensure the family readiness services in section 3 of this enclosure meet national standards of quality, they shall be accredited or certified using standards developed by a national accrediting body not less than once every 4 years.

c. Monitoring. Personnel from the Military Service Headquarters and the ODASD(MC&FP) shall periodically visit family readiness access points to ensure compliance with this Instruction. These visits may be part of the accreditation and certification process in accordance with paragraph b. of this section and will be coordinated with the Services.

d. Evaluation. The impact of family readiness services shall be measured through program evaluation that uses valid and reliable outcome, customer satisfaction, cost, and process measures that are linked to specific and measurable performance goals. Evaluation shall produce both qualitative and quantitative data that are used to inform decisions regarding sustainment, modification or termination of family readiness services.

e. Reporting. In accordance with Reference (aa) and paragraphs 2.a. and 7.d(1). of Enclosure 2, the Annual Report on Family Readiness Programs shall be provided by the Military Departments to the ASD(M&RA) through DASD(MC&FP) no later than 15 February annually.

(1) The ASD(M&RA) and the Services shall identify common reporting elements. In accordance with paragraph b. of this section, accreditation results shall be included in the annual report.

(2) In the event of an all-hazards incident, EFA activities and lessons learned shall be documented in an after-action report in accordance with Service implementing guidance, and forwarded to the ASD(M&RA).

UNCLAS F O U O

HQDA EXORD 233-19 ARMY-WIDE IMPLEMENTATION OF THE SOLDIER AND FAMILY READINESS GROUP

Originator: DA WASHINGTON DC

DTG: 161539Z Dec 19 Precedence: P DAC: General

To: ARLINGTON NATIONAL CEMETERY ARLINGTON VA, ARNG NGB COMOPS ARLINGTON VA, ARNG NGB COMOPS ARLINGTON VA, ARNG NGB J3 JOC WASHINGTON DC, ARNG NGB J3 JOC WASHINGTON DC, ARNGRC ARLINGTON VA, ARNGRC ARLINGTON VA, ARNGRC WATCH ARLINGTON VA, ARNGRC WATCH ARLINGTON VA, CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX, CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX, CDR ARMY FUTURES COMMAND AUSTIN TX, CDR ARMY FUTURES COMMAND AUSTIN TX, CDR ATEC ABERDEEN PROVING GROUND MD, CDR FORSCOM DCS G3 CENTRAL TASKING DIV FT BRAGG NC, CDR FORSCOM DCS G3 CENTRAL TASKING DIV FT BRAGG NC, CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC, CDR FORSCOM DCS G3 WATCH OFFICER FT BRAGG NC, CDR FORSCOM DCS G3 WATCH OFFICER FT BRAGG NC, CDR MDW J3 FT MCNAIR DC, CDR MDW J3 FT MCNAIR DC, CDR MDW JFHQ-NCR FT MCNAIR DC, CDR MDW JFHQ-NCR FT MCNAIR DC, CDR NETCOM 9THSC FT HUACHUCA AZ, CDR TRADOC CG FT EUSTIS VA, CDR TRADOC CG FT EUSTIS VA, CDR TRADOC DCS G-3-5-7 OPNS CTR FT EUSTIS VA, CDR USAR NORTH FT SAM HOUSTON TX, CDR USARCENT SHAW AFB SC, CDR USAREUR WIESBADEN GE, CDR USASOC COMMAND CENTER FT BRAGG NC, CDR USASOC FT BRAGG NC, CDR USASOC MESSAGE CENTER FT BRAGG NC, CDR3RD ARMY USARCENT WATCH OFFICER SHAW AFB SC, CDRAMC REDSTONE ARSENAL AL, CDRAMC REDSTONE ARSENAL AL, CDRFORSCOM FT BRAGG NC, CDRHRC G3 DCSOPS FT KNOX KY, CDRHRC G3 DCSOPS FT KNOX KY, CDRINSCOM FT BELVOIR VA, CDRINSCOM FT BELVOIR VA, CDRINSCOMIOC FT BELVOIR VA, CDRINSCOMIOC FT BELVOIR VA, CDRMDW WASHINGTON DC, CDRMDW WASHINGTON DC, CDRUSACE WASHINGTON DC, CDRUSACE WASHINGTON DC, CDRUSACIDC FT BELVOIR VA, CDRUSACIDC FT BELVOIR VA, CDRUSACYBER FT BELVOIR VA, CDRUSACYBER G3 FT BELVOIR VA, CDRUSACYBER G33 FT BELVOIR VA, CDRUSAEIGHT G3 CUOPS SEOUL KOR, CDRUSAEIGHT SEOUL KOR, CDRUSAFRICA VICENZA IT, CDRUSAMEDCOM FT SAM HOUSTON TX, CDRUSARC G33 READ FT BRAGG NC, CDRUSARC G33 READ FT BRAGG NC, CDRUSARCYBER WATCH OFFICER FT BELVOIR VA, CDRUSARPAC CG FT SHAFTER HI, CDRUSARPAC FT SHAFTER HI, COMDT USAWC CARLISLE BARRACKS PA, COMDT USAWC CARLISLE BARRACKS PA, HQ IMCOM FT SAM HOUSTON TX, HQ IMCOM FT SAM HOUSTON TX, HQ INSCOM IOC FT BELVOIR VA, HQ SDDC CMD GROUP SCOTT AFB IL, HQ SDDC CMD GROUP SCOTT AFB IL, HQ SDDC OPS MSG CNTR SCOTT AFB IL, HQ SDDC OPS MSG CNTR SCOTT AFB IL, HQ USARSO FT SAM HOUSTON TX, HQ USARSO FT SAM HOUSTON TX, HQ USARSO G3 FT SAM HOUSTON TX, HQ USARSO G3 FT SAM HOUSTON TX, HQDA AOC G3 DAMO CAT OPSWATCH WASHINGTON DC, HQDA ARMY STAFF WASHINGTON DC, HQDA CSA WASHINGTON DC, HQDA EXEC OFFICE WASHINGTON DC, HQDA IMCOM OPS DIV WASHINGTON DC, HQDA SEC ARMY WASHINGTON DC, HQDA SECRETARIAT WASHINGTON DC, HQDA SURG GEN WASHINGTON DC, MEDCOM HQ EOC FT SAM HOUSTON TX, NETCOM G3 CURRENT OPS FT HUACHUCA AZ, NETCOM G3 CURRENT OPS FT HUACHUCA AZ, NGB WASHINGTON DC, SMDC ARSTRAT CG ARLINGTON VA, SMDC ARSTRAT CG ARLINGTON VA, SMDC ARSTRAT G3 ARLINGTON VA, SUPERINTENDENT USMA WEST POINT NY, SURGEON GEN FALLS CHURCH VA, USAR AROC FT BRAGG NC, USAR AROC FT BRAGG NC, USAR CMD GRP FT BRAGG NC, USAR CMD GRP FT BRAGG NC, USAR DCS G33 OPERATIONS FT BRAGG NC, USAR DCS G33 OPERATIONS FT BRAGG NC, USARCENT G3 FWD, USARPAC COMMAND CENTER FT SHAFTER HI, HQDA ASA FMC WASHINGTON DC, HQDA ASA IE WASHINGTON DC, HQDA ASA MRA WASHINGTON DC, HQDA ASAALT WASHINGTON DC, HQDA CLL OPS DIV WASHINGTON DC, HQDA COE WASHINGTON DC, HQDA DCS G-1 WASHINGTON DC, HQDA DCS G-2 INTEL WASHINGTON DC, HQDA DCS G-4 WASHINGTON DC, HQDA DCS G-6 CIO WASHINGTON DC, HQDA DCS G-8 WASHINGTON DC, HQDA SJA WASHINGTON DC

CC: HQDA AOC DAMO ODO OPS AND CONT PLANS WASHINGTON DC, HQDA AOC G3 DAMO CAT OPSWATCH WASHINGTON DC, HQDA AOC G3 DAMO OD DIR OPS READ AND MOB WASHINGTON DC

UNCLASSIFIED//

SUBJECT: HQDA EXORD 233-19 ARMY-WIDE IMPLEMENTATION OF THE SOLDIER AND FAMILY READINESS GROUP

(U) REFERENCES:

REF//A/ TITLE 10, UNITED STATES CODE, SECTION 1588, AUTHORITY TO ACCEPT CERTAIN VOLUNTARY SERVICES//

REF//B/ DEPARTMENT OF DEFENSE INSTRUCTION (DODI) 1342.22, MILITARY FAMILY READINESS, 03 JULY 2012, INCORPORATING CHANGE 2, 11 APRIL 2017//

REF//C/ DODI 5500.07-R, JOINT ETHICS REGULATION, 30 AUGUST 1993, INCORPORATING CHANGE 7, 17 NOVEMBER 2011//

REF//D/ ARMY REGULATION 11-7, INTERNAL REVIEW PROGRAM, 29 MARCH 2017//

REF//E/ ARMY REGULATION 1-100, THE ARMY GIFT PROGRAM, 7 FEBRUARY 2019//

REF//F/ ARMY REGULATION 600-20, ARMY COMMAND POLICY, 6 NOVEMBER 2014//

REF//G/ ARMY REGULATION 600-29, FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY, 7 JUNE 2010//

REF//H/ ARMY REGULATION 608-1, ARMY COMMUNITY SERVICE, 19 OCTOBER 2017//

REF//I/ ARMY DIRECTIVE 2019-17, CHANGES TO SOLDIER AND FAMILY READINESS GROUPS, 1 APRIL 2019//

NARR/ (U) THIS EXECUTION ORDER PROVIDES IMPLEMENTING GUIDANCE FOR THE SOLDIER AND FAMILY READINESS GROUP PROGRAM//

1. (U) SITUATION. ARMY DIRECTIVE 2019-17 DIRECTS CHANGES TO THE SOLDIER AND FAMILY READINESS GROUP PROGRAM. THE SOLDIER AND FAMILY READINESS GROUP (SFRG) IS A FORCE MULTIPLIER BY CONNECTING SOLDIERS AND FAMILIES WITH THE COMMAND TEAM AND PROVIDING A NETWORK OF MUTUAL SUPPORT. THE WELL-BEING OF TODAY'S FORCE IS PARAMOUNT TO THE SUCCESS OF ANY UNIT MISSION; THEREFORE, SFRG ARE INEXTRICABLY LINKED TO SOLDIER READINESS. THE SFRG SERVES AS ONE OF THE FOUNDATIONS FOR THE READINESS OF OUR FORCE.

2. (U) MISSION. EFFECTIVE IMMEDIATELY, COMMANDERS WILL EXECUTE AND MAINTAIN A SFRG WITHIN THEIR UNITS.

3. (U) EXECUTION.

3.A. (U) INTENT. COMMANDERS ESTABLISH A SFRG THAT INCORPORATES UNIT PERSONNEL, THEIR FAMILY MEMBERS, VOLUNTEERS, AND SINGLE SOLDIERS INTO AN INTEGRATED COMMUNICATION, INFORMATION, AND SUPPORT NETWORK. CHANGES TO THE SFRG REPRESENT A SHIFT AWAY FROM SOCIAL ACTIVITIES AND FUNDRAISING TO ESTABLISHING HIGH-FUNCTIONING COMMAND INFORMATION NETWORKS THAT COMMUNICATE, INFORM, AND CONNECT COMMANDS WITH ALL UNIT PERSONNEL, FAMILY MEMBERS, AND VOLUNTEERS THAT ENABLE A NETWORK OF MUTUAL SUPPORT.

3.B. (U) CONCEPT OF OPERATIONS.

3.B.1. (U) COMMANDERS AT ALL ECHELONS WILL ESTABLISH AN SFRG CHAIN OF COMMAND, RESPONSIBLE FOR SFRG EXECUTION. THE SFRG CHAIN OF COMMAND CONSISTS OF UNIT COMMANDERS, REAR DETACHMENT COMMANDERS OR EQUIVALENT, COMMAND FAMILY READINESS REPRESENTATIVE, AND FUND CUSTODIANS.

3.B.2. (U) FAMILY READINESS LIAISONS, WHERE UTILIZED, WILL BE REDESIGNATED AS THE COMMAND FAMILY READINESS REPRESENTATIVE.

3.B.3. (U) BRIGADE COMMANDERS (OR O-6 LEVEL EQUIVALENT COMMANDERS), AND ABOVE, HAVE THE AUTHORITY TO HIRE FAMILY READINESS SUPPORT ASSISTANT (FRSA) TO PROVIDE ADMINISTRATIVE SUPPORT TO THE SFRG MISSION (FOR EXAMPLE, FRSA MAY BE USED IN A DEPLOYMENT ASSISTANT ROLE; COORDINATING EXTERNAL TRAINING, AND LINKING COMMANDERS TO

AVAILABLE RESOURCES). NO FUNDING WILL BE PROVIDED TO SUPPORT ADDITIONAL FRSA'S THAT ARE ALREADY FUNDED UNDER THE MANAGEMENT DECISION PACKAGE VFRA.

3.B.4. (U) EFFECTIVE, FREQUENT, MEANINGFUL COMMUNICATION, AND LEADERSHIP ENGAGEMENT ARE ESSENTIAL ELEMENTS OF SFRG OPERATIONS. COMMANDERS WILL LEVERAGE ALL MEANS OF COMMUNICATION TO INFORM AND CONNECT SOLDIERS AND FAMILY MEMBERS. THE COMMAND FAMILY READINESS REPRESENTATIVE WILL ASSIST THE COMMANDER EXECUTING THE ESSENTIAL ELEMENTS OF THE SFRG.

3.B.5. (U) RESILIENT SOLDIERS AND FAMILIES ARE ESSENTIAL FOR READINESS. THROUGH THE SFRG, COMMANDERS WILL PROMOTE HOLISTIC HEALTH AND FITNESS (H2F) BY ENGAGING LOCAL SUPPORT AGENCIES BOTH ON AND OFF POST; CREATING A NETWORK OF COMMUNICATION AND SUPPORT FOR SOLDIERS AND THEIR FAMILY MEMBERS; PROMOTING UNIT READINESS EVENTS AND ACTIVITIES; AND BUILDING COHESIVE TEAMS.

3.C. (U) TASKS TO ARMY STAFF AND SUBORDINATE UNITS.

3.C.1. (U) DEPUTY CHIEF OF STAFF, G-9. SERVE AS THE PRIMARY POINT OF CONTACT (POC) TO THE DEPUTY CHIEF OF STAFF, G-1 AND ASSISTANT SECRETARY OF THE ARMY (MANPOWER & RESERVE AFFAIRS) (ASA(M&RA)) FOR SFRG PROGRAM.

3.C.2. (U) COMMANDER, U.S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC).

3.C.2.A. (U) IN COORDINATION WITH (ICW) COMMANDER, U.S. ARMY MATERIEL COMMAND (AMC), CHIEF, OF U.S. ARMY RESERVE (OCAR), AND DIRECTOR, NATIONAL GUARD BUREAU (NGB) DEVELOP AND FORMAT DISTRIBUTED LEARNING TRAINING FOR UNIT COMMANDERS, COMMAND FAMILY READINESS REPRESENTATIVE AND FUND CUSTODIANS NO LATER THAN (NLT) FIRST QUARTER FY21.

3.C.2.B. (U) DEVELOP FORMAT AND INTEGRATE SFRG CURRICULUM INTO THE COMPANY COMMANDER FIRST SERGEANT PRE-COMMAND COURSE (SS/FSPCC).

3.C.3. (U) COMMANDER, AMC.

3.C.3.A. (U) ICW TRADOC, UPDATE THE CURRENT FAMILY READINESS TRAINING CONTENT ON THE ARMY LEARNING MANAGEMENT SYSTEM (ALMS)/PRODUCTS FOR SFRG COMMAND TEAM USE. UPDATE SHOULD REFLECT NEW NAMING FOR SFRG.

3.C.3.B. (U) DEVELOP AN OPERATIONAL GUIDE PAMPHLET FOR INCLUSION INTO ARMY-WIDE SFRG VIRTUAL WEB PORTAL NLT FIRST QUARTER FY21.

3.C.3.C. (U) ESTABLISH AND MAINTAIN A CENTRAL WEB-BASED PORTAL FOR SFRG OPERATIONS TO DISTRIBUTE TRAINING PRODUCTS, UPDATED GUIDANCE, SHARE BEST PRACTICES, ETC., NLT SECOND QUARTER FY21.

3.C.4. (U) CHIEF, OCAR. PROVIDE SUPPORT TO TRADOC FOR THE DEVELOPMENT OF DISTRIBUTED LEARNING TRAINING MATERIALS.

3.C.5. (U) DIRECTOR, NGB. PROVIDE SUPPORT TO TRADOC FOR THE DEVELOPMENT OF DISTRIBUTED LEARNING TRAINING MATERIALS.

3.C.6. (U) COMMANDERS, U.S. ARMY COMMANDS (ACOM), U.S. ARMY SERVICE COMPONENT COMMANDS (ASCC), AND DIRECT REPORTING UNITS:

3.C.6.A. (U) APPOINT, IN WRITING, A COMMAND FAMILY READINESS REPRESENTATIVE AND FUND CUSTODIAN AND ALTERNATE FUND CUSTODIAN. SEE PARAGRAPH 3.D.1. FOR APPOINTMENT QUALIFICATION REQUIREMENTS AND RESPONSIBILITIES.

3.C.6.B. (U) DIRECT AND ENSURE UNIT COMMANDERS COMPLY WITH THE FOLLOWING:

3.C.6.B.1. (U) ENSURE ALL UNIT SOLDIERS AND FAMILY MEMBERS FEEL WELCOME AND PART OF THE COMMAND/UNIT TEAM.

3.C.6.B.2. (U) APPROVE CONTENT TO BE POSTED ON SFRG SOCIAL MEDIA SITES. COMMANDERS MAY DELEGATE THIS TASK TO THE COMMAND FAMILY READINESS REPRESENTATIVE.

3.C.6.B.3. (U) DEVELOP A STANDARD OPERATING PROCEDURE (SOP) THAT WILL INCLUDE UP-TO-DATE ALERT ROSTERS AND COMMUNICATION PROCEDURES. THE SOP MAY INCLUDE ADDITIONAL INFORMATION SUCH AS OUTLINES OF UNIT COMMUNICATION NETWORKS (INCLUDING SOCIAL MEDIA), FREQUENCY OF COMMUNICATION, AND CONTROL MEASURES FOR INFORMAL FUNDS, AUDITS, AND FUNDRAISING APPROVAL PROCEDURES. COMMANDERS WILL NOT ADD ADDITIONAL REPORTING REQUIREMENTS TO THE OPERATION AND EXECUTION OF SFRGS.

3.C.6.B.4. (U) ENCOURAGE THE COMMAND FAMILY READINESS REPRESENTATIVE AND FUND CUSTODIAN AND ALTERNATE FUND CUSTODIAN TO COMPLETE TRAINING ON THEIR ROLES AND RESPONSIBILITIES, USING ANY OF THE TRAINING MODULES LOCATED ON THE ARMY LEARNING MANAGEMENT SYSTEM (ALMS), PENDING THE REVISION OF SPECIFIED TRAINING BEING DEVELOP.

3.C.6.B.5. (U) RESERVE COMPONENTS ARE ENCOURAGED TO USE THEIR CURRENT TRAINING MODULES, PENDING THE REVISION OF TRAINING MATERIALS IN DEVELOPMENT.

3.C.6.B.6. (U) COMPLETE AUDITS OF THE FUND CUSTODIAN ANNUALLY.

3.C.6.B.7. (U) ENSURE BETTER OPPORTUNITIES FOR SOLDIERS (BOSS) ARE INCLUDED IN ALL SFRG ACTIVITIES.

3.C.6.B.8. (U) COMMANDERS MAY RECRUIT VOLUNTEERS AS NEEDED TO SUPPORT SFRG ACTIVITIES IN ACCORDANCE WITH THE VOLUNTEER PROGRAM IN CHAPTER 5, ARMY REGULATION (AR) 608-1.

3.D. (U) COORDINATING INSTRUCTIONS.

3.D.1. (U) COMMAND FAMILY READINESS REPRESENTATIVE.

3.D.1.A. (U) QUALIFICATION REQUIREMENT: APPOINTEE MAY BE A REAR DETACHMENT COMMANDER OR EQUIVALENT OR A NON-COMMISSIONED OFFICER IN THE GRADE SERGEANT AND ABOVE. THE COMMAND FAMILY READINESS REPRESENTATIVE IS DEFINED AS THE KEY INTEGRATOR BETWEEN THE COMMAND AND SOLDIERS/FAMILIES.

3.D.1.B. (U) RESPONSIBILITIES.

3.D.1.B.1. (U) HELP COMMANDS MAINTAIN ACTIVE SFRGS.

3.D.1.B.2. (U) MAINTAIN CURRENT EMAIL/COMMUNICATION ROSTERS.

3.D.1.B.3. (U) ESTABLISH AND EXECUTE COMMUNICATION PLANS/STRATEGIES IAW COMMANDER'S OBJECTIVES.

3.D.1.B.4. (U) INFORM COMMANDERS OF KNOWN SOLDIER AND FAMILY ISSUES.

3.D.1.B.5. (U) COORDINATE AND COMMUNICATE RESILIENCE EVENTS (POST SPONSORED OR UNIT SPONSORED).

3.D.1.B.6. (U) HELP SFRGS ESTABLISH CHAINS OF CONCERN TO PASS INFORMATION FROM THE COMMAND FAMILY READINESS REPRESENTATIVE TO SFRG MEMBERS. SERVE AS THE LINK BETWEEN SOLDIERS, CIVILIANS, FAMILY MEMBERS, AND COMMAND TEAM.

3.D.1.B.7. (U) SUPPORT BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS) ACTIVITIES AND DISSEMINATE INFORMATION ABOUT UPCOMING ACTIVITIES.

4. (U) SUSTAINMENT.

4.A. (U) FUND CUSTODIAN.

4.A.1. (U) THE PRIMARY AND ALTERNATE FUND CUSTODIAN MAY BE A SOLDIER, BUT MAY NOT BE THE UNIT COMMANDER, FIRST SERGEANT, CONTRACTOR, OR THE SFRG COMMAND REPRESENTATIVE. THE FUND CUSTODIAN AND ALTERNATE MUST NOT BE SCHEDULED TO DEPLOY FOR MORE THAN 30 DAYS WITHIN A 12-MONTH PERIOD.

4.A.2. (U) FUND CUSTODIANS/ALTERNATE FUND CUSTODIANS WILL ADHERE TO THE INFORMAL FUND POLICY IAW AR 600-20 AND PARA 4.A.3. BELOW.

4.A.3. (U) INFORMAL FUNDS.

4.A.3.A. (U) TAX TREATMENT FOR ARMY SFRG. SFRGS AND THEIR RELATED INFORMAL FUNDS ARE NOT 26 U.S.C. 501 ORGANIZATIONS. INSTEAD, SFRGS AND THEIR INFORMAL FUNDS ARE AN INTEGRAL PART OF THE DEPARTMENT OF THE ARMY. AS SUCH, SFRGS AND THEIR FUNDS ARE EXEMPT FROM FEDERAL AND STATE INCOME TAXES AND ARE NOT REQUIRED TO FILE TAX RETURNS (TO

INCLUDE ANY VERSION OF IRS FORM 990), OR DECLARE THEIR TAX EXEMPT STATUS WITH THE IRS.

4.A.3.B. (U) BANKS MAY REQUIRE FUND CUSTODIANS FOR SFRG INFORMAL FUNDS TO OBTAIN EMPLOYER IDENTIFICATION NUMBER (EIN) FOR BANKING PURPOSES. EINS MAY BE APPLIED FOR ONLINE AT: [HTTPS://WWW.IRS.GOV/BUSINESSES/SMALL-BUSINESSES-SELF-EMPLOYED/APPLY-F OR-AN-EMPLOYER-IDENTIFICATION-NUMBER-EIN-ONLINE](https://www.irs.gov/businesses/small-businesses-self-employed/apply-for-an-employer-identification-number-ein-online). WHEN APPLYING FOR EINS, FUND CUSTODIANS SHOULD SELECT "GOVERNMENT, FEDERAL/MILITARY" LEGAL STRUCTURE OPTION, AND INDICATE THAT THE EIN IS BEING SOUGHT FOR "BANKING PURPOSES" ONLY.

4.A.3.B.1. (U) EACH EIN MUST HAVE RESPONSIBLE PARTICIPANTS. THE EIN MUST BE LINKED TO THE PARTICIPANTS' SOCIAL SECURITY NUMBERS.

4.A.3.B.2. (U) WHEN FUND CUSTODIANS CHANGE, THE RESPONSIBLE PARTY MAY BE UPDATED BY FILING IRS FORM 8822-B. THE EIN WILL NOT CHANGE.

5. (U) COMMAND AND SIGNAL.

5.A. (U) PRIMARY DCS, G-9 POCS FOR THIS EXECUTION ORDER ARE MR. STEVE YEARWOOD, COMM: 571-256-8698, (DSN 260) OR EMAIL: STEVE.YEARWOOD.CIV@MAIL.MIL. ALTERNATE POC IS MR. BRENT JURGERSEN, COMM: 571-256-8663 OR EMAIL: BRENT.R.JURGERSEN.CIV@MAIL.MIL.

5.B. (U) ACKNOWLEDGE RECEIPT OF THIS ORDER TO DCS, G-9 POCS.

6. (U) THE EXPIRATION DATE OF THIS MESSAGE IS UPON PUBLICATION OF THE EXPEDITED REVISION OF AR 600-20, ARMY COMMAND POLICY. THE PROCEDURES ESTABLISHED BY THIS MESSAGE WILL BE INCLUDED IN THE EXPEDITED REVISION OF AR 600-20, ARMY COMMAND POLICY.

BT
#2152

Chapter 5 Other Responsibilities of Command

5–1. General

This chapter discusses additional responsibilities concerning certain Soldier activities and practices whose regulation is an inherent aspect of command.

5–2. Army Family readiness

Commanders have an obligation to maintain Army Family readiness.

a. Concept.

(1) Family readiness is the state of being prepared to effectively navigate the challenges of daily living experienced in the unique context of the Army. A prepared Army Family understands the challenges they may face, is aware of supportive resources available to them, has the skills needed to function in the face of challenges, and uses those skills and resources to manage challenges.

(2) The DCS, G–9 issues implementing guidance and develops programs; establishes and administers the resourcing through the budget process in support of the Family Readiness system including but not limited to Soldier and Family quality of life and MWR programs and services provided to garrisons and geographically dispersed members of the Total Army.

(a) The type and level of Family readiness services provided focus on three domains: mobilization and deployment readiness, mobility and financial readiness, and personal and Family life readiness.

(b) Family readiness services will be provided through a system that maximizes a network of agencies, programs, services, and individuals in a collaborative manner to promote Army Family readiness.

b. Responsibilities.

(1) Heads of HQDA staff agencies (and field operating agencies, if appropriate) are responsible for Army wide policies, plans and initiatives within their areas of proponency pertaining to the Family readiness system.

(2) The CG, AMC through CG, IMCOM will—

(a) Provide guidance, technical assistance, and consultation to support the execution and delivery of Soldier and Family readiness programs and services.

(b) Identify needs and design and conduct Armywide Soldier, Family member, and survivor training and awareness events.

(c) Determine requirements and develop training for individuals responsible for Family program execution.

(d) Provide consultation and liaison with the ARNG and USAR to ensure interaction and synchronization among RA and USAR concerning Family assistance and readiness issues.

(3) Army National Guard.

(a) The NGB is the Army's lead agency for the establishment and execution of Family assistance for ARNG Soldiers at all levels of contingency and mobilization.

(b) The Chief, NGB through the NGB Family PM will—

1. Provide policy, guidance, technical assistance, and consultation to support the development and implementation of Family readiness programs and services within the ARNG.

2. Identify, design, and provide ARNG Soldiers and Family members training and awareness support.

3. Develop training for individuals responsible for Family program execution within the ARNG.

(4) The Chief, Army Reserve (CAR), through the Office of the CAR Family PM will—

(a) Provide policy, guidance, technical assistance, and consultation to support the development and implementation of programs and services within the USAR.

(b) Identify, design, and provide USAR Soldier and Family member training and awareness support.

(c) Develop training for individuals responsible for Family program execution within the USAR.

(d) Ensure that regional readiness commands have staffed the centralized Family readiness office to meet assigned duties and responsibilities.

(5) ACOM, ASCC, or DRU commanders will provide an environment that encourages an effective Family readiness system and will, at a minimum—

(a) Ensure command emphasis at the unit level.

(b) Identify and input fiscal and personnel resource requirements for programs and services as part of the command operating budget process.

(c) Provide for Soldier, DA Civilian, survivor, retiree, and Family member participation in quality of life matters.

(d) Ensure inclusion of single Soldiers in quality of life programs/initiatives.

- (6) USARC/CONUS Army/installation/Joint Forces Headquarters (JFHQ)/RSC commanders at all levels will provide an environment that encourages an effective Family readiness system and will, at a minimum—
- (a) Ensure command emphasis to the unit level.
 - (b) Ensure the appointment of a Family readiness liaison point of contact as an additional duty in each unit below installation/JFHQ/RSC/level.
 - (c) Identify and input fiscal and personnel resource requirements for programs and services as part of the command operating budget process.
 - (d) Provide for Soldier, DA Civilian, retiree, and Family member awareness of available programs and services.
 - (e) Provide for Soldier, DA Civilian, retiree, and Family member access to entitlements, Family programs, and Family services for which they are eligible.
 - (f) Provide for Soldier, DA Civilian, retiree, and Family member participation in quality of life programs.
 - (g) Ensure inclusion of single Soldiers in quality of life programs and initiatives.
 - (h) Installations/JFHQs will ensure/facilitate appropriate coordination of program and service elements for all components within their geographical area of responsibility during peacetime and at any level of contingency or mobilization.
- (7) Unit commanders at all levels will provide an environment that encourages an effective Family readiness system and will, at a minimum—
- (a) Appoint a Family readiness liaison point of contact as an additional duty.
 - (b) Complete an annual Family readiness evaluation and ensure subordinate commands complete their Family readiness evaluations annually. Provide pre-deployment, sustainment, and reunion briefings as required by rotational assignments.
 - (c) Provide for Soldier and Family member awareness of available programs and services.
 - (d) Provide for Soldier and Family member access to entitlements, Family programs, and Family services for which they are eligible.
 - (e) Actively engage in the sponsorship of new Soldiers, Families, Youth, and DA Civilians arriving to their units.
 - (f) Ensure the proper documenting and monitoring of personal affairs readiness of Soldiers, to include Family care plans (see para 5–3).
 - (g) Ensure inclusion of single personnel in quality of life programs and initiatives.
 - (h) Maintain, as appropriate to the needs of their units, a unit Soldier and Family Readiness Group (SFRG) to encourage self-sufficiency among its members by providing information, referral assistance, and mutual support. Refer to AR 608–1, appendix J, for information pertaining to SFRG fundraising, reporting, and informal funds activities.
- (8) Army Community Service Directors will—
- (a) Advise the commander concerning the impact of programs and services on retention, readiness, training, and rotational assignments.
 - (b) Coordinate the development of programs and services according to needs assessment.
 - (c) Coordinate the development of resource requirements to support programs and services.
 - (d) Coordinate public/community/employer awareness and support of programs and services.
 - (e) Serve as command liaison with military and civilian agencies involved in resourcing and supporting programs and services.
- (9) Soldiers bear primary responsibility for their own individual readiness and resiliency and that of their Families. At a minimum, Soldiers will—
- (a) Keep themselves and their Families informed concerning key (unit) personnel information, benefits, and programs.
 - (b) Support and, where appropriate, encourage their Family members to participate in programs, services and activities that develop, strengthen and sustain the quality of life and well-being of all members of the Army Family, for example, Soldier and Family Readiness Groups, deployment cycle support training, and Army Family team building.

5–3. Family care plans

- a. The DCS, G–1 is responsible for policy on Family care plans as follows:
 - (1) Commanders oversee mission, readiness, and deployability as they affect RA and USAR Soldiers who are: single parents; dual-military couples with dependent Family members; married with custody or joint custody of children whose non-custodial biological or adoptive parent is not the current spouse of the Soldier, or who otherwise bears sole responsibility for the care of children under the age of 18 or others unable to care for themselves in the absence of the Soldier; or primarily responsible for dependent Family members. Plans must be made to ensure Family members are properly and adequately cared for when an RA Soldier is deployed, on TDY, or otherwise not available due to military requirements. USAR Soldiers will implement Family care plans during any period of absence for annual



SECRETARY OF THE ARMY
WASHINGTON

01 APR 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2019-17 (Changes to the Soldier and Family Readiness Group Program)

1. References.

a. Title 10, United States Code, section 1588 (Authority to accept certain voluntary services).

b. Department of Defense Instruction 1342.22 (Military Family Readiness); July 3, 2012; Incorporating Change 2, April 11, 2017.

c. Department of Defense 5500.07-R (Joint Ethics Regulation); August 30, 1993; Incorporating Change 7, 11/17/2011.

d. Army Regulation (AR) 11-7 (Internal Review Program), 29 March 2017.

e. AR 1-100 (The Army Gift Program), 7 February 2019.

f. AR 600-20 (Army Command Policy), 6 November 2014.

g. AR 600-29 (Fund-Raising Within the Department of the Army), 7 June 2010.

h. AR 608-1 (Army Community Service), 19 October 2017.

2. Purpose. This directive establishes policy changes to fundraising, reporting, and informal funds activities for the Soldier and Family Readiness Group (SFRG) Program.

3. Applicability. This directive applies to the Regular Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve, unless otherwise stated. It also applies to Army retirees and Army appropriated fund and nonappropriated fund employees.

4. Policy. Effective immediately, the following policy supersedes Family Readiness Group (FRG) Program policy currently published in AR 608-1, Appendix J.

a. FRGs will be referred to as SFRGs, and commands will take appropriate steps to correct the name in all program communications. Changing the name critically links the Soldier's readiness to the Family. It also ensures that commanders incorporate all unit

personnel, including single Soldiers and their Families, into the communication activities and community network of the SFRG. The SFRG remains a unit commander's program formed in accordance with reference 1g and established at the company level.

b. The primary goals and expectations of SFRGs are to:

(1) act as an extension of the unit command in providing official and accurate command information to Soldiers and their Families,

(2) connect Soldiers and Families to the chain of command and provide support between the command and SFRG members,

(3) connect SFRG members to available on- and off-post community resources, and

(4) offer a network of mutual support.

c. SFRGs may conduct support and recognition activities that benefit members, such as births, birthdays, postdeployment recognition, and other social activities that benefit the SFRG. These activities greatly enhance Soldier and Family camaraderie, relieve stress, and reduce feelings of anxiety and isolation.

d. The unit will have a standard operating procedure that:

- will include an up-to-date alert roster and communication procedures.
- may include additional information such as frequency of staff and committee meetings and an outline of the unit communication network (including social media), control measures for informal funds, audits, and fundraising approval procedures. Commanders will not add additional reporting requirements to the operation and execution of SFRGs.

Commanders may consider an alternative naming convention for their SFRG provided the SFRG and its standard operating procedure meets the requirements and intent of Army policy and regulations and is approved by the next higher commander.

e. SFRGs, at all levels, are encouraged to maximize the use of social media to meet the goals of the SFRG, in accordance with paragraph 4b. Commanders must ensure SFRG social media communication complies with social media policies at <https://www.army.mil/socialmedia/> and reference 1f.

f. Informal Funds

(1) Authority. Commanders may authorize their SFRG to maintain one informal fund for non-mission-essential activities (reference 1c) in accordance with this directive. No more than one SFRG informal fund may be authorized for a unit. SFRG informal funds are held in trust by Army personnel acting in their official capacities or by designated volunteers.

(2) Restrictions. Appropriated funds will not fund social activities. SFRGs are not established solely to raise funds, solicit donations, or manage large sums of money. SFRG informal funds may not be deposited or mixed with appropriated funds; unit morale, welfare, and recreation funds; the unit's cup and flower funds; or any individual's personal funds. Unauthorized use of SFRG informal funds includes, but is not limited to, purchasing items or services that should be paid for with appropriated funds (for example, Government supplies and equipment, and postage for official command communication); purchasing traditional military gifts, such as Soldier farewell gifts unrelated to Family readiness; and donating to a charity or providing financial assistance to an SFRG member in need. SFRG informal funds will not exceed a cap of \$10,000 at any given time in a calendar year from all sources. Brigade or equivalent commanders have the authority to grant an exception for an increase up to \$25,000 for a period not to exceed 3 months. Brigade or equivalent commanders can renew this exception once every 6 months.

(3) Fund Custodian. The unit commander will designate in writing a primary and alternate fund custodian. The primary and alternate fund custodian may be a Soldier or volunteer, but may not be the unit commander, first sergeant, the Soldier Family Readiness Liaison, or the SFRG leader. The fund custodian and alternate must not be scheduled to deploy for more than 30 days within a 12-month period. Commanders will ensure that custodians will, at a minimum, receive informal fund training and additional training as needed.

(4) Reporting. Reporting informal funds is limited to the following: A report on the SFRG informal fund activity is required and will be provided to the unit commander, or designee, in the unit's chain of command no later than 30 days after the end of the calendar year. An informal fund report is also required when a change of command or change of custodian occurs. Commanders may request an audit of a unit informal fund at their discretion in accordance with reference 1d.

g. Fundraising. SFRG fundraising will be approved at the battalion level (or equivalent), after consultation with the local ethics counselor. A copy of the approval (memorandum or email) will be forwarded to the garrison commander. SFRG fundraising is authorized near the installation's officially sanctioned commerce (for example, Army and Air Force Exchange Service). By exception, off-post fundraising

may occur with the approval of the garrison commander after consultation with the local ethics counselor. Fundraising for reserve component SFRGs is authorized proximal to the armory or readiness center or within the local community after consultation with the local ethics counselor and upon approval by the O-6 commander in the chain of command.

(1) SFRGs may not engage in external fundraising with commercial or private entities and may not solicit gifts and donations. However, in accordance with reference 1e and with the advice of an ethics counselor, commanders may, in response to an appropriate inquiry, inform potential donors of the needs of the Army in relation to assisting Army Families.

(2) SFRGs may not enter into commercial sponsorship agreements. Commercial sponsorship is an agreed upon arrangement under which a business provides assistance, funding, goods, equipment, or services in exchange for public recognition or other promotional opportunities on the installation.

5. Quality Assurance. An inspection of the unit SFRG as part of a Command or an Organization Inspection Program is not required.

6. Proponent. The Assistant Secretary of the Army (Manpower and Reserve Affairs) is the proponent for this policy and will approve exceptions to the policy in this directive. The Assistant Chief of Staff for Installation Management and the Deputy Chief of Staff, G-1 will incorporate the provisions of this directive into AR 608-1 and AR 600-20 within 2 years of the date of this directive.

7. Duration. This directive is rescinded upon publication of the revised regulations.



Mark T. Esper

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Chapter 5 Volunteers

Section I

Introduction

5–1. Purpose

This chapter establishes policies and procedures on the acceptance and management of volunteers; describes the conditions under which volunteers may be accepted and the responsibilities of accepting officials and Government support provided; and provides specific guidelines for installation volunteer coordination.

5–2. Types of volunteers

Installations have many types of volunteers, with each having specific guidelines that govern its management.

- a.* Statutory volunteers.
- b.* Individuals providing gratuitous service.
- c.* Volunteers for private organizations.
- d.* Student interns.

Section II

Statutory Volunteers

5–3. Applicability and scope

a. The Military Departments and through them, the Office of the Secretary of Defense, the Chairman of the Joints Chiefs of Staff, the Combatant Commands, the Inspector General of the DOD, the Defense Logistics Agency, DOD Field Activities, and all other organizational entities within the DOD, are authorized to accept voluntary services (see 10 USC 1588). The servicing judge advocate or legal advisor can provide advice on specific questions.

b. Statutory volunteers, covered under 10 USC 1588, are those individuals who donate their services to the Army, including programs listed in paragraph 5–4. Persons providing gratuitous service to the Army outside of the scope of 10 USC 1588 and individuals who donate their services to public, private, or commercial organizations or contractors for the Government even when such services are in direct support of a program providing a service to Soldiers and their Families are not statutory volunteers.

5–4. Accepted voluntary programs

Volunteers may be recruited and trained to provide voluntary services for the following programs:

- a.* Medical, dental, nursing or other health-care related services.
- b.* Museums or natural resources.
- c.* Programs providing services to members of the Armed Forces and the Families of such members, to include, but not limited to, Family support, child development and youth services, library and education, religious activities, housing referral, employment assistance to spouses of such members, MWR, funeral honors detail, legal assistance services, proctor for administration to secondary school students of the test known as the Armed Services Vocation Aptitude Battery and specific translation or interpretation services as prescribed by 10 USC 1588(a)(7).

5–5. Special circumstances to accept volunteers

a. When programs or services are provided in a jointly sponsored initiative with a non-DOD entity, voluntary service may be accepted only if the primary beneficiaries of the voluntary service are eligible for DOD sponsored programs. An example of a jointly sponsored initiative is the installation/unit Partners in Education program, where the primary beneficiaries are military youth.

b. The Military Departments are authorized to accept voluntary services; however, DOD and organizational entities within the DOD may accept voluntary service by going through one of the military departments (see para 5–3*a*). When one of the DOD components, other than another military department, is located on an Army installation, that DOD component may accept voluntary service only by going through the Army or through any military department with which such arrangements have been made. In accepting such voluntary services, the other DOD component involved shall follow the rules and procedures of the Military Department through which the voluntary services are accepted. Such arrangements may also be made with the Army when the DOD component is not located on any installation.

5–6. Who may volunteer

a. Voluntary services may be accepted from civilian personnel from both the military and civilian communities and military personnel and their Family members.

b. Voluntary services from host-nation or third country citizens may be accepted if the responsible commander determines that acceptance of such voluntary services will not subject the U.S. Government to potential liability for unacceptable expenses. This includes payment of employment benefits for a volunteer because of host-nation labor and voluntary service laws, U.S. host nation treaties, or Status of Forces Agreement or other agreements. Legal counsel must review provision of voluntary service from host-nation and third-country citizens at overseas locations prior to acceptance.

5–7. Exclusions from authority to accept voluntary service

a. Volunteers may not hold policy-making positions, supervise paid employees or military personnel, or perform inherently Governmental functions such as determining entitlements to benefits, authorizing expenditures of Government funds or deciding rights and responsibilities of any party under Government requirements.

b. Voluntary services may not be accepted in exchange for any personnel action affecting any paid employee or military member.

c. Volunteers may not be compensated for their voluntary service except under the provisions of paragraph 5–10*g*.

d. The Service Contract Act (41 USC 351) requires that anyone performing work that is contained in the statement of work of a service contract must be paid the minimum wages provided for under the Act (or status of forces agreement, supplemental agreements, or other laws applicable overseas). A person providing services under such a scenario is not a Government volunteer and is not covered by 10 USC 1588.

e. A Government agency shall not solicit or accept volunteer services from contractor employees whose company has a contractual relationship with the Government agency organization seeking volunteer services. Contract employees may volunteer in Army programs run by organizations with which they have no contractual relationship. Such volunteer duties must be performed on the contractor's own time.

f. Federal employees may not volunteer for a program in which they are employed. However, Federal employees may volunteer in other Army programs in which they do not have employment responsibilities.

g. Army volunteers are not authorized to engage in fundraising activities while performing volunteer services. Individuals engaged in fundraising do so on their own time, and are not considered Army volunteers when engaged in such activities.

5–8. Status of volunteers

a. While providing services under 10 USC 1588, a volunteer will be considered to be an employee of the Government only when the volunteer is acting within the scope of the services (position description) accepted, and only for the purposes of the following provisions of law:

(1) When providing services or receiving training to provide such services to an Army APF organization only for the purposes of—

(a) Compensation for injuries occurring during the performance of approved voluntary services pursuant to 5 USC 8101–8152. Applicable volunteer compensation computation for injuries incurred during the performance of approved voluntary services pursuant to 5 USC 8101–8152 is described in 10 USC 1588.

(b) Claims for damages or losses pursuant to 28 USC 2671–2680 and 10 USC 2733.

(c) Privacy Act and Freedom of Information Act regulations regarding the maintenance of records on individuals pursuant to 5 USC 552a.

(d) Criminal conflict of interest laws pursuant to 18 USC 201–225.

(2) Volunteers are considered employees of the nonappropriated fund instrumentality (NAFI) when providing services or receiving training to provide such services to an authorized Army NAFI only for the following purposes:

(a) Compensation for injuries occurring during the performance of approved voluntary services pursuant to 5 USC 8101–8152.

(b) Claims for damages or losses pursuant to 28 USC 2671–2680 and 10 USC 2733.

b. When an individual volunteers for an organization that receives APF and NAF, the volunteer will be considered an APF volunteer when their supervisor is an APF employee. When the volunteer's supervisor is a NAF employee, the volunteer is considered a NAF volunteer.

5–9. Standards for acceptance of voluntary service

a. Accepting official. The accepting official is a military member or Government employee (APF and NAF) who is the head of the organization (or their designee) where the volunteer provides service.

b. Organization responsibilities. The organization where the volunteer serves is responsible for ensuring—

- (1) All volunteer documentation is complete.
- (2) Personnel records are maintained.
- (3) Awards and recognition are planned and executed.
- (4) Costs of reimbursable expenses and organization awards are budgeted.
- (5) A representative serves on the Volunteer Council.
- (6) The Volunteer Management Information System on the Army OneSource Web site is utilized to record volunteer positions, awards, training, hours, and so on.

c. Circumvention of the civil service system. Volunteers may assist the workforce by performing an apportionment of a required function, but they cannot be used to substitute totally or permanently for unfilled positions, to replace paid employees or in lieu of obtaining contracted services for which funding has been provided.

d. Nondiscrimination policy. In accepting voluntary services, organizations will not discriminate based on race, creed, religion, age, sex, color, national origin, sexual orientation, marital status, political affiliation, or disability.

e. Injury. Volunteers will not perform duties that render them unusually susceptible to injury or to causing injury to others.

f. Supervision. The degree of supervision of volunteers will be comparable to that provided with respect to paid employees providing similar services. Personnel management rules and procedures applicable to exercising authority, direction, and control over paid employees and military personnel are not applicable to volunteers. Supervisory authority with respect to volunteers will be through designation of authorized duties, training, counseling, and determinations regarding continuation of acceptance of voluntary services. The supervisor may be a paid employee (civil service or NAF employee), a military member, or another volunteer who is so supervised. The supervisor must be directly responsible for the work the volunteer is performing.

g. Undue influence. When accepting voluntary services, commanders will ensure that neither they nor their paid or volunteer staff violate the provisions. By law no official will directly or indirectly impede or otherwise interfere with the right of a spouse of a military member to pursue and hold a job, attend school, or perform voluntary services on or off a military installation. Moreover, no official will use the preferences or requirements to influence or attempt to influence the employment, educational, or volunteer decisions of a spouse.

h. Background checks. Volunteers may be subject to a background check in accordance with DODI 1402.05, AR 608–10, and AR 608–18. Volunteers who work with children and youth must have a background check in accordance with the above regulations. The organization accepting the volunteer may contact the Family Advocacy Program Manager or the AVCC to obtain guidance on procedures for obtaining background checks and points of contact at required agencies.

i. Credentials. When required, volunteers must be licensed, privileged, have the appropriate credentials, or be otherwise qualified under applicable law, regulations, or policy to provide the voluntary services involved.

j. Privacy. DODD 5400.11 provides for the disclosure of privacy-protected records to agency employees who need the records in the performance of their duties. Access to records contained in a Privacy Act system of records may be provided to a volunteer providing a service to an APF activity. Any volunteer with such access must comply with the protection, disclosure, disclosure accounting, and other requirements. Privacy protected information may not be disclosed to a volunteer in a NAFI, as 10 USC 1588 does not authorize such access for NAFI volunteers.

k. Volunteer agreement. All volunteers and accepting officials for APF or NAF activities will sign DD Form 2793 (Volunteer Agreement for Appropriated Fund Activities and Non Appropriated Fund Instrumentalities). A copy of the signed volunteer agreement will be given to the volunteer prior to commencement of voluntary services. The DD Form 2793 will be placed in the volunteer's personnel file and may be uploaded on the Volunteer Management Information System.

l. Parental permission form. Parental or guardian permission is required prior to the commencement of volunteer services from unmarried Family members under the age of 18. DA Form 5671 (Parental Permission) will be signed when accepting voluntary services from unmarried Family members under age 18 before commencement of work.

m. Position description. A written position description will be completed in Volunteer Management Information System for each volunteer and will include the position and title, first-line supervisor, second-line supervisor (if applicable), description of duties, time required, qualifications of the job, training required and provided by the program accepting the voluntary services, and evaluation and feedback by the supervisor.

(1) The supervisor of the volunteer will write the position description, and the accepting official will be the approval authority.

(2) Each position description will make specific mention as to whether or not the regular use of a motor vehicle, private or Government-owned or Government-leased, is required and, if required, the specific volunteer duties that will be performed while using the vehicle. Incidental uses of a privately owned vehicle (for example, to run an occasional errand) should not be described in the job description.

(3) If the use of a vehicle is not required in the performance of volunteer duties, the position description will state that the use of a vehicle is not authorized.

n. Daily time record. Each volunteer will maintain a record of hours worked in Volunteer Management Information System. Credit hours earned will be entered for the appropriate day and month that the volunteer worked. Monthly totals will be automatically totaled in Volunteer Management Information System. A hard copy of entered data will be printed as DA Form 4713 (Volunteer Daily Time Record) and placed in the volunteer's personnel file.

o. Service record. All organizations having volunteers must ensure volunteer hours worked are documented in Volunteer Management Information System. These organizations must document jobs performed and training and recognition received in Volunteer Management Information System. The program will automatically place this information on DA Form 4162 (Volunteer Service Record) which should be printed and placed in the volunteer's personnel file.

p. Retention of records. Volunteer records will be retained for 3 years following the termination of voluntary service by the organization receiving the service. After that period, a summary of each volunteer's service may be electronically maintained at the activity until no longer needed.

q. Training. Volunteers will receive training needed to perform their duties. This training will include pre-job training to learn technical skills, on-the-job training, and continuing in-service training.

r. Orientation. Volunteers (includes those who transfer from other duty locations) will receive orientation to familiarize them with the organization, their assigned duties, procedures to document voluntary service hours, policies and procedures for obtaining reimbursement of incidental expenses, award policies, grievance procedures, line of supervision, the importance of confidentiality, and other relevant matters.

5–10. Authorized volunteer support

Various kinds of support are authorized to assist volunteers in performing their assigned service. These include, but are not limited to—

a. Equipment. This covers Government facilities, to include dedicated office or desk space, equipment, supplies, computers, and telephones as needed to accomplish assigned duties.

b. Authority to install equipment. The commander has the authority to install telephone lines and any necessary telecommunication equipment in the private residences of persons who provide voluntary services and may pay the charges incurred for the use of the equipment for authorized purposes.

c. Use of Government-owned or Government-leased vehicle. A volunteer may be permitted to use Government-owned or Government-leased administrative vehicles under 10,000 pounds when all the following circumstances exist:

(1) The appropriate commander determines that the use of the vehicle is for official purposes and that failure to provide such support would have an adverse effect on Soldier morale.

(2) The use of the vehicle can be provided without detriment to the accomplishment of the unit's needs (see AR 58–1).

(3) Volunteers who are assigned to operate administrative vehicles will be required to complete the same training and screening and maintain the same qualifications as other employees who drive comparable vehicles. They must meet the requirements of AR 600–55 (for example, they must possess a current valid driver's license from a state, U.S. Territory, U.S. possession, or overseas authority, and measures are taken to identify those personnel who are authorized and qualified to operate such vehicles). Those personnel who operate administrative vehicles should be screened through the National Driver Register, to the extent possible, to preclude those individuals with questionable driving records from operating Government vehicles.

d. Other requirements when operating Government vehicles. Permission to operate Government-owned or Government-leased administrative vehicles will be in writing. Volunteers will operate only Government vehicles that have been dispatched to them. Volunteers will be informed of the requirement that Government vehicles be used only for official business (see AR 58–1).

e. Investigation of incidents. Standard procedures used to investigate and/or adjudicate incidents involving employees are used, when appropriate, to investigate and/or adjudicate similar incidents arising from voluntary services provided under 10 USC 1588.

f. Official mail. Use of official mail as deemed necessary and appropriate to execute assigned volunteer duties. Family readiness group newsletters must meet the guidelines in AR 215–1.

g. Reimbursement of incidental expenses.

(1) The sponsoring organization's commanding officer or official in charge accepting the voluntary services will determine if reimbursement is necessary to obtain the voluntary services, and will decide if the total amount to be reimbursed is reasonable in relation to the value of the voluntary services provided, following coordination with the resource manager. Volunteers may not be compensated for the service provided except for the reimbursement of incidental expenses incurred while providing voluntary services accepted by the organization. However, there is no requirement to reimburse incidental expenses of volunteers.

(2) Training, travel, mileage, parking, telephone, and child-care expenses may be reimbursed with available APFs or budgeted NAFs. Travel and training will be in accordance with appendix E of the Joint Federal Travel Regulation (JFTR). Expenses such as certain meal surcharges incurred as a result of voluntary services, reimbursements of volunteers in the RCs, and methods to reimburse child care expenses using NAFs are established in AR 215–1. Refreshments and other food and beverages are not normally considered incidental reimbursable expenses. However, if a volunteer is providing a service in support of an official conference concerning Army Family or quality of life/well-being programs, the costs for food and beverages, with the exception of alcoholic beverages, may be reimbursed by the organization sponsoring the conference. This includes local volunteers as well as those in a travel status. The costs of the food and beverages should not exceed Government per diem and should be provided only on the day(s) of the voluntary service when the food or beverage expenses were actually incurred. As with other payments to volunteers, prior approval of the reimbursement by the sponsoring organization's official in charge is required as outlined in paragraph 5–10g(1).

(3) Reimbursement of volunteer incidental expenses may be made from either APFs or NAFs as authorized in 10 USC 1588 depending upon the program, available resources and the judgment of the responsible commander.

(a) The funding source should link to the funding source of the program. When the voluntary services support activities are funded solely by APF, then APFs are the preferred funding source to reimburse volunteer incidental expenses. When the voluntary services support activities are funded solely by NAFs, NAFs are the preferred funding source to reimburse volunteer incidental expenses.

(b) Either APFs or NAFs may be used to reimburse volunteer incidental expenses when the voluntary services support activities are funded by a combination of APFs and NAFs.

(c) Installation MWR funds should be used only to reimburse volunteer incidental expenses when the voluntary services support MWR activities, in accordance with AR 215–1.

(d) NAF reimbursement to volunteers providing services to a NAFI other than MWR or Family programs funded under the installation MWR fund should come from the applicable NAFI. Examples of other applicable NAFIs officially authorized for Army elements include the Fisher House NAFI, billeting fund, United States Military Academy NAFIs, museum NAFIs, and chaplain funds.

(4) Incidental expenses such as training and travel should follow the rules, procedures, and accountability for employment related reimbursements of Federal employees performing similar activities. The reimbursement of mileage for the use of a privately-owned vehicles while performing voluntary service will be at the current Government rates. Other reimbursable expenses such as long-distance telephone calls and child care should be reasonable.

(5) A Government employee or military member may not have approval authority for a volunteer's reimbursement of incidental expenses, or approval of individual travel orders for travel when the volunteer is the Soldier's or Government employee's Family member. In such circumstances, the approval authority will be the next senior individual in the Government employee or military member's chain of command. Criminal conflict of interest laws may be applicable to Government officials making financial determinations which affect their own financial interests, pursuant to 18 USC 208.

5–11. Recognition

Commanders and accepting officials will ensure that an ongoing system of recognition is developed and implemented, as stated in appendix I.

Section III

Gratuitous Service

5–12. Individuals providing gratuitous service

Army policy is to accept volunteer services under the statutory volunteer policy described above. Under limited circumstances, Army activities may accept gratuitous service from individuals, who provide service to the Army without any expectation of compensation, to include salary, tips, or benefits such as workers' compensation, tort claims, and reimbursements of incidental expenses (such as child care) from APF or NAF. Gratuitous servants are not considered statutory volunteers afforded benefits applicable to volunteers under 10 USC 1588. Individuals providing such service should receive recognition as detailed in appendix I.

5–13. Acceptance of gratuitous service

a. Gratuitous service may be accepted under certain conditions.

(1) Army organizations are required to obtain their servicing staff judge advocate approval prior to accepting gratuitous service from an individual for non-MWR activities to ensure compliance with the Anti-Deficiency Act at 31 USC 1342.

Appendix J

Army Family Readiness Groups Operations

J-1. Concept and purpose

a. The FRG is a unit commander's program formed in accordance with AR 600-20. Normally FRG will be established at the company level, with battalion and brigade levels playing an important advisory role. FRG are not a MWR program; a NAFI, a private organization; or a nonprofit organization.

b. An FRG is a command-sponsored organization of Soldiers, civilian employees, Family members (immediate and extended) and volunteers belonging to a unit. FRG will provide mutual support and assistance, and a network of communications among the Family members, the chain of command, and community resources. FRG will assist unit commanders in meeting military and personal deployment preparedness and enhance the Family readiness of the unit's Soldiers and Families. They will also provide feedback to the command on the state of the unit "Family."

c. Family readiness is the mutual reinforcement and support provided by the unit to Soldiers, civilian employees, and Family members, both immediate and extended.

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

e. The garrison ACS Center and RC Family Programs Office will assist unit commanders in establishing successful FRG by providing expertise, classes, training, and support to FRG and the FRG leadership, as outlined in AR 608-1.

f. Unit commanders will ensure that their FRG appeal to all service members, civilians, and Family members regardless of rank structure or Family size, composition, language spoken, and other characteristics. Commanders will seek FRG leaders who are particularly adept at energizing both officer and enlisted corps' Families. FRG that do not reflect their unit's demographics or have a high level of Family participation will be reevaluated to address impediments that exist toward creating a balanced and representational FRG. Typical issues could be FRG meeting times, unmet child care needs, FRG activities that do not match FRG member needs, FRG that do not provide training programs relevant to FRG Family needs, and other Family support issues.

J-2. Family Readiness Groups roles and functions

a. The FRG mission is to—

- (1) Act as an extension of the unit in providing official, accurate command information.
- (2) Provide mutual support between the command and the FRG membership.
- (3) Advocate more efficient use of available community resources.
- (4) Help Families solve problems at the lowest level.

b. The type and scope of FRG mission activities will depend on a number of factors such as—

- (1) The Commander's budget for FRG mission activities.
- (2) The identified needs of unit Soldiers, civilian employees, and their Families.
- (3) Command interest and emphasis.
- (4) The number of FRG members.
- (5) The time, energy, and creativity of FRG membership.
- (6) The makeup of the FRG, including the percentages of single Soldiers, number of years Soldiers and their Families have served with the military, number of Families with young children, and other Family composition factors.
- (7) The unit's training and deployment schedule.

c. FRG are official DA programs established pursuant to AR 600-20. FRG mission activities and appropriated fund expenditures are subject to DOD 5500.7-R, DOD 7000.14-R, 31 USC 1341, and all other applicable statutory and regulatory restraints on official activities, use of appropriated funds, and fundraising.

d. Certain FRG mission activities are essential and common to all FRG. They include FRG member meetings, FRG staff and committee meetings, publication and distribution of FRG newsletters, maintenance of updated Family rosters and Family readiness information, establishment of FRG member telephone trees and e-mail distribution lists, and scheduling educational briefings for FRG members. FRG activity level can vary depending on unit mission and on whether the unit is in pre-deployment or post-deployment, deployed, or in a training/sustainment period at the home station.

e. FRG social activities can enhance Family and Soldier camaraderie, provide stress relief, and reduce Family loneliness during deployments. Social activities will not be funded using appropriated funds. FRG members may use money contained in an FRG informal fund to pay for social activities described in paragraph J-7.

J-3. Resources

FRG mission-essential activities are supported using the unit's appropriated funds, excluding BA11/OPTempo. FRG mission-essential activities authorized appropriated fund support may not be supported with NAFs. FRG mission-essential activities may not be augmented with private money. Such augmentation may be a violation of 31 USC 1345. FRG appropriated fund resources may not be used to support private organization activities, internal fundraisers, or commercial ventures.

a. Government office space and equipment. FRG may use Government office space, computer and office equipment, faxes, e-mails, scanners, and so on to support the FRG mission.

b. Paper and printing. FRG may use Government paper and printing supplies to publish FRG newsletters to relay information from the command and to support any FRG mission activity. Commanders will decide how frequently newsletters will be published. Each unit will have a SOP on the preparation, printing, and distribution of FRG newsletters. FRG newsletters may be distributed by the Army or installation post office or via e-mail to FRG members.

c. Army and installation post offices and official mail. FRG are authorized to use official mail for official, mission-related purposes and as approved by the unit commander.

(1) Unofficial information may be included in an official FRG newsletter, provided: it does not exceed 20 percent of the printed space used for official information; it does not increase printing and mailing costs to the Government; and it does not include personal wanted/for sale advertisements. The FRG newsletter must state whether it contains only official information or both official and unofficial information.

(2) If the newsletter contains both types of information, it will include the following statement: "The inclusion of some unofficial information in this FRG newsletter has not increased the costs to the Government, in accordance with DOD 4525.8-M."

d. Government vehicles. In accordance with AR 58-1, the unit commander may authorize Government vehicle use in support of official FRG activities, including the transportation of FRG members for FRG mission-related activities. Government vehicles may be used to support official FRG activities when—

(1) The appropriate commander determines that the use of the vehicle is for official purposes and that failure to provide such support would have an adverse effect on the FRG mission.

(2) The driver has a valid and current license to operate the vehicle and all other regulatory requirements regarding the use of the Government vehicle have been followed.

(3) The use of the vehicle can be provided without detriment to the accomplishment of the unit's mission.

e. Child care. Depending on availability of funds, unit commanders may authorize appropriated funds for—

(1) Childcare for command-sponsored training in accordance with AR 608-10, paragraphs 3-2 and 3-4.

(2) Needed Family support, including child care, education, and other youth services for Armed Forces members who are assigned to duty or ordered to active duty in conjunction with a contingency operation (see 10 USC 1788(b) and DODI 1342.22).

f. Statutory volunteers. The unit commander may accept statutory volunteer labor to support the FRG mission, as described in paragraph J-4 and in accordance with this regulation. However, FRG volunteers are not considered statutory volunteers when they are participating in social or fundraising activities and are not entitled to reimbursement for incidental expenses during this period of time.

J-4. Volunteers

a. Volunteers. The Soldier and Family Readiness System relies heavily on the support of a professional volunteer cadre. Unit commanders may staff their FRG with volunteers, as provided in chapter 5 of this regulation and in accordance with 10 USC 1588.

(1) FRG volunteers in leadership and key roles, such as the FRG leader, treasurer, key caller, and welcome committee chair, must in-process through the local ACS Center for the active component or through the RC Family Programs Office. Commanders will ensure their volunteers are supervised in the same manner as an employee, that they have a position description, and that they have followed all other legal and regulatory requirements in accordance with chapter 5 of this regulation and 10 USC 1588.

(2) The local ACS center, RC Family Programs Office, or AVCC will provide unit commanders or their designees with expert guidance on the Army Volunteer Corps Program. They will provide commanders with standard FRG volunteer position descriptions and answer volunteer questions. The unit commander will ensure that the AVCC is provided the FRG volunteers' work hours monthly to track volunteerism within their areas of responsibility and for volunteer recognition purposes.

(3) FRG volunteers are authorized to use Government facilities to accomplish their assigned duties. This includes the use of office and meeting spaces; telephone, computer, e-mail, and copying equipment; administrative supplies; administrative and logistical support; and additional equipment. Government computer use, including e-mail and internet use, is authorized for official FRG business only.

(4) To support official FRG activities, FRG volunteers may operate Government-owned or Government-leased nontactical vehicles with a gross vehicle weight of less than 10,000 pounds, provided they meet the licensing requirements set forth in AR 600–55.

(a) The authorization to drive a Government-owned or Government-leased nontactical vehicle will be included in the volunteer's position description.

(b) Vehicular accidents occurring while an FRG volunteer is operating a Government vehicle must be reported in accordance with AR 385–10.

b. *Funding for volunteer support.* Appropriated funds may be used to support FRG volunteers, with command preapproval and funding availability. Appropriated funds for volunteer support may be used for—

(1) Training and travel expenses. Commanders may, at their discretion, authorize payment for travel and training of official statutory volunteers.

(a) Authorized FRG volunteer travel may include FRG volunteer visits to geographically dispersed members of the FRG in direct support of the FRG mission.

(b) Enrollment, travel, per diem, and other expenses may be funded for training to improve FRG volunteers' effectiveness or enable them to accept positions of increased responsibilities. Invitational travel orders are authorized, pursuant to the JFTR, appendix E, part I, paragraph A, and Secretary of the Army travel policy. Funding will depend on command preapproval and availability of funds.

(2) Reimbursement of incidental expenses. Unit commanders may budget for the reimbursement of official volunteer incidental expenses using appropriated funds for FRG volunteers, as authorized by this regulation and 10 USC 588. Volunteers may be provided reimbursement for incidental expenses (out-of-pocket expenses) such as child care, long-distance telephone calls, mileage, and other expenses incurred while supporting the FRG official mission, in accordance with chapter 5 of this regulation and DODI 1100.21 and the commander's FRG budget standard operating procedure (SOP) (see app J–6).

(3) Awards, recognition, and mementos. Appropriated funds will not be authorized or available for volunteer awards other than official certificates of recognition or volunteer incentive awards in accordance with AR 672–20. NAFs will be authorized for garrison volunteer recognition programs, awards, and banquets and to purchase mementos consistent with AR 215–1. Unit commanders will ensure that their FRG volunteers' hours are submitted monthly to the garrison AVCC and that FRG volunteers are recognized at garrison community volunteer recognition ceremonies.

c. *Authorizing travel.* Commanders may not authorize travel or the reimbursement of volunteer incidental expenses for members of their household or other persons that could present a potential conflict of interest (see DOD 5500.7–R). Commanders will forward these decisions to the next senior level officer within the commander's chain of command for determination. Commanders will seek guidance regarding specific ethics issues from their servicing ethics counselors.

J–5. Family Readiness Support Assistants

In the Active Army, commanders may authorize units to hire Family Readiness Support Assistants (FRSAs) who provide unit FRSA administrative support services.

a. FRSA required training to be completed through classes at ACS, Family Programs, or online at www.myarmylife-too.com. Within the first 60 days of assuming duties, the FRSA must complete the following training classes.

(1) Army Family Team Building Levels I and II.

(2) Rear Detachment Commander Training.

(3) FRG Volunteer Leader Training.

(4) Operation READY FRSA Training.

b. Other recommended FRSA training includes:

(1) Civilian Personnel Office, time and attendance and benefits.

(2) Virtual Family Readiness Group System Training.

c. The FRSA deployment assistant will coordinate training through local community resources and provide administrative collaboration between the rear detachment commander and the FRSA leader. The FRSA deployment assistants will not duplicate services or overlap existing resources in the military community.

d. The FRSA deployment assistant works for the unit commander, who will have day-to-day operational direction of the assistant's activities. The duties of the FRSA deployment assistant will not conflict with the duties of the volunteer FRSA leadership. The FRSA deployment assistant will not be involved in FRSA informal fundraising activities, casualty

assistance procedures, suicide prevention activities, teaching Family readiness training, Family counseling, or other non-FRSA official administrative support duties.

e. The ARNG may hire FRSA assistants to assist the State Family Program Directors at Joint Force Headquarters, and the USAR may hire mobilization and deployment assistants to assist the Family programs directors at regional readiness commands.

J-6. Budget process

a. *Family Readiness Groups operations.* These are funded by the unit commander's appropriated funds, excluding BA11/OPTEMPO. Commanders will consider FRG mission activity requirements when planning their yearly budget. FRG budget needs vary widely and are highly dependent on location, the unit's mission and deployment situation, the composition of the FRG membership, and component.

b. *Family Readiness Groups budget standard operating procedures.* Commanders will approve an SOP that describes the support available for FRG mission activities and the procedures for FRG leaders and volunteers to request support. FRG leaders must be familiar with the SOP. A sample SOP is included in Operation R.E.A.D.Y training materials.

c. *Government purchase card.* Commanders will use a Government purchase card to pay for FRG operating expenses, when practicable. For example, commanders may use their Government purchase card to purchase supplies, equipment, room rental, or any other approved item to support official FRG mission activities. The FRG budget SOP will include a requirement that FRG leaders fill out appropriate forms and submit them to the commander for approval. The SOP will also state the procedures for requesting reimbursement for incidental expenses for FRG volunteers.

J-7. Family Readiness Groups informal funds

a. Authorization.

(1) Commanders may authorize their FRG to maintain one informal fund in accordance with AR 600-20. No more than one FRG informal fund per unit may be authorized. Informal funds are private funds generated by FRG members that are used to benefit the FRG membership as a whole. FRG informal funds may not be deposited or mixed with appropriated funds, unit MWR funds, the unit's cup and flower funds, or any individual's personal funds. The expenditure of informal funds will be consistent with Army Values, DOD 5500.7-R, and AR 600-20.

(2) Examples of authorized use of informal funds include FRG newsletters that contain predominantly unofficial information and purely social activities, including, but not limited to, parties; social outings, volunteer recognition (not otherwise funded with APFs), and picnics.

(3) Examples of unauthorized use of FRG informal funds include augmenting the unit's informal funds (the unit's cup and flower funds); purchasing items or services that are authorized be paid for with appropriated funds; purchasing traditional military gifts, such as Soldier farewell gifts that are not related to Family readiness; and funding the unit ball.

b. *Fund custodian.* The unit commander will sign a letter designating a fund custodian (treasurer) and an alternate. The fund custodian and alternate must not be the unit commander, a deployable Soldier, or the FRG leader. The fund custodian is responsible for informal fund custody, accounting, and documentation.

(1) The FRG informal fund custodian and alternate are personally liable for any loss or misuse of funds.

(2) After designation of the informal fund custodian, the custodian may establish a noninterest bearing bank account under the FRG's name (never the individual's name). The commander will authorize opening the account and prepare a letter naming the fund's custodian and alternate as persons authorized to sign checks drawn on the account. The commander will not be a signatory on the account.

(3) The informal fund custodian will provide informal fund reports to the unit commander monthly and as requested. An annual report on the FRG informal fund activity will be provided to the first colonel (O-6) commander or designee in the unit's chain of command no later than 30 days after the end of the calendar year. These reports will summarize the informal fund's financial status, to include current balance, total income, and an itemized list of expenditures along with an explanation showing how the expenditures are consistent with the purpose of the FRG informal fund as established in the SOP.

(4) Although not required, commanders may consider requiring the FRG informal fund to be bonded in accordance with the procedures in AR 210-22.

c. *The Family Readiness Groups informal fund standard operating procedures.* All FRG informal funds will have an SOP. This document memorializes the FRG members' determination of the purpose of the FRG informal fund. The SOP may be a one-page document and must include—

(1) The FRG name.

(2) A description of the FRG's informal fund purpose and functions and a summary of its routine activities. For example, "The FRG's informal fund purpose and function are to provide support and recognition to FRG members during the

following life events: births, birthday parties, new member welcome parties, departing member farewell parties, holiday parties, and so on.”

(3) The following statement must be included in the FRG informal fund SOP: “This FRG informal fund is for the benefit of the FRG members only and is established exclusively for charitable purposes and to provide support to Soldiers and Family members as the Soldiers and Families adapt to Army life. It is not a business and is not being run to generate profits. It is not an instrumentality of the United States Government.”

(4) The FRG informal fund SOP must be approved by the unit commander and a majority of the FRG members. It will be signed at a minimum by the FRG leader, the fund custodian (treasurer), and the alternate fund custodian. (A sample informal fund SOP is included in Operation READY training materials.)

d. Fundraising for Family Readiness Groups informal funds. DOD 5500.7–R authorizes official fundraising by organizations composed primarily of DOD or DA employees and their dependents when fundraising among their own members or dependents for the benefit of their own welfare funds. Fundraising will be approved by the appropriate commander after consultation with the DA ethics official or designee.

(1) An Army organization—including, but not limited to, units, installations, and FRG—may officially fundraise from its own community members or dependents and from all persons benefiting from the Army organization. (For example, an installation may benefit from the brigade or unit FRG, thus permitting a brigade or unit FRG to fundraise throughout the installation.) Fundraising must be for the organization’s informal fund, as opposed to a private charity, a particular military member, or a similar cause, and be approved by the commander with cognizance over the organization and coordinated with the commander with cognizance over the location of fundraising if different from the organization area. Commanders will consult with their Staff Judge Advocate or ethics counselor and avoid all conflicts with other authorized fundraising activities.

(2) Commanders may approve requests from FRG informal funds to conduct fundraising events in accordance with the requirements of DOD 5500.7–R as described above and in compliance with AR 600–29.

(3) Informal fundraising that occurs within the Army Reserve will have the approval of the unit commander and the servicing Staff Judge Advocate and/or ethics counselor. To address fundraising issues within the Army Reserve, refer to Army Reserve regulations.

e. Informal fund cap. FRG are not established to raise funds, solicit donations, or manage large sums of money. They are not equipped to handle the stringent accounting requirements that can result from excessive informal funds. FRG informal funds will therefore not exceed an annual gross receipt (income) cap of \$10,000 per calendar year from all sources, including fundraising, gifts, and donations. Unit commanders may establish a lower annual income cap.

(1) State and local laws and the requirements of Status of Forces Agreements may make a lower FRG informal fund cap necessary at some locations within or outside the continental United States. Commanders and fund custodians will consult their Staff Judge Advocates to ensure that FRG informal funds comply with all local requirements.

(2) FRG informal funds may only be raised and maintained for specific planned purposes consistent with the purpose of the informal fund. If the purpose of the fundraising event is inconsistent with the FRG informal funds SOP, commanders will not approve the fundraising event.

(3) The FRG informal fund ledger will reflect the costs earmarked for the planned event. For example, if an FRG is planning a holiday party with a planned cost of \$3,000, the ledger might reflect the following costs: dinner \$2,100; hall rental \$250; and band \$650.

f. Gifts to Family Readiness Groups informal funds. Unit commanders may accept an unsolicited gift or donation of money or tangible personal property of a value of \$1,000 or less for its FRG informal fund after consultation with the unit ethics counselor. Unsolicited gifts or donations to the FRG informal funds are considered income and impact the FRG informal fund annual income cap of \$10,000.

J–8. Family Readiness Groups external fundraising

As an official activity of the DA, the FRG may not engage in external fundraising and may not solicit gifts and donations. However, in accordance with AR 1–100 and with the advice of the ethics counselor, commanders and FRG leaders may, in response to an appropriate inquiry, inform potential donors of the needs of the Army in relation to assisting Army Families.

J–9. Unsolicited donations to the active component

a. Appropriate gift acceptance authorities may accept unsolicited gifts and donations made to the Army intended for FRG support; these donations will be added to the garrison’s FRG supplemental mission account, pursuant to paragraph 3–2*a* of this regulation and AR 215–1 after consultation with an ethics counselor. The director, MWR (DMWR) will assign these donations intended for FRG use to program code SA, department code “9J,” to prevent disbursing donations intended

for FRG use into another ACS mission or for any other purpose. These supplemental mission donations do not expire at the end of the fiscal year, and balances automatically roll over into the following fiscal year.

b. Acceptance authority levels for unsolicited gifts and donations to the FRG supplemental mission account will be in accordance with the rules governing gifts to NAFI in AR 215–1.

c. Supplemental mission donations are NAFs that may be used only to supplement the mission activity. They are not MWR NAFs. MWR NAFs may not be expended for FRG support. Commanders may use supplemental mission donations intended for FRG for any purpose that the commander determines clearly supplements an established mission of the FRG so long as appropriated funds are not authorized. However, in accordance with the policies listed in chapter 5 of this regulation, supplemental mission donations may be used for reimbursement of statutory volunteer incidental expenses if appropriated funds are not available. The use must be consistent with this regulation and the provisions governing supplemental mission NAFs in AR 215–1 and DODI 1015.15.

(1) The first priority in using supplemental mission NAFs intended for FRG is to encourage maximum attendance and participation at FRG meetings—for example, by providing food and refreshments. Using supplemental mission NAFs to support a unit ball is an example of an unauthorized expenditure because it fails to supplement an established mission of the FRG.

(2) Commanders may not authorize the use of supplemental mission NAFs for any purpose that cannot withstand the test of public scrutiny or which could be deemed a misuse or waste of funds. Using supplemental mission NAFs to fund a lavish cruise to promote "cohesion" among FRG members is an example of an excessive and inappropriate use of funds.

d. Supplemental mission NAFs are not informal funds. The provisions concerning informal funds contained in this regulation are inapplicable to supplemental mission NAFs. Supplemental mission NAFs will not be deposited into an FRG informal fund and will not impact the annual FRG informal fund income cap.

e. The DMWR will properly disburse supplemental mission donations intended for FRG support. The unit commander will submit an approved purchase request that includes a brief description of the item(s) requested, total funds required, dates the items are needed, and vendor or source of the items to be purchased to the DMWR for processing. The DMWR will disburse such supplemental mission donations between FRG supported by that garrison's ACS Center, to include recruiting and the Army RC. ARNG units are not included for these supplemental mission accounts.

f. Garrison commanders may accept unsolicited gifts into the supplemental mission program when the donor intends the donation or gift to be used only in support of FRG that are experiencing certain deployment cycle events, such as preparing for deployment, deployment, and redeployment. The DMWR will ensure that the supplemental mission donations are disbursed to FRG whose Soldiers are experiencing the deployment cycle event stated in the donation. This ensures that the garrison fulfills the conditions of the gift which the commander accepted. For example, a donor intends a gift to be used "for the Families of deployed Soldiers." The DMWR ensures only FRG whose units have deployed Soldiers share in the supplemental mission donation.

g. The garrison commander may not accept unsolicited gifts into the supplemental mission program when the donor intends the donation or gift to be used only by a named FRG. For example, a donor intends a gift to be used "for Brigade X's FRG." Garrison commander must decline the gift because it creates disparity between FRG experiencing the same deployment cycle events.

h. Commanders and FRG leaders must be careful to avoid stating or implying that the Army officially endorses any person or private organization that offers a gift. The commander and FRG leadership may not promise donors that donations are tax deductible. Businesses may be encouraged to speak with their tax adviser regarding business tax deductions.

i. Any commanders who are offered donations they may not accept, will consider referring the prospective donor to other Government or private organizations, such as Army Emergency Relief, local tax qualified charities, foundations, and fraternal or service organizations.

j. Commanders will seek guidance from their servicing Judge Advocate and ethics counselor when they receive offers of unsolicited donations for FRG support. For further regulatory instruction regarding gifts offered to the Army or to individuals (see AR 1–100 and AR 1–101).

J–10. Unsolicited donations to a Reserve Component

The procedures for accepting donations or gifts for an RC may differ, depending upon location and activation status. For RC units attached to an Army garrison or installation, see instructions above regarding the acceptance authority for accepting unsolicited donations intended for FRG support. For guidance regarding gifts intended for an RC not attached to a garrison or installation (see AR 1–100 and AR 1–101). Commanders are also encouraged to seek guidance from their ethics counselors (for specifics, refer to Reserve Command regulation).

J-11. Private organizations

Private organizations (POs) have substantially more authority than FRG to conduct fundraising and to engage in social activities in accordance with AR 210-22, AR 600-29, and DOD 5500.7-R. Individuals may establish POs that share the same Family readiness goals and objectives as FRG. To prevent potential conflicts of interest, if such POs are established, managers or board members of the PO will not also be placed in FRG leadership positions. It is essential that commanders and Government personnel treat such POs in the same manner as all similarly situated POs. Commanders may not direct the establishment or the activities of a PO and must treat POs according to the requirements of AR 210-22, AR 600-29, and DOD 5500.7-R, as applicable. Commanders will seek guidance from their servicing Judge Advocate's office and ethics counselor regarding private organization issues.

J-12. Commercial sponsorship

FRG may not enter into commercial sponsorship agreements. Commercial sponsorship is an agreed upon arrangement under which a business provides assistance, funding, goods, equipment, or services in exchange for public recognition or other promotional opportunities on the installation. In accordance with AR 215-1 and DODI 1015.10, commercial sponsorship is generally only authorized for official MWR programs and events.

J-13. Official information

Official FRG information relates to command and mission-essential information that the commander believes Families need to be better informed. Official information relates to unit mission and readiness. It includes training schedule information, upcoming deployments, unit points of contact, and the chain of concern. Official information is subject to all applicable regulations governing its use and to guidance in AR 25-55 and 5 USC 552(b).

Additional Regulations

- DoD 5500.7-R, The Joint Ethics Regulation
- Army Regulation 1-100, The Army Gift Program
- Army Regulation 25-1, Army Information Technology
- Army Regulation 215-1, Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities
- Army Regulation 600-29; Fund-Raising Within the Department of the Army
- Army Regulation 683-8, Army Casualty Program
- Army Regulation 672-20, Incentive Awards;

Section II:

ADMINISTRATION

Position Descriptions, Roles and Responsibilities



Definition of Key Family Readiness Roles

The following are key roles for Family Readiness as a reference tool. Definitions are obtained from Army Regulations and other official guidance. Resilient Soldiers and Families are essential for readiness. Through the SFRG, commanders will promote Holistic Health and Fitness (H2F) by engaging local support agencies both on and off post; creating a network of communication and support for Soldiers and their Family members; promoting unit readiness events and activities; and building cohesive teams.

Unit Commander:

The Unit Commander is overall responsible for determining how the SFRG will function and operate effectively. This is done by appointing a Command Family Readiness Representative and approving volunteers. The Commander will provide support to SFRG volunteers, regularly communicate to gauge progress, provide help when needed, and supervise their efforts toward the established Soldier and Family readiness goals. Unit Commanders approve informal funds custodians to open a bank account. Commanders review and approve fundraisers after consulting with legal. The Commander relays vital information and encourages all members of the SFRG participate in SFRG activities.

First Sergeants and Command Sergeant Majors:

The First Sergeant (1SG) and Command Sergeant Major (CSM) play a vital role by knowing and supporting command SFRG readiness policies and goals. The 1SG and CSM assists Commanders with drafting and implementing family readiness plan. The 1SG and CSM will encourage active participation and work with SFRG leadership and Commanders to establish norms for soldiers at family readiness functions.

Senior Command Family Readiness Representative (SCFRR) (formerly known as the senior Family Readiness Liaison):

The SCFRR is an additional duty designated by the brigade/battalion Commanders to support the unit's steering committee regarding Soldier and Family Readiness. The SCFRR provides assistance to subordinate unit CFRRs and facilitates the free flow of information regarding committees. The SCFRR serves as a point of contact to ensure subordinate units receive support from the brigade/battalion and provides advice to the brigade/battalion command teams regarding Soldier and Family readiness issues. The SCFRR does not supervise unit CFRRs of their additional duty assignments.

Unit Command Family Readiness Representative (CFRR) (formerly known as the unit Family Readiness Liaison):

The unit CFRR is an additional duty designated by the unit commander. Effective, frequent, meaningful communication, and leadership engagement are essential elements of SFRG operations. Commanders will leverage all means of communication to inform and connect soldiers and families. The CFRR will assist the commander by executing the essential SFRG elements. The unit CFRR ensures the free flow of information regarding Soldier and Family Readiness to and from the unit SFRG, company leadership, SCFRR, steering committees, and brigade/battalion command teams. The unit CFRR assists the commander in maintaining a volunteer pool dedicated to support the needs of the unit's SFRG Program. The CFRR may act on behalf of the commander on SFRG issues.

Other Family Readiness Group Key Roles

Other than the unit Commander and CFRR, the remainder of the SFRG key roles are all volunteer in nature. As volunteers, those in key roles rely on their leadership to keep them informed, obtain resource, and provide guidance and leadership.

Soldier and Family Readiness Advisors (also known as Soldier and Family Readiness Senior Advisors)

Soldier and Family Readiness Advisors are individuals who are typically Battalion and Brigade level volunteer positions and will often be composed of both an Enlisted and Officer Spouse. Advisors provide guidance to Commanders, CFRRs, and SFRG volunteers with regard to running the Soldier and Family Readiness program and help to provide consistency across company SFRG activities and policies. Advisors are a part of the steering committees for the Battalion and the Brigade; helping to set the agenda, identify topics of interest, and issues that might need to be addressed.

Soldier and Family Readiness Group Leader/Co-Leader

The SFRG Leader and co-leader work as part of the SFRG team, as volunteers, to coordinate all SFRG efforts. The role and responsibility of the SFRG Leader is established by the commander IAW AR 608-1, Appendix J. The roles and responsibilities are typically generic, but may vary with locality and mission of the unit. SFRG Leaders are point of contacts for Soldiers and Families regarding Family related issues and provide information on the climate of Soldier and Family Readiness program to the command.

Primary and Alternate Informal Funds Custodian

The SFRG Informal Fund Custodians are command designated representatives accountable for monitoring, managing, and accounting for SFRG receipt and distribution of any and all SFRG monies. Duties include: ensuring the SFRG Informal Funds SOP is current and adhered to; accounting for all money received into and disbursed from the SFRG account; providing a monthly report to the company commander and an annual report to the Battalion and Brigade commanders.

Key Contact Coordinator and Key Contacts

Key Contacts are the grassroots means of SFRG communication channels to the Families. Social Media, E-Mail and other technological means of communications often provide a faster, more efficient and effective means of communicating mass messages regarding unit activities, events and information. However, Key Contacts provide the human connection that many military Families feel more comfortable. Key Contacts provide the most direct method of maintaining contact with Families who may choose not to engage current technology as a means of staying informed. Key Contacts support the function in both routine and critical mode. SFRG members may need to be contacted about a situation that any other method of communication would be inappropriate. Instances may include providing information about a deployment, dispelling rumors and gossip, unit status updates, or gathering specific information on behalf of the command. Key contacts are also a great resource to help welcome new families into the unit.

Command Family Readiness Representative(CFRR) Position Description

<p>Purpose</p>	<p>A key integrator between the command and Soldiers/Families. Effective, frequent, meaningful communication, and Leadership engagement are essential elements of SFRG operations. Commanders will leverage all means of communication to inform and connect soldiers and family members. The CFRR will assist the commander executing the essential SFRG elements. The CFRR ensures the free flow of information and support between the unit leadership, its volunteer base, unit personnel and family members.</p>
<p>Responsibilities</p>	<ul style="list-style-type: none"> • Help commands maintain active SFRGs. CFRR's are military personnel who assist unit Family members in organizing and sustaining the unit's Soldier and Family Readiness Group (SFRG) and Family Readiness Program. • Prepare and maintain current email/communication rosters. Obtain Personnel Accountability Report (AAA-162) from S-1 and compare with SFRG rosters, telephone trees, and email distribution lists to ensure departing and arriving Families are added or deleted accordingly. Ensure privacy and confidentiality of all Soldier and Family member data / information. • Establish and execute communication plans/strategies IAW commander's objectives. Gather and consolidate any Family member issues identified by SFRG volunteers and elevate up the chain of command. Obtain feedback and information from the SFRG and provide an opportunity for ongoing open communication between the SFRG and commander. • Inform commanders of known SFRG issues. Refer Soldier and Family members with concerns to the applicable community and/or military resource • Coordinate and communicate Soldier and Family resilience events. This includes briefings, trainings, guest speakers, locations / venues, and childcare to support the Soldier and Family Readiness program during SFRG meetings; predeployment, redeployment / reunion, post deployment briefings; etc. • Help SFRGs establish chains of concern to pass information to SFRG members. Serve as the link between soldiers, civilians, Family members, and command team. • Support Better Opportunities for Single Soldiers (BOSS) activities and disseminate information about upcoming activities. • Inprocess new Soldiers and civilian employees to assist the SFRG. Timely obtain contact information on newly assigned Soldiers and civilians in order to welcome their Family Members to the SFRG. • Provide clerical support for the Soldier and Family readiness program. This includes preparing and maintaining Standard Operating Procedures, SFRG volunteer job descriptions, volunteer appointment orders, SFRG informal fund annual report, award nominations, memorandums, newsletters, calendars, etc. • Maintain copies of informal fund records and SFRG continuity books. • Serve as Organizational Point of Contact (OPOC) for SFRG volunteers in the Volunteer Management Information System (VMIS). Prepare and maintain volunteer files on all SFRG volunteers; DD Form 2793, Volunteer Agreement Form; DA Form 4162, Volunteer Service Record; copies of all training certificates; and copies of awards. Ensure all SFRG volunteers are registered in VMIS. Accept volunteer applications in VMIS following commander's volunteer approval. Ensure volunteers submit hours NLT the 10th, monthly. Approve VMIS volunteer hours NLT the 15th, monthly. Close out volunteers SFRG position in VMIS and provide hard copy file to the volunteer. • Serve as administrator or assistant administrator for unit and / or SFRG Facebook pages or Web sites. Upload unit, SFRG, community information, and photos to the Facebook pages or Web sites.

	<ul style="list-style-type: none"> • Attend battalion/squadron and brigade/regiment steering committee meetings, staff meetings, and SFRG Meetings upon request of the commander. May take notes for the commander at such meetings. • Coordinate supplies and logistical support for SFRG from the unit to include commander-approved use of government property (office supplies, printer, copier, projector, etc.).
Prohibited Duties	<ul style="list-style-type: none"> • Engage in SFRG fundraising, or handling SFRG informal fund in any manner. • Conduct SFRG informal fund audits. • Participate in casualty notification, assistance, or response; provide direct support to affected Families, or become personally involved with CARE Teams (CARE Team coordination, facilitation of training for volunteers, and volunteer roster maintenance is permissible). • Duplicate services provided by existing resources in the military community (e.g., providing or conducting training currently provided by Army Community Service [ACS], Chaplain, Army Substance Abuse Program, etc.). • Engage in planning of social functions, create social rosters, or create social invitations.
Qualifications	<ul style="list-style-type: none"> • Rear Detachment Commander or equivalent or a Non-Commissioned Officer in the grade of Sergeant and above. • 12 months retainability. • Understand how to develop teams and function as an effective leader and team member. • Know how to communicate effectively with a civilian volunteer staff both orally and in writing. • Hold no other additional duties. • Understand the required unit of effort between the brigade, battalion, and company level units regarding Soldier and Family Readiness.
Orientation and Training	<ul style="list-style-type: none"> • Required: CFRR Training, VMIS & OPOC Training, SFRG Foundations, Rear Detachment Commander Training, Casualty Response (CARE) Team Training, OPSEC Training, Information Assurance (IA) Training. • Recommended: All Levels AFTB, Social Media, SFRG Leader, Informal Fund Custodian, Key Contact, Resilience Training, Suicide Prevention Training
Time Commitment	<ul style="list-style-type: none"> • Up to 40 hours per week depending on activity level of the SFRG and the unit's phase in the Deployment Cycle; commander must permit CFRR sufficient time in the duty day to maintain MOS skills and requirements. CFRRs will serve a minimum of one year in this position.

I understand the responsibilities and qualifications of this position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Soldier and Family Readiness Group (SFRG) Advisor Position Description

Purpose	To support the Commander's SFRG program as required.
Responsibilities	<ul style="list-style-type: none"> • Support the general SFRG operation and its activities. SFRG Advisor is responsible for supporting and mentoring volunteers. Monitor timelines and inquire about the progress being made with planning and executing the SFRG's goals. Support volunteer or steering committee meetings as needed to help ensure communication and coordination in accomplishing SFRG activities. <ul style="list-style-type: none"> • Supports the commander's family readiness goals. • Acts as advisor to commander on SFRG matters. • Gathers and disseminates information on activities at the battalion level and above. • With commander guidance, monitors battalion SFRG APF budget. • Serves on battalion SFRG steering committee; may chair the committee, as well. • Act as spokesperson for the SFRG members. This includes having an awareness of how the SFRG feels on a particular issue. As problems and issues arise, inform the Commander and/or Command Family Readiness Representative (CFRR). <ul style="list-style-type: none"> • Serves as battalion SFRG Leader and advisor to company-level SFRG Leaders. • Acts as liaison between battalion and unit-level SFRGs. • Determines other key steering committee volunteer personnel and delegate duties and job descriptions. • Serves as an interface between families, Soldiers, and the deployed unit.
Qualifications	<ul style="list-style-type: none"> • Leadership skills and a willingness to develop a working knowledge of Army Family Programs, the Unit's Family Readiness Plan and interest in the Unit's SFRG. • Adept to energizing Officer and Enlisted Corps' Families
Supervision	<p>Commander – CFRR/RDC</p> <ul style="list-style-type: none"> • The BN Commander supervises the SFRG Advisor. The appointed CFRR will normally act as the Commander's representative for coordinating routine actions and unit support.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, SFRG Foundations, SFRG Leader Training (optional), Senior Advisor Consultation. • Recommended: All Levels AFTB, Social Media, OPSEC Training, IA Training, Informal Fund Custodian, Key Contact, Resilience Training, Suicide Prevention Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 2 days per month and attendance at required training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Soldier and Family Readiness Group (SFRG) Leader/Co-Leader Position Description

Purpose	To support the Commander's SFRG program as required.
Responsibilities	<ul style="list-style-type: none"> • Support the general SFRG operation and its activities. Although the other SFRG volunteers are responsible for specific functions, the SFRG Leader is responsible for supporting and mentoring volunteers. Monitor timelines and inquire about the progress being made with planning and executing the group's goals. Support volunteer or steering committee meetings as needed to help ensure communication and coordination in accomplishing SFRG activities. • Facilitate meetings. Facilitates the meetings and ensures that discussions stay on track. Encourages maximum participate. All members should be encouraged to express themselves. • Act as spokesperson for the SFRG members. This includes having an awareness of how the group feels on a particular issue. As problems and issues arise, inform the Commander and/or Command Family Readiness Representative (CFRR). Keep them informed of planning activities and results. • Assist in providing unit orientation. • Assist and refer SFRG volunteers to the Commander and/or CFRR that will support Family programs.
Qualifications	<ul style="list-style-type: none"> • Leadership skills and a willingness to develop a working knowledge of Army Family Programs, the Unit's Family Readiness Plan and interest in the Unit's SFRG. • Adept to energizing Officer and Enlisted Corps' Families
Supervision	<p>Commander – CFRR/RDC</p> <ul style="list-style-type: none"> • The unit Commander supervises the SFRG Leader. The appointed CFRR will normally act as the Commander's representative for coordinating routine actions and unit support. • The SFRG Leader supervises the SFRG volunteers as depicted in the SFRG organizational chart.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, SFRG Foundations, SFRG Leader Training. • Recommended: All Levels AFTB, Social Media, OPSEC Training, IA Training, Informal Fund Custodian, Key Contact, Resilience Training, Suicide Prevention Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 2 days per month and attendance at required training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

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DATE

SFRG Key Contact

Position Description

Purpose	To establish a network to telephonically or electronically convey information, interest and support to Family members of the unit’s Soldier and Family Readiness Group (SFRG).
Responsibilities	<ul style="list-style-type: none"> • Contact Soldiers and Families as directed by the Commander or representative. • Organize and maintain control of the Telephone Tree/E-mail Roster(s). Recruit Telephone/Email Callers/Contacts. • Maintain a log and contact with Family members. Ensure that each designated point- of-contact (POC) is contacted at least twice a year or at least monthly during periods of mobilization.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of Unit’s Family Readiness Plan and interest or experience in the SFRG program. • Ability to communicate and listen effectively.
Supervision	<p>Commander–CFRR/RDO–SFRG Leader</p> <ul style="list-style-type: none"> • The SFRG Leader supports and advises the Telephone Tree/E-mail Chain Chairperson.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, SFRG Foundations, SFRG Key Contact Training. • Recommended: All Levels AFTB, Social Media, OPSEC Training, IA Training, Resilience Training, Suicide Prevention Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 1 day per month and attendance at recommended training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

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DATE

SFRG Informal Funds Custodian

Position Description

Purpose	To act as the fiscal record-keeper and financial advisor to the Soldier and Family Readiness Group (SFRG). Serves as a custodian for the SFRG Informal Fund.
Responsibilities	<ul style="list-style-type: none"> • Maintain budget, funds and expenditure records. Open a bank account in the name of the SFRG with the unit’s mailing address, using an Employer Identification Number (EIN) obtained by completing Form SS-4 (Application for Employer Identification Number) and submitting to the Internal Revenue Service (IRS). Responsible for all of the deposits and writing of checks. A working budget should be prepared. • Maintain records of donated money, services and assets (e.g. equipment). Keep accurate records of donations of money and valued services or property donated to the SFRG. Records should be kept showing who gave it, what it was, its value, date it was donated and the donor’s address and phone number. These records should be maintained for a 3-year period. • Report on finances. Be prepared to report to the SFRG at each meeting on the current financial status of the group. This should be a short financial statement reporting income, expenses and the financial balance. The financial records will be made available at SFRG meetings. A summary can also be placed on the Unit’s Family bulletin board. • Provide the Commander with monthly and annual financial statements.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of unit’s Family Readiness Plan. • Ability to manage funds.
Supervision	<p>Commander – CFRR/RDO – SFRG Leader</p> <ul style="list-style-type: none"> • The Informal Fund Custodian has no supervisory responsibilities unless additional SFRG members volunteer to assist.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, SFRG Foundations, Informal Fund Custodian • Recommended: All Levels AFTB, Resilience Training, Fundraising
Time Commitment	<ul style="list-style-type: none"> • Approximately 1 day per month.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

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DATE

Newsletter Chairperson

Position Description

Purpose	To provide the Unit Family members with written information on programs and services of interest to Soldiers and their Families.
Responsibilities	<ul style="list-style-type: none"> • Collect news for Soldier and Family Readiness Group (SFRG) Newsletter. Gather items of interest to use in the SFRG Newsletter. Request input from the SFRG volunteers and the unit leadership. Request copies of newsletter from higher headquarters. • Create and publish the SFRG Newsletter on a regular schedule. Publish at least quarterly during peacetime and monthly during deployments and other military separations. SFRG Newsletters may be printed using the unit copier or commercial resources. The unit may use metered postage to mail SFRG Newsletters if the newsletter meets regulatory requirements, containing only official information. Coordinate with the Unit's Command Family Readiness Representative the unit's logistical support, assistance with other staff elements for article submission (e.g., Commander or Chaplain), and approval of the newsletter before being printed.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of the Unit's Family Readiness Plan and interest or experience in the SFRG Program. • Ability to write, edit and publish information. Typing, computer skills and knowledge of the use of duplicating equipment are essential.
Supervision	<p>Commander – CFRR/RDO</p> <ul style="list-style-type: none"> • The Commander, Rear Detachment Commander (RDO) or Command Family Readiness Representative (CFRR) must approve all newsletters prior to publishing. • The Newsletter Chairperson has no supervisory responsibilities unless additional SFRG members volunteer to assist.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, SFRG Foundations • Recommended: AFTB Level K & G, Social Media, OPSEC Training, IA Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 1 to 2 days per month.

I understand the responsibilities and qualifications of this volunteer position, and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Special Events Coordinator

Position Description

Purpose	To plan Soldier and Family Readiness Group (SFRG) special events that both complements the unit’s mission and supports the goals and objectives of the SFRG.
Responsibilities	<ul style="list-style-type: none"> • Solicit ideas for SFRG-sponsored special events. Surveys, person-to-person solicitation of SFRG members or any creative way to increase participation and interest can be used (e.g., a contest of ideas for event or activity in the SFRG Newsletter). • Plan SFRG special events for the year. • Coordinate and publicize activities of the SFRG with other SFRG volunteers (e.g., coordinate with the Publicity Chairperson on advertising the events). • As required, the Special Events Coordinator organizes and coordinates additional committees (from other SFRG members) for each special event. For example, an event can be broken down into smaller segments as program, equipment, publicity and cleanup. • Ensure individuals and organizations contributing time, money or services receive acknowledgement, a letter of appreciation or other recognition, as appropriate.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of the Unit’s Family Readiness Plan and interest or experience in the SFRG program. • Ability to work with other people and to plan and implement SFRG events.
Supervision	<p>Commander – CFRR/RDO – SFRG Leader</p> <ul style="list-style-type: none"> • The SFRG Leader supervises the Special Events Coordinator. • The Special Events Coordinator has no supervisory responsibilities unless additional SFRG members volunteer to assist or committees are developed for events.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, SFRG Foundations • Recommended: All Levels AFTB, Resilience Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 2 – 3 days per month.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Spouse Sponsorship Representative Position Description

Purpose	To organize and maintain a communication link between the Soldier and Family Readiness Group (SFRG) and new Soldiers and Families of the Unit.
Responsibilities	<ul style="list-style-type: none"> • Prepare Welcome Packets to alleviate the stresses associated with relocation and joining a new “Family.” Gather materials about the Unit history and mission, local area, services available and benefits of belonging to the Army Reserve. Emphasize the availability and importance of the Unit SFRG. • Coordinate with the Command Family Readiness Representative to obtain the names and phone numbers of New Soldiers and Family and make contact. Personally welcome each new Family with a phone call. Invite Family members to participate in a New Family Orientation, join the SFRG and find out how the SFRG can best serve their needs. • Notify the CFRR of any particular Family problems or needs that are identified. Assist the CFRR in finding resources to resolve the issue or potential problem. • Add new Family members (including newly married spouses) to the SFRG Telephone Tree/E-mail Chain and SFRG Newsletter mailing list. Make periodic contact with the CFRR to keep list up to date.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of the Unit’s Family Readiness Plan and interest or experience in the SFRG Program.
Supervision	<p>Commander – CFRR/RDO</p> <ul style="list-style-type: none"> • The CFRR will help in coordinating routine actions and unit support. • The Sponsorship Chairperson has no supervisory responsibilities unless additional SFRG members volunteer to assist.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, SFRG Foundations, ACS Sponsorship Training. • Recommended: AFTB Levels K& G, Resilience Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 2 days per month.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

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DATE

Section III:

ADMINISTRATION

Volunteer Management



SAMPLE OPOC APPOINTMENT MFR

OFFICE SYMBOL

DATE

MEMORANDUM FOR RECORD

SUBJECT: Appointment of VMIS Organization Point of Contact (OPOC)

1. This is to confirm the appointment of *(Name and email address of Appointee)* as *(name of BDE/BN/Organization/Agency)* Volunteer Management Information System (VMIS) OPOC.
2. As the *(name of BDE/BN/Organization/Agency)* OPOC you will have access to VMIS for all units/volunteers that fall under the *(name of BDE/BN/Organization/Agency)*. These units/organizations include *(must list all that applies)*.
3. The Point of Contact is (name of undersigned, email address and telephone number)

SIGNATURE BLOCK

DISTRIBUTION :

Identifying Volunteer Roles, Recruitment, and Selection

Position Descriptions

Position descriptions are the key to an effective matching of volunteer skills with program needs, as well as providing the cornerstone for the supervision and evaluation processes that are an essential element in program management. A position description is a brief synopsis of what will be required of a volunteer. A well-crafted volunteer position statement is an invaluable tool for both the volunteer and the coordinator: allowing the volunteer to decide if they have enough time, possess the necessary qualifications, or the desire for this particular position prior to accepting the job.

A carefully designed position description may motivate a volunteer to accept a position that could eventually lead to paid employment. A position description that clearly outlines the volunteer's responsibility ties reduces the risk of unrealistic expectations, especially those that can lead to dissatisfaction or burnout. It can also provide the documentation that can be referenced in the event of a misunderstanding.

Army volunteer position descriptions must follow guidance in AR 608-1. Many organizations/units incorporate additional sections.

Position Title: The title reflects what the volunteer does.

Purpose: A short statement that reflects the outcome of the service to be performed. This helps meet the volunteer's need for a sense of achievement and accomplishment by identifying how their work fits into the overall goals of the program. Volunteers are more likely to be successful if they understand how what they are asked to do contributes to the mission.

Duties/Responsibilities: A detailed, bulleted list of the "what" and "how" of the job. Use a "task-specific" job description that lists the major tasks and specific duties involved in each area of responsibility. Make specific mention of any additional requirements such as whether or not the use of motor vehicle is required or prohibited.

Qualifications: All things necessary for the effective performance of duties, including the physical and human qualities desired. Be careful not to over-qualify the position, especially regarding educational requirements but do not waive qualifications once they are established.

Supervisor: Titles of first line and second line Supervisors. The first line supervisor is the person to whom the volunteer should go if questions arise about the specific work to be performed. The second line supervisor is the person from whom the volunteer should obtain guidance in the absence of the first line supervisor.

Training: Pre-service: Training such as orientation required prior to service. On the job: What type? Who provides? Ongoing: What is required, recommended? Include the type and specific content of the training and the approximate hours required for the training.

Time Commitment: An estimate of specific days and hours for an ongoing position or an estimate of the total time required to complete the job. Length of service (for example, 6 months, one year).

Signing and Dating the Description: The commander and the volunteer should jointly review the position description. Any mutually agreed upon adjustment to the position description can be noted and initialed before signature. Once the commander is in agreement with the expectations of the organization and the volunteer, it is good management practice for both of them to sign and date the document. The position description becomes a part of the volunteer record and is critical for feedback and evaluation as well as protecting both the Army and the volunteer.

Feedback is essential for both the volunteer and the supervisor to perform their respective duties well. Since the job description serves as a clear statement of a volunteer's duties, it should be used in volunteer/supervisor feedback sessions. If the volunteer was recruited and trained to perform a specifically stated function, then this statement can be used both in evaluating how things are going and where changes may need to be made.

Benefits: It is good practice to provide benefits for the volunteer. Be specific. List skill-building opportunities, how skills and performance will be documented for their resume, what kinds of the personal satisfaction they may expect to receive from the job, and how the job benefits the organization and the Army.

Regulatory Limitations

Regulatory limitations for volunteers to be considered when writing position descriptions and assigning duties.

- Volunteers must be supervised by a paid employee (Civil Service or NAF), a military member or another volunteer who is so supervised
- A contractor may not supervise volunteers
- Volunteers may not perform the work of a paid employee
- Volunteers may not perform the work included in a contractor's Statement of Work (SOW)
- Volunteers may not hold policy making positions

Recruiting Volunteers

Recruiting is a process that involves a sequence of steps or actions that lead to volunteer participation in your organization. A recruitment plan may be formulated based on ongoing volunteer needs of the organization. The plan can also consider special events that occur seasonally and require volunteers for a short period. When developing your plan, consider the competing priorities in the lives of potential volunteers—family, salaried jobs, recreational opportunities, and volunteer positions.

Types of Recruitment (adapted with permission from McCurley and Lynch, 1996).

1. **“Warm Body” recruitment:** This type of recruitment is used when large numbers of volunteers for short-term simple jobs and no special skills are needed—or skills can be learned quickly. Primary methods for “warm body” recruitment are:
 - Distribution of recruitment brochure or poster
 - Use of public service announcement on television, radio or newspaper
 - Advertisements
 - Speaking to community groups
 - Asking current volunteers to ask others to join
2. **Targeted recruitment:** Targeted recruitment is when you need volunteers with specific knowledge, skills, interests, and commitment. Questions to ask when considering a targeted recruiting campaign include:
 - What specifically needs to be done?
 - Who would want to do it?
 - Where would you find them?
 - How can you reach them?
 - What will motivate them – what are the incentives?
 - What will you say to them?
 - Who can best succeed at recruiting this specific population?

Targeting recruiting efforts can promote diversity within the Volunteer Corps and help serve the diverse population in today’s Army. In this context, diversity may describe a person’s race or ethnic background, economic status, religious preference, family composition, age, or educational attainment. Diverse volunteers can reach underserved audiences and can add creative ideas to existing programs.

Recruiting diverse volunteers can be accomplished through conventional methods.

- Personally extend invitations
 - Present information as an invitation rather than an announcement
 - Present information as an invitation rather than an announcement
 - Use bilingual print information where it might be useful
 - Hold meetings in the locations where the potential volunteers will be comfortable
 - Consider the daily schedule of the potential volunteer
 - Explain how the volunteer’s work will benefit the community
3. **Concentric Circles:** This method of recruitment is designed to keep a continuous roster of volunteers available and utilizes people who are already involved in the program. Working outwards, this method usually involves face to face contact, with recruiters explaining their positive experiences in volunteer service.
 4. **Ambient Recruitment:** Ambient recruitment involves establishing a “culture of volunteering” and builds an environment in which volunteerism is regarded as an expectation for everyone. Three steps are required to create an ambient recruitment campaign:
 - Support an official philosophy concerning volunteerism
 - Promote early emphasis encouragement/indoctrination about the importance of volunteering in the community
 - Provide logistical support and recognition to volunteers

Selecting and Assigning Volunteers

Selecting: Ensuring a Good Fit When selecting a volunteer for a position it is important to make sure there is a right “fit” between the volunteer, the role they are to play and SFRG. Steps to ensuring the best fit include consideration of the following factors:

- To what extent is the volunteer interested in this position?
- To what extent is the volunteer qualified for this position?
- What are other skills or assets the volunteer has that would serve in a different position?
- To what extent is the volunteer suited for the work environment associated with this position?

Goodness of fit includes:

- Matters of style: relaxed vs. fast-paced
- Personality: introverted vs. extraverted
- Behavior: timeliness, responsibility
- Philosophy: beliefs about client population, military service, military families

Assigning Volunteers

Assigning means placing an individual in the most suitable volunteer position based on SFRG standards, position descriptions and information learned.

Determining the correct assignment for a volunteer requires a careful matching of job qualifications and personalities that will result in job satisfaction for both the volunteer and the program staff. It is often desirable to provide a probationary period for the volunteer, at the conclusion of which the assignment will be reviewed and revised, if needed.

FACTORS THAT MOTIVATE VOLUNTEERS TO SERVE

Every volunteer has their own unique reason or motivation to offer their time, talents or resources to an organization. The key to effective volunteer motivation is to discover why that individual has the desire to volunteer. Listed below are the motivational factors for volunteering:

1. Achievement

Volunteers will experience a strong sense of achievement when their individual talents and skills are matched with the volunteer assignment. (Butler, Duffy & Miller, 2002)

2. Affiliation-Companionship and a Sense of Belonging

Individuals have the need to fit in or be affiliated with a group or club, volunteering with an organization will meet that need. (Spencer, 1999)

3. Power/Control

Individuals have the need to feel in control of their lives. Many times the workplace does not allow this need for control to be filled; individuals simply follow directions from employers. Volunteer roles which allow individual creativity and control can be a strong motivator for many individuals. (McCurley & Lynch, 2000)

4. Recognition

Recognition is a need for many volunteers. Recognition can be in many forms; it might be presenting an award in a public forum or a simple heart felt thank you from a child. Volunteers have different recognition needs, the task is to discover the type of recognition which meets the needs of each individual volunteer. (Taggart, 1999)

5. Personal Growth

Volunteers need to feel that they are learning and growing from their volunteer experience. Educational opportunities that will enable volunteers to excel in their role need be made available. (Etling, 1995)

6. Family Involvement

Involve the children and the adult's involvement will follow. Individuals with families seek out opportunities to volunteer which will increase family time together. The key to success of this factor is to keep volunteers in roles which they can serve alongside their family members. (Butler, Duffy & Miller, 2002)

7. Community Service

Volunteers have the desire to give back to their community or help those in need. (Muegge & Ross, 1996)

8. Bringing About a Social Change

Volunteers possess a desire to bring about change in a community or an organization. (Butler, Duffy & Miller, 2002)

VOLUNTEER AGREEMENT FOR

APPROPRIATED FUND ACTIVITIES

NONAPPROPRIATED FUND INSTRUMENTALITIES

PRIVACY ACT STATEMENT

AUTHORITY: Section 1588 of Title 10, U.S. Code, and E.O. 9397.

PRINCIPAL PURPOSE(S): To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions for accepting the performance of voluntary service.

ROUTINE USE(S): None.

DISCLOSURE: Voluntary; however failure to complete the form may result in an inability to accept voluntary services or an inability to document the type of voluntary services and hours performed.

PART I - GENERAL INFORMATION

1. TYPED NAME OF VOLUNTEER <i>(Last, First, Middle Initial)</i>	2. SSN	3. DATE OF BIRTH <i>(YYYYMMDD)</i>
4. INSTALLATION	5. ORGANIZATION/UNIT WHERE SERVICE OCCURS	
6. PROGRAM WHERE SERVICE OCCURS	7. ANTICIPATED DAYS OF WEEK	8. ANTICIPATED HOURS

9. DESCRIPTION OF VOLUNTEER SERVICES
To gain and maintain support from all public and private employers for the men and women of the National Guard and Reserve as defined by demonstrated employer commitment to employee military service. Provide free education, consultation, and if necessary, mediation for employers of Guard and Reserve employees.

PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES

10. CERTIFICATION
 I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.

a. SIGNATURE OF VOLUNTEER	b. DATE SIGNED <i>(YYYYMMDD)</i>
11.a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE
	c. DATE SIGNED <i>(YYYYMMDD)</i>

PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES

12. CERTIFICATION
 I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.

a. SIGNATURE OF VOLUNTEER	b. DATE SIGNED <i>(YYYYMMDD)</i>
13.a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE
	c. DATE SIGNED <i>(YYYYMMDD)</i>

PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR

14. AMOUNT OF VOLUNTEER TIME DONATED				15. SIGNATURE	16. TERMINATION DATE <i>(YYYYMMDD)</i>
a. YEARS <i>(2,087 hours = 1 year)</i>	b. WEEKS	c. DAYS	d. HOURS		
17.a. TYPED NAME OF SUPERVISOR <i>(Last, First, Middle Initial)</i>				b. SIGNATURE	c. DATE SIGNED <i>(YYYYMMDD)</i>

PARENTAL PERMISSION

For use of this form, see AR 608-1; the proponent agency is OACSIM.

SECTION I

I, _____ parent guardian, give my permission for
_____ (name of child), to volunteer at
_____ (name of agency/activity) on
_____ (installation) on _____ (date or day of
week) from _____ (time).

I understand that my child will be performing the following volunteer services.

_____ (Description of volunteer service performed)

SECTION II - FOR APPROPRIATED FUND ORGANIZATIONS

I understand that _____ (name of child) will be performing as a volunteer
and he or she is not, because of these services, an employee of the United States Government or any
instrumentality thereof (except for certain purposes relating to criminal conflicts of interest, the Privacy Act, tort
claims and workman's compensation coverage concerning incidents occurring during the performance of
approved volunteer service as specified in 10 USC Section 1588(d)(1)) and shall receive no present or future
salary, wages, or related benefits as payment for these volunteer services.

TYPED/PRINTED NAME OF PARENT OR GUARDIAN

SIGNATURE OF PARENT/GUARDIAN

DATE (YYYYMMDD)

SECTION III - FOR NON-APPROPRIATED FUND ORGANIZATIONS

I understand that _____ (name of child) will be performing services as
a volunteer and he or she is not, because of these services, an employee of the United States Government or
any instrumentality thereof (except for certain purposes relating to tort claims and workman's compensation
coverage concerning incidents occurring during the performance of approved volunteer service as specified in
10 USC Section 1588(d)(2)) and shall receive no present or future salary, wages, or related benefits as payment
for these volunteer services.

TYPED/PRINTED NAME OF PARENT OR GUARDIAN

SIGNATURE OF PARENT/GUARDIAN

DATE (YYYYMMDD)



ARMY VOLUNTEER CORPS

BILL OF RIGHTS & RESPONSIBILITIES

LOYALTY

The right to be valued as an equal partner within the organization
The right to feel that efforts have a purpose and contribute to the organization's goals.
The responsibility to learn and follow organizational policies and procedures.

DUTY

The right to receive meaningful assignments that match personal goals, abilities, knowledge, and experience.
The right to receive orientation, training, a job description, guidance, feedback, and the resources necessary to carry out assignments.
The responsibility to maintain professional standards and to perform assigned tasks to the best of one's abilities.
The responsibility to honor commitments.

RESPECT

The right to be treated with respect.
The right to be heard and to help plan assignments and projects.
The responsibility to respect others and the diversity of opinion.
The responsibility to be open to change.

SELFLESS SERVICE

The right to participate in a volunteer program that enhances and extends the goals of the organization.
The responsibility to pursue excellence.
The responsibility to work with compassion, caring, and commitment.

HONOR

The right to work in a climate that values volunteerism and volunteer service.
The right to formal and informal expressions of appreciation and recognition.
The responsibility to embrace the values of the organization and the Army Volunteer Corps.
The responsibility to ensure that actions reflect the highest ethical standards.

INTEGRITY

The right to be treated with fairness and equity.
The right to honest and open communication.
The responsibility to safeguard confidential information and protect privacy.
The responsibility to act fairly and impartially.

PERSONAL COURAGE

The right to challenging and meaningful assignments.
The right to opportunities that promote personal and professional growth.
The responsibility to do what is right, not what is merely convenient.
The responsibility to accept personal and professional challenges by developing new skills, taking advantage of training opportunities, and accepting leadership roles.



Army Code of Conduct for Soldier & Family Readiness Group Volunteers

Introduction

The Army is dedicated to providing services and training to military families. The Soldier & Family Readiness Group has traditionally demanded and received the highest ethical performance from its volunteers. In an effort to maintain the high standard of conduct expected and deserved by military families and to enable the Soldier & Family Readiness Group to continue to offer services required, the Soldier & Family Readiness Group operates under the following Code of Conduct, applicable to all volunteers.

Volunteer Code of Conduct

I, _____

- a. Will conduct myself in a professional manner at all times.
- b. Will refrain from using inappropriate language.
- c. Will not use the Army, Soldier & Family Readiness Group name, emblem, endorsement, services, or property of the Soldier & Family Readiness Group unless authorized.
- d. Will not publicly utilize any Army affiliation in connection with the promotion of partisan politics, religious matters, or positions on any issue.
- e. Will not disclose any confidential Soldier & Family Readiness Group information.
- f. Will consider information as privileged and not for public knowledge.
- g. Will not operate or act in any manner that is contrary to the best interests of the Army.
- h. Will not enter into any financial agreements.
- i. Will not make false statements against the Army or any United State Armed Services.

Volunteer Signature: _____ Date: _____

Volunteer Printed Name: _____ Date: _____

Witness Signature: _____ Date: _____

Witness Name: _____ Date: _____

NAME OF UNIT

Soldier & Family Readiness Group (SFRG)
Volunteer Code of Ethics

As an **NAME OF SFRG POSITION.** I am subject to the same Code of Ethics that binds all professionals in positions of trust. I accept these responsibilities and agree to respect matters of confidentiality pertaining to the SFRG.

As a volunteer in communication with families, I understand that a good working relationship between the volunteers and families improve quality of life, family readiness, and morale.

I understand that accepting these responsibilities charges me with the responsibility of assisting families during emergencies, crises or concerns, and that the information entrusted with me will only be shared on a "need to know basis".

I understand that I am not expected nor will I attempt to solve problems. I am expected to assist families in becoming self-reliant by offering possible avenues to solutions and making referrals, as appropriate.

I understand that my point of contact is to be notified of calls or situations that cannot be routinely resolved and any concerns with the health, welfare or safety of families. Additionally, the Command and the Company SFRG Leader is to be alerted if a threat of harm to self or others is discovered or disclosed.

I understand an intentional breach of confidentiality by me will violate this Volunteer Code of Ethics and may terminate my volunteer assignment as a **NAME OF SFRG POSITION.**

By signing below, I acknowledge and agree to abide by this Code of Ethics and confidentiality agreement.

Volunteer Signature

Date

NAME OF UNIT

Signature of Unit Representative

Date

VOLUNTEER SERVICE RECORD

For use of this form, see AR 608-1; the proponent agency is OACSIM.

PRIVACY ACT STATEMENT

AUTHORITY: 5 USC Section 301, Department Regulations; 10 USC Section 3013, Secretary of the Army; and Army Regulation 608-1, Army Community Service Center.

PRINCIPAL PURPOSE: To record essential background information on volunteers to assist in determining qualifications and task assignments. To maintain record of positions held, hours volunteered, training and awards received.

ROUTINE USES: None. The "Blanket Routine Uses" set forth at the beginning of the Army's Complications of System of Records Notices apply to this system.

DISCLOSURE: Voluntary. However, failure to provide the requested information may exclude you from participating in the Army Community Service Volunteer Program.

INSTRUCTIONS: Upon resignation, retirement or transfer, the original of this record will be furnished for the personal file of the volunteer and a duplicate will be maintained at the organization for at least three years. In case of transfer, a duplicate record will be furnished to the gaining organization upon request of the volunteer.

1. NAME OF VOLUNTEER (Last, First, MI) <input style="width: 95%;" type="text"/>	2. HOME ADDRESS (Street, City, State and ZIP Code) <input style="width: 95%;" type="text"/>
3. EMAIL ADDRESS <input style="width: 95%;" type="text"/>	
4. TELEPHONE NUMBERS a. HOME <input style="width: 80%;" type="text"/> b. WORK <input style="width: 80%;" type="text"/> c. FAX <input style="width: 80%;" type="text"/>	5. SEX <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE
	6. DATE OF BIRTH (YYYYMMDD) <input style="width: 95%;" type="text"/>
7a. SPONSOR NAME <input style="width: 95%;" type="text"/>	7b. SPONSOR UNIT ADDRESS <input style="width: 95%;" type="text"/>

8. Mark all the demographic data that applies to the volunteer. Family members of service members should indicate the branch of service and status of the sponsor.

- | | | | | |
|--|--------------------------------------|------------------------------------|-------------------------------|---------------------------------|
| <input type="checkbox"/> SERVICE MEMBER | <input type="checkbox"/> ARMY | <input type="checkbox"/> AIR FORCE | <input type="checkbox"/> NAVY | <input type="checkbox"/> MARINE |
| <input type="checkbox"/> CIVILIAN EMPLOYEE
(APF and NAF) | <input type="checkbox"/> OFFICER | <input type="checkbox"/> ENLISTED | | |
| <input type="checkbox"/> ADULT FAMILY MEMBER | <input type="checkbox"/> ACTIVE DUTY | <input type="checkbox"/> RETIRED | | |
| <input type="checkbox"/> YOUTH FAMILY MEMBER
(Under age 18 and unmarried) | <input type="checkbox"/> RESERVE | <input type="checkbox"/> GUARD | | |
| <input type="checkbox"/> CIVILIAN (Not connected with the military) | <input type="checkbox"/> DECEASED | | | |

9. CHILDREN AT HOME <input type="checkbox"/> NONE <input type="checkbox"/> PRESCHOOL <input type="checkbox"/> IN SCHOOL	10. INITIAL COMMITMENT <input type="checkbox"/> ONE DAY EVENT <input type="checkbox"/> ONE MONTH EVENT <input type="checkbox"/> THREE MONTHS
11. EDUCATION <input type="checkbox"/> HIGH SCHOOL <input type="checkbox"/> COLLEGE <input type="checkbox"/> ADVANCED DEGREE	<input type="checkbox"/> SIX MONTHS <input type="checkbox"/> NINE MONTHS <input type="checkbox"/> OTHER

12. WORK EXPERIENCE

13. VOLUNTEER EXPERIENCE

14. SPECIAL SKILLS, INTEREST, HOBBIES

15. POSITIONS HELD

START DATE (YYYYMMDD)	TYPE OF POSITION	END DATE (YYYYMMDD)

16. AWARDS AND SPECIAL RECOGNITION

DATE (YYYYMMDD)	TYPE OF AWARD/SPECIAL RECOGNITION	PRESENTED AT

17. TRAINING

DATE (YYYYMMDD)	TYPE OF TRAINING	HOURS COMPLETED

18. VOLUNTEER ANNUAL HOUR RECORD

YEAR															
HOURS															

19a. SIGNATURE _____ 119b. DATE(YYYYMMDD) _____

VOLUNTEER DAILY TIME RECORD

For use of this form, see AR 608-1; the proponent agency is ACSIM.

INSTRUCTIONS

Upon resignation, retirement or transfer, the original of this record will be furnished for the personal file of the volunteer and a duplicate will be maintained at the organization for at least three years. In case of transfer, a duplicate record will be furnished to the gaining organization upon request of the volunteer. Upon completion of the calendar year, the annual total will be recorded on DA Form 4162.

NAME	YEAR																																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL				
JAN																																				
FEB																																				
MAR																																				
APR																																				
MAY																																				
JUN																																				
JUL																																				
AUG																																				
SEP																																				
OCT																																				
NOV																																				
DEC																																				
TOTAL:																																				

Sample Appointment Memo

NAME OF COMMAND
UNIT ADDRESS
CITY, STATE, ZIP/COUNTRY

OFFICE SYMBOL
DAY MONTH YEAR

MEMORANDUM FOR RECORD

SUBJECT: Appointment of the Unit Soldier & Soldier & Family Readiness Group (SFRG) Position

1. This memorandum confirms the appointment of Name of Volunteer, Address, City, State, Zip Code as the Unit Soldier & Soldier & Family Readiness Group (SFRG) Position Name of Unit Name Soldier & Soldier & Family Readiness Group (SFRG).
2. Purpose: To designate duties as the Position of the unit SFRG in accordance with the Army Regulation (AR) 608-1, Appendix J.
3. This appointment is contingent upon the volunteer having read and signed the enclosures below indicating an understanding of the designated duties and responsibilities.
4. Period: Position is for # months or year as determined by the undersigned.
5. The unit point of contact for the SFRG is Liaison Name, Family Readiness Liaison.

Commander Name
Rank, Branch, Command Name
Commanding

4 Enclosures

1. Job Description
2. Code of Conduct
3. Confidentiality Statement
4. DD Form 2793

CC:

Name of Appointed Volunteer
Family Readiness Liaison Officer
Family Readiness Support Assistant (if applicable)

SFRG Volunteer Roster

Name	Position	Phone #	Email	Date Trained	Certificate on file	DD2793 on file	Confidentiality Form on file	Signed PD on file

Mobilizing , Motivating, and Supervising Volunteers

Mobilizing a Volunteer Team involves three sequential phases engaging, motivating and supervising volunteers. Engaging volunteers by capturing their interest and getting them involved in their job needs to occur at the earliest possible opportunity so that volunteers retain their interest in volunteerism and in their assigned project. Early engagement can also accelerate the establishment of positive, cooperative working relationships between volunteers and paid staff.

Motivating volunteers requires skills, planning and a balancing act in order to meet the needs of various types of volunteers. Motivation is an ongoing activity, and an essential aspect of getting the work done both initially and for the long term, when volunteer interest can diminish. Supervision, the third dimension, provides a solid basis for risk management, program evaluation, and portfolio building for the volunteer.

Engaging Volunteers

Positive working partnerships between paid and volunteer staff provide the basis for successfully engaging volunteers. Establishing these partnerships involves developing cordial and professional relationships between all staff as well as providing volunteers the information and tools needed to experience early success at their jobs. Including volunteer staff in agency meetings, whenever appropriate, and by including them in agency social activities may facilitate this positive partnership.

To effectively engage volunteers in a program or activity it is also necessary to provide the tools and information that will allow them to “get off to a good start” in their positions. These tools should support their understanding of what they are tasked to do and provide a framework within which they can learn to perform their jobs quickly and easily. Essential tools include, but are not limited to:

- Well-written position descriptions
- Schedule of work assignments Schedule of program events Schedule of training opportunities
- Chain-of-Command chart Additional tools, used daily, include but are not limited to:
 - Job Aids:** checklists, step-by-step lists, decision tables, flowcharts **Fact Sheets:** rules, information sheets, program descriptions **Checklists:** equipment and supply lists
 - Eligibility guidelines/information:** handouts that include the criteria an individual must meet in order to participate in a group
 - Enrollment Forms:** including contact information
 - Cultural awareness/language information:** specific to different ethnic and cultural groups, including alternate language versions wherever possible.

Motivating Volunteers

Organizations invest a substantial amount of time, educational and monetary resources in volunteer programs and volunteer development. Volunteer managers need to understand the motives that bring people to volunteer service, what makes them perform their best, what makes them stay and what makes them leave. Volunteer supervision, retention, efficiency, and productivity hinges on this knowledge.

Researchers David C. McClelland and John W. Atkinson identify three distinct motives that affect people's work-related behavior. Factors that motivate are:

- The need for achievement The need for power
- The need for affiliation

Achievement Motivated People

Achievement motivated people seek success in situations that require excellent or improved performance, and will do their best when their individual talents and skills are well matched with the volunteer assignment. They want to do their personal best, like to take responsibility for finding solutions to problems, are innovative, and want concrete feedback. They often work well alone and desire latitude in “how they do the job”.

The negative aspect of achievement can be observed when people must do things their way, take credit for others' good works, are inflexible in their approach, or block new ideas or change. When achievement is used positively, there is a sharing of credit, shared information, responsibility and authority.

To supervise an achiever:

- Give assignments that require problem-solving skills
- Allow and encourage creative solutions, and
- Provide regular and concrete feedback

Power Motivated People

Power motivated people need to feel in control of their lives, and want to influence or have an impact on others. They are concerned about their reputation, have strong feelings about status and prestige, and like to change other people's behavior. They like to teach, motivate, create and challenge.

Power has both a positive face and negative face. Negative power, also known as personal power, is about personal gain, exerting personal dominance, and a tendency to treat people like pawns. It is often seen in the tendency to hoard information, a strong desire for a prestigious office or supplies, or special privileges. Positive power, also called socialized power, uses power to benefit the group, charismatically inspires people to action, and creates confidence in others.

To supervise a power person and maximize their contribution place them in a position where they can associate with leadership and can exert their influence to accomplish the agency goals.

Affiliation Motivated People

Affiliation motivated people are motivated by their connection to others. Affiliators enjoy companionship, a sense of belonging, mutual friendship, warm and friendly relationships, and helping people. They are often concerned about being liked and are sensitive to the needs of others.

A negative aspect of affiliation can be seen when a person pays too much attention to socialization, confuses or fails to respect personal and professional boundaries, or sacrifices goals and outcomes to keep other people happy. The positive dimension of affiliation emerges when people build teams to accomplish goals, are sensitive to people's feelings and are able to articulate their goals in "people terms".

To supervise an affliator, ensure that their job involves a lot of personal interaction. Demonstrate a personal interest in them, especially while giving them feedback, either positive or negative.

Additional Factors

In addition to the three primary motivational categories, additional factors can often be identified. These factors also suggest ways to market to specific populations; for example, family groups or individuals wishing to learn job skills.

- Recognition:** A volunteer may maintain a high level of motivation through simple forms of recognition for their volunteer service. This might include the honor of presenting an award in a public forum or receiving a simple heart felt thank you from a child.

- Personal Growth:** Volunteer motivation may be enhanced by the knowledge that they are learning and growing from their volunteer experience. Educational opportunities that will enable volunteers to excel in their role need to be made available.

- Family Involvement:** Involve the children and the adult's involvement will follow. Individuals with families seek out opportunities to volunteer that will increase family time together. Family involvement also includes projects in which husband and wife can work on together. For these purposes the definition of family may also include a group of friends.

- Community Service:** Volunteers may be motivated by the desire to give back to their community or help those in need.

- Bringing About a Social Change:** Volunteers may be motivated by a desire to bring about change in a community or an organization.

People rarely have single motivations. Most have a dominant motivational preference, but they usually exhibit characteristics of two or more. A volunteer's motivational preference may change over time or when their life situations change. A strong achiever who experiences the death of a close family member may exhibit a strong need for affiliation for a period of time, or a spouse who is interested in entering the work force may want to test their interest as a volunteer prior to committing to a job in a specific field. Astute supervisors will notice signs that a volunteer's motivations are shifting, and will adjust their supervisory strategies to meet the volunteer's changing needs.

Linking Motivation, Supervision and Recognition

Understanding a volunteer's motivations can be used in many other ways besides supervision. Individuals are more often motivated by feelings and sensitivities than by facts and logic. Volunteers are also motivated by their own individual goals, values and desires (Smith, 1998). Motivating is also key in recognizing and retaining volunteers. For example:

Recognition by Motivational Types (McCurley & Lynch, 2000)

Recognition for a power-motivated person:

Recognition, nomination and presentation needs to be made by the leadership of the organization.

Promotions or "moving up the ladder" are the most effective means of recognition. Providing recognition publicly, in the newspaper, or at a community function not just at a recognition event.

Recognition for an affiliation-motivated person:

Recognition received at a group event in front of peers is most meaningful Recognition should have a personal touch and be given by the organization. Volunteer should take part in the recognition to insure bonding with the organization.

Recognition for an achievement-motivated person:

Effective recognition should be linked to a specific task or accomplishment Recognition can be substantiated by records or facts. Offer the opportunity for additional training or taking on more difficult tasks

Sustaining Volunteer Motivation

- Volunteers need to know the organization’s staff is approachable and available to assist with volunteer needs. Staff needs to keep volunteers informed. (Muegge & Lynch, 1996)
- Provide volunteers with clear and concise position descriptions, including required time commitments (Corney, 2001)
- Require an annual review, and discuss the volunteer’s satisfaction or dissatisfaction in their current role.
 - Does the volunteer feel they are still effective in their current assignment?
 - Does the volunteer aspire for a more challenging assignment?
 - Is the volunteer effective in their current role, from the organization’s viewpoint?
 - Do they have interests or talents that could enhance the organizational effectiveness, if they were given a different assignment?
- Volunteers need to feel appreciated and respected for their contributions. Provide recognition suitable to the needs of the volunteer. (Spencer, 1999)
- Organizations need to provide volunteers opportunities for growth and advancement by providing appropriate training. (Muegge & Lynch, 1996)
- Involve volunteer input in the organization’s establishment of goals, decision making and other administrative issues whenever possible.
- Resolve conflicts when they arise.
 - Establish ground rules for conflict resolution
 - Deal with feelings: volunteer and paid staff
 - Define the conflict: listen to all sides
 - Explore alternatives: look at consequences of possible solutions
 - Select a solution: everyone wins, whenever possible
 - Evaluate how the solution is working
- Organizations need to show genuine interest in volunteers. Create a sense of teamwork through having fun together and socializing. Be sincere and honest with volunteers.
- Be aware of the signs of burnout and protect the volunteer

Lack of Motivation

Factors that lead to a lack of motivation in volunteers include: Placement in volunteer roles that are not clearly defined

- Position descriptions that do not clearly outline volunteer responsibilities Restricted
- opportunity for volunteers to demonstrate initiative or creativity
- Assignment of mundane tasks exclusively makes volunteers feel that their work is not as valued and does not make a difference
- Volunteer expectations that are higher than the reality of the volunteer assignment
- Tension exists between volunteers and paid staff
- Volunteers are not experiencing personal growth

Volunteers should be provided relevant feedback and encouragement that is matched to their motivational needs. Recognition programs need to include various forms of recognition that will be valued by different motivational types.

<p>Review Checklist: Program Staff</p> <p>Does supervisory staff understand the different motivations of volunteers in their program?</p> <p>Are volunteer jobs or tasks assigned in a way that helps meet the motivational needs of volunteers?</p> <p>Does the recognition program reward volunteer staff in a meaningful way?</p>

Supervising Volunteers

Volunteer supervisors are responsible for their volunteers' progress and productivity. Army program volunteer managers or supervisors typically have a strong knowledge of their program area and volunteer job responsibilities, and provide a sense of security for volunteers. It is their responsibility to provide on the job training, answer questions, and collaborate in solving problems.

Levels of Supervision Required

Army volunteers have two levels of supervision.

- **First line supervisor:** The first line supervisor is the person directly supervising the volunteer's work. This may be a government employee, a military member, another volunteer so supervised. A contractor may not supervise a volunteer. A volunteer's job related issues should be addressed with the volunteer's first line supervisor.
- **Second line supervisor:** The second line supervisor is the individual the volunteer goes to when there is a question and the first line supervisor is not present. This individual is sometimes responsible for record keeping, awards, and training.

The level of supervision given by the supervisor depends on the complexity of the tasks, the skill level of the volunteer, and the skill level of the supervisor. Most people require a higher level of supervision and direction while learning a job. As the volunteer and supervisor become more confident in the volunteer's skill and ability to perform the job, the supervisor may allow the volunteer to exercise more control over the work. The volunteer should view the supervisor as someone who can assist with problems, provide guidance in unusual situations, and help the volunteer become more knowledgeable.

Review Checklist: Program Staff

- Are volunteers invited to regular staff meetings and trainings?
- Do volunteers have regular meetings with their supervisor?

Working with Problem Volunteers

Working with "problem volunteers" can be a challenge. When problems arise as the result of interpersonal conflict or misunderstanding, and are temporary in nature, it is good practice to intervene quickly to resolve them, rather than alienate either staff or volunteer. These conciliatory actions model positive behaviors that, once learned, will spill over into other environments in a positive manner.

Skills that will assist this effort include:

- **Communication skills:** Does the volunteer understand the problem and what is expected?
- **Personal and social skills:** Does the volunteer have empathy with others, and sufficient motivation to seek a solution to the problem?
- **Corrective action planning:** Is the volunteer able and willing to make an effort to solve the problem?

Review Checklist: Program Staff

- Are volunteer performance standards clearly stated?
- Are volunteer prohibitions clearly stated?
- Are procedures in place for resolving conflicts between volunteers and paid staff?
- Does volunteer and paid staff receive training in conflict resolution techniques and processes before problems occur?

VOLUNTEER AWARD(S) MATRIX

Award Level	Award Name	Approval Level	Process time	Reference
Organization Unit	Certificate of Appreciation/Coin/Other Token	Org Dir/Unit CDR, O-3 or above	Org/Unit Discretion	N/A
Installation	Volunteer of the Month	Org Dir/O-5 Commander/CSM or above	10th of the following month	N/A
Installation	Volunteer of the Quarter	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Individual Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Retiree Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Youth Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	SFRG Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Volunteer Organization of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
FORSCOM	Commander's Award for Volunteer Service	FORSCOM Commander	45 days	FORSCOM Regulation 672-1
FORSCOM	Dr. Mary E. Walker Award	Installation CSM	In conjunction w/ SGT Audie Murphy Board	FORSCOM Regulation 215-5
DA	Certificate of Appreciation	Local Commander	30 days	AR 672-20, Ch 9
DA	Civilian Award for Humanitarian Service	Commanders, MACOM, and above	60 days	AR 672-20, Ch 9
DA	Certificate of Appreciation for Patriotic Civilian Service	Commander, O-5 and above	60 days	AR 672-20, Ch 9
DA	Commander's Award for Public Service	Commanders, O-6 and above Commanders w/courts-martial authority	60 days	AR 672-20, Ch 9
DA	Outstanding Civilian Service Award	Installation Commander	60 days	AR 672-20, Ch 9
DA	Secretary of the Army Public Service Award	Secretary of the Army/AIAB	60 days	AR 672-20, Ch 9
DA	Decoration for Distinguished Civilian Service	Secretary of the Army	90 days	AR 672-20, Chapter 9
DA (Military)	Military Outstanding Volunteer Service Medal	Commanders, O-5 and above	30 days	AR 600-8-22
DoD	Secretary of Defense Award for Outstanding Public Service	DOD/AIAB	90 days	DA Pam 672-20, Ch 5
DoD	DoD Medal for Distinguished Public Service	DOD/AIAB	90 days	DA Pam 672-20, Ch 5
Presidential	Presidential Medal of Freedom	DOD/AIAB	90 days	DA Pam 672-20, Ch 5
Presidential	Presidential Citizens Medal	DOD/AIAB	90 days	DA Pam 672-20, Ch 5
Aviation Branch	Anne Morrow Lindbergh	Commanders, O-6 and above	60 days	US Army Aviation Center, Fort Rucker, AL
Field Artillery Branch	Molly Pitcher Award	FA Commander, O-6 and above	30 days	US Field Artillery Association
Armor Branch	Order of St. Joan D'Arc	Armor Commander, O-6 and above	30 days	United States Armor Association
Infantry Branch	Shield of Sparta	NIF Committee	30 days	National Infantry Association
Military Related	Emma Marie Baird Award for Outstanding Volunteer Service (ACS)	Commander, Community and Family Support Center	1-Sep	www.goacs.org
Military Related	Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award	DoD Recommendation Committee	30-May	AR 672-16
Other	Very Important Patriot Award	Submission to NMFA through ACS	1-May	www.nmfa.org
Other	Newman's Own Award for Excellent Military Community Service			www.militarycity.com/award
Other	Daily Points of Light Award			www.pointsoflight.org
Other	President's Volunteer Service Award			Points of Light Foundation www.pointsoflight.org
Other	AUSA Family of the Year Award			www.ausa.org

Section IV

OPERATIONS

Standard Operating Procedures

and

Checklists



DEPARTMENT OF THE ARMY
Organization Name Organization Address
City, State, Zip

(OFFICE SYMBOL)

DATE

MEMORANDUM FOR All Military Personnel, DoD Civilian Employees, and individuals involved with the Soldier & Family Readiness Group (SFRG) within the **(UNIT)**

SUBJECT: Soldier & Family Readiness Plan

1. References.

- a. DoDI 1342.22, Military Family Readiness, 11 Apr 2017
- b. AR 1-100, The Army Gift Program, 7 Feb 19
- c. AR 600-20, Army Command Policy, 24 Jul 20
- d. AR 600-29, Fundraising Within the Department of the Army, 07 Jun 10
- e. AR 608-1, Army Community Service Center, 19 Oct 17
- f. DoD 5500.7-R Joint Ethics Regulation, 17 Nov 11

2. Purpose. Provide guidance about policy, responsibility, authority, and procedures for implementing and sustaining a Soldier & Family Readiness Plan.

3. Applicability. The provisions of this plan are applicable to assigned and task organized units within the **(UNIT NAME)** and will be available to all individuals involved with SFRGs.

4. Background. The Army Command Policy tasks commanders, at all levels, to provide an environment that encourages an effective Soldier & Family Readiness program. Soldier & Family readiness is the state of being prepared to effectively navigate the challenges of daily living experienced in the unique context of the Army. A prepared Army Family understands the challenges they may face, is aware of supportive resources available to them thru a Family Readiness System (FRS), has the skills needed to function in the face of challenges, and uses those skills and resources to manage challenges.

This mission can be accomplished by utilizing the agencies and resources available that support a Family Readiness System (FRS). These include, but are not limited to:

- a. Command Team (Commanders, CSMs/1SGs)
- b. Command Family Readiness Representative (CFRR)
- c. Soldier & Family Readiness Support Assistant (SFRSA)
- d. Key SFRG Volunteers
- e. Unit Soldiers and Family members
- f. Army Community Service (ACS)
- g. Directorate of Family and Morale, Welfare, and Recreation (DFMWR)
- h. Military Family Life Counselors (MFLC)
- i. Chaplain
- j. American Red Cross
- k. Human Services (Legal, ID, Housing)
- l. Military One Source/Army Family Web Portal
- m. Other agencies/resources as deemed appropriate

The mission of the FRS is to help Service members and their Families manage the challenges of daily living experienced in the unique context of military service. Family readiness services shall emphasize personal growth, positive development, and improved individual and Family functioning. Except where otherwise required by law, DoD regulation or command authority, accessing Family readiness services is voluntary. The FRS performs the critical roles of:

a. Assisting commanders in preventing, identifying, and addressing Family readiness-related challenges in order to maintain unit cohesion and operational readiness. Family readiness service providers serve as consultants to commanders in this effort.

b. Providing a network of high-quality integrated services and support that mitigate the challenges of daily living and those associated with the military lifestyle.

5. Responsibilities.

Brigade (BDE) and Battalion (BN) commanders will have overall responsibility for the Soldier & Family Readiness Plan. They will:

a. Identify goals, establish guidelines, and provides supervision for the overall Soldier & Family Readiness Plan (i.e., facilitate a sense of community; enhance feeling of belonging and self-reliance; reduce social isolation; educate and inform Families and Soldiers on unit mission/operations).

b. Identify the Senior Command Family Readiness Representative (SCFRR) and/or Family Readiness Support Assistant (FRSA), volunteers, agencies and Resources to be utilized in the implementation of the Soldier & Family Readiness Plan.

c. Publish the Soldier & Family Readiness Plan and make it readily available to all Soldiers, Family members, DoD Civilians, and all individuals involved with SFRGs.

d. Identify and ensure Command Teams, Command Family Readiness Representative, and key SFRG volunteers are trained on Soldier & Family Readiness and in compliance with references in paragraph 1.

e. Chair regularly scheduled Brigade and/or Battalion SFRG Steering Committee Meetings, providing guidance and supervision, discussing updates in policies and procedures or any non-OPSEC mission activities.

The **(UNIT NAME)** commander will have overall responsibility for *implementing* the Family Readiness Plan. They will:

a. Identify/appoint a Command Family Readiness Representative (CFRR) and various essential SFRG positions. The CFRR will assist the commander with essential elements of the SFRG.

b. Appoint key SFRG volunteers, in writing such as the Fund Custodian and Alternate. Commanders may approve Family program volunteers such as SFRG Leader and co-leader and Key Contacts. Ensure

1) SFRG key volunteers are trained and in compliance with the SOP and the Family Readiness Checklists.

2) Provide time for appropriate unit level recognition of volunteers for their service.

c. IAW AR 608-1, develop SOP(s) for APF, Communications, and SFRG Informal Fund.

1) IAW AR 608-1, monitor monthly and annual SFRG Informal Fund reports.

2) Determine if fund raising by SFRGs is viable. If so, appoint a Fund Custodian AND Alternate. If not, publish memorandum stating that SFRGs will not fund raise.

d. Meet with SFRG leadership regularly and ensure SCFRR/FRSA, Family Readiness Advisors, and SFRG Leaders have a strong working relationship.

e. Attend Brigade and Battalion SFRG Steering Committee Meetings, reporting back to SFRG membership updates in policies and procedures or any non-OPSEC mission activities.

f. Plan, publicize, and put SFRG Meetings on the Brigade/Battalion/Company and Chaplain Training Schedules (calendars) at least two months in advance to provide time for Soldiers and Family members to plan support, childcare, etc.

g. Provide Soldiers and Family members an opportunity to build an ongoing SFRG; to build a foundation for a (Unit) level SFRG Soldiers and Family members must be asked to participate.

h. Provide information, assistance, and referrals to SFRG members.

7. An SFRG is a command-sponsored organization of Soldiers, civilian employees, Family members (immediate and extended) and volunteers belonging to a unit. SFRG will provide mutual support and assistance, and a network of communications among the Family members, the chain of command, and community resources. SFRG will assist unit commanders in meeting military and personal deployment preparedness and enhance the Soldier & Family readiness of the unit's Soldiers and Families. They will also provide feedback to the command on the state of the unit "Family." The SFRG mission is to:

a. Act as an extension of the unit in providing official, accurate command information.

b. Provide mutual support between the command and the SFRG membership.

c. Advocate more efficient use of available community resources.

d. Help Families solve problems at the lowest level.

8. POC is (Name, phone, e-mail).

Rank, Branch

Commanding

SFRG Annual Plan

	SFRG Business	SFRG Pre-Planning	Social for All	Education/Information	Supporting Volunteers
JAN	-Create a year-long plan for the SFRG with input from member -Unit Announcements; Community Info; Welcomes & Farewells	-February: Black History Month, Valentine's Day -Fundraisers / Budget	Icebreaker (Guess Who, etc.)	Have the Post Museum Rep brief. Ask your CFRR for details!	-Update SFRG Class / TRNG Opportunities -Quarterly Volunteer Appreciation
FEB	-Make plans and form committees for Easter party. -Unit Announcements; Community Info; Welcomes & Farewells	-March: Women's History Month	-Valentines for friends and family.	Couples dance class in honor of Valentine's Day - Unit Chaplain	AFTB Level K - Great for newer military spouses.
MAR	-Reports for Easter party. -Unit Announcements; Community Info; Welcomes & Farewells	-April: Military Child Month; Child Abuse Prevention Month -Annual Volunteer Recognition -PCS season	St. Patrick's Day Potluck	Be Red Cross Ready by hosting a Red Cross briefing. Scholarship Opportunities	Review crisis scenarios with key volunteers and POCs. (Make a game out of it.)
APR	-Unit Announcements; Community Info; Welcomes & Farewells	-May: Asian-Pac Heritage month; Military Spouse Appreciation; Mother's Day; Armed Forces Day; National Volunteer Month	Easter Egg Hunt	Relocation Readiness Program Overview to include the Lending Closet. Scholarship Opportunities	National Volunteer Month - What activities are scheduled. Send your volunteers thank you cards.
MAY	-Make plans and form committees for unit organizational day. -Unit Announcements; Community Info; Welcomes & Farewells	-June: Flag Day, Father's Day -Hurricane Season Jun-Nov	Bowling Party	Emergency Management Vacation planning on a budget. Scholarship Opportunities	Enjoy some downtime!
JUN	-Org day reports. -Unit Announcements; Community Info; Welcomes & Farewells	-July: 4th of July -Summer safety for families.	Hobby / Craft Class: stamping, scrapbooking, etc.	Financial management classes	Review crisis scenarios with key volunteers and POCs. (Make a game out of it.)
JUL	-Unit Announcements; Community Info; Welcomes & Farewells	-August: Labor Day. -Back to School Planning	ORG Day	Employment Readiness Program Overview.	-Ask your CFRR about a community resource tour. -QRTR Volunteer Appreciation
AUG	-Make plans and form committees for Halloween / Fall party/ -Unit Announcements; Community Info; Welcomes & Farewells	-September: Hispanic Heritage Month; Grandparents Day; Patriot Day. -Back to School Event	Summer crafts for kids	AFAP (Army Family Action Plan) Overview.	-Update SFRG Class / TRNG Opportunities
SEP	-Halloween / Fall party reports. -Unit Announcements; Community Info; Welcomes & Farewells	-October: Columbus Day; Halloween; Domestic Violence Awareness -Voter's Registration	Back to School Events	Family Advocacy Class	Review crisis scenarios with key volunteers and POCs. (Make a game out of it.)
OCT	-Make plans and form committees for Holiday party. -Unit Announcements; Community Info; Welcomes & Farewells	-November: Thanksgiving, -Voter's Registration and Elections.	Halloween / Fall Party	Community Resources Class - AFTB	-Quarterly Volunteer Appreciation
NOV	-Annual Informal Fund Report (Prep) -Holiday Party -Unit Announcements; Community Info; Welcomes & Farewells	-Baked goods for Single Soldiers in barracks. -December Events; Gift wrapping (PX)	Thanksgiving Social	Scholarship Opportunities	Review crisis scenarios with key volunteers and POCs. (Make a game out of it.)
DEC	-Annual (JAN-DEC) SFRG Financial Reports due NLT 30 Jan. -Unit Announcements; Community Info; Welcomes & Farewells	-January MLK Day. -SFRG Downtime -Annual SFRG Plan,	Holiday Party, ornament / cookie swap	SFRG Downtime!	Send holiday cards for your key volunteers.

DEPARTMENT OF THE ARMY
Organization Name Organization Address
City, State, Zip

(OFFICE SYMBOL)

DATE

MEMORANDUM FOR RECORD

SUBJECT: Soldier & Family Readiness Group Registration

1. Request SFRG registration of **(UNIT NAME)**.
2. The activities of the organization and its fund will be conducted IAW the provisions of AR 600-20, Chapter 5-2, Army Family Readiness; AR 608-1 Appendix J, Army Family Readiness Group Operations; and the Joint Ethics Regulation.
3. The purpose of the organization is to help Soldier & Family members meet the challenges of military life by providing a communication link for information and referral, by planning special events and programs, and generating small amounts of funds to support these activities.
4. The SFRG officers are:

CFRR: _____

Phone: _____ E-mail: _____

SFRG Leader: _____

Phone: _____ E-mail: _____

SFRG Informal Fund Custodian (Primary): _____

Phone: _____ E-mail: _____

SFRG Informal Fund Custodian (Alternate): _____

Phone: _____ E-mail: _____

Rank, Branch
Commanding

DEPARTMENT OF THE ARMY
Organization Name Organization Address
City, State, Zip

(OFFICE SYMBOL)

DATE

MEMORANDUM FOR RECORD

SUBJECT: Approval of the Soldier & Family Readiness Group Organization

Approval is hereby given to the **(UNIT NAME)** Soldier & Family Readiness Group (SFRG) to operate and function as a part of my staff to provide support to the Soldiers and Families of the **(UNIT NAME)**.

(NAME) will serve as the Command Family Readiness Representative for the unit and will be my representative to provide assistance and coordination to the SFRG.

(NAME) will serve as the Leader of the SFRG.

Should the need arise, my door is always open to the Soldier & Family Readiness Group representative and I assure you the unit will provide all the support it can.

Rank, Branch
Commanding

DISTRIBUTION:

Unit CFRR
Unit Administrator
SFRG Continuity Folder
(Command) Family Programs Office
Unit Mobilization File

DEPARTMENT OF THE ARMY

Organization Name Organization Address City, State, Zip

(OFFICE SYMBOL)

DATE

MEMORANDUM FOR UNIT NAME SOLDIER AND FAMILY READINESS GROUP

SUBJECT: Soldier and Family Readiness Program Budget Standard Operating Procedures (SOP)

1. References.
 - a. AR 600-20, Army Command Policy, 24 Jul 20
 - b. AR 608-1, Army Community Service Center, 19 Oct 17
2. Purpose. Procedures for the use and operation of the Commander's Budget for SFRG mission activities.
3. Goal. The primary goal of the Soldier Family Readiness Group (SFRG) Budget is to support our military mission through provision of support, outreach, and information to family members and soldiers. SFRGs will provide mutual support and assistance, and a network of communications among the family members, the chain of command, and community resources.
4. Summary: SFRGs are official DA programs subject to DOD 5500.7-R, DOD 7000.14- R, 31 USC 1341, and all applicable statutory and regulatory restraints on official activities, use of appropriated funds, and fundraising. The SFRG is a commander's program formed in accordance with AR 600-20. Normally SFRGs will be established at the company level, with battalion and brigade levels playing an important advisory role.
 - a. SFRGs are not a morale and welfare, and recreation program: a NAFI; a private organization; or a nonprofit organization.
 - b. The SFRG consist of Soldiers, civilian employees, family members, immediate and extended, and volunteers belonging to the unit.
 - c. SFRGs will assist in meeting military and personal deployment preparedness and enhance the family readiness of the unit's Soldiers and families. They will also provide feedback to the command on the state of the unit "family."
5. SFRG Budget: SFRG Operations are funded by the unit commander's appropriated funds. The commander will consider SFRG mission activity requirements when planning their yearly budget. The budget will take into consideration supplies, equipment, room rental, or any other approved item that supports official SFRG mission activities.
 - a. SFRG mission essential activities may not be augmented with private money.
 - b. SFRG appropriated fund resources may not be used to support private organization activities, internal fundraisers, or commercial ventures.
 - c. Funding for volunteer support.
 - (1) Appropriated funds may be used to support SFRG volunteers, with command pre-approval and funding availability. Appropriated funds for volunteer support may be used for:
 - i. Training and travel expenses may, at the discretion of the commander, be authorized for official statutory volunteers.
 - ii. Authorized SFRG volunteer travel may include SFRG volunteer visits to geographically dispersed members of the SFRG in direct support of the SFRG mission.
 - iii. Enrollment, travel, per diem, and other expenses may be funded for training to improve SFRG volunteers' effectiveness or enable them to accept positions of increased responsibilities. Funding will depend on command pre-approval and availability of funds.
 - (2) Travel expenses may not be authorized for the members of the commander's household or

other persons that could present a potential conflict of interest (see DOD 5500.7–R). These decisions must be forwarded to the next senior level officer within the commander’s chain of command for determination. Seek guidance regarding specific ethics issues from servicing ethics counselors.

d. Awards, recognition, and mementos. Unit commanders will ensure that their SFRG volunteers’ hours are submitted monthly to the garrison AVCC and that SFRG volunteers are recognized at garrison community volunteer recognition ceremonies.

(1) Appropriated funds will not be authorized or available for volunteer awards other than official certificates of recognition or volunteer incentive awards in accordance with AR 672–20.

(2) NAFs will be authorized for garrison volunteer recognition programs, which may include the purchase and presentation of mementos, nonmonetary awards, certificates and identifying insignia consistent with AR 215-1. Nominal expenses for the purchase of food and beverages are authorized but limited to coffee, tea, juice, and/or soft drinks, and fruit, cheese and crackers, donuts, cookies, and/or cake. Banquets, luncheons, or meals are not authorized.

e. SFRG leaders and volunteers must fill out a purchase request form and submit it to the commander for approval.

f. Government purchase cards may be used to pay for SFRG operating expenses.

g. Reimbursements.

(1) Reimbursements for incidental expenses must be approved before the expense is made by any and all volunteers. All receipts must be submitted along with a memorandum detailing the expense, approving authority, date of approval, date expense was incurred and date of reimbursement.

(2) Statutory volunteers assist and support the SFRG mission as described in AR 608-1; however, they are not considered statutory volunteers when they are participating in social or fundraising activities and are not entitled to reimbursement for incidental expenses during this period of time.

(3) Incidental reimbursements may be reimbursed using appropriated funds for SFRG volunteer, as authorized by AR 608-1, Appendix J and 10 USC 588. Out-of-pocket expenses such as child care, long-distance telephone calls, mileage, and other expenses incurred while supporting the SFRG official mission, in accordance with this SOP are reimbursable.

i. Volunteer incidental expenses may not be authorized for the members of the commander’s household or other persons that could present a potential conflict of interest (see DOD 5500.7–R). These decisions must be forwarded to the next senior level officer within the commander’s chain of command for determination. Seek guidance regarding specific ethics issues from servicing ethics counselors.

6. Point of Contact is the undersigned at **PhoneNumber**.

COMMANDER SIGNATURE
COMMANDER
UNIT

Attachments:

1. Government Purchase Card Purchase Approval Form
2. Claim for Reimbursement for Expenditures on Official Business



REV 12 NOV 20

OPEN WITH ADOBE ACROBAT DC

GOVERNMENT PURCHASE CARD PURCHASE APPROVAL FORM

413th CONTRACTING SUPPORT BRIGADE

MANDATORY - ALL SECTIONS OF THIS FORM MUST BE COMPLETED! NO BLANK BOXES.

DATE, REQUESTOR NAME, ORGANIZATION/UNIT, PR#/eORDER#, REQUEST TYPE

1. REQUEST THE FOLLOWING ITEM(S) AND/OR SERVICES BE PURCHASED WITH THE GOVERNMENT PURCHASE CARD

Table with columns: ITEM, DESCRIPTION, QTY, ESTIMATED UNIT PRICE, TOTAL PRICE

X

ADD A NEW LINE ITEM, EDIT LINE ITEMS, TOTAL PURCHASE

2. PROVIDE DETAILED JUSTIFICATION FOR PURCHASE. WHO/WHAT/WHEN/WHERE/WHY THIS PURCHASE IS MISSION ESSENTIAL OR CRITICAL.

Text box for justification

3. ADDTL DOCUMENTATION AND PRE-APPROVALS: Additional documentation does not constitute a purchase exception to the rule.

Text box for documentation and pre-approvals

4. SOURCE OF PROCUREMENT - ONE FORM PER VENDOR

VENDOR NAME, ADDRESS, Small Business?, Vendor has no exclusions...

5. MANDATORY SOURCES IAW FAR PART 8. You must check all mandatory sources BEFORE you can buy from a commercial vendor.

FAR PART 8.002(a)(1)(i)-(v) (SUPPLY PURCHASE), FAR PART 8.002(a)(2) (SERVICE REQUIREMENT)

5a. JUSTIFICATION FOR USING A NON-MANDATORY SOURCE. Why was mandatory source not used? Please check one or more of the boxes.

Mandatory sources could not meet requirement specifications, Mandatory sources could not meet required timeline, Mandatory source is being utilized, Other

6. ITEM(S) REQUIRED TO BE RECORDED ON THE PROPERTY BOOK? IAW AR 710-2 Para 2-6m(2) [Scroll over for guidance] PBO SIGN (DIGITAL), PILFERABLE ITEMS ARE RECORDED ON A HAND RECEIPT (HR) *IF NO DIGITAL SIGNATURE, MUST INCLUDE COPY OF HR

7. PRICES DETERMINED FAIR AND REASONABLE: YES NO HOW DID YOU DETERMINE? PUBLISHED PRICE LIST, MARKET RESEARCH, COMPETE, PERSONAL KNOWLEDGE

8. CARDHOLDER (CH)

NAME, SIGNATURE, DATE

9. BILLING OFFICIAL (BO) OR ALTERNATE BO

NAME, SIGNATURE, DATE

10. RECEIPT AND ACCEPTANCE (THIRD PARTY VERIFICATION - CANNOT be the CH, BO/ABO who signed #8 and #9)

OFFICE NAME, DATE RECEIVED, DUTY PHONE, VERIFIED ITEMS ON RECEIPT, NAME, SIGNATURE

**CLAIM FOR REIMBURSEMENT
FOR EXPENDITURES
ON OFFICIAL BUSINESS**

1. DEPARTMENT OR ESTABLISHMENT, BUREAU, DIVISION OR OFFICE

2. VOUCHER NUMBER

3. SCHEDULE NUMBER

Read the Privacy Act Statement on the back of this form.

5. PAID BY

4. CLAIMANT

a. NAME (Last, first, middle initials)

b. SOCIAL SECURITY NO.

c. MAILING ADDRESS (Include ZIP Code)

d. OFFICE TELEPHONE NUMBER

6. EXPENDITURES (If fare claimed in col. (g) exceeds charge for one person, show in col. (h) the number of additional persons which accompanied the claimant.)

DATE	C O D E	MILEAGE RATE	AMOUNT CLAIMED					
			MILEAGE	FARE OR TOLL	ADD PER- SONS	TIPS AND MISCEL- LANEOUS		
Show appropriate code in col. (b): A - Local travel B - Telephone or telegraph, or C - Other expenses (itemized) D - Funeral Honors Detail E - Specialty Care		NO. OF MILES (k)	(f)	(g)	(h)	(i)		
(b) (c) FROM (d) TO								
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
If additional space is required continue on the back.			SUBTOTALS CARRIED FORWARD FROM THE BACK					

7. AMOUNT CLAIMED (Total of cols. (f), (g) and (i).) \$

TOTALS


8. This claim is approved. Long distance telephone calls, if shown, are certified as necessary in the interest of the Government. (Note: If long distance calls are included, the approving official must have been authorized in writing, by the head of the department or agency to so certify (31 U.S.C. 650b).)

10. I certify that this claim is true and correct to the best of my knowledge and belief and that payment or credit has not been received by me.

Sign Original Only

Sign Original Only


APPROVING OFFICIAL SIGN HERE  DATE

CLAIMANT SIGN HERE  DATE

9. This claim is certified correct and proper for payment.

11. CASH PAYMENT RECEIPT

a. PAYEE (Signature)	b. DATE RECEIVED
c. AMOUNT \$	

AUTHORIZED CERTIFYING OFFICER SIGN HERE  DATE

12. PAYMENT MADE BY CHECK NO.

ACCOUNTING CLASSIFICATION

DEPARTMENT OF THE ARMY

Organization Name Organization Address City, State, Zip

(OFFICE SYMBOL)

DATE

MEMORANDUM FOR UNIT NAME SOLDIER AND FAMILY READINESS GROUP (SFRG) RECORD

SUBJECT: Soldier and Family Readiness Group Informal Funds Standard Operating Procedure

1. REFERENCES:

- a. AR 600-20, Command Policy, 24 JUL 20
- b. AR 608-1, Army Community Service, 19 OCT 17
- c. AR 600-29, Fundraising within the Department of the Army, 07 JUN 10
- d. AR 1-100, Gifts and Donations, 7 FEB 19
- e. DOD 5500.7-R, Joint Ethics Regulations, 17 NOV 11

2. PURPOSE: Provide procedures for managing the SFRG Informal Funds.

3. SUMMARY: The SFRG Informal Fund is for the benefit of the UNIT NAME SFRG Members only and is established exclusively to provide support to Soldiers and Family Members as they adapt to Army life. It is not a business and is not being run to generate profits. It is not an instrumentality of the United States Government. The fund is limited to expenses that support the mission of the SFRG and is to be used for activities that support the entire group rather than specific individuals.

4. SCOPE: This SOP applies to the UNIT NAME Soldier and Family Readiness Group, which is comprised of all Soldiers, Civilians, Volunteers, and Family Members assigned to the Unit.

Commander/Rear Detachment Commander:

- a. will authorize the SFRG to maintain one informal fund.
- b. will designate a fund custodian and an alternate.
- c. will authorize the opening of one SFRG informal funds bank account and designate the funds custodian and alternate funds custodian to sign checks drawn on the account.
- d. will/will not require the SFRG informal fund to be bonded.

5. All fundraising requests must be presented to the commander, with a complete plan on why the funds are needed, and for what purpose. In no event will fundraising be authorized if the informal fund account has reached the annual gross income cap of \$10,000.

6. SFRG informal funds custodian and alternate:

- a. will manage the SFRG informal fund, and ensure that all deposits and expenditures are accurate, timely, and complies with all Army policies, including AR 608-1, and the Joint Ethics Regulations.
- b. may be personally liable for any loss or misuse of SFRG informal funds.
- c. will ensure a non-interest bearing bank account has been opened under the SFRG's name, as approved by the commander.
- d. will prepare an informal fund report for the unit commander at the end of each month. The report will summarize the informal fund's financial status, to include current balance, total income, and an itemized list of expenditures along with an explanation showing how the expenditures are consistent with the purpose of the SFRG informal fund was established in this SOP.

e. will prepare an informal fund annual report for the first Colonel (06) commander or designee in the units chain of command no late than 30 days after the end of the calendar year. The annual report will summarize the informal fund's financial status, to include current balance, total income, and an itemized list of all expenditures made during the year, along with an explanation showing how the expenditures were consistent with the purpose of the SFRG informal fund was established in this SOP.

7. Informal Fund Account Management:

a. Expenditures.

(1) The commander must approve all expenditures of SFRG Funds in advance.

(2) The funds custodian will make all purchases; the funds custodian and alternate are the only authorized persons to sign all checks.

b. Deposits.

(1) The funds custodian or alternate funds custodian will deposit all income.

(2) The funds custodian or alternate will prepare a financial statement monthly and as requested.

8. Use of Funds: The SFRG will approve an annual informal fund budget that supports and recognizes SFRG members and details what funds will be raised and the how the money will be used.

a. The funds are to be used to provide meals and refreshments at SFRG meetings and to fund SFRG Family social events. The use of SFRG informal funds is to support the entire SFRG membership.

b. All expenditures must be consistent with the provisions listed in this SOP and AR 608-1, Appendix J.

c. SFRG informal funds may not be deposited or mixed with appropriated funds (APF), Unit MWR funds, Unit informal funds (cup and flower funds), or any individual's personal funds.

d. Estimated costs for future planned events will be earmarked with the ledger.

9. Fundraising Requests: Note, unit commanders should be able to document that they have established the SFRG infrastructure as required IAW AR 608-1, Appendix J prior to authorizing their SFRG's a fundraising event. Unit Commander certifies prior to approving SFRG Informal Fundraising that

a. Volunteer support for the SFRG is identified and Volunteers have been registered IAW AR 608-1.

b. Volunteer position descriptions are on file, Volunteers are trained or subject to a training schedule.

c. Regularly scheduled SFRG meetings (i.e., monthly, quarterly, depending upon unit needs).

d. Fundraising request must be for a specific purpose. Raising funds to purchase meals and refreshments for use at SFRG meetings, SFRG social events and activities, may be authorized.

e. Fundraisers may take place only in unit area, as identified by command.

f. Fundraising requests must go through commander for approval. Normal rules regarding the processing of all fundraising requests must be followed.

10. SFRG Fund Cap:

a. Gross annual receipts (income) for the SFRG informal fund cannot exceed \$10,000 from all sources, i.e. fundraising, gifts, and donations.

b. Offers of gifts and donations should be referred to the Garrison commander.

11. The point of contact for this SOP is **NAME, TITLE, EMAIL, PHONE NUMBER.**

FUND CUSTODIAN NAME

SFRG Fund Custodian, Primary

CFRR NAME

Command Family Readiness Representative

FUND CUSTODIAN NAME

SFRG Fund Custodian, Alternate

DEPARTMENT OF THE ARMY
Organization Name Organization Address City,
State, Zip

(OFFICE SYMBOL)

DATE

MEMORANDUM FOR RECORD

SUBJECT: [UNIT NAME] Standing Operating Procedure (SOP) for Soldier and Family Readiness Group (SFRG) Communication

1. References:

- a. DOD 4525.8- M, DoD Official Mail Manual, 26 Dec 01
- b. AR 600-20, Army Command Policy, 24 Jul 20
- c. Army Regulation 530-1, Operations Security (OPSEC), 26 Sep 2014
- a. AR 608-1, Army Community Service, 19 Oct 17
- d. DA Memorandum, Standardizing official U.S. Army external official presence (social media), 1 November 2010.
- e. The United State Army Social Media Handbook, Version 3.2, March 2014.

2. Purpose: To outline the overall approach in regards to communication between the command and SFRG members on issues relevant to the organization's Soldier & Family Readiness.

3. Scope: This Standing Operating Procedure (SOP) applies to all personnel within the command to include all members of the command's SFRG. This SOP is relevant during all phases of Soldier & Family Readiness and covers internal and external communications.

4. Definitions:

- a. Membership – Soldiers, civilian employees, immediate and extended Family Members.
- b. Immediate Family Members – Spouse and children.
- c. Extended Family Members – Parents and other loved ones designated by the Soldier.
- d. External Official Presences (EOPs). Official public affairs activities conducted on non DoD sites on the internet (e.g., Unit Facebook page, commander presence on Twitter, etc.). EOPs are established on commercial venues for the purposes of creating a transparent information-sharing environment and gaining feedback from the public.
- e. Webinar - Training conducted with visual instruction from a computer with broadband internet conductivity and verbal instructions given through a dial in teleconference.

5. Responsibilities:

- a. The Commander will:
 - (1) Provide supervision and oversight of the unit's communication system(s).
 - (2) Approve content to be posted on the unit's vFRG/EOP and in the SFRG newsletter, after ensuring it meets operations security guidance provided in reference (b) and (d) of paragraph 1.
 - (3) Appoint a system administrator(s) to maintain the vFRG/EOP. The following factors should be considered when appointing a system administrator:
 - (a) Time requirement.
 - (b) The skills and knowledge level required.
 - (c) Completion of OPSEC and Information Assurance training and their applicability to content management.

- (d) Availability of resources required (i.e. computer with broadband internet).
- (e) Ability to convey command approved information to subscribers.

(4) Ensure the SFRG has access to supplies and equipment needed to produce and distribute the SFRG newsletter.

(5) Prepare one article, as a minimum, for each SFRG newsletter providing a command update to the unit's SFRG members.

b. System Administrator(s) will:

(1) Complete the following System Administrator training programs.

- (a) vFRG Content Administrator Orientation available at www.armyfrg.org
- (b) System Administrator's Webinar Train-the-Trainer Course available at www.armyfrg.org
- (c) OPSEC Training <https://www.army.mil/socialmedia/>
- (d) Information Assurance Training
- (e) Local Public Affairs Social Media training.

(2) Register any EOP through the U.S. Army at www.army.mil/socialmedia

(3) Review and approve/disapprove requests for access to the vFRG/EOP.

(4) Post, review, and release command approved content on the vFRG/EOP.

c. SFRG designated volunteer(s) will:

(1) Provide content for command's web system to the vFRG/EOP system administrator, such as SFRG newsletters, SFRG calendar of events and information on new policies, resources for Families, and community events.

(2) Monitor the vFRG/EOP forum(s) and provide answers to the questions submitted.

(3) Market the vFRG/EOP(s) to the unit's Families through e-mail, flyers and newsletters.

(4) Act as a liaison between Family Members and command for questions and concerns regarding the vFRG/EOP.

(5) Recruit a volunteer newsletter editor to publish and distribute the newsletter. Additional volunteers may be selected to assist with development and distribution.

(6) Ensure the volunteer newsletter staff completes the required paperwork be classified as a statutory volunteer and that volunteer hours are submitted monthly.

(7) Provide the editor with current information and articles of interest to Soldiers and Families, including materials received from SFRG meetings.

(8) Ensure the newsletter editor receives a current roster for SFRG members monthly.

d. The newsletter editor will

(1) Prepare a (monthly/quarterly) newsletter for the unit's SFRG members following the policies established in references (a) and (b).

(2) Submit the newsletter to the commander for approval.

(3) Upon command approval, prepare the newsletter for distribution or provide the master copy to the commander's designated representative for distribution.

(4) Provide an electronic copy of the newsletter to the unit's vFRG/EOP system administrator for posting on the unit's vFRG/EOP.

e. OPSEC Officers and Public Affairs Officers (PAO) will:

(1) Conduct routine reviews of the command vFRG/ EOP. At a minimum, these reviews will be conducted on a quarterly basis for adherence to Army guidelines.

(2) Direct the system administrator to immediately remove information deemed to be a possible security risk.

f. Soldiers will:

(1) Authorize immediate and extended Family Members access to the vFRG/EOP.

(2) Review and update the access list on a periodic basis, or as needed.

g. SFRG members will:

(1) Agree not to share or release any information on the vFRG/EOP to an unauthorized person. The information on the vFRG/EOP is for authorized users only. Sharing this information with others could create a risk to Soldiers and/or their Families.

(2) Protect logon ID and password and report any compromises to the system administrator.

6. Procedures:

a. Site Development: Only one command site will be developed at the battalion level, or as deemed by local policy.

b. Subscriber Authorization:

(1) The System Administrator will check for new subscribers to the vFRG/EOP on a daily basis.

(2) The System Administrator will validate each subscriber to the vFRG prior to granting vFRG/EOP access approval by authenticating the subscriber through DEERS, AKO or the Soldier and Family Member information sheet.

(3) The System Administrator will notify subscribers via email the status of their request.

(4) The System Administrator will cancel a subscriber's account immediately upon request of the commander/commander's designee, Soldier, or subscriber.

c. vFRG/EOP Content: The vFRG/EOP content will be reviewed and updated on a weekly basis, at a minimum. At the commander's discretion, old content will be deleted and new content posted. Content that is not appropriate for posting includes:

(1) Photos showing results of IED strikes, battle scenes, casualties, destroyed or damaged equipment, and access to military facilities.

(2) Information divulging command locations, mission, and logistical support.

(3) Personal information of Soldiers and their Families that would compromise their security.

(4) Rumor, speculation, or gossip.

d. Newsletter Content.

(1) The newsletter editor will ensure the newsletter content is primarily official, mission related information. Official, mission related information refers to:

(a) Information related to unit, Soldier and Family readiness, such as information on SFRG activities in support of field exercises and deployments and SFRG meetings

(b) Information on military benefits, entitlements or services and activities that are educational in nature designed to create informed, self-reliant service members and their families, such as articles provided by (*Army Community Services*), the Chaplains office, American Red Cross, or other military or community agencies.

(c) Information regarding activities for Service Members and Families that promote unit cohesion and help strengthen the ongoing esprit among family members within the unit such as command-sponsored Organizational Day activities and Memorial Day Services.

(2) Unofficial information may be included in the newsletter, provided it does not exceed 20% of the printed space used for official information; it does not increase printing and mailing costs to the

Government; and it does not include personal wanted/for sale advertisement. Unofficial information includes information on SFRG social events, personal information such as birth announcements or marriages, recipes, or fundraising events.

(3) The newsletter must contain one of the following statements: "This newsletter contains official information only" or "This newsletter contains official and unofficial information." Newsletters containing official and unofficial information must also include the following statement: "The inclusion of some unofficial information in this SFRG newsletter has not increased the cost to the Government, in accordance with DOD 4525.8-M."

(4) Newsletters containing unofficial information that exceeds 20% of the printed space or increases the printing and mailing costs of the newsletter or includes personal for sale/want ads must be mailed using the SFRG informal fund.

(5) Copyright Law.

(a) The newsletter content must comply with current copyright laws. Copyright law protects original material such as books and novels, poetry, recorded music, sheet music, photographs — anything that exists as a "tangible medium." Printing any portion of an author's published or unpublished work is a copyright infringement and subject to lawsuit. Permission to quote from any of the above named items requires permission from the author. Simply giving the author credit does not provide protection from copyright infringement.

(b) Some material falls into the category of "public domain," for example, facts discovered in the course of research. This kind of information may be used as long as it is rewritten in the writer's own words.

(c) Under the "fair use" rule of copyright law, limited use of someone's work may be used without getting permission. This includes excerpting from a work to use in a review or criticism, summarizing an article with short quotes in a news report, and limited photocopying for non-profit educational purposes. For more information, check the U.S. Copyright Office at www.copyright.gov.10.

(6) Distributing the Newsletter.

(a) Email should be used to reduce costs to the government, where applicable.

(b) For SFRG members that do not have access to email, first class mail is used for postal mail.

7. Copies of this SOP will be maintained by the commander and SFRG leader, at a minimum.

8. The unit vFRG /EOP point of contact is **NAME, TITLE, EMAIL,PHONE NUMBER.**

COMMANDER SIGNATURE
COMMANDER
UNIT

Command Team

Soldier and Family Readiness Group (SFRG)

Getting Started Checklist

As a new command team member, SFRG operations are your responsibility. The following recommendations may help get you started.

1. Review DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 25-1, Army Information Technology
- AR 1-100, The Army Gift Program
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
 - Chapter 4-6: SFRG
 - Chapter 5: Volunteers
 - Appendix I: Volunteer Recognition Appendix J,
 - Section 5: SFRG Operations Appendix J,
 - Section 7: SFRG Informal Funds
- HQDA EXORD 233-19, Army-wide Implementation of the Soldier and Family Readiness Group
- Army Directive 2019-17, Changes to the Soldier and Family Readiness Group Program
- AR 672-20, Incentive Awards
- DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- Brigade and Battalion SFRG Policies
- Existing Unit SOPs for SFRGs

2. Update and Publish unit SFRG SOPs

- SFRG Operations (command discretion)
- SFRG APF Budget (Required)
- SFRG Informal Fund Management (Required)
- SFRG Communication (Newsletter) (Required)

3. Review/create Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the SFRG.

4. Volunteer Positions

- Determine which volunteer positions are needed and are currently filled
- Review position descriptions; update as needed
- Identify the Soldier and Family Readiness Advisor(s)
- Interview, select, and provide written appointment orders for key volunteers
 - SFRG Leader/co-leader
 - Key Contacts
 - Informal Fund Custodian and Alternate; if the decision has been made to engage in Fundraising activities (AR mandated written Appointment Letters required)
- Meet with key volunteers to discuss expectations and provide guidance
- Establish volunteer recognition plan
- Encourage volunteers to attend training
- Ensure volunteers have signed a Volunteer Agreement Form (DD 2793)
- Ensure volunteers have registered in VMIS/JSS

5. Non-volunteer Position

- Identify the Command Family Readiness Rep (CFRR). May be at BDE, BN, or unit level
- Meet with the CFRR to discuss expectations and provide guidance

6. SFRG Membership

- Ensure SFRG volunteers have updated SFRG Member Rosters
- Assess current climate and needs of SFRG membership
- Encourage attendance to SFRG meetings and events

7. Communication Network

- Establish preferred methods of contact for SFRG Members (phone, text, email, etc.)
- Establish a contact schedule (within one week of arrival to the unit, monthly, bi-monthly, etc.)

- Provide standardized scripts to SFRG volunteers covering specific types of contacts (chronic calls, rumor and gossip calls, deployment information, etc.)
- Identify definition of “serious incident” situations and appropriate reporting and referral procedures
- Determine communication plan to include use and approval of:
 - Newsletters
 - Social Media
 - E-Mail
 - Meetings
 - SFRG volunteers

8. Informal Fund

- If SFRG informal fund is established have an audit to review financial statements and ledgers to include reported income, expenses, financial balance.
- If SFRG informal fund is not established, determine if SFRG is going to fundraise; if so authorize the establishment of one SFRG informal fund
- Designate, in writing, a Fund Custodian **and** Alternate; these individuals must not be the commander, First Sergeant, Contractor, CFRR, SFRG leader, or a Soldier (30+day deployed within a 12 month period).
- Authorize, in writing, opening a SFRG non-interest bank account and authorize the Fund Custodian and Alternate to draw on the account; they are the only individuals authorized to write checks on the account. (The commander, CFRR, nor the SFRG leader, will be a signatory on the account.)

9. Identify community resources that can act as referral agencies

- Ensure SFRG volunteers are current with information on military and community resources

10. Meetings

- Establish SFRG Member meeting schedule
 - Determine meeting schedule
 - Determine meeting topics/speakers
 - Ensure sign-in
 - Ensure minutes are recorded and copies are maintained at unit
- Attend BN Steering Committee Meeting

Command Family Readiness Representative (CFRR)

Soldier and Family Readiness Group (SFRG) Getting Started Checklist

As the CFRR support operations your responsibility. The following recommendations may help get you started.

1. Review DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 1-100, The Army Gift Program
- AR 25-1, Army Information Technology
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
 - Chapter 4-6: SFRG
 - Chapter 5: Volunteers
 - Appendix J, Section 5: SFRG Operations
 - Appendix J, Section 7: SFRG Informal Funds
- DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- HQDA EXORD 233-19, Army-wide Implementation of the Soldier and Family Readiness Group
- Army Directive 2019-17, Changes to the Soldier and Family Readiness Group Program
- Brigade and Battalion SFRG Policies
- Existing Unit SOPs for SFRGs

2. Review and update SFRG SOPs

- APF Budget
- SFRG Informal Fund Management
- Communication (Newsletter)
- SFRG Operations

3. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the SFRG.

4. CFRR Positions

- Maintain a copy of Appointment Letter (CFRR); signed by current commander
- Maintain a copy of Performance Support Forms: NCOER (DA Form 2166-8-1); OER Support Form (DA Form 67-10-1A); DA 7223 or DA 7222
- Training completion certificates

5. Required Training

- SFRG Foundations
- CFRR Training
- SFRG Informal Fund Custodian Training
- VMIS Training
- OPOC Training
- OPSEC Training (<https://cdsetrain.dticv.mil/opsec/>)
- Information Assurance (IA) Training (<https://ia.signal.army.mil/DoDIAA/>)

6. Recommended Training

- SFRG Command Team Training
- SFRG Leader Training
- AFTB Training: Levels K, G, and L
- Resilience Training
- Communication/Social Media Training
- Personal Security Training
- Suicide Prevention Training

7. Records Management

- SOPs
 - APF Budget (Required)
 - SFRG informal fund (Required)
 - SFRG Communication (Newsletter) (Required)
 - SFRG Operations
- Volunteers
 - Appointments letters
 - Position descriptions

- Volunteer Agreement Forms (DD 2793)
- Training completion certificates
- VMIS registration documentation
- Informal fund
 - SOP
 - Command Authorization Letter
 - EIN documentation
 - Monthly/annual reports
- Fundraising Event Documentation
 - Request forms (command & installation)
 - Legal & Ethics Officer reviews
 - Food handlers certificates
 - Local requirements
- Communication
 - Soldier and Family Readiness Team roster
 - SFRG member roster
 - Resources: global & local

8. Meetings

- SFRG Member meeting schedule (with agendas, sign-in rosters, topics, speakers, minutes, etc.)
- SFRG Steering Committee Meeting schedules with minutes
- Command meetings

SFRG Senior Advisor
Soldier and Family Readiness Group (SFRG)
Getting Started Checklist

As new SFRG Leader the following recommendations may help you get started.

1. Review of DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 25-1, Army Information Technology
- AR 1-100, The Army Gift Program
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
- HQDA EXORD 233-19, Army-wide Implementation of the Soldier and Family Readiness Group
- Army Directive 2019-17, Changes to the Soldier and Family Readiness Group Program
- AR 672-20, Incentive Awards
- DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- Brigade and Battalion SFRG Policies
- Existing SOPs for SFRGs
 - SFRG APF Budget (REQUIRED)
 - SFRG Informal Fund Management (REQUIRED)
 - SFRG Communication (Newsletter) (REQUIRED)
 - SFRG Operations (command discretion)

2. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the SFRG.

3. SFRG leader/Co-leader Positions

- Review and maintain a copy of position description; update as needed
- Maintain a copy of signed Volunteer Agreement Form (DD 2793)
- Be currently registered in VMIS

4. Required Training

- SFRG Foundations
- ACS Senior Advisor Consultation
- VMIS Training

5. Recommended Training

- SFRG Leader Training
- Casualty Response (CARE) Team Training
- SFRG Informal Fund Training
- SFRG Key Contact Training
- Communication/Social Media Training
- AFTB Training: Levels K, G, and L
- Resilience Training
- Suicide Prevention Training
- Personal Security Training
- OPSEC Training (<https://cdsetrain.dticv.mil/opsec/>)
- Information Assurance (IA) Training (<https://ia.signal.army.mil/DoDIAA/>)

6. Meetings

- SFRG Steering Member meetings
- Command meetings
 - Review the Family Readiness Plan (command vision, expectations, SFRG requirements)
 - Discuss commander expectations of the SFRG advisor position
 - Discuss roles, responsibilities and expectations of other key volunteer selection and supervision (recruit, select, write nominations for awards, etc.)
 - Discuss roles and responsibilities of CFRR (coordination for regular meetings, scheduling speakers, use as primary resource, use a part of the chain of command, etc.)

- Discuss roles and responsibilities in communication between command and SFRG members (ratio of key contacts to SFRG members, write command scripts, determine issues to be forwarded to command, etc.)
- Discuss roles and responsibilities fundraising (plan events, coordinate paperwork vice CFRR, etc.)
- Attendance at SFRG Steering Committee Meetings
- Discuss communication with the commander (open-door policy, office hours, email, etc.)
- Discuss communication with SFRG members
 - Most efficient manner to obtain and maintain SFRG Member Roster
 - Standard messages (monthly meeting notifications, event messages, welcome messages, etc.)
 - Special circumstances messages (chronic calls, rumors & gossip calls, deployment information, etc.)
 - Ensure key volunteers remain current on military and community resources

7. SFRG Volunteers

- Determine if there is an existing SFRG Member Roster
- Meet with command and volunteers to discuss roles, training, and other requirements
- Ensure volunteers remain current on military and community resource information
- Review/establish communication plan for relaying information to volunteers and SFRG members

8. Informal Funds Management

- Identify if a SFRG informal funds account exists for the unit
- Meet with commander, the Fund Custodian/Alternate to discuss roles, training, and other requirements

9. SFRG Membership

- Introduce yourself to SFRG membership along with volunteers
- Assist with command climate assessment (as requested)

Leader/Co-leader
Soldier and Family Readiness Group (SFRG)
Getting Started Checklist

As new SFRG Leader the following recommendations may help you get started.

1. Review of DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 25-1, Army Information Technology
- AR 1-100, The Army Gift Program
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
- HQDA EXORD 233-19, Army-wide Implementation of the Soldier and Family Readiness Group
- Army Directive 2019-17, Changes to the Soldier and Family Readiness Group Program
- AR 672-20, Incentive Awards
- DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- Brigade and Battalion SFRG Policies
- Existing SOPs for SFRGs
 - SFRG APF Budget (REQUIRED)
 - SFRG Informal Fund Management (REQUIRED)
 - SFRG Communication (Newsletter) (REQUIRED)
 - SFRG Operations (command discretion)

2. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the SFRG.

3. SFRG leader/Co-leader Positions

- Review and maintain a copy of position description; update as needed
- Maintain a copy of signed Volunteer Agreement Form (DD 2793)
- Be currently registered in VMIS

4. Required Training

- SFRG Foundations
- SFRG Leader Training
- VMIS Training

5. Recommended Training

- SFRG Informal Fund Training
- SFRG Key Contact Training
- Communication/Social Media Training
- AFTB Training: Levels K, G, and L
- Resilience Training
- Suicide Prevention Training
- Personal Security Training
- OPSEC Training (<https://cdsetrain.dticv.mil/opsec/>)
- Information Assurance (IA) Training (<https://ia.signal.army.mil/DoDIAA/>)

6. Meetings

- SFRG Member meetings
- Command meetings
 - Review the Family Readiness Plan (command vision, expectations, SFRG requirements)
 - Discuss commander expectations of the SFRG leader position
 - Discuss roles, responsibilities and expectations of other key volunteer selection and supervision (recruit, select, write nominations for awards, etc.)
 - Discuss roles and responsibilities of CFRR and Family Readiness Advisor (coordination for regular meetings, scheduling speakers, use as primary resource, use a part of the chain of command, etc.)

- Discuss roles and responsibilities in communication between command and SFRG members (ratio of key contacts to SFRG members, write command scripts, determine issues to be forwarded to command, etc.)
- Discuss roles and responsibilities fundraising (plan events, coordinate paperwork vice CFRR, etc.)
- Attendance at SFRG Steering Committee Meetings
- Discuss communication with the commander (open-door policy, office hours, phone, text, email, etc.)
- Discuss communication with SFRG members
 - Most efficient manner to obtain and maintain SFRG Member Roster
 - Standard messages (monthly meeting notifications, event messages, welcome messages, etc.)
 - Special circumstances messages (chronic calls, rumors & gossip calls, deployment information, etc.)
- Ensure key volunteers remain current on military and community resources

7. Key Contacts

- Determine if there is an existing SFRG Member Roster; if not work with command to establish one
- With the commander review and update SFRG Member Rosters and Key Contact assignments
- Meet with command and key contacts to discuss roles, training, and other requirements
- Ensure key contacts remain current on military and community resource information
- Review/establish communication plan for relaying information to volunteers and SFRG members

8. Informal Funds Management

- Identify if a SFRG informal funds account exists for the unit
- Meet with commander, the Fund Custodian/Alternate to discuss roles, training, and other requirements

9. SFRG Membership

- Introduce yourself to SFRG membership along with volunteers
- Assist with command climate assessment (as requested)

Key Contact

Soldier and Family Readiness Group (SFRG)

Getting Started Checklist

As a SFRG Key Contact acting as a conduit between the command and SFRG members for the transfer of accurate and timely information. The following recommendations may help get you started.

1. Review DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 25-1, Army Information Technology
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
 - Chapter 4-6: SFRG
 - Chapter 5: Volunteers
 - Appendix J, Section 5: SFRG Operations
- DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- HQDA EXORD 233-19, Army-wide Implementation of the Soldier and Family Readiness Group
- Army Directive 2019-17, Changes to the Soldier and Family Readiness Group Program
- Brigade and Battalion SFRG Policies
- Existing Unit SOPs for SFRGs

2. Review and update SFRG SOPs

- SFRG Communication (Newsletter)

3. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the SFRG.

4. Volunteer Positions

- Review and maintain a copy of position description; update as needed
- Maintain a copy of signed Volunteer Agreement Form (DD 2793)
- Be currently registered in VMIS/JSS

5. Required Training

- SFRG Foundations
- SFRG Key Contact Training
- VMIS Training

6. Recommended Training

- AFTB Training: K-7 Military & Civilian Resources; K-10 Resiliency; G-1 Communication; G-3 Problem Solving; G-6; Team Dynamics; G-8 Crisis & Grief; G-10 Time Management; G-12 Leadership; L-1 thru L-8 Leadership Skills
- Resilience Training
- Suicide Prevention Training
- Communication/Social Media
- Personal Security Training
- OPSEC Training (<https://cdsetrain.dticv.mil/opsec>)
- Information Assurance (IA) Training (<https://ia.signal.army.mil/Dodiaa/>)

7. Records

- SFRG Member Contact Roster
- Contact Log(s)
- Resources: global & local

8. Meetings

- SFRG Member meeting
- Command meeting

Informal Fund Custodian/Alternate

Soldier and Family Readiness Group (SFRG)

Getting Started Checklist

As the SFRG informal fund custodian/alternate, fund custody, accountability and documentation are your responsibility. The following recommendations may help get you started.

1. Review DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 1-100, The Army Gift Program
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
 - Chapter 4-6: SFRG
 - Chapter 5: Volunteers
 - Appendix J, Section 5: SFRG Operations
 - Appendix J, Section 7: SFRG Informal Funds
- HQDA EXORD 233-19, Army-wide Implementation of the Soldier and Family Readiness Group
- Army Directive 2019-17, Changes to the Soldier and Family Readiness Group Program
- Brigade and Battalion SFRG Policies
- Existing Unit SOPs for SFRGs

2. Review and update SFRG SOPs

- SFRG Operations
- SFRG Informal Fund Management

3. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the SFRG.

4. Volunteer Positions

- Maintain a copy of Appointment Orders; signed by current commander
- Review and maintain a copy of position description; update as needed
- Maintain a copy of signed Volunteer Agreement Form (DD 2793)
- Be currently registered in VMIS

5. Required Training

- SFRG Foundations
- SFRG Informal Fund Custodian Training
- VMIS Training

6. Recommended Training

- AFTB Training: K-10 Resiliency; G-2 Conflict Management; G-6; Team Dynamics; G-10 Time Management; G-12 Leadership; L-1 thru L-8 Leadership Skills
- Resilience Training

7. Reports

- Monthly informal fund report to unit commander (AR mandated)
- Annual (NLT 30 Jan) informal fund report to the first O-6 in the chain of command, or designee (AR mandated)
- Audits (command discretion)

8. Informal Fund Account Documentation

- SFRG Informal fund SOP
- Command Authorization Letter
- EIN documentation
- Monthly account statements
- Informal fund ledger
- Monthly/annual reports

9. Fundraising Event Documentation

- Request forms (command & installation)
- Legal & Ethics Officer review
- Event AAR
- Food Handlers Certificates
- Local requirements (i.e. DFMWR)

10. Meetings

- SFRG Member meeting (monthly report)
- Command meeting

New Volunteer Orientation Checklist

Active Duty

Volunteer's name: _____ Unit SFRG: _____

- Discuss a brief history of the organization, mission statement and benefits
- Go over unit staff and volunteers
- Review chain of command - Supervision and protocol in working with commanders
- Discuss Army Community Service
- Discuss key volunteer functions and position descriptions and expectations
- Discuss Standard Operating Procedures (SOP's) regarding Family Readiness
- Discuss the programs, services and key events of the program
- Discuss confidentiality requirements and privacy act
- Review Volunteer Rights
- Discuss VMIS and Volunteer record keeping on <http://www.myarmyonesource.com/>
- Discuss award policies
- Review child care and other expense reimbursements policy and procedures
- Discuss business casual dress attire
- Discuss training expectations and requirements
- Review telephone etiquette
- Discuss use of government owned equipment

I have reviewed the above information and documents. I have a better understanding of my role as a Volunteer as well as resources available with the unit.

Signature

Soldier and Family Readiness Group Monthly Meeting Checklist

Facilitator and Contact Number						
Date:		Time:		Location:		
Meeting Topic:						
Facilities Contact:						
Equipment Needed:						
Childcare Contact:						
Food and Beverage:						
RSVP: Adult:			Children 0-4:			Youth 5+:
Special Needs:						
Notes						
Checklist						
Pre Meeting				Supplies for Meeting		
	Command Authorization to hold event				Name Tags	
	Date and Time Confirmed				Pens	
	Meeting location reserved				Notepads	
	Involved presenters notified with clear expectations					
	Invite Families (BCC Line)			Post Meeting		
	Key Contacts remind Families				Follow up on any questions/concerns	
	Contact Speaker				Conduct After Action Review with SFRG Team	
					Thank You cards sent to necessary parties	
Week Before Meeting						
	Confirm Childcare			Action items to be filed in SFRG Binder		
	Confirm Speaker				Commander authorized meeting	
	Confirm Location				Purchase request form with receipts	
	Send reminder to Families (BCC)					
Resources for Meeting						
	Speaker Handouts					
	Sign in Sheet					
	Evaluation Sheet					



PRE-DEPLOYMENT FINANCIAL PLANNING CHECKLIST

- Do you have a written monthly spending plan for the deployment? (Get a budget worksheet from Army Community Service.)
 - Does your spending plan include possible changes in income such as:
 - Family Separation Allowance (FSA)
 - Promotion while deployed
 - Bonuses for re-enlistment
 - Tax exempt earnings
 - Combat duty pay
 - Does your spending plan include possible changes in spending such as:
 - Long distance phone calls
 - Gift/souvenir purchases
 - Savings for vacation after deployment
 - Do you have at least one month's pay saved in case of financial emergency?
 - Have you signed up for the Savings Deposit Program (SDP).
<http://www.dfas.mil/>
 - Are you enrolled in the Thrift Savings Plan (TSP)? <http://www.tsp.gov>
 - Do you plan to do your taxes while deployed? Do you have the records you need? <http://www.irs.gov/publications/>
 - Have you recently assessed the performance of your current investments?
<http://www.morningstar.com>
 - Is your pay set up the way you want?
<http://mypay.dfas.mil/>
 - Direct deposit to correct account(s)
 - Allotments
 - Online banking
 - Automatic check drafts
 - How will you be making payments to creditors?
 - Do they have your correct address?
 - Can you receive statements online?
 - Will any credit/debit cards expire during your assignment?
 - Have you notified creditors of deployment?
 - Are there any quarterly/annual expenses due while deployed? How will they be paid?
 - Car insurance
 - Homeowners/renters insurance
 - Tuition payments
 - If married, who will be using which credit cards? <https://www.powerpay.org>
 - Have spending limits been set?
 - If married, are you using joint or separate checking accounts?
 - Who will balance the bank statements?
 - Are your insurance coverages current?
 - Renter's/homeowners
 - Automobile
 - Will vehicle tags, inspection and/or base stickers expire while deployed?
 - Do you have a Limited Power of Attorney?
 - Do you have a will?
 - Is the correct beneficiary listed on your SGLI and any other insurance?
<http://insurance.va.gov>
 - Will ID Cards/DEERS enrollment need to be updated?
 - Are you familiar with the Service Members Civil Relief Act of 2004? (SSCRA)
<http://usmilitary.about.com/od/sscra>
 - If naming minor children as beneficiaries, contact Legal (JAG) for information on a Trust.
- Useful websites when planning for deployment:**
- www.militaryonesource.com
 - <http://www.saveandinvest.org>
 - <http://www.military.com/deployment>
 - www.militaryhomefront.dod.mil
 - www.consumeraction.gov
 - www.finra.org/investor
 - www.annualcreditreport.com
 - www.optoutprescreen.com
 - www.dmachoice.org
 - www.donotcall.gov
 - <https://www.alerts.equifax.com>
 - www.onguardonline.gov
 - www.ftc.gov/idtheft

SFRG Annual Audit Checklist

SFRG Informal Fund Auditor Findings Checklist

Unit Information						
Company/Battery/Troop:			Commander:			
Battalion/Squadron:			SFRG Leader:			
Brigade/Regiment:			Fund Custodian:			
			Alt. Fund Custodian:			
Date:						
Auditor (Appointed by Commander):						
Reason for Audit (Change of Commander, SFRG Leader, Fund Custodian/Alternate, Annual, request of Commander, etc.):						
Auditor Findings/Observations						
	Document	Yes	No	In Progress	N/A	Other (see notes at end if more space needed)
1	Fund custodian and Alternate appointment orders					
2	Fund custodian certificate of training					
3	Alternate fund custodian certificate of training					
4	SFRG informal fund SOP current					
5	Bank memo, listing authorized fund custodian & alternate Note: SSNs should be redacted					
6	Previous Audit Reports					
7	SFRG informal fund budget for current calendar year					
8	SFRG informal fund ledger for the current calendar year (all income and expenditures)					
9	SFRG fundraiser requests/approvals from commander/legal for current calendar year fundraisers					
10	SFRG fundraiser requests/approvals from FMWR for current calendar year					
11	SFRG informal fund report for each month of the current calendar year (submitted to commander every 30 days IAW AR 608-1, App. J)					
12	Bank statements for each month of the current calendar year					
13	SFRG informal fund ledger for the current calendar year					
14	Ledger matches bank statement for all monetary transactions					
15	Receipts maintained for every expenditure recorded on ledger for the current calendar year					

Auditor Findings/Observations						
	Document	Yes	No	In Progress	N/A	Other (see notes at end if more space needed)
16	Deposit slips maintained for every deposit recorded on ledger for the current calendar year					
17	Withdrawal slips for every record on ledger for current calendar year					
18	Expenditures contained on ledger consistent with SOP					
19	Expenditures contained on ledger consistent with SFRG Budget for current calendar year					
20	Expenditures contained in budget are appropriate for SFRG mission or are SFRG related					
21	All expenditures are preapproved by commander (not addressed in SOP/Budget)					
22	Total income less than \$10,000 for the current calendar year (unless cap is reduced by commander)					
23	No outstanding bills					
24	No outstanding IOUs					
25	All checkbooks and extra checks/boxes of checks present					
26	Checks in name of the SFRG					
27	Unit address on checks correct					
28	Check register is consistent with ledger for calendar year					
29	Memorandum for Record for any discrepancies					
30	SFRG physical property/material item inventory current for calendar year					
31	SFRG informal fund records for the prior three calendar years maintained (with fund custodian, alternate, FRSA/CFRR, or at unit)					
32						

Notes:

Fundraiser Planning Checklist

Initial Planning

- Decide on a financial goal
- Decide on a product/service
- Obtain Command approval
- Commander consults w/ SJA or Ethics Counselor (if necessary)
- Establish a POC/Committees
- Formulate a plan
 - Identify key tasks
 - Choose a product vendor (if applicable)
 - Recruit volunteers
 - Identify required supplies
 - Determine a budget
 - Obtain Food Handler certificates
- Choose a date
 - Primary date
 - Alternate date
 - Check Unit Training Calendar
 - Check Installation events calendar
 - Check local schools calendars
- Choose a venue
 - Coordinate with facility management for date (consider possible events that conflict/support)
 - Reserve facility
 - Obtain and review facility use policies
- For events held outside of unit footprint, submit Fundraising Request Packet to DFMWR
- Market event
 - Place information in SFRG Newsletter month prior and month of
 - Include on monthly SFRG Agenda
 - Communicate event at Command & Staff
 - Make Flyers/posters
 - Post early marketing materials in unit area
 - Installation/community media formats (if applicable)

Pre Event

- Check venue to understand layout and any special considerations
- Gather supplies
- Confirm volunteers attendance
- Review plan

Event

- Arrive early for set-up
 - Food supplies
 - Service supplies (plates, napkins, trash bag, buckets, hoses, hair nets, hats gloves etc.)
 - Cookware (if applicable)
 - Tables/chairs (if required)
 - Electronics (power strip, extension cords, CD player, etc.)
 - Cash box/change
 - Administrative items (approvals, volunteerschedule, contact numbers)
- Hang marketing tools
- Present a positive attitude
- Communicate goal and milestones to volunteers/customers
- Keep notes of success/challenges for AAR
- Clean up
- Remove marketing materials

Post Event

- Deposit funds raised
- Communicate event outcome to SFRG/Command
- Compile and share AAR
- Recognize volunteers

SFRG GOALS WORKSHEET

As you start out in your new SFRG volunteer role we encourage you to explore and set new goals for your volunteer term. Share and discuss these goals with the command team.

Vision Statement: What would you like the SFRG to look like this year?

Goals: What are your goals for your position and how will you achieve them?

Measurable Objective: What do you think the SFRG can achieve in 3 & 6 months?

PRINT NAME: _____

SIGNATURE: _____

DATE: _____

Meeting with Unit Leadership: Suggested Questions

An SFRG Leader's suggested talking points with the Commander and First Sergeant.

The Unit's mission and how it relates to the Installation's mission:

The Commander/First Sergeant's expectations and priorities for the SFRG Program:

The role of the Command Team:

The points of contact for information and support:

Frequency of roster updates; System of notification for new arrivals:

The Commander's expectations in responding to emergency/crisis situations:

Types of situations, statistical data, etc., that the Commander wants reported:

Administrative support (e.g., access to phone lines, newsletters, e-mail, etc.):

Logistics support available to include desk, computer, phone, etc., if required:

Request unit tour!

Tips on Working with Chain of Command

The ability to communicate clearly—to get your intent and ideas across so that others understand your message and act on it—is one of the primary qualities of leadership; this extends to the SFRG.

Five tips for Effective Communication:

1. Focus Your message: all messages fit into one of two categories:
 - *Action-and-information messages* ask the receiver to do something: Schedule a meeting; make a decision; attack a hilltop.
 - *Information-only messages* tell the receiver something: *The primary cause of the American Civil War was states' rights; Estelle LaMonica is the new Vice President of Human Resources; Alpha Company has one vehicle down for battle damage.* You must focus—*clarify*—your message so your receiver is certain—*clear*—on what he or she is supposed to do or know.
2. Break through the noise: be clear and use descriptive language, avoid “fluff.”
3. Put your Bottom line Up Front (BLUF): get to your point in the first 10 seconds of your message. Commanders often have a lot going on and want to know, quickly, how the message affects them. If you don't meet this critical tip, they may tune out or be less receptive to your message.
4. Use simple words. Your communication will be clearer.
5. Use concrete words. They help draw a picture for the receiver to visualize much quicker.

Getting Started:

1. Know your Audience: The type of program you present depends on who is expected to attend
 - Do you have a majority of married with young or older kids?
 - Do you have a majority of younger, single soldiers?
 - Do you have a Unit unemployment problem?
 - Ask your Commander, Readiness NCO, 1SG, SFRG Command Family Readiness Representative
2. Know your Purpose: What type of event are you hosting
 - Mandatory Fun/Family Day
 - Pre or Post Deployment information
 - Updated Benefits briefing
 - Fundraiser for future event
 - New Soldier/Family welcome information
 - Organization and Planning: What will it take to host this event
 - Location, Date/Time
 - Estimated number in attendance
 - Volunteer support
 - Unit support/State Family Programs support/Outside agency support
 - Necessary supplies
 - Available resources
 - Budget
 - Supporting Regulations
3. Communication:
 - Create a simple document outlining your event
 - Timeline
 - Supplies
 - Manpower
 - Supporting documentation
 - Budget proposal

- Email your commander a request to either an in person or telephone meeting to discuss our event proposal.

“MAJ Smith,

Please see attached Event Proposal information. I would like to schedule a meeting to discuss this concept, either in person or by phone. I estimate it will take approximately 30-40 minutes to go over the proposal and answer any questions you may have. I have the following times and dates available, let me know what works best for your schedule.”

Here you’ve provided a BLUF “Event Proposal” with the simple document attached that he/she needs in order to be properly prepared for your meeting at the mutually agreed upon time.

DO:

- Use short sentences with an active voice. Eg. “We have prepared the attached event proposal” instead of “The attached event proposal was prepared by the SFRG Leader, co-leader, and fund custodian.”
- Use white space. Providing headings and lists organizes the information for the receiver. Keep paragraphs to no more than about 6 lines. This makes the message easier to read and receive.
- Use spell and grammar check. Incorrect spelling and punctuation can both confuse the reader and affect your credibility.
- Behave professionally. You may not receive the answer or response you want or intended. If this is the case, it is acceptable to ask the commander his/her reasoning behind the response or decision.

DON’T:

- Call/walk in to his/her office and demand they make time for you to discuss the proposal. They may say they don’t have the time (which will have wasted your time in travelling to meet them) or they will be flustered with your inconsideration of their scheduled time and be less apt to receive your message.
- Overcomplicate your message. Keep the message to two to three main points and stay on one topic, if at all possible.
- Ignore feedback. Acknowledge the responses of others, this builds a culture of mutual respect.

SFRG SELF ASSESSMENT

1	I know and support the commander's readiness goals.	Yes	No
2	I embrace those goals and convey them to other volunteers.	Yes	No
3	I frequently confer with the commander about SFRG plans and activities.	Yes	No
4	I frequently confer with all chairpersons about SFRG plans and activities.	Yes	No
5	I set the example by welcoming diversity among our SFRG members.	Yes	No
6	I actively seek inclusion of all members in SFRG meetings and activities.	Yes	No
7	I readily make some decisions on my own when appropriate.	Yes	No
8	I share important decisions with the committee leaders and the commander.	Yes	No
9	I seek input on group activities and concerns from the membership.	Yes	No
10	I have a positive attitude of friendliness, kindness, and service.	Yes	No
11	I am an assertive but humble and kind leader.	Yes	No
12	I treat everyone with respect and regard; I never criticize but I mentor.	Yes	No
13	I try not to dominate meetings and strive to get others involved.	Yes	No
14	I try to keep meetings focused, fun, and reasonably brief.	Yes	No
15	I frequently and publicly thank people for their help.	Yes	No
16	I attend all steering committee meetings or ensure that an alternate does.	Yes	No
17	I seek to resolve conflict peaceably and promote harmony among the SFRG members.	Yes	No
18	I listen actively and seek to understand the other person's viewpoint.	Yes	No
19	I follow up with chairpersons to make sure critical tasks are done on time.	Yes	No
20	I am careful not to micromanage.	Yes	No
21	I am able to recruit capable members to help with committee work.	Yes	No
22	I work well through others to get tasks done.	Yes	No
23	I plan well and get help with planning, preparing meeting agendas, and seeing that activities are organized and done well.	Yes	No
24	I try to balance the importance of task versus relationships.	Yes	No
25	I have completed Family readiness training and promote it among the SFRG members.	Yes	No
Number of "Yes" answers _____ x 4 points each = Total Score: _____			
Use this checklist to check yourself and, where applicable, your committee chairpersons. Be as objective as you can. Counting 4 points for each "yes" answer and 0 for each "no," what is your score? What are your strong points? Where do you need to improve? Grade yourself with this scale: 88 or above, effective SFRG leader; 74-84, good; 60-70, average; under 60, below average.			
Are you an effective SFRG leader? If not, what will it take to become one?			

ICEBREAKERS

Questions for Participants

Answering questions helps start discussions and increases comfort levels between members. Questions should be general in nature and not too personal. Have participants take turns going around the room, giving their names and responses to questions like:

- What is your home state?
- How many children do you have?
- What is your favorite vegetable?
- Where did you meet your spouse?

Name Tent or Name Tag Activity

Fold sheets of construction paper into thirds, forming long tents. Have participants write their names on the front of the tents and draw their hobbies on the reverse side.

Participants then walk around the room to introduce themselves and guess one another's hobbies.

There are probably other people in the room with similar interests. Another option is to use nametags. Have participants put their names and hobbies on the front of a nametag.

Who am I?

Pin the name of a famous person on the back of each group member. Have everyone ask questions requiring "yes" or "no" answers of one another for a preset amount of time. At the end of the time limit, go around the room, starting with yourself, and have everyone guess who they are. Keep the game as simple as possible by using themes — famous couples, star athletes, actors or other recognizable celebrities.

Don't Say "I"

Give each person three pennies. Ask participants to move around the room, introducing themselves to one another and asking questions that might prompt a person to say "I." If anyone does, the participant collects a penny from the person who said "I." The person with the most pennies at the end of the preset amount of time wins a small door prize.

M&M Game

Pass around a bag of small candy such as mints, Skittles, M&Ms, etc., and tell everyone to take some. After they have taken some, say, "OK, now you have to tell us something about yourself for each piece of candy in your hand."

Overcoming Your Fear of Public Speaking

Breathe. Take a few deep breaths before you begin speaking; stop and breathe between sentences.

Self Talk. Tell yourself you are not going to die; others have done this and lived. You know your material. You are good.

Visualize. Imagine yourself talking to the group. Imagine the time, place, how you will feel, and what you will say. Imagine how confident you are.

Solid Stance. Don't sway back and forth or side to side. Don't lock your knees. Relax!

Arrive Early. Allow time to be sure everything is ready, and get acquainted with the room—how it feels, smells, looks.

Greet Your Audience. Before you begin, say hello to a few people. Then you will know a few people by name and will know what interests your audience.

Food. Eat nutritional food, and avoid sugar and caffeine.

Pace Yourself. Pace yourself so your energy stays constant.

Practice. Practice your material and your non-verbal messages, such as hand movements, eye contact, and stance.

Find an "Amen Corner." Find a friendly face that you can look to for confidence, but don't lock onto that face.

Water. Have a glass of water handy; it helps with dry mouth. If you forget where you are or what you were going to say, take a quick sip to give yourself time to recover.

Don't Read Your Presentation. This will make you more nervous. Practice, practice, practice so you will need your notes only for numbers and to assist you in remembering your key points.

Practice. Practice in front of a friend; use a video camera, a tape recorder, or a mirror.

Family Readiness Services Questionnaire

Thank you for taking a moment to complete this survey. This is a Command survey and your feedback will help us address and enhance the Unit Soldier & Family Readiness Program. Your participation in this questionnaire is voluntary and the information collected will be treated as sensitive. The information gathered will be used to inform the Commander about your opinion of the value of Family Readiness Services, delivery of services, SFRG concerns and issues. It will also help the Commander to form a 'way ahead' plan for the Unit Soldier & Family Readiness Program

Instructions: Respond to each item in the survey.

1. Administrative Data

(Optional) Name _____

(Optional) Phone Number _____

SFRG Experience: First time____ 1-5 years____ 5-10 years____ More than 10 years____

Sponsor Rank: E1-E4____ E5-E9____ Officer____ Warrant Officer ____

2. Questionnaire

a. Are you aware of the meeting dates and times of the Unit Soldier & Family Readiness Group?

- Yes
- No

b. How did you hear about the meeting? (e-mail from SFRG Leader, Commander; Soldier Sponsor; Flyer; Unit Facebook Page; another Unit Family member) _____

c. Have you attended any of the SFRG Meetings?

- Yes, please indicate how many or how often you attend the meetings: _____
- No, please provide information as to why you do not participate. _____

d. Are you an active volunteer/participant with the SFRG?

- Yes
Are you registered in the Voluntary Information Management System (VMIS)?
 - Yes
 - No
- No. Please state briefly why you do not participate in the SFRG. _____

e. What do you believe is the main mission of Soldier & Family Readiness Groups:

___ Social Networking ___ Information Sharing ___ Build Unit Cohesion
___ Establish a Deployment Network of Support Other _____

f. If you do participate in the SFRG, has your experience been positive or negative?

- Positive
- Negative

Please provide a brief statement about what made your experience positive/negative. _____

g. What topics/information would you like to see provided at the meetings? _____

h. Do you believe that the Unit Command Team actively supports the Unit SFRG?

- Yes
- No

i. Are you interested in information/briefings on any of the following Family Readiness Services?

Please mark all that apply.

- Financial Readiness
- Employment Readiness preparation
- Child and Youth Services available
- Mental Health services
- Post Traumatic Stress support services
- Off post social activities
- Off post volunteer opportunities
- Local area special events and opportunities
- Emergency Child Respite Care
- Stress and Anger Management
- Relationship / Communication Consultation
- Services available to Families with special needs/disabilities
- Volunteer opportunities
- Community events and activities
- Internship and vocational opportunities
- Family programs and activities
- Other _____

Comments/Suggestions/Recommendations:

Section VI:

OPERATIONS

Outreach and Communication



Effective Communication

COMMUNICATING WITH FAMILIES

Everyone assigned to the unit is automatically considered a member of the SFRG. The SFRG's roster of all Family members (immediate and extended) and other individuals identified by Soldiers is put together based on information provided by command, Soldiers and Families. Multiple sources are used to develop the roster including unit roster from command, Family Readiness Information forms completed by Soldiers and collected by command, and requests to Soldiers and Family members to provide Family contact information. Once a complete SFRG roster is developed, it is maintained and kept with the SFRG leader and Key Contact Coordinator. Each key contact will be given a small group of Families (approx. 10) on the roster to contact.

Keep in mind that participation is voluntary. Therefore, some Families may choose not to be listed on the roster and/or may state that they do not wish to be called. Do not take this as personal rejection. However, note this on your list and notify the SFRG leader. The SFRG roster is the primary means by which the SFRG (acting on behalf of the unit) communicates official information with all unit Families. Timeliness and accuracy are critically important. The core group of that makes contact with the SFRG members are the Key Contacts. Having an accurate, current unit Family roster is essential to setting up and maintaining SFRG phone tree.

Privacy Act of 1974

The Privacy Act of 1974 limits access to personal information that Soldiers provide to their command. The information the command provides must be relevant and necessary to accomplish the mission. Key Contacts may receive some of this personal information protected by the Privacy Act because they are command appointed representatives who need this information to perform their duties.

Professional Privacy Issues

The SFRG has an obligation not to divulge personal information shared by unit families. Safeguarding private, sensitive information shows respect for a family's privacy and protects the credibility and integrity of the Soldier and Family Readiness Group.

Confidentiality

Confidentiality plays an important part in the SFRG. You must be able to guarantee any person who contacts you the freedom to discuss matters in a private and safe environment. It is your duty and obligation to keep each conversation and the personal matters discussed during such interactions in strictest confidence, with the exception of dangerous or life-threatening situations. In practice this means:

- Do not disclose the names or details in any way that may identify someone to others.
- Do not use personal information or a situation when contacting a resource or making a referral without specific approval from the individual.
- Protect contact information sheets, and destroy them when they are no longer needed.

- If a person begins to discuss something with you that lies outside the area of confidentiality (e.g., suicide, child abuse, neglect, sexual abuse, assault, any other criminal activity), inform them that you will be obligated to report the call and its nature to the appropriate authorities.
- Remember, you are not responsible for finding a solution to people’s problems – it is your job to know which military or community agency to refer them to for the assistance they need.
- Have a clear understanding of what situations the command expects to be reported.

Disclosing Information

A Key Contact **can** disclose information about Soldiers and their families **only** to the Chain of Command and SFRG Leader except in situations where mandatory reporting is required (for rules on mandatory reporting, see below). If contacted by outside agencies, the Key Contact will refer them to the SFRG Leader **without** discussing information related to individual cases.

In addition, SFRG volunteers are prohibited from divulging phone numbers and addresses of families to include unit families. Information will not be used for personal gain. For example, the roster cannot be used as a source of potential clients for a business.

Remember: Failing to protect private information is grounds for immediate dismissal

Below are some guidelines for handling information:

- Do not disclose someone’s name or personal information without specific, unless required by law or regulation.
- Do not repeat general information without permission. General information may include number of children, housing area, home address, work section, type of vehicle, etc.
- Protect any written notes.
- Protect everyone’s privacy. Do not use an individual’s name when checking on the availability of a resource. If someone starts discussing issues that require disclosure, state that SFRG volunteers are mandated reporters.
- Remember that families aren’t bound by privacy act/disclosure rules. Be careful about sharing your personal information in order to show empathy!

Mandatory Reporting

Although protecting sensitive information is one of the most critical components of a volunteer’s job, there are times when sensitive information must be shared with the Chain of Command.

These situations include, but are not limited to:

- A serious crime (examples: drug activity, black marketing, etc.)
- Spouse or Child abuse or neglect
- Drug abuse
- Potential danger to self (example: suicide) or others (example: homicide)
- Expectation of media coverage regarding a family issue
- Issues deemed to be mission security risks

Information and Referral Services

SFRG Volunteers are a conduit for installation and community information and programs that help families deal with challenges of military life. Some methods to remain current:

- **Be Informed** - Stay tuned to news outlets (military newspaper, unit and installation Facebook pages, Family Program's Facebook page, state newsletters, military websites)
- **Participate** in town hall meetings, commander's calls and other venues for learning about community events and issues
- **Network**—when utilizing installation, unit and community agencies; ask about services that benefit family members
- **Learn**—if you hear of a challenge someone went through, find out what ultimately resolved the situation and make a mental note
- Supplement your resource guide with community calendars, flyers about on- and off-post special interest programs or events, email and share information with others for widest dissemination and benefit to all families.

Getting Information to Spouses and Family Members

The first step covered in providing information and referral services is gathering information about resources. The second step is to get that information out to the spouses and families who need it. SFRG volunteers use resource information in response to most routine calls. According to the National Military Family Association (NMFA), surveys of military spouses consistently reveal spouses common concerns:

- Loneliness/Isolation
- Making decision alone
- Guiding/educating children
- Adequate social outlets
- Financial responsibilities
- Feeling spouse's unit is unconcerned
- Lack of information or communication from spouse's unit

Communication Checklist

- Write down the message you have before you call so it will be concise and clear.
- If emailing, check for grammar and spelling errors before sending the email.
- Have your Communication Log nearby.
- Make contacts in a timely manner, keep trying to call if unsuccessful on the first attempt.
- Specify what hours are reasonable for accepting and making phone calls.
- Verify phone number and address occasionally to ensure FRG roster is correct.
- Try to answer questions as best you can; if you cannot, find a source to answer the question and call back with the information.
- Call your FRG leader when you have completed your calls.
 - • Keep your FRG leader informed of disconnected or unanswered calls and emails.

SERVING AS A COMMUNICATION LINK

The flow of information goes both ways. Spouse concerns and questions are relayed through the Key Contact up the chain of communication, while the Commander, First Sergeant and CFRR disseminates unit news and other information back to the families through the assigned Key Contact. This communication link becomes particularly important during strategic and operational changes in the deployment mission or other contingencies at home.

IMPORTANT:

Depending on the contingency and at the Installation Commander's discretion, Army Community Service or the State Family Readiness Office will activate an Emergency Family Assistance Center (EFAC). The EFAC is a family support system that allows agencies to respond collectively to wartime contingencies and peacetime emergencies to ensure personnel and their families receive effective support.

Strategic and Operational Events

The Army lifestyle is punctuated by separations due to deployments, mobilizations, TDYs, training exercises or crisis situations. Whether family separations are planned or unexpected, the Key Contact assists Families by keeping the lines of communication open and providing assistance in finding resource information.

Passing on Official Information

The Key Contact **must always** write down the message **verbatim** and repeat it exactly the same way to every person on the contact

list. It's important to repeat the message verbatim, because the original message becomes more distorted and less clear with each additional comment. **Remember the Key Contact is a representative of the unit and every additional comment becomes part of the "official" message.** Here are some other tips:

- Don't speculate about the content of the message
- Don't add your perspective, opinions, or information from another source
- Due to the immediacy of disseminating information, ask spouses to defer questions until you have made all the calls or call a pre-established agency of approved information. Offer to call back later.

Dealing with Rumors - Suggested strategies to combat rumors:

- Correct the information, if you can.
- Urge families to question the reliability of "unofficial information".
- Encourage Families not to pass on rumors. Pass official information only.
- Contact the chain of command for help in dispelling rumors.

Informing the Commander about Family Concerns

In addition to assisting families during various operational events, the Key Contact also has a duty to provide the unit with feedback. Units often want to know about spouse concerns and trends that affect readiness. Information about the types and number of calls gives the command team a "big picture" snapshot.

“Best Practices” Phone



Increasing SFRG Participation through Effective Communication

One way to attract potential Soldier and Family Readiness Group members is by making personal phone calls. Identify volunteers who are willing to call 10 to 12 other SFRG members. Provide them with a list of individuals to call and a written message to be relayed. Below is a sample message:

Sample Scripts

Introduction Phone Call:

“Hello, _____, this is _____. I just wanted to call to let you know that I am your contact person for the [unit name] Soldier and Family Readiness Group. Your spouse works with mine and I’m the person you can call if you have any concerns or questions. I’ll contact you from time to time regarding meetings and events or when any information needs to be passed on. If you need anything, have any questions, or want to become involved in our unit’s SFRG, my phone number is _____. Please feel free to call or email me at _____ if that is easier for you.”

Information Call:

“Hi _____. This is _____. I am your Key Contact from [unit name] Soldier and Family Readiness Group. Is this a good time to pass on some information?”

Answers: **Yes?** Continue.

No? “When would be a better time for me to call?”

Do you have a paper and pen handy? If not, I can wait until you find one.”

Meeting Call:

“The SFRG is having a bake sale [fundraiser, meeting, etc.] to raise money for _____ on [day, date] from [start time to end time] at [location].

Could you bake something to bring?

Would you have time to work at the bake sale from _____ to _____?

Do you know where [location] is? I’ll be happy to give you directions.

I’m really glad we can count on you to help out by [bake, work, etc.].

Your help is really appreciated.

Thanks.

See you at the Bake Sale!”

TIPS FOR EFFECTIVE SFRG “PHONE” COMMUNICATION

INTRODUCTION	Prepare yourself before the call with message, paper, etc. Be cheerful and enthusiastic. Ask, “Is this a good time to call?”
WELCOME	Set the “atmosphere” for the call with a positive and helpful tone of voice.
MESSAGE	Ask if they have a pen and paper ready. Give only the FACTS – who, what, when, where, etc.
LISTEN	Really listen to concerns and questions. Be sensitive to background noises, tone of voice – panic, distress, sleepiness
QUESTIONS	If you don’t know the answer, find out and call back.
CONSISTENCY	Return your calls. When you say you’ll call back, do it. Contact your SFRG leader after every phone tree message.
OBJECTIVITY	Stick to the facts. You are helping the family member; focus on that.
REFERRALS	Remember, you do not “know it all” and that’s okay! Let the available agencies do their job.
SAYING GOODBYE	Be polite, tactful, and diplomatic. Summarize any decisions made or commitments to call back. Write them down.

Receiving a Call

The ultimate compliment you can pay another person is “being-in-the-present” while interacting over the phone or in person. To facilitate this connection, remove as many distractions as possible. This enables you to really listen. Below are five steps in handling routine calls:

Greeting - Greet families in a genuinely upbeat, positive manner. Note, **90%** of calls are initiated by the Key Contact.

Record Keeping - Request identifying information and record on Contact Log.

Nature of the Call -

Identify the need or problem - If a call is received, to begin to identify the caller’s need, use a phrase like “How can I assist you?” or “What can I do for you today?” to lead the caller into discussing the reason for the call. Good listening skills really come into play when trying to figure out why someone is calling. Tips for good listening include:

- Focus on what the person is saying or perhaps not saying
- Listen to the voice intonation and, if in person, pay attention to their nonverbal communication
- Be nonjudgmental
- Show empathy (ex: “I understand that you’re frustrated because ___ is happening”)
- Ask questions to clarify what the caller is saying
- Paraphrase what the caller said to check your understanding of what he or she needs

Nature of the Call (continued) -

Take action - Once you understand the situation, take action by making the referral.

- Determine if the caller has already contacted another agency
- Explain the agency or service, any documents the agency or service needs, and what will happen once the person makes contact (*too many referrals may be confusing*)
- Don't be afraid to take time to think about a referral. It's permissible to tell the caller that you'll do some research and call back, unless the safety of an individual is at stake.
- Make sure the caller knows what to do next. Follow up to insure resolution or provide more assistance. Ask the caller if he or she has any questions. Confirm the caller has the correct information and understands the next steps to be taken. Never make specific promises regarding an agency's services.

Closing - Provide an "open door" policy for families to call. One may need to be cautious with repeat callers. If a spouse or family member seems to be calling on a regular basis (ie; daily, weekly) refer the caller to your chain of command. You may close by saying, "Call me if you need anything else." If you need to follow up, let the caller know when to expect your call.

Follow Up as Needed - The Key Contact may want to follow up in a few days to see if the caller was able to get the service or if another referral is needed.

ROUTINE CALLS

Information Calls - Information calls are the most common type of routine call. Callers will usually have questions about types of services available in the community, through the National Guard or on post, hours of operation, address/location, etc... For example, a spouse may call with a question about Army Community Service, financial assistance, or a local National Guard Family Assistance Center (FAC).

IMPORTANT: If you don't know the correct answer to a question--say so. Don't guess! Follow up soon after with accurate information.

Complaint/Grievance Calls - In this type of call, someone generally complains about a service. People may call the Key Contact because they've already tried normal channels with little success. The Key Contact can work with that person through the chain of command and/or installation agencies to resolve the problem.

Recurring Calls - Spouses may call repeatedly because they are lonely or have something they want to complain about. Some common calls are problems with children and missing their geographically separated spouse. The Key Contact may need to be firm, but kind, when

handling these calls. A suggestion is to politely inform the caller there is a routine time limit (i.e., five minutes) to phone calls to protect the Key Contact's family time. If the problem appears to be loneliness, an option is to arrange for another spouse in the unit to act as a "phone buddy." Do not hesitate to refer them to the chain of command for follow-up.

Service Request Calls - Service request calls are, "I need a babysitter" or "I need a ride to the doctor's office." Although emergencies do happen, these are generally not the kind of services the Key Contact provides.

Whatever the type of call, it's important for the Key Contact to understand why the person is calling and what kind of referral is needed.

Crisis Intervention

Not all calls will be routine. Other types of calls are:

- Crisis (personal or family)
- Emergency (life-threatening)
- Suicide (threats of personal harm)

The Key Contact is not a trained counselor! The goal in these calls is to make the appropriate referral as quickly as possible. Based on the situation, immediately contact emergency services, 911 and then notify the Unit Commander, First Sergeant, or CFRR. Maintain contact with the individual until help arrives. Check with leadership on appropriateness of follow-up.

Crisis Calls

A person may call for several reasons, including:

- Unit accident with fatalities
- Chronic illness
- Marital and Family distress
- Financial difficulties
- Miscarriage
- Loss of Family Member

People describe a crisis differently! For example; to some, a dead car battery is a crisis. For you that situation may be a hassle or a headache, but not a crisis. Keep in mind the caller may be overwhelmed by emotion. The caller may experience a range of feelings:

- **Anger** – a common emotion which may be expressed overtly or covertly. The anger is normally directed at another, turned inward and, if not resolved, may result in depression.
- **Helplessness** – manifests itself when an individual feels unable to cope.
- **Anxiety** – a combination of worry and uncertainty. Anxiety is a normal response to challenging situations, but when it gets out of hand, anxiety can lead to confusion, poor judgment, questionable decisions, and self-defeating behaviors. It can immobilize a person.
- **Lowered self-esteem** – the person doesn't feel competent to respond appropriately.

Listen. Let the people involved speak. Be sure that you hear how they see the problem and what they expect from you. Descriptively verbalize what you hear and what you see happening; do not be critical.

Remember that the person who sought your help is important, even if they are talking on behalf of someone else.

Work with the person that has asked you for help.

You are a listener, a referral agent, and perhaps a friend. You can help by listening carefully and making suggestions only when the person cannot think of alternatives. Do not give advice or assume responsibility for the person's problems or life. The goal of crisis intervention is to allow the individual involved to become responsible for themselves and the consequences of their actions. Work toward clarification of the situation.

Don't be over-active. The tendency is to talk a lot and offer a great deal of help in the form of possible solutions. Try not to become absorbed with historical excuses and reasons for present problems. Focus on what is happening now, and permit the person to explore what could be done to change it.

Let the person with the problem take the lead. Often the person wants and needs to talk the problem out.

Be empathetic and identify feelings. Is the person depressed, frustrated, angry? Encourage the person to talk on a feeling level. If caller is overwhelmed by emotions, advise that these feelings are normal when facing challenging events. Be sure to gauge caller's emotional state. Make a referral immediately. Allow unit leadership and other professionals decide intervention referral services.

When dealing with Family crises, give equal attention to each Family member, whether they are adults or children.

When referring someone for additional assistance, be specific. Tell them where to go, when to be there, and who to see. If possible, give them a name and number of a specific person to see. Follow-up to be sure that the necessary service was provided.

Remember also that the concept of crisis is relative. One person's crisis may be an ordinary event to someone else. Maintain your objectivity and do not over-identify with the caller. The Key Contact is not responsible for another person's crisis or individual's refusal to take action.

Emergency Calls

An emergency call is often a life-and-death situation involving a serious or terminal illness, injury, or death. Immediately contact emergency services (e.g., 911, MPs, etc.) and then notify the Unit Commander, First Sergeant or CFRR. The Key Contact needs to be sensitive to feelings involved and facts of the situation. Remain positive and assure the caller of immediate and competent assistance. The referral should be very specific.

Suicide Calls

Tips for handling emergency calls also apply to suicide calls. In each of these calls, the Key Contact has mandatory reporting obligations. Take immediate action to inform the appropriate authority. Contact established emergency response numbers.

“Best Practices” EMAIL

E-mail is a great way for Soldier and Family Readiness Groups to communicate quickly with members. It is an alternative system to weekly phone calls. Participation for must be voluntary. E-mail can be used very similar to the SFRG phone tree depending on each individuals preferred method for communication to notify group members of upcoming meetings and social events. Members of the SFRG may not e-mail for their own financial benefit such as for sales or solicitations.

TIPS FOR EFFECTIVE SFRG “EMAIL” COMMUNICATION

- Put recipients in the “BCC:” field so that they remain anonymous
- Use a meaningful and relevant “Subject” line that reflects the content of the message
- Be concise and to the point
- Respond and forward on information swiftly – Especially when information is time sensitive
- Answer all questions, and pre-empt further questions
- Use proper spelling, grammar and punctuation
- Do not write in CAPITALS
- Do not use email to discuss confidential information about SFRG members
- When forwarding an email, unless stated, remove the personal information from the original author and any other information that is not relevant to your audience. This will help to personalize the email
- Try to quote from the original message when relevant. You can break the quoted message down into paragraphs and comment on them individually to make it clearer
- When using an acronym for the first time spell it out i.e. Soldier and Family Readiness Group (SFRG).
- Only use acronyms if you are positive the recipient is familiar with their meaning.
- Use emphasis where it is useful to do so. If your email system does not allow bold or italics, a common convention is to use a *star* on either side of the word you want to stress
- If attaching a document, first convert it to a PDF format, as everyone can open this type of document. In the body of the email explain any attachments
- Be careful when replying to mailing list messages, or to messages sent to many recipients. Are you sure you want to reply to the whole list?
- Proof read the email before pressing send
- Include a brief signature on your email messages to help the recipient understand who it is from, especially if you are dealing with someone you do not know very well
- Military Etiquette – When emailing Command sign your email with “Very Respectfully”
- Always be polite. Terseness can be misinterpreted.
- Be patient, especially with inexperienced email users. Give people the benefit of the doubt. While you are familiar with email etiquette, it doesn't mean that they are.

“Best Practices” Text Messaging

Text messaging has become a common means of daily communication and is a great alternative to phone calls within the SFRG depending on individual preferences. Participation for must be voluntary and may be used very similar to the SFRG phone tree. Text messaging should be used very cautiously and is not for every situation.

- Text messaging should not be used in place of a detailed e-mail or phone call.
- Do not use group messaging. This way all recipients remain anonymous.
- Be concise and to the point
- Be sure to send messages only at appropriate times of day. Do not send messages in the middle of the night. Set boundaries on hours you will reply to messages.
- Do not discuss confidential information about Soldiers and Family members, provide bad news or OPSEC information in a message.
- Respond and forward on information swiftly – Especially when information is time sensitive. Do not wait until the last minute to send a message.
- Use proper spelling, grammar and punctuation. Double check spelling when using the voice-to-text feature.
- Do not write in CAPITALS
- Do not reply to a message with one word.
- Only use acronyms/ abbreviations if you are positive the recipient is familiar with their meaning.
- Not all abbreviations are appropriate for official information. Examples to not use, “LOL”, “BTW”, “CU”, “NRN”.
- Do not use emoji’s.
- Be sure that the recipient knows who the message is coming from, especially if you are dealing with someone you do not know very well.
- Always be polite. Terseness can be misinterpreted.
- Be patient, especially with inexperienced users. Give people the benefit of the doubt. While you are familiar with text messaging etiquette, it doesn't mean that they are

Newsletters Guidelines

Getting Started

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

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

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

Newsletter subjects.

- Commander/First Sergeant's Column.
- Deployment cycle issues.
- Volunteer information, accomplishments, opportunities, recognition and training.
- Family Sponsorship, New Family Orientation, Telephone/E-mail Chain and Family Day activities.
- Space Available Travel, Army Family Action Plan, Army Family Team Building and SFRG Training.
- Advertise Family Programs.
- Each newsletter should solicit items for the next newsletter. Remember to give credit to the author by referencing sources.
- Army and Air Force Exchange Service (AAFES), Commissary, benefits and entitlements, common acronyms, Family Care Plans, emergency phone numbers, activity pages for children, unit history, mission, and hails and farewells.
- Other resources such as the Chaplain, Child Care, and Youth Activities

Designing the Newsletter

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

Content and Format.

- The content must be official and may be directive, instructional or administrative.
- No information that conflicts with policies or procedures will be used.
- Avoid religion, politics, and any other subjects that may cause controversy.
- Every newsletter should be formatted with clearly defined sections that are well presented.
- The SFRG newsletter must be typed and proofread for spelling and grammar. The preferred method for e-mail is as a Word document.
- Use action words.
- Fundraising information, other than those of the unit's SFRG, is prohibited. For example, if the SFRG has discount coupons to a park such as Disney World, the name "Disney" cannot be advertised; but it can state that coupons are available to a major theme park.
- It is suggested that the last page of the newsletter be used as a mailing page as this eliminates the need for envelopes. To accomplish this, the top half of the last (back) page should contain any repetitive information that is routinely published, such as SFRG volunteers, unit personnel and the distribution listing. The lower half of this page should read as follows: On the left margin just below the center of the page, type the name of the SFRG, the unit and the unit's mailing address followed by the words, "Official Business" in bold letters, only if the newsletter qualifies to be sent using appropriated funding. In the center of the lower half of the page, mark a space for the mailing label.

Authentication. The commander or CFRR will authenticate newsletters prior to publication. Content must be official and have the commander's signature block.

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

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

Newsletter subjects.

- Commander/First Sergeant's Column.
- Deployment cycle issues.
- Volunteer information, accomplishments, opportunities, recognition and training.
- Family Sponsorship, New Family Orientation, Telephone/E-mail Chain and Family Day activities.
- Space Available Travel, Army Family Action Plan, and Army Family Team Building.
- Advertise Family Programs.
- Each newsletter should solicit items for the next newsletter. Remember to give credit to the author by referencing sources.

Editing

When materials have been gathered for the coming edition, it's time for the newsletter committee to decide what will be included. The selected feature articles, together with photos, artwork, and captions, are ready to go to the talented and experienced editorial staff for careful reading and editing. They will examine each article for readability, substance, organization, style, and correctness. They will also correct any problems with scope, development, coherence, tone, voice, grammar, spelling, and punctuation. When they are finished, produce a clean copy, proofread, and then start laying out the newsletter.

Copyright Laws

The newsletter committee needs to be aware of current copyright laws. Be careful when quoting from published works. Copyright law protects original material such as books and novels, poetry, recorded music, sheet music, photographs, and anything that exists as a tangible medium. Printing any portion of an author's published or unpublished work is a copyright infringement and subject to lawsuit. Permission to quote from any of the above named items requires permission from the author. Simply giving the author credit does not protect you from copyright infringement.

Some material falls into the category of public domain, for example, facts discovered through research. This kind of information can be used as long as it is expressed in your own words.

Under the fair use rule of copyright law, you may make limited use of someone's work without getting permission. This includes excerpting from a work to use in a review or criticism, summarizing an article with short quotes in a news report, and limited photocopying for non-profit education purposes.

Proofreading, Illustrations, Final Copy, and Paste ups

Once satisfied with the layout, the editors should proofread the newsletter again, correct any remaining errors (mostly cosmetic), and complete the newsletter. Also, scan and place photographs and graphics, and make sure the captions are in the correct locations, with the correct fonts. After another proofreading or two, consider any paste ups needed; some items may not scan well, so you may have to crop (trim) and paste them on the sheets with a glue stick. Make a few clean photocopies of the complete newsletter and take a copy to the SFRG leader and commander for a final look. Any last changes should be purely cosmetic.

At this point, the manuscript is in camera-ready form. The newsletter chairperson and one or two editors should perform a final check of the layout, fonts, alignment, continuations, illustrations, captions, etc. Finally, read through the newsletter again to be sure it is free of errors.

The original copy of the newsletter can then go to the commander for a last look and signature on the last page.

Publishing the Newsletter

The policy for reproduction of newsletters varies from installation to installation. SFRGs need to research local requirements. Reserve SFRGs should follow the guidelines in USARC Regulation 608-1.

Distributing the Finished Newsletter

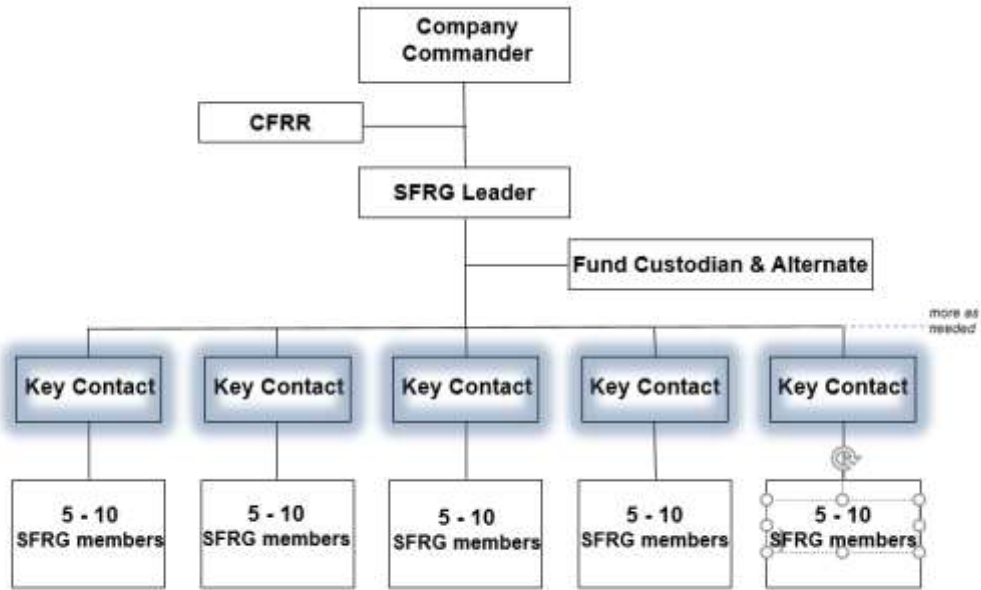
When the print job is complete, the newsletter committee will need to fold the copies and affix mailing labels. Computer-generated labels for the SFRG members will save time and effort. Consider emailing the newsletter to help reduce the cost of mailing!

Electronic Distribution of the Newsletter

Many families have internet service and with new technology has come the opportunity to offer the newsletters over e-mail in a file format referred to as a Portable Document File (PDF). The capability to convert the completed newsletter to PDF is a standard feature in many of the newer software publishing and word-processing programs.

When using electronic distribution lists always send using the "bcc" line.

SFRG Key Contact Roster



SAMPLE Roster of Assigned SFRG Members

SFRG Member Name	Home Phone #	Office Phone #	Cell Phone #	Email Address	Emergency Contact (Friend/Neighbor)	Emergency Contact Phone #

UNIT INFORMATION



COMMANDER: _____

PHONE NUMBER: _____

EMAIL: _____



1SG: _____

PHONE NUMBER: _____

EMAIL: _____



COMMAND FAMILY READINESS REPRESENTATIVE: _____

PHONE NUMBER: _____

EMAIL: _____



SFRG LEADER: _____

PHONE NUMBER: _____

EMAIL: _____



CHAPLAIN: _____

PHONE NUMBER: _____

EMAIL: _____



STAFF DUTY PHONE NUMBER: _____



EMERGENCIES

IF YOU CANNOT REACH THE UNIT, CALL THE BATTALION STAFF DUTY OFFICE: _____

CONTACT LOG

SFRG Member	Home Phone #:
	Work Phone #:
	Cell Phone #:
	OTHER:
	Email:
NOTES:	



Day: _____ Date: _____ Time: _____

____ SFRG meeting reminder ____ Fundraiser/event reminder
____ Greeting/introduction ____ Other NOTES:

--



Day: _____ Date: _____ Time: _____

____ SFRG meeting reminder ____ Fundraiser/event reminder
____ Greeting/introduction ____ Other NOTES:

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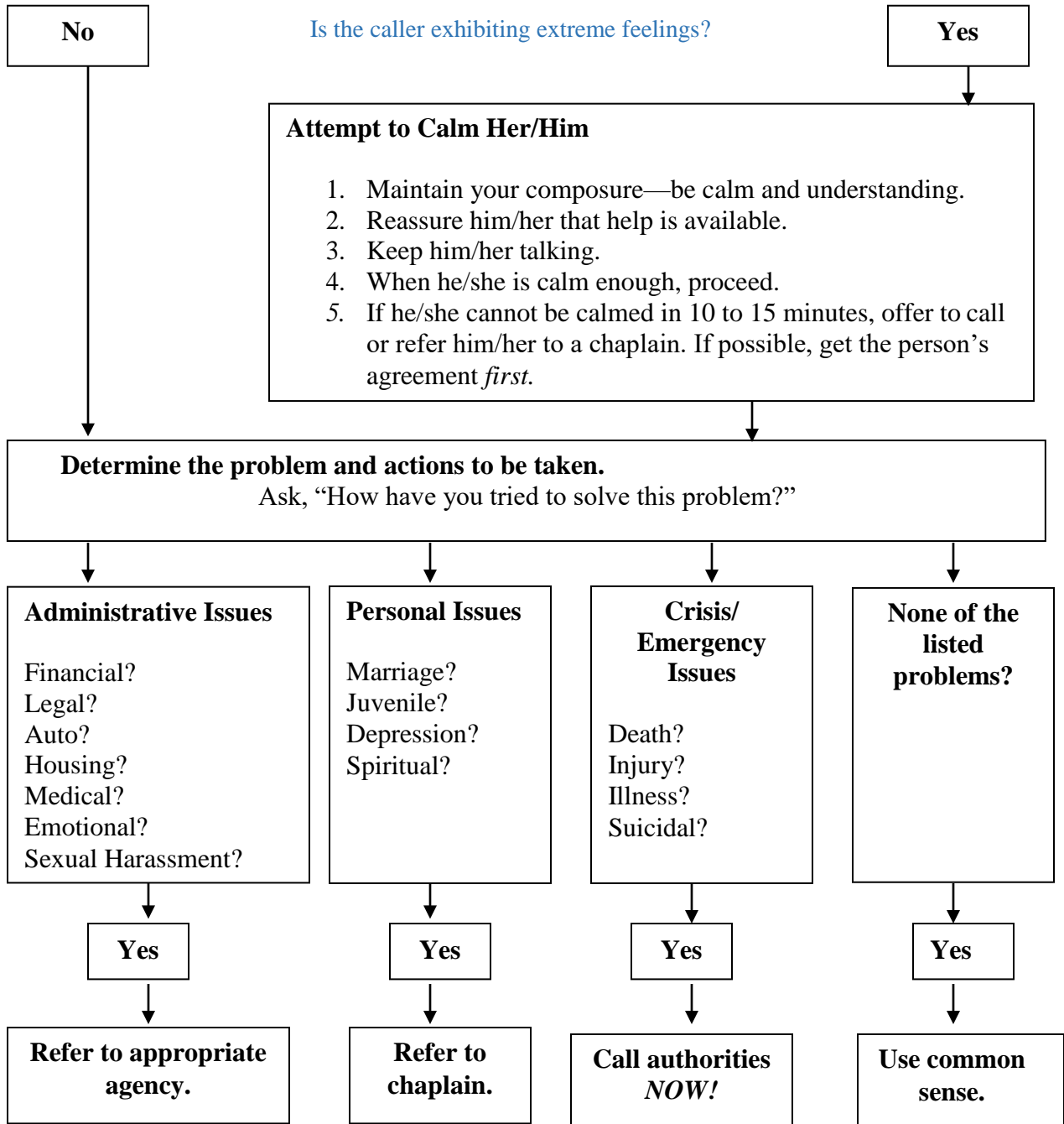
Day: _____ Date: _____ Time: _____

____ SFRG meeting reminder ____ Fundraiser/event reminder
____ Greeting/introduction ____ Other NOTES:

--

Helping a Distressed Person

Log call or visit on the POC Problem Resolution Form



Be sure to log all key details and report any crises or emergencies to the SFRG leader, CFRR or commander.

Social Media and SFRGs



Social Media Platforms

The Army has developed specific guidelines for the use of social media; SFRGs are required to follow these guidelines. All information presented here can be found the Army Social Media Handbook, 2016.

Social media includes social networks, online communities, blogs, wikis and other online collaborative media. The Army identifies the following platforms as social media:

- Facebook
- Twitter
- Flickr
- YouTube
- Google
- Blogs
- Pinterest
- Slideshare



Any social media platform used by SFRGs must follow DA policies

The Army recognizes that social media is a large part of the virtual landscape and that it offers an opportunity to connect with Soldiers, Civilians and their Families in a way never before realized. For many SFRGs they have become a large part of how leadership communicates with the SFRG membership and keeps them informed. As the Army's social media presence has grown so has a need for Department of Army policies. Whether you realize it or not there are 100s if not 1000s of social media platforms that are considered Social Media.

Many platforms have different usage purposes. People are sharing, blogging, discussing, networking, gaming and publishing in the social media world. When leveraged properly they can be a great asset to an SFRG, but the SFRG needs to have a plan and strategy for how they will use the platforms available to them to have the greatest impact on their membership.

Army Social Media Policy

- Obtain command approval
- Categorize as a government page
- Branding across all social media platforms
- Acknowledgement of "official page"
- Must be updated regularly
- Contact information with military e-mail
- Must include posting guidelines
- Administrative training
- Registered through the US Army



Social Media and the SFRG Mission

The main mission of the SFRG is to keep SFRG members informed – social media has the capability to do this in a limited capacity.

Social Media CAN support:

- Orienting Families to the community
- Providing updates on community and social events
- Keeping Families connected
- Providing information on community resources
- Command messages on safety and generic topics

Social Media can NOT support

- Information on unit mission
- Information on deployments
- Personal Identifying Information
- Command messages on specific unit activities
- At Risk Family support

Getting Started

- Develop a social media outreach plan
- Make sure you understand Army social media policies
- Review other Army social media sites
- Identify who will be the site administrator(s)
- Develop standard operating procedures
- Develop a posting policy that is shared on the page
- Set up the site
- Register the site – www.army.mil/socialmedia
- Maintain the site – Post a minimum of every 30 days

Required Training

Site Administrators must take the following training in order to maintain social media sites for Army organizations:

- ✓ OPSEC for EOP Operators: <https://iatraining.us.army.mil/>
- ✓ DISA Social Networking: http://iase.disa.mil/eta/sns_v1/sn/launchPage.htm



Social Media and Operational Security (OPSEC)

Maintaining operational security on social media is critical to ensuring Soldier safety and mission assurance. As well, personal security needs to be considered. Site administrators are responsible for ensuring that all posted items on the social media site do not violate OPSEC or PERSEC. When a page allows for users to comment it can be a great way to network and share information, but it can also be a security risk. Information shared on social media sites should be information that is already known to the public. Consider posting meeting locations on a secured site such as vFRG and providing the link rather than broadcasting this information on unsecured sites.



Operations security should ALWAYS be the primary concern when using social media

Communicate to users that posting sensitive information can be detrimental to Soldier safety

Monitor site for OPSEC regularly

Ensure information posted has no significant value to the enemy

Do not speculate on future missions

Authorized Postings

Authorized social media postings are to be information in nature as well as somewhat generic. It is important to remember that the enemy is able to piece together information gathered from various sites. The rule of thumb is if you wouldn't post it in your yard don't post it on social media.

- ✓ Pride and support for service, units, specialties and service member
- ✓ Generalizations about service or duty
- ✓ General status of the location of a unit
- ✓ Any other information already in the public domain from credible sources



TIPS FOR RUNNING AN EFFECTIVE MEETING

Before the meeting:

- Determine the purpose of the meeting. Are you planning an event? Putting together the newsletter? Providing training or hosting a speaker?
- What resources will you need? Childcare? Refreshments? Audio-visual equipment? Tables and chairs? What size room?
- Set the agenda and distribute it prior to the meeting so that everyone will know what to expect. Ask for input if possible before setting the agenda or set at least part of the next meeting's agenda as a closing activity at each meeting.
- Include a starting and ending time with the agenda.
- Prepare any visual aids you will need.

At the meeting

- Greet people as they arrive. If the group is small, you can do introductions as people come in. Otherwise, do introductions as the first part of the meeting. Consider nametags if you will have new people or have only met together a few times.
- Review the agenda and set any ground rules.
- Encourage discussion and participation. This may mean drawing people out who are not sharing, and tactfully bringing others to a close.
- Take minutes.
- Summarize what has been accomplished or resolved for each agenda item.
- Recognize success and achievement.

After the meeting:

- Send out the minutes.
- Follow up on action items.
- Start the agenda for the next meeting.
- Do all of the above in a timely manner.

Special tips for teleconference or virtual meetings:

- Always check equipment before every meeting.
- Send out the agenda early.
- Have participants log on five to ten minutes before starting the meeting.
- Avoid background noise.
- Have participants state their name before speaking.
- Don't multi-task.
- Describe or explain pauses for those who can't see.
- Sequence responses in a set order to avoid everyone talking at once.

SFRG Meeting Minutes

Date	Time	Location
Meeting called by		
Type of meeting		
Facilitator		
Note taker		
Timekeeper		
Attendees:		

Agenda Topics

Time Allotted	Presenter
Discussion	

Conclusions	
-------------	--

--	--

Action items	Person Responsible	Deadline

Agenda Topics

Time Allotted	Presenter
Discussion	

Conclusions	
-------------	--

--	--

Action Items	Person Responsible	Deadline

SFRG Monthly Activities Report

Unit	Month

This report is to be completed by the CFRR and turned in to the Commander by the last Wednesday of the month.

Past SFRG Events

Activity Type	Date	Subject/Activity	No. of People	What can be improved?

Activity Types: SFRG Meeting, SFRG Event, SFRG Fundraiser, SFRG Training/Brief, etc.

Next month's upcoming SFRG Events (planned and tentative)

Activity Type	Date	Time	Subject/Activity	Location

Informal Fund Status

Date of Last Report	Income	Expenses	Balance

New volunteers

Name	Position	Registered	Trained	Contact Info

What issues did you or any SFRG volunteers help Families with?

Issue	Action Taken

Do you have any issues or planning you would like assistance with?

CFRR

Date

“SAMPLE”
SFRG Meeting Report
October 5, 20XX

Meeting held: Chapel, 5:45-6:30 PM.

Present were: Sign in Attached

Group Discussed:

- Soldier 4 A Day AAR – Around 30 family members attended, not including soldiers. The range portion was postponed due to the weather, looking to reschedule 5 or 19 November.
- Holiday Bazaar Bake Sale – 7 October, 1:15-4:30 at Pavilion. Drop off individually wrapped goodies at the unit or the bake sale.
- Decided to hold the Halloween party on 28 October, 6:30 PM. Will have a costume contest with prizes donated from area businesses. 1SG & CPT Peters will give a day off and a cookout to the best-decorated office.
- Door prize of a Halloween bowl won by Mrs. xxx.

Concerns:

- Mrs. xxx would like to see the SFRG set up a babysitting Co-op, especially with the deployment coming up. The SFRG will send out an email looking for interested volunteers.

Dates to Remember:

- AFTB October 18-19
- CYSS Harvest Fest 6:00-8:00 October 29th

Financial Report:

Previous balance \$1347.96

Current balance \$1257.37 (going off of last month's report, due to move treasurer book unavailable)

Expenditures

\$8.13 pizza dinner at SFRG meeting

\$54.50 pizza dinner at SFRG meeting

\$27.96 drinks and food for Soldier 4 A Day

Guest Speaker:

CYSS

- Briefed us on services of CYS

Next Meeting: Wednesday, November 2nd at 5:45 at Chapel.

SFRG Informal Fund Authorization Letter

[Unit Letterhead]

[Office Symbol]

[Date]

MEMORANDUM FOR RECORD

SUBJECT: Authorization to open a new business checking account for the **UNIT** Soldier and Family Readiness Group (SFRG) Fund

1. The command authorizes a bank account to be opened at **(Bank Name, Address)**. The account is to be a non-interest bearing checking account for **(UNIT NAME) SFRG**.
2. This memorandum is to authorize the following named individuals to open an account and/or update the signature card on the account. The IRS Employee Identification Number for this group is: **(EIN #)**. The mailing address is: **c/o _____, Address**. Authorized signatories on this account are listed below with their titles:

(Name) SFRG Informal Fund Custodian

(Name) Alternate SFRG Informal Fund Custodian

3. If there are any questions, please contact the undersigned at **(phone number)**. Thank you for your assistance.

Sincerely,

NAME
RANK, BRANCH
Commanding

Informal Fund Custodian(s) Change Memo

[Unit Letterhead]

[Date]

MEMORANDUM FOR (Bank Information)

SUBJECT: Authorized Signers
(Unit Name) SFRG
Account # _____

Dear Sir or Madam,

1. I hereby authorize the following individuals to act as signers on the above referenced account:

- _____ [NAME] ___, [Social Security Number], as SFRG Informal Fund Custodian.
- _____ [NAME] ___, [Social Security Number], as Alternate SFRG Informal Fund Custodian.

1. Please delete all previous authorized signers.
2. Electronic bank statements are authorized to be sent to the following e-mail addresses: unitcommander@gmail.com and informalfundcustodian@gmail.com.
3. This authorization is effective upon receipt. The Point of Contact for this document is the undersigned at (phone number).

Sincerely,

NAME
RANK, BRANCH
Commanding

Do I Need an EIN?

File Form SS-4 if the applicant entity does not already have an EIN but is required to show an EIN on any return, statement, or other document.¹ See also the separate instructions for each line on Form SS-4.

IF the applicant...	AND...	THEN...
Started a new business	Does not currently have (nor expect to have) employees	Complete lines 1, 2, 4a–8a, 8b–c (if applicable), 9a, 9b (if applicable), and 10–14 and 16–18.
Hired (or will hire) employees, including household employees	Does not already have an EIN	Complete lines 1, 2, 4a–6, 7a–b (if applicable), 8a, 8b–c (if applicable), 9a, 9b (if applicable), 10–18.
Opened a bank account	Needs an EIN for banking purposes only	Complete lines 1–5b, 7a–b (if applicable), 8a, 8b–c (if applicable), 9a, 9b (if applicable), 10, and 18.
Changed type of organization	Either the legal character of the organization or its ownership changed (for example, you incorporate a sole proprietorship or form a partnership) ²	Complete lines 1–18 (as applicable).
Purchased a going business ³	Does not already have an EIN	Complete lines 1–18 (as applicable).
Created a trust	The trust is other than a grantor trust or an IRA trust ⁴	Complete lines 1–18 (as applicable).
Created a pension plan as a plan administrator ⁵	Needs an EIN for reporting purposes	Complete lines 1, 3, 4a–5b, 9a, 10, and 18.
Is a foreign person needing an EIN to comply with IRS withholding regulations	Needs an EIN to complete a Form W-8 (other than Form W-8ECI), avoid withholding on portfolio assets, or claim tax treaty benefits ⁶	Complete lines 1–5b, 7a–b (SSN or ITIN optional), 8a, 8b–c (if applicable), 9a, 9b (if applicable), 10, and 18.
Is administering an estate	Needs an EIN to report estate income on Form 1041	Complete lines 1–6, 9a, 10–12, 13–17 (if applicable), and 18.
Is a withholding agent for taxes on non-wage income paid to an alien (i.e., individual, corporation, or partnership, etc.)	Is an agent, broker, fiduciary, manager, tenant, or spouse who is required to file Form 1042, Annual Withholding Tax Return for U.S. Source Income of Foreign Persons	Complete lines 1, 2, 3 (if applicable), 4a–5b, 7a–b (if applicable), 8a, 8b–c (if applicable), 9a, 9b (if applicable), 10, and 18.
Is a state or local agency	Serves as a tax reporting agent for public assistance recipients under Rev. Proc. 80-4, 1980-1 C.B. 581 ⁷	Complete lines 1, 2, 4a–5b, 9a, 10, and 18.
Is a single-member LLC	Needs an EIN to file Form 8832, Classification Election, for filing employment tax returns and excise tax returns, or for state reporting purposes ⁸	Complete lines 1–18 (as applicable).
Is an S corporation	Needs an EIN to file Form 2553, Election by a Small Business Corporation ⁹	Complete lines 1–18 (as applicable).

¹ For example, a sole proprietorship or self-employed farmer who establishes a qualified retirement plan, or is required to file excise, employment, alcohol, tobacco, or firearms returns, must have an EIN. A partnership, corporation, REMIC (real estate mortgage investment conduit), nonprofit organization (church, club, etc.), or farmers' cooperative must use an EIN for any tax-related purpose even if the entity does not have employees.

² However, do not apply for a new EIN if the existing entity only (a) changed its business name, (b) elected on Form 8832 to change the way it is taxed (or is covered by the default rules), or (c) terminated its partnership status because at least 50% of the total interests in partnership capital and profits were sold or exchanged within a 12-month period. The EIN of the terminated partnership should continue to be used. See Regulations section 301.6109-1(d)(2)(iii).

³ Do not use the EIN of the prior business unless you became the "owner" of a corporation by acquiring its stock.

⁴ However, grantor trusts that do not file using Optional Method 1 and IRA trusts that are required to file Form 990-T, Exempt Organization Business Income Tax Return, must have an EIN. For more information on grantor trusts, see the Instructions for Form 1041.

⁵ A plan administrator is the person or group of persons specified as the administrator by the instrument under which the plan is operated.

⁶ Entities applying to be a Qualified Intermediary (QI) need a QI-EIN even if they already have an EIN. See Rev. Proc. 2000-12.

⁷ See also *Household employer* on page 4 of the instructions. **Note.** State or local agencies may need an EIN for other reasons, for example, hired employees.

⁸ See *Disregarded entities* on page 4 of the instructions for details on completing Form SS-4 for an LLC.

⁹ An existing corporation that is electing or revoking S corporation status should use its previously-assigned EIN.

Applying for an EIN (Employer Identification Number) For SFRG Bank Account

www.irs.gov OR <https://www.irs.gov/pub/irs-pdf/iss4.pdf>

Choose type you are applying for

- 1.View additional types
- 2.Government, Federal/ military

Continue

Confirm your selection

Confirm your selection of **Government, Federal/Military** as the type of structure applying for an EIN.

What it is...

- The federal government includes all branches of the federal government system, such as the departments of: Treasury, Interior, Defense, etc. Military organizations include officers' clubs, enlisted men's clubs, NCO clubs, billeting funds, etc. All federal government/military agencies are direct employees of the federal government.

Continue

Reason applying for EIN

- Banking purposes

Responsible person

- (Unit Commander and SSN)
- I am a duly authorized member, officer, or employee of the organization or government entity.

Continue

Fill in information

- Duly authorized member of the organization

Address: Unit Address

- _ Company, _ BN SFRG
- Street Address
- City
- State, Zip Code

Mail directed to specific department

- _ Company, _ BN SFRG

Different address to send mail

- No

Physical location not found

- Accept as entered

Tell us about Government/ military

- Legal: _ Company, _ BN SFRG
- County:
- Start Date:

Tell us more about Government/ military

- Answer **No** to all questions

What does organization do?

- Other
- Other: Soldier & Family Readiness Group

Receive Letter online

Review Summary of your information

Print Summary page

Submit

Follow the rest of the instructions

NOTE:

1. Please submit copy of EIN document to the appropriate Point of Contact for your command
2. Maintain document in SFRG Informal Fund Custodian boo

SAMPLE – SFRG Spend Plan

**[UNIT LETTER HEAD]
SFRG Informal Fund Budget**

To support SFRG operations for Calendar Year:

- | | |
|--|-------------------|
| 1. Refreshments at monthly SFRG meetings | \$30 X 12 = \$360 |
| 2. Participation/Volunteer incentives for monthly SFRG meetings Command-approved unofficial mail | \$10 X 12 = \$120 |
| 3. Supplies for fundraisers | \$50 X 4 = \$200 |
| 4. Holiday SFRG social event Summer SFRG social event | \$500 X 1 = \$500 |

Total Annual SFRG Budget = \$1180

This SFRG Informal Fund Budget for [UNIT NAME] was approved:

COMMANDER
RANK, BRANCH
COMMANDING

Date

NOTE: This format can also be used to develop a budget for a fundraiser.

SAMPLE – Ledger

SFRG INFORMAL FUND LEDGER FOR [UNIT NAME]

[MONTH AND YEAR]

BALANCE BROUGHT FORWARD FROM PREVIOUS MONTH					\$34.50
DATE	Trans #	Description of Transaction	Beginning Balance	Trans AMT (+/_)	Ending Balance
1/10/20XX		Deposit from Motorpool fundraiser (breakfast sandwiches and burritos)	\$34.50	\$75.00	\$109.50
1/10/20XX	100	Supplies for Motorpool fundriaser (breakfast sandwiches and burritos)		(\$20.00)	\$89.50
1/14/20XX	101	Refreshments for SFRG Meeting		(\$15.00)	\$74.50
1/14/20XX	102	Dollar Tree volunteer incentives (holiday party volunteers)		(\$10.00)	\$64.50
		BANK ACCOUNT END OF MONTH TOTAL			\$64.50
MATERIAL DONATIONS					
DATE		Description of Transaction/Donation	Number of Items	FMV/Item	Ending Balance
1/7/20XX	N/A	Greeting Cards donated by Joan Friendly (mother of SPC Friendly) from her business Snappy Cards	100	\$2.50 (price on back of card)	\$250.00
		MATERIAL DONATION END OF MONTH TOTAL			\$250.00
		END OF MONTH/SHEET TOTAL			\$314.50
		TOTAL INCOME FOR CALENDAR YEAR			\$359.50

SAMPLE – SFRG Annual Summary Memo for O6 or designee

[UNIT LETTERHEAD]

[OFFICE SYMBOL]

[DATE]

MEMORANDUM FOR **COL SMITH**

SUBJECT: **[UNIT]** SFRG Informal Fund Summary for Calendar Year **[20XX]**

1. **UNIT NAME** Soldier and Family Readiness Group (SFRG), has an Informal Fund bank account at **[BankName]**.

2. As of **[Date]**, the SFRG Informal Fund account balance is **\$64.90. \$34.50** was carried over from Calendar Year **[20XX]**.

3. For the Calendar Year **[20XX]**, the SFRG generated **\$2,000.00** in income, including unsolicited material donations. An itemized list of income is attached.

4. For the Calendar Year **[20XX]**, the SFRG spent **\$1999.50**. An itemized list of expenses is attached.

3. All informal fund expenditures for the year are consistent with the SFRG's Informal Fund Standing Operating Procedure (SOP). The SOP reflecting the consistency of the expenditures is attached.

COMMANDER
RANK, BRANCH
COMMANDING

SAMPLE – SFRG Annual Audit
Annual SFRG Informal Fund Report
1 January 20XX – 31 December 20XX

Unit: NAME

Does the SFRG have an informal fund? yes no

If yes, what is the name of the bank where the account is held? National Bank

Beginning balance on 1 January 20XX \$34.50

Income (including cash and material item donations, material items at fair market value)

Activity	Date	Income
Motorpool breakfast sandwich fundraiser	1/7/20XX	\$76.00
Valentine's Day bake sale	2/14/20XX	\$52.00
Donation from	3/25/20XX	\$500.00
Commissary Bagging Fundraiser	5/11/20XX	\$541.00
Food Booth Fundraiser	7/4/20XX	\$831.00
Total Income		\$2,000.00

Expenses

Activity	Date	Expense
Jimmy Dean Breakfast Sandwiches	1/6/20XX	\$15.00
SFRG Meeting Refreshments	1/10/20XX	\$15.00
SFRG Meeting Refreshments	2/11/20XX	\$20.00
SFRG Meeting Refreshments	4/10/20XX	\$15.00
SFRG Meeting Refreshments	5/13/20XX	\$15.00
SFRG Meeting Refreshments	6/11/20XX	\$20.00
SFRG Pool Party & Cookout Event	6/29/20XX	\$728.69
Supplies for Freedom Fest Fundraiser	7/3/20XX	\$78.25
SFRG Meeting Refreshments	7/14/20XX	\$20.00
SFRG Meeting Refreshments	8/10/20XX	\$15.00
SFRG Meeting Refreshments	9/12/20XX	\$15.00
SFRG Meeting Refreshments	10/11/20XX	\$30.00
Activity	Date	Expense
SFRG Meeting Refreshments	11/14/20XX	\$15.10
SFRG Meeting Refreshments	12/10/20XX	\$30.00
SFRG Holiday Breakfast With Santa	12/14/20XX	\$967.66
Total Expenses		\$1,999.50

Ending Balance (matches bank statement if no material items obtained as income) **\$34.50**

Total Revenue for 20XX **\$.40**

Fund Custodian's Signature	Date:
----------------------------	-------

Company Commander's Signature	Date:
-------------------------------	-------

SAMPLE – SFRG Annual Audit Summary

[UNIT LETTERHEAD]

[Office Symbol]

[DATE]

MEMORANDUM FOR RECORD

SUBJECT: Audit of **[UNIT NAME]** SFRG Informal Fund

1. An audit of the **[UNIT NAME]** SFRG informal fund was conducted on **7 January 20XX**.
2. The reason for this audit: **[UNIT NAME]** SFRG Informal Fund Custodian **[Daisy Dollar]** resigned from her position and **[LT James Dollar]** is leaving the unit.
3. The last audit was conducted on **[19 August 20XX]** when the new SFRG Leader, **[Lisa Leader]** took over this SFRG Leader position.
4. Findings:
5. Discrepancies:
6. Recommended improvements:
7. POC for this memorandum is the undersigned at COM: **(XXX) XXX-XXXX** or Stanley.supply8345.mil@mail.mil.

**STANLEY SUPPLY
CPT, AR**

SFRG Purchase & Reimbursement Form

[UNIT] SFRG PURCHASE & REIMBURSEMENT FORM

Note: This portion should be completed prior to making purchase

Date _____

The following items/services are required for the _____ (Event Name)

Date items needed: _____ Purchaser Name: _____

ITEM	QTY	COST	TOTAL

Reason for Purchase:

Total Amount Approved: _____

Approved By _____ Signature _____

Reimbursement (Attach Receipts)

Receipt Totals:

\$ _____
\$ _____
\$ _____
\$ _____
\$ _____ (Total Due)

Reimbursement Check # _____

AMOUNT: _____

Check made out to _____

Approved By _____ Signature _____

Received By _____ Signature _____

SFRG Internal Fundraiser Request Form

SFRG FUNDRAISER REQUEST FORM

[UNIT NAME]

TODAY'S DATE: _____

REQUESTED BY: _____
(NAME OF SOLDIER AND FAMILY READINESS GROUP)

*DATE/DATES OF FUNDRAISER: _____

*TYPE OF FUNDRAISER: _____
(EX: BAKE SALE/AUCTION/CAR WASH/RAFFLE, ETC)

***FUNDRAISER (F/R) LOCATION: _____
(EXAMPLES: PX/ COMMISSARY, ETC)

PURPOSE OF FUNDRAISER: - _____

FUNDRAISER HOURS FROM _____ 'TIL _____

POINT OF CONTACT NAME FOR FUNDRAISER (PRINTED) _____

TELEPHONE NO: _____ E-MAIL ADDRESS: _____

I, The Commander or Acting Commander of this SFRG, has verified that the SFRGs' annual fund raising total is **UNDER** the allowed limit of **\$10,000.00**. I have **consulted with an ethics advisor** (e.g. the Brigade Judge Advocate or AdLaw Attorney) for advisement.

APPROVED FUNDRAISER
[COMMANDER SIGNATURE AND DATE]

***NOTE:** FUNDRAISER REQUESTS MUST BE SUBMITTED NO LATER THAN 8-10 **WORKING** DAYS PRIOR TO FUNCTION.

***NOTE:** COMMANDER MAY APPROVE FUNDRAISERS HELD IN THE CO, BN, BDE, AND/OR MOTOR POOL AREA PROVIDED THE FUNDRAISER HAS BEEN REVIEWED BY THE DA ETHICS ADVISOR. ANY FUNDRAISER OUTSIDE OF THE UNIT FOOTPRINT MUST BE APPROVED THROUGH DFMWR.

SFRG Fundraiser AAR

SFRG FUNDRAISER AFTER ACTION REVIEW

EVENT: _____ LOCATION: _____

DATE: _____ TIME: _____

EVENT POC/CHAIRPERSON: _____

APPROXIMATE NUMBER ATTENDING EVENT: _____

COST OF ITEMS: Estimated Cost/Actual Cost

Food _____/_____

Beverages _____/_____

Condiments _____/_____

Miscellaneous _____/_____

Item _____/_____

Item _____/_____

SUPPLIES: Estimated Cost/Actual Cost

Cups _____/_____

Napkins _____/_____

Plates _____/_____

Eating Utensils _____/_____

Decorations _____/_____

RENTAL COSTS: Estimated Cost/Actual Cost

Location _____/_____

Equipment _____/_____

Transportation _____/_____

OTHER COSTS: Estimated Cost/Actual Cost

Item _____/_____

Item _____/_____

ESTIMATED CHARGE PER: _____	_____	_____
(SINGLE)	(COUPLE)	(GUEST)

ESTIMATED COST OF EVENT: \$ _____

ACTUAL COST OF EVENT: \$ _____

CASH DONATIONS RECEIVED: \$ _____

MATERIAL DONATIONS RECEIVED (FAIR MARKET VALUE): \$ _____

PROFIT/LOSS: _____

NOTES:

What went well?

What challenges did the SFRG face with the event?

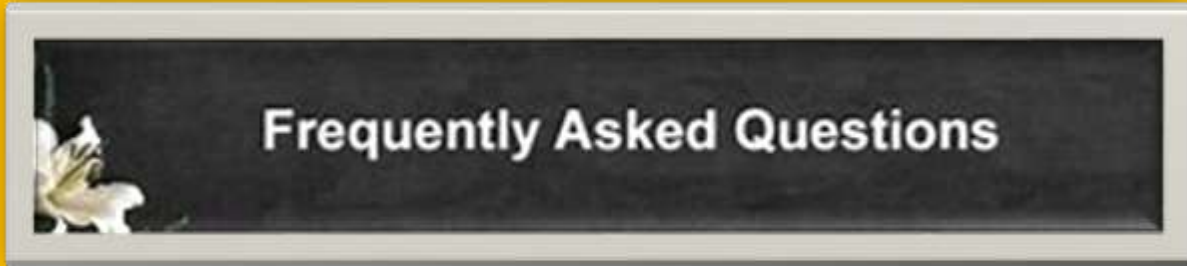
Recommendations for future events.

Commander Signature: _____ Date: _____

SFRG Leader Signature: _____ Date: _____

SFRG Informal Fund Custodian Signature: _____ Date: _____

Section IX:



Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

GENERAL

What is the SFRG relationship to the Rear Detachment Commander (RDC)?

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

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

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

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

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

Can SFRG volunteers travel to geographically separated units?

A. Yes. Commanders, may, at their discretion, authorize APFs to pay for travel and training of official statutory volunteers. Authorized SFRG volunteer travel can include SFRG volunteer visits to geographically disbursed members of the SFRG when unit Commander approved and directly in support of the SFRG mission. Statutory volunteers may also be authorized to use a non-tactical vehicle for official travel.

An SFRG leader establishes a registered non-profit private organization. The SFRG leader requests permission to continue serving as the SFRG leader. What should the Commander do?

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

Our SFRG includes non-ID card holders. Is this OK? Do SFRG members have to be ID cardholders?

A. The unit's Soldiers, Civilian employees, and Family members, both immediate and extended (Family as defined by the Soldier) may belong to the SFRG. SFRG members are not required to be ID cardholders. Soldiers bear primary responsibility for their Family and personal affairs readiness. At a minimum, they should keep themselves and their Families informed concerning key unit personnel information, benefits, programs and ensure that information regarding the Total Army Family Program is provided to Family members. Belonging to the SFRG does not automatically mean installation access. Installation access requirements must still be met.

What is the SFRG leader's role in CARE Team?

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

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

What are the Command Family Readiness Representative's (CFRR) responsibilities?

A. According to HQ DA EXORD 233-19, the Command Family Readiness Representative will assist the commander in executing the essential SFRG elements. The CFRR appointee may be a Rear Detachment Commander or equivalent or a Non-Commissioned Officer in the grade sergeant and above. The CFRR is defined as the key integrator between the command and Soldiers/Families.

CFRR responsibilities include-

- Help commands maintain active SFRGs.
- Maintain current email/communication rosters.
- Establish and execute communication plans/strategies IAW Commander's objectives.
- Inform commanders of known Soldier and Family issues.
- Coordinate and communicate resilience events (post sponsored or unit sponsored).
- Help SFRGs establish chains of concern to pass information from the CFRR to SFRG members. Serve as the link between Soldiers, Civilians, Family members, and Command team.
- Support Better Opportunities for Single Soldiers (BOSS) activities and disseminate information about upcoming activities.

What are the Soldier & Family Readiness Support Assistant's (SFRSA) responsibilities?

A. SFRSAs perform a variety of clerical and administrative duties in support of the commander and SFRG leaders. Their primary duties include preparing and distributing correspondence, newsletters, flyers, rosters, reports and requests; providing content for the vFRG or AKO website; serving as vFRG system administrator if assigned; maintaining regular contact with SFRG leaders and Army Community Service/Family Programs; scheduling and coordinating SFRG meeting and event logistics; and recruiting and maintaining an active volunteer force within the unit. Moving these administrative tasks to SFRSAs, allows volunteer SFRG Leaders more time to work directly with Families.

My SFRSA wants to be a volunteer in the unit to which her spouse is assigned. Is this allowed?

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

SFRG APPROPRIATED FUNDS (APF)

How is the SFRG funded?

A. The SFRG Appropriated Fund SOP should include a requirement to fill out purchase request forms and submit them for approval. Commanders can use their Government Purchase Card (GPC) to purchase supplies, equipment, room rental, or any other approved item to support SFRG mission activities. By using the GPC, the unit purchases the items, pays the bills and maintains a detailed record of APF support to SFRGs.

Who manages the SFRG official funds?

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

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

How can Appropriated Fund provide support to the SFRG?

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

Will funding come from a Brigade or from a Garrison account?

A. The funds come from the Commander's appropriated funds. The commander should project budget needs, request funds, and discuss guidance with the chain of command.

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

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

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

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

How much money should the SFRG receive?

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

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

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

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

I have a unit requesting childcare for Bible study that will be part of an SFRG meeting. Is that an appropriate use of funds?

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

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

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

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

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

SFRG INFORMAL FUNDS

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

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

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

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

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

A. Commanders should not authorize SFRG fundraisers when the account has reached the \$10,000 cap. We advise commanders to cancel fundraisers for SFRGs who are at their maximum limit.

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

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

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

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

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

My SFRG would like to give gifts to our deploying Soldiers, such as calling cards and gift certificates. We also want to send “care packages” during the deployment. Should we use SFRG’s informal funds or unit’s informal funds?

A. Optional. The SFRG Informal Funds may be used if the membership agrees and Soldier care packages are included in the Informal Fund SOP. Since this activity only benefits the unit members and not the SFRG Family members, the SFRG may consider asking the commander if unit Informal Funds may be used.

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

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

How can our SFRG establish an informal “cup and flower” fund for births, birthdays, meals and parties?

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

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

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

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

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

Can the SFRG’s informal funds be used to buy food and drink for the SFRG meetings?

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

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

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

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

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

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

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

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

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

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

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

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

Can the SFRG co-leader be the informal funds custodian?

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

REIMBURSEMENTS

Under what specific conditions is reimbursement granted for volunteers?

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

How will the reimbursement of volunteer incidental expenses for childcare costs be made, and to whom the volunteer or the provider?

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

What forms will govern the monies used for reimbursement?

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

Is the SFRG volunteer required to register with the CDC prior to requesting reimbursement of childcare?

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

Can the commander reimburse childcare expenses incurred while conducting SFRG business?

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

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

What is the definition of volunteering in order to qualify for the reimbursement of incidental expenses? Does SFRG leadership roles or attending SFRG meetings constitute time as a volunteer?

A. SFRG members attending an SFRG meeting are not volunteers. Statutory volunteers provide services to the commander IAW the SFRG mission. The definition of statutory volunteer can be found at AR 608-1; statutory volunteers are required to have a job description, and to be supervised like an employee. The SFRG volunteers who hold designated positions should all be statutory volunteers. They should receive a signed job description from the command. The Commander should prepare an SOP covering the procedures for reimbursement for incidental expenses, so that volunteers know what is and is not covered.

DONATIONS

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

A. Yes. Check with current policies. The Commander should request legal review prior to acceptance.

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

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

Are the rules for the use of MWR NAFs the same as for supplemental mission NAFs?

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

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

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

What use is authorized for SFRG Supplemental Mission Activity use?

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

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

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

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

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

A. Possibly. Supplemental mission NAFs may be used for SFRG social activities. Unit commanders must submit a purchase request, which includes a brief description of the item(s) requested, total funds required, dates the items are needed, and source of the items to be purchased to the DFMWR for processing.

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

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

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

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

FUNDRAISERS

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

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

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

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

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

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

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

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

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

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

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

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

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

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

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

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

May the SFRGs that fall under my Brigade hold a fundraiser to benefit our SFRGs' informal funds?

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

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

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

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

May my SFRG do a fundraiser in their own community as long as it does not infringe on another unit?

A. We cannot tell from your question which community you are referring too. If you mean off-post, in the civilian community, then the answer is no. Official Army activities, to include SFRGs, are prohibited from engaging in external fundraising. However, your SFRG may be able to do a fundraiser on the installation. Your unit commander should consult with the servicing ethics counselor regarding this specific fundraising question.

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

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

DEPARTMENT OF THE ARMY SOCIAL MEDIA

www.army.mil/socialmedia/

Where can I find the 'Social Media Handbook'?

A. You are looking at it and yes, it is printer friendly. The previous PDF handbook was transformed to a website in 2016. Updates can be made more frequently, keeping the field current and targeted information sought out easier to access.

What is a release authority?

A. Delegated release authority is from the commander. Social media managers are not authorized to speak on behalf of the unit, the commander or the Army without delegated release authority. The commander's release authority is usually equal to his or her authority in other matters. Just because a commander has command and control of his installation in such matters as personnel, housing and operations, it doesn't always mean he is authorized to release information about events that happen on or near his installation.

If I don't have release authority, can I still have an official social media platform?

A. Yes. However, It must be approved by the commander and it still must follow DOD and U.S. Army requirements. Please refer to requirements on the "managers" page. Without a releasing authority reviewing all content before it is published, it cannot qualify to be registered in the social media directory.

How can I get verified by Facebook, Twitter, or Instagram?

A. Each platform has different requirements in obtaining a badge:

Facebook: Request a badge at <https://www.facebook.com/help/media/> or contact a member of the social media team.

Twitter: Not accepting any public submissions for verification and have introduced new guidelines for the program.

Instagram: Right now, only some public figures, celebrities and brands have verified badges. It's not currently possible to request or purchase a verified badge.

How do I report imposters posing as my senior leader?

A. Please refer to the "Scams" page on how to report to each platform. For Facebook, please contact OCPA DMD to gain access to the media support portal. You must be the admin of your senior leader's page.

Is the Soldier I'm talking to a real Soldier?

A. U.S. Army Criminal Investigation Command (CID) receives hundreds of reports a month from individuals who have fallen victim to a scam perpetrated by a person impersonating a U.S. Soldier online. For more information, visit our "Scams" page.

Soldier and Family Readiness Group (SFRG) Frequently Asked Questions

Can a Soldier or former Soldier request that a photo of them be removed from an official Army.mil story or social media post?

A. If the Soldier was photographed in his or her uniform while performing official duties, then no, the photo cannot be removed. Soldiers do not have an expectation of privacy rights when photographed in uniform while performing their Army duties. In certain cases, the photo can be removed if an official letter is presented from the Soldier's commander or U.S. Army Criminal Investigation Command (CID) demonstrating that the continued presence of the photo or photos would constitute an unwarranted invasion of the Soldier's privacy, violates OPSEC, or endangers safety.

How do I become OPSEC level II certified?

A. You must attend an in-person three-day OPSEC Level II course. You can sign up for the course at: <https://www.1stiocmd.army.mil/home/osetraining>, contact your OPSEC Program manager, or training coordinator.

Can I use copyrighted images, photos or videos on social media?





























A. Yes, however, there are strict restrictions such as written permission to use the content and more. Learn more at: <https://www.army.mil/article/228502/>

Can I "boost" posts or buy ads on social media?

A. No, the only Army assets that are authorized to use money on social media ads are recruiting organizations and the Army Marketing Group. Learn more at: <https://www.army.mil/article/228502/>

Top 10 for SFRG Leaders

- 1. Training, training and much more training.** Be trained in all things SFRG. One useful website: Myarmyonesource.com. They have online SFRG Leader trainings on all things SFRG. You do have to sign up (find the button at the upper right hand corner), but at the end you are given a certificate proving you did it all. Family Programs Office or ACS – Army Community Service is also a valuable resource. They offer more trainings and resources than you could ever need. Get it.
- 2. It takes a team.** In the world of SFRG, we have our unit commander, 1SG, and Command Family Readiness Representative (CFRR)/ Family Readiness Support Assistant (FRSA). This is your leadership team. They will provide you with direction, mission, information, resources, paperwork and support. Then there are your teammates, the ones who do the work with you, your fellow volunteers. Every member of your team is vital to the success of your SFRG. Use them, and use them well.
- 3. Clear mission and plan.** Most of this comes from the trainings and your command. It's important to remember that you should meet with command regularly to discuss how to meet the needs of your unit's service members and families. One of the main missions for most SFRG's is to be a source of information and relaying of information between command and families. A solid communication plan is needed in order to properly prepare for deployment, trainings, and to make sure that families know about available resources.
- 4. Know the law.** You have to know the law. You don't have to be like JAG or NCIS, but know what your SFRG can and can't do. This is where Standard Operating Procedures (SOP) come in. Read them and know them. There are rules about fundraising, what goes in a newsletter; even issues like whether or not you can hold a bake sale. The best piece of advice: before you get too in the weeds with getting your SFRG set up and planning events get very, VERY familiar with the regulations governing SFRG.
- 5. The "Family" in Soldier & Family Readiness Group is not what you think.** The "Family" in Soldier & Family Readiness Group can be anyone that the service member feels they want involved and knowledgeable about happenings within their unit. A "family" member could be a spouse and children, just a spouse, just children, adult children, parents, grandparents, siblings, girlfriends, boyfriends, fiancés, friends, civilians that work with the unit, veterans and others connected to the group.
- 6. Pass on your knowledge and use the knowledge that came before.** SFRG's often (but don't always) have something called a "continuity book." It's like the owner's manual for the SFRG. In it you can find all of the wisdom of previous SFRG Leaders. What worked, what didn't work, SOP's, important forms, contacts, resources, everything that could be useful might be in that book. If you don't have a continuity book, create one. It makes the job that much easier and smooths transitions.
- 7. Think outside the box.** The fact that you could have family members hundreds if not thousands of miles away makes it important that you "think outside the box." For those far away you can offer online coffee chat times (through google hangouts) for example. In order to connect better with service members and families create an SFRG business card so you are more easily accessible. Use social media to get advice or to join groups where others can impart their wisdom.
- 8. Delegate responsibility.** Don't go it alone. Start reaching out right away for folks to take up the other leadership roles. Once you have your team, don't be afraid to tell people exactly what you need from them, and when. If you delegate responsibility and are clear about expectations you are less likely to encounter problems.
- 9. Have fun.** Don't forget the social aspects of the SFRG. You have opportunities to bring families together for some fun – be creative with holiday parties and summer picnics.
- 10. Take care of yourself.** It's easy to lose yourself in this job. Don't forget that while you are there to support the families, YOUR family and YOU need to be your #1 focus. If you feel yourself getting burned out, ask for help or step back from activities. Take the time to recharge.

CATEGORY	Insignia of the United States Army											
ENLISTED (Green and Gold)	E-1	E-2	E-3	E-4		E-5	E-6					
	no insignia Private	 Private	 Private 1st Class	 Corporal	 Specialist	 Sergeant	 Staff Sergeant					
	E-7		E-8			E-9						
 Sergeant 1st Class	 Master Sergeant	 1st Sergeant	 Sergeant Major	 Command Sergeant Major	 Sergeant Major of the Army							
WARRANT OFFICER (Silver and Black)	W-1		W-2		W-3		W-4		W-5			
	 Warrant Officer	 Chief Warrant Officer		 Chief Warrant Officer		 Chief Warrant Officer		 Master Warrant Officer				
COMPANY AND FIELD GRADE OFFICER (Gold and Silver)	O-1		O-2		O-3		O-4		O-5		O-6	
	 (gold) 2nd Lieutenant	 (silver) 1st Lieutenant		 (silver) Captain		 (gold) Major		 (silver) Lieutenant Colonel		 (silver) Colonel		
GENERAL OFFICER (Silver)	O-7		O-8		O-9		O-10		O-11			
	 Brigadier General	 Major General		 Lieutenant General		 General		 General of the Army				

MILITARY TIME

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

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

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

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

PHONETIC ALPHABET

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

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

Section X:
OPERATIONS & RESOURCES
Deployment Cycle



Readiness and Resources

SUPPORTING FAMILIES DURING DEPLOYMENT

The Key Contact Program plays an important role in helping spouses prepare for deployment. Key Contacts may be asked to support pre-deployment briefings and other family pre-separation activities and events. During deployments, Key Contacts assist by keeping families informed, as directed by the unit. If individuals know what to expect, and come up with a plan for taking care of the household and themselves, families are better prepared to handle emotions that often accompany a deployment.

Stages of Deployment

PRE-DEPLOYMENT - Prior to deployment, spouses will feel anticipation. This generally occurs 4 to 6 weeks before the member deploys. The remaining spouse feels tense, selfish, and guilty about not wanting the member to go. There is also frustration because the member is putting in extra hours to get the unit ready to deploy, while so much needs to be done to prepare the household for the separation. Both the member and the spouse are physically and mentally exhausted. There may be unacknowledged anger about the situation which can trigger depression or physical problems. Spouses may become more distant and they may stop sharing their thoughts and feelings. Feelings of disorganization and sadness are common. Children may react by withdrawing or misbehaving.

DURING DEPLOYMENT - Most people are in this stage for the majority of the separation. It is characterized by relative calm. Once the separation occurs, a sense of emptiness sets in. Old routines are gone. Spouses will begin to feel confident that they can handle their daily affairs. However, if a contingency occurs, people can be thrown back into states of withdrawal and depression.

POST-DEPLOYMENT (aka Reintegration) - This last stage can be the most difficult. Getting the house and family ready for the member's return often exhausts the spouse. Members are also exhausted and excited by their return and spend a lot of time sleeping, which can be frustrating to the spouse. Both the Family and the Soldier are happy to be reunited, but they have to work out accumulated tensions and reestablish the rules for living together.

The Key Contact can use these stages to assure spouses that their responses and feelings are normal, given the situation. These general stages can also be useful in spotting a problem. They are a norm against which behavior can be measured. Someone whose reactions appear extreme, when measured against these stages, may need a referral.

"There are four ways, and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts: what we do, how we look, what we say and how we say it."

-Dale Carnegie (1888-1955)

Deployment Cycle Resiliency Plan

	Recommended Topics	Overview	Suggested Provider/Speaker
PRE-DEPLOYMENT	Organizing the SFRG	Invite Loved Ones to learn about the SFRG and volunteer opportunities. While it is critical to recruit volunteers, it can be helpful to have a meeting to cover details.	Unit and SFRG Leader, CFRR
	"Preparing Children for an Upcoming Deployment"	Offered by the MFLC. Focuses on how to talk with kids of all ages and how to help them understand what a deployment means for them.	Military Family Life Consultant (MFLC)
	*Media awareness	Advise families on how to respond, discuss social networking and OPSEC.	Unit and SFRG Leader. Public Affairs Officer.
	*Personal Safety and Discussion of Family & Single Soldier check list	Many difficult situations can be avoided by planning ahead - Power of Attorney (POA), acct numbers, doctor, dentist, eye care info, etc.	Unit and SFRG Leadership, local Police
	Effective Communication	Discussion of positive communication during deployment and the various styles of communication.	Communication expert or ACS Representative.
	Finances & How to read a LES	How deployment affects pay, lag in pay, how to read a LES.	Army Community Service or Unit Representative
	*Resource Fair	Families receive pertinent information regarding Tricare, FAC, ESGR, MOS, MFLC, etc.	Local FAC and/or service providers
MOBILIZATION STATION	CAO/CNO Process, Wounded Warrior	This topic is best presented after soldiers leave home but before they are in a combat zone. Discuss the process and provide an overview of their program and hold a Q & A.	Casualty Affairs Liaison
	"Black-outs" & Communication (CMD vs. SFRG updates)	What to expect during a blackout. This is a good opportunity to emphasize that the SFRG will not communicate information unless directed by their CMD.	Previously deployed Rear Det Staff
	*Red Cross/Emergency Leave	Overview of American Red Cross emergency services that help keep military personnel in touch with their families.	Red Cross Staff/Volunteer
DURING DEPLOYMENT	*Military One Source (MOS) *Army Community Service	Overview of website and resources available to families.	MOS or ACS Representative
	*Suicide prevention	Overview of suicide prevention programs, services.	Chaplain, VA or DCS Advocacy Rep
	*Relationship building/rebuilding	Focus on communication, expectations, problem solving etc. Also, promote Strong Bonds.	Chaplain or MFLC
	*Coping with deployments	Provide recommendations/best practices/ strategies for coping with deployments.	Local Military Family Life Consultant (MFLC)
	*Psychological First Aid	<i>Coping with Deployments: Psychological First Aid for Military Families</i> is a training developed specifically to help military family members respond to the stress and strain surrounding the deployment of a loved one.	Red Cross Staff/Volunteer
	Getting through the Holidays	Discuss potential challenges and strategies families can use throughout the holidays.	Unit and SFRG Leader, FRSA, MOS resources
	Leave/Pass requirements	Expectation of soldier during leave	Unit rep
POST-DEPLOYMENT	*Suicide prevention	Overview of suicide prevention programs, services.	Chaplain, Victim Advocate, DCS Advocacy Rep
	*Relationship building/rebuilding	Focus on communication, expectations, problem solving etc. Also, promote Strong Bonds.	Chaplain or MFLC
	*Reintegration Workshop	Interaction and transition to Garrison and Family. Coping skills, mindfulness, communication workshop, Substance Abuse, Family Advocacy, Financial Resiliency, and available resources.	Army Community Service
	Coping Skills	Individual, group, or couple's counseling with licensed professionals.	Chaplain or MFLC

"Resiliency"

"Awareness and Coping Strategies"

Experiencing Deployment Worksheet:

PRE-DEPLOYMENT

<i>What's Going On...</i>	<i>Feelings</i>	<i>Coping Strategies</i>
<ul style="list-style-type: none"> ▪ Denial and anticipation of loss ▪ Increased feeling of stress and conflicting emotions in home ▪ Communication challenges ▪ Frequency of arguments increase ▪ Reality of change ahead is <i>sinking in</i> ▪ Focus is on completing preparation activities (e.g., financial planning, checklists) ▪ Roller coaster of ups and downs ▪ Service member is focused on preparing for mission and may distance self from family ▪ In cases of multiple deployments, new deployment cycle may begin before family has had time to renegotiate new normal from the last deployment ▪ Decide how to tell children about the deployment ▪ Allow children to say goodbye 	<ul style="list-style-type: none"> ▪ Pride ▪ Excitement ▪ Anger ▪ Resentment ▪ Restlessness ▪ Irritability ▪ Sadness ▪ Fear ▪ Guilt ▪ Anxiety ▪ Frustration 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ ▪ ▪ ▪ ▪ ▪ ▪

DURING DEPLOYMENT

<i>What's Going On...</i>	<i>Feelings</i>	<i>Coping Strategies</i>
<ul style="list-style-type: none"> ▪ Life without the Service member may initially feel overwhelming ▪ Develop new routines ▪ Responsibilities and household hassles maybe added ▪ Have difficulty concentrating ▪ Wish things would go back to <i>normal</i> ▪ Experience sleep difficulty ▪ Family resiliency ▪ Children take cues from parent/adults ▪ Children may struggle socially, emotionally, behaviorally, and academically ▪ Children mature 	<ul style="list-style-type: none"> ▪ Independent ▪ Confident ▪ Relief ▪ Restless ▪ Confused ▪ Numb ▪ Disorganized ▪ Indecisive ▪ Irritable ▪ Preoccupied ▪ Anxious 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ ▪ ▪ ▪ ▪ ▪ ▪

"Resiliency"

"Awareness and Coping Strategies"

POST-DEPLOYMENT

<i>What's Going On...</i>	<i>Feelings</i>	<i>Coping Strategies</i>
<ul style="list-style-type: none"> ▪ Initial honeymoon period ▪ During time of separation, Service member and all family members have changed ▪ Changes may hold pleasant surprises or may cause conflict ▪ Everyone needs space and time to readjust ▪ Begin to renegotiate how household will look now that everyone is together again ▪ Reintegration could last for months! ▪ <i>A new normal</i> is established regarding routines and expectations ▪ If readjustment challenges resurface, support is important... It is okay to ask for help if you need it! ▪ Children react differently depending on age 	<ul style="list-style-type: none"> ▪ Relief ▪ Happiness/ Joy ▪ Irritability ▪ Guarded ▪ Overwhelmed ▪ Loss of independence ▪ Secure 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ ▪ ▪

Additional Notes: _____

Deployment Links & Resources

Topic	Website
AAFES	www.shopmyexchange.com
American Red Cross	www.redcross.org
Army Community Service Hawaii	hawaii.armymwr.com/categories/community-support
Army Emergency Relief (AER)	www.armyemergencyrelief.org
Army Family Team Building	www.myarmyonesource.com
Army Family Web Portal	www.armyfamilywebportal.com
Defense Finance and Accounting	www.dfas.mil
Financial Readiness	www.militaryonesource.mil/financial-legal/personal-finance
Military Child Education Coalition	www.militarychild.org
Military Living	www.militaryliving.com
Military Family Network	www.emilitary.org
Military One Source	www.militaryonesource.mil
Military Scholarships	https://fisherhouse.org/programs/scholarships/
Military Spouse Blog	www.military.com/spousebuzz
Military.com	www.military.com
National Military Association	www.militaryfamily.org
Taxes (IRS)	www.irs.gov
Thrift Savings Plan	www.tsp.gov
Tricare Reserve Information	www.tricare.mil
US Army	www.army.mil
USO	www.uso.org
Veterans Administration	www.va.gov
Yellow Ribbon Reintegration Program	www.yellowribbon.mil

ANNEX A

U.S. Army Garrison Hawaii Deployment Cycle Resource Guide





U.S. Army Garrison-Hawaii

Deployment Cycle Resource Guide

Army Community Service
Mobilization, Deployment & Stability Support Operations (MDSSO)
January 2021

“Welcome”

The resource guide is consolidation effort within the U.S. Army Garrison Hawaii organizations and prepared by the Army Community Service (ACS), Mobilization, Deployment, & Stability Support Operations (MD&SSO) section. This resource guide is to help Soldiers and Families prepare for deployments (pre, during, and post) and family emergencies.

The purpose of this resource guide is for you to be familiar with support agencies, in order to enhance preparedness with deployments and emergencies. Trainings and other activities are offered to supplement this resource guide. We have included as much information in this resource guide as possible so that you can familiarize yourself with local resources.

“We look forward to working together to create strong, prepared, resilient Soldiers and Families!”



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Army Volunteer Corps



POC Position Title: Army Volunteer Corp Coordinator
Contact Information: (808) 787-4206, Schofield Barracks, Bldg. 690, Room 103

Class/Service: OPOC Training, VMIS Orientation through Army Family Web Portal, AFAP Information through Army OneSource, and AFTB Information through Army OneSource and APP Download (Mac App Store & Google Play)



PRE/DURING/POST Deployment: AVC can support Military Spouses during Service Members' deployment via volunteer opportunities search assistance through Army Family Web Portal at vmis.armyfamilywebportal.com. Provide flyers (VMIS Orientation & OPOC Training Class schedule), List of Volunteer Opportunities. Provide AFAP flyer on how to submit quality-of-life issues at Army OneSource. Provide AFTB information for classes available at www.myarmyonesource.com or Download the APP.

Recommendations: Menu of recommended classes / training topics for Commanders and Soldiers Family Readiness Group. Recommend sharing AVC/AFAP/AFTB information to provide assistance with interest in volunteerism/employment (volunteer opportunities) by attending bi-weekly classes and provide AFAP input for quality of life issue submissions, and AFTB online classes online to receive training and increase self-sufficiency and self-reliance to Military Family Members.

Employment Readiness Program

POC Position Title: Employment Readiness Program (ERP) Manager



Contact Information:
(808) 787-4227/4521/4264, Schofield Barracks, Bldg. 663, Room 119

Class/Service: Employment Readiness Program services



PRE/DURING Deployment: ERP can support Military Spouses with job search assistance, resources, resume reviews, and employment readiness training options.

POST-Deployment: ERP can continue to support Military Spouses as well as Service Members who may be preparing to transition to Civilian life.

Recommendations: Resume Writing for the Private Sector and Building Your Federal Resume in USAJOBS are the two most popular topics, but there are many others. Trainings can be accessed online and are available 24/7 on the ERP YouTube channel.

Exceptional Family Member Program (EFMP)



EFMP Family Support

POC Position Title: Exceptional Family Member Program (EFMP) Coordinator

Contact Information: (808) 787-4227, usarmy.schofield.id-pacific.mbx.acs-efmp@mail.mil, Schofield Barracks, Bldg. 690

Class/Service: EFMP provides assistance to Service Members and their Families who have Family Members enrolled in the EFMP program. ACS EFMP provides support in the by linking Families to community resources and advocacy and navigation support in, but not limited to, the areas of housing and education.

EFMP also provides support through the process called Multidisciplinary Inclusion Action Team (MIAT), a process that provides assistance to children seeking services through the Child and Youth Services.

EFMP provides assistance with temporary relief through the respite care program. The respite care program provides assistance to enrolled Family Members and have been diagnosed with chronic and severe conditions.

EFMP program provides informational resources through the ACS Facebook Page.

EFMP program has established a support group, that is held monthly, provide EFMs the opportunity to receive peer-to-peer support.

EFMP provides briefings to educate the community on how the program may support.

PRE-Deployment: The EFMP program provides the support needed to navigate in the areas of community resources, education, and housing, to Soldiers and their Families needing assistance. A program briefing is available, upon request, to ensure that Soldiers and Families are educated on how they may receive support regarding the program.

DURING Deployment: EFMP can provide support to Family Members while the Service Member's deployment. Services include providing assistance with connecting to community resources to ensure that the unique needs of the Family Members are met. Other areas of support are advocacy through the educational system.

POST-Deployment: EFMP can continue to support Family Members after the deployment is over. Continuous support is provided for as long as the Family needs assistance.

Recommendations: For any additional resources or support, please contact the EFMP program to ensure that the unique needs of our Soldiers and their Family Members are met.



Family Advocacy Program – Prevention & Education (FAP-ED)

POC Position Title: FAP ED Coordinator
Contact Information: (808) 787-4227, Schofield Barracks, Bldg. 690

Class/Service: FAP Annual Troop Training, Weekly Deskside Command Briefs, Monthly Parenting Classes, Stress Solutions Class, Anger & Conflict Solutions Class, Couples Communication Class, Playgroups, upon request, FAP Overview for SFRG Leaders, Reintegration FAP Annual



PRE-Deployment: FAP ED provides FAP Annual Troop Training and Desk side Command Brief to all levels of command subordinate to the Garrison Commander. These trainings include the topics of identifying signs of Domestic Violence and Child Abuse, reporting responsibilities, reporting procedures and RPOC, and resources available through FAP and other ACS programs to the Army Hawaii community. FAP ED also provides other briefs/classes upon request, such as FAP Overviews for SFRG Leaders, to cover these same topics. FAP ED also offers classes to equip troops and Families for stressors (i.e., Anger & Conflict Solutions, Stress Solutions, Couples Communication, Parenting Classes, & Playgroups).

DURING Deployment: FAP ED provides FAP Overviews for SFRG Leaders or SFRG meetings per unit request. FAP ED offers secondary classes that mainly support the troops (Rear Det.) and Families left behind during the deployments or other Army-related extended absences. These classes include Stress Solutions, Anger & Conflict Solutions, Couples Communication (may attend individually), and Parenting Classes.

POST-Deployment: FAP ED provides the Reintegration FAP Annual that covers all of the same topics as the FAP Annual Troop Training while incorporating topics of reintegrating back into their civilian lives, marriage or intimate partner relationships, parent-child relationships, and their overall daily lifestyles prior to their deployments or Army-related extended absences by promoting healthy coping strategies and resources to advocate resiliency. FAP ED offers the regularly scheduled secondary classes that we encourage both partners to attend, which is ideal if they are in an intimate partner relationship or marriage.

Recommendations: Annual Desk side Command Brief and Annual FAP Overviews, offered weekly or as requested.

Financial Readiness Program (FRP)



POC Position Title: Supervisor, Financial Readiness
Contact Information: (808) 787-4228, Schofield Barracks, Bldg. 690, 2nd Floor

Class/Service: Finance / Financial Readiness Program



PRE-Deployment: FRP has a Pre-Deployment Financial Planning checklist. Schedule an appointment to set up a budget to obtain/maintain “Money Management tools and skills on keeping finances in order and eliminate stress when deployed. Empower both Soldier and Spouse to manage finances together. Very important to check if power of attorney and wills are drawn up. FRP fulfills ACS mission of promoting self-reliance, resiliency, and financial stability to Soldiers and especially Families at home.

DURING Deployment: Support, guide and educate Soldiers to be Self-reliant, resilient, and self-sufficient. Encourage Solders to engage their Spouses all financial information and attend financial counseling classes offered at FRP. Soldier and Spouse should entrust each other, utilize the skills and resources learnt and freely discuss family finances. Keep open communication on finances and follow the budget that is in place. Be attentive and alert. Regularly check bank accounts/statements for fraudulent charges.

Step 1: Track spending. Know where money from your income is spent on.

Step 2: Cut Costs.

Step 3: Eliminate Debt.

Step 4: Make more money. Such as babysitting, or start a home business.

POST-Deployment: Self-reliant, resilient, and self-sufficient. Awareness of money matters. Liaise with other programs with homecoming briefings and offer classes as well as one-on-one appointments to review financial standings. Financial stability requires patience and diligence. Maintain good financial decisions by working on saving money, paying down debt, controlling spending over six months with an emergency fund established and they can be well on their way to financial stability.

Recommendations:

FRP offers Financial Counseling sessions (Telephone or other media platforms), Unit Class/Briefings, and monthly Financial Resiliency classes (Money Management, Basics of Budgeting; Credit Report and Score Basics on Investing, TSP and BRS). YouTube links available on the ACS Facebook Page that contain short Financial Videos. FRP offers an extensive library with wealth of financial information FREE for all. AER is available to Soldiers and their Families based on financial needs.

Mobilization, Deployment & Stability Support Operations (MD&SSO)



POC Position Title: Supervisor
MD&SSO

Contact Information: (808) 787-4254,
usarmy.schofield.id-pacific.mbx.acs-mdsso@mail.mil,
Schofield Barracks, Bldg. 690, Room 1, 2nd Floor.

Class/Service: Soldier and Family Readiness Group (SFRG) Training, CARE Team training, ACS Overview, Rear Detachment Command Course.

PRE-Deployment: Community Readiness Expo (CRE) is a 'one-stop' resource briefing for Soldiers and their Family Members. Provides ACS overviews, Rear Detachment Command training: Know current procedures and protocol for handling Soldier and Family related issues; Know support resources available to Soldiers and Families; Able to refer Soldiers and Families to the most appropriate and effective resources. Casualty Response (CARE) Team training, train volunteers that provide short-term, logistical and emotional support to Families until the arrival of longer-term resources. Pre Deployment Master Resiliency training (MRT) which enhances Civilian, Family Members, and Soldiers ability to cope with both professional and family life.

DURING Deployment: Soldiers Family Readiness Group (SFRG) training and Unit Service Coordinator (USC) is a one-stop shop to request support from ACS. Master Resiliency training (MRT) for Family Members; Community Readiness Expo (CRE) for newly arrival Soldiers and their Families to the Installation.

POST-Deployment: Reintegration Workshop and Interactive Workshop for Soldiers and Family Members in partnership with FAP, FRP, ASAP, and MFLC to include peer mentorship groups, examining resiliency strengths, coping skills, and support resources. Provide ACS overviews and Post Deployment Master Resiliency training (MRT).

Recommendation: Trainings are virtually in person or as requested. Soldier & Family Readiness Group (SFRG) offers monthly, bi-monthly at night, quarterly on weekends, and upon request to meet the needs of the command and the SFRG Essentials. Emergency Family Assistance Center (EFAC) is to provide a coordinated humanitarian response to major events in the community. The EFAC is a 'one-stop' site where DoD personnel (including Active Duty, National Guard, and Army Reserve Soldiers) and their Families can receive continuous, authoritative, and accurate information in a sensitive, timely, and effective manner.



New Parent Support Program



POC Position Title:
NPSP Home Visitor

Contact Information: (808) 787-4227, Schofield Barracks, Bldg. 690.

PRE/DURING/POST Deployment: Support and preparation for Families expecting a new baby and/or Families with young children ages 0-3. We provide support and education services to Military Families at any phase of deployment to include emotional support, preparing for baby, sibling preparation, child safety, child development, fatherhood, breastfeeding etc.

Recommendations:

- Individualized 1:1 New Parent Support Program services (weekly to monthly services)
 - Newborn Care Class (3rd Wednesday, monthly)
 - Parent Support Group (2nd & 4th Tuesday, monthly)
 - Story time Group (1st and 3rd Tuesday monthly)
 - Toddler Craft Group (3rd Tuesday monthly)
- Individualized and group training topics upon request for Love and Logic parenting curriculum (positive discipline) and Darkness to Light curriculum (keeping kids safe from sexual predators).

Relocation Readiness Program



POC Position Title: Relocation
Readiness Program Supervisor

Contact Information: (808) 787-4209,
usarmy.schofield.id-pacific.mbx.acs-class-registration@mail.mil, Schofield Barracks, Bldg. 690, Room 104, 1st Floor.

Class/Service: Relocation planning for inbound or outbound Soldiers, Sponsorship for Soldiers and Spouses, Hearts Apart and Lending Closet



PRE-Deployment: Conducts comprehensive relocation planning for Soldiers and Family Members who plan to relocate. Conducts monthly Newcomers orientation to ensure newly arrived Soldiers and Family Members know how and where to access services.

DURING Deployment: Offers the Hearts Apart program which is a support service during deployment or other Military separation.

POST-Deployment: Conducts Sponsorship training for Soldiers twice a month. Additionally, conducts monthly Spouse to Spouse sponsorship training to enhance the PCS experience for Military Spouses.

Recommendations: Training available upon request.

Military & Family Life Counselor (MFLC)

POC Position Title: Military and Family Life Counselor(s)
Contact Information: (808) 787-4227, Schofield Barracks, Bldg. 690.

Class/Service: MFLCs provide non-medical, short-term, solution-focused counseling and briefings for issues amenable to brief intervention. The counseling is psycho-educational, which teaches participants to anticipate and resolve challenges and prevent exacerbation of mental health conditions that detract from readiness.

PRE/DURING/POST Deployment: MFLC provides personalized Support for Anger Management, Conflict Resolution, Parenting, Relationship Issues, Deployment and Reintegration Concerns, Relocation Adjustment, Separation, Coping Skills, Homesickness, Loss and Grief, Financial Counseling, and other non-medical services.

Recommendations: Walk-ins available Mon-Fri, 0730-1630 or call to schedule an appointment.

Families Over Coming Under Stress

POC Position Title: FOCUS Site Director
Contact Information: (808) 257-7774,
hawaii@focusproject.org, Joint Base Pearl Harbor-Hickam Bldg. 1105,
Marine Corps Base Kaneohe, Bldg. 579.



Class/Service: FOCUS provides resilience training to support and strengthen Family readiness and wellness during times of transition, separations, deployments, injury or illness. FOCUS offers skill- building tools for dependants, as well as large group psychoeducational workshops.

PRE-Deployment: FOCUS supports Families and couples with preparation, education and planning. Parents also receive guidance on how to talk to children about the separation and the "where, when and why." Adults and children learn skills for staying connected with each other and the deployed member. FOCUS assists Families in developing a common language in order to support one another and enhance family closeness.

DURING Deployment: FOCUS assists couples, parents and children in developing emotion awareness to increase resilience. FOCUS supports in developing skills focused on their individualized goals. Through psychoeducation and skills training, FOCUS assists the family in building upon existing strengths and developing closeness.

POST-Deployment: FOCUS supports the family or couple in reconnecting and learning how the reintegration phase can potentially impact relationships. FOCUS assists in managing role changes and changes in schedules and routines in order to reintegrate as seamlessly as possible.

Recommendations: FOCUS provides consultations and individualized family or couple resilience training. FOCUS also works with requesting commands, programs or groups to develop custom workshops on emotion regulation, communication, problem solving, goal setting and managing stress reminders.

Army Substance Abuse Program (ASAP)

POC Position Title: ASAP Chief/ASAP Prevention Branch Manager

Contact Information:

(808) 655-4470/9113, Schofield Barracks, Bldg. 556, Room 146/203.



Class/Service: ASAP training, Suicide Prevention training (ACE, ACE-SI, ASIST), and Pre/Post- Deployment Training and Unit Risk Inventory (URI), Re-integration Unit (R-URI) Risk Inventory survey administration, Urinalysis Testing, Employee Assistance Program services for Family Members.

ASAP will provide training during pre-deployment and redeployment on the topics of abuse of substances (illegal drug, controlled drug, alcohol or other) and gambling disorder awareness. Commanders of all components will ensure that they deploy with at least two certified UPLs. URI/R-URI are anonymous, command climate surveys to help commanders determine actual occurrences of self-reported, high-risk behaviors.

PRE-Deployment: Unit Prevention Leader Certification (UPL), Substance Abuse Prevention Training, Suicide Prevention, Train the Trainer, URI survey administration, and Employee Assistance Program (EAP).

DURING Deployment: Drug Testing, Substance Abuse Prevention Training, Suicide and Prevention Brief.

POST-Deployment: R-URI survey administration.

Recommendations:

- Maintain ASAP elements.
- Appoint an officer or NCO as Unit Prevention Leader (UPL) and alternate UPL, who must be UPL certified. Ensure the URI is administered to all Soldiers between 30 to 90 days before an operational deployment, and the R-URI to redeploying Soldiers between 30 and 180 days of their return.
- Implement prevention and education initiatives including, measures taken to deter and reduce the abuse of substances to the lowest possible level.
- Prevention efforts should be targeted and tailored to the total force and integrated with other mission-related efforts.
- Document all newly assigned Soldiers briefed on policies and services within 30 days of arrival.
- Foster a positive command climate that discourages abuse of substances. Support substance abuse prevention campaigns and alcohol-free activities in the unit.
- Immediately report offenses involving sale, illegal possession or drug trafficking paraphernalia to Criminal Investigation Division.
- Refer Soldiers exhibiting substance abuse symptoms to Behavioral Health and Substance Use Disorder evaluation and possible treatment.

Military One Source

POC Position Title: Military One Source (MOS)

Contact Information: (800) 342-9647, www.militaryonesource.com



Class/Service: MOS is a no cost, confidential DoD-funded program providing comprehensive information on every aspect of Military life.

PRE/DURING/POST Deployment: MOS has policy and programmatic information, helpful resources, products, articles and tips on Military life. MOS offers 24 hour confidential call center and online support for issues such as Spouse education and career opportunities, issues specific to Families with special needs, health coaching, financial support, etc.

Eligible individuals may receive confidential non-medical counseling requiring short-term attention, including everyday stressors, deployment and reintegration concerns, parenting, grief and loss, and marital problems as well as assistance with financial management, career services, and much more.

Recommendations: Personalized support available 24/7 by phone or at www.militaryonesource.com.

USAG-HI Garrison Chaplains Office

POC Position Title: Garrison Command Chaplain
Contact Information: (808) 787-1551, Schofield Barracks, Bldg. 791, Room 201.

Class/Service: Religious Support

PRE/POST Deployment: The Garrison Religious Support Office (RSO) will provide facilities and support for deployment briefs, suicide awareness, financial awareness, Strong Bond Retreats, counseling (CFLC), rear-detachment support, auxiliary events (PWOC, CWOC, MOPS), Religious Services/Sacraments.

DURING Deployment: Facilitate Rear-detachment updates and support, provide CFLC Counseling, conduct Religious Services/Sacraments, support normal Garrison functions.

Recommendations: Financial Peace University – Monthly. Strong Bond Retreats – Once a quarter



Sexual Harassment/Assault Response and Prevention (SHARP)

POC Position Title: Sexual Assault Response Coordinator (SARC)

Contact Information: Office: (808) 655-9433, Cell: (808) 439-9558 (24/7), or USARHAW SHARP Hot Line: (833) 727-2808; Wheeler Army Airfield, Bldg 682, Room 124



Class/Service: Deployment Briefing, SHARP Annual Unit Refresher Training, Community Readiness Expo Brief, Rear Detachment Command Training, and Soldier Family Readiness Group (SFRG) Training. Sexual Harassment/Assault Response: Available to respond 24/7 for Victim Advocacy. **Support:** Continuous victim support throughout the process (Organizational, Investigation, Legal, Medical, and Referral). **Information:** provides all information to the victim so that he/she can make the best decision. **Referral for Resources:** Serve as liaison between victim and service providers. Provide external victim support until able to conduct a warm hand-off to a Brigade Sexual Assault Response Coordinator / Victim Advocate. **Prevention** efforts to include community outreach campaigns (e.g. National Night Out, Festival of Healing, and Sexual Assault Awareness Prevention Month – SAAPM) and more.

PRE-Deployment: SHARP SARCs will provide education and trainings that include the SHARP Annual Unit Refresher and Desk side Command Briefings with Theater specific information. Trainings include identifying signs of sexual harassment and sexual assault, reporting responsibilities, procedures, and resources available. Trainings are geared towards raising awareness through education and prevention of sexual misconduct/violence. SHARP provides briefings and trainings upon request for Soldier Family Readiness Groups and Rear Detachment Commands.

DURING Deployment: We continue to provide full services to Family Members on island for issues that may arise. Deployed Service Members may also reach out to us or their Sexual Assault Response Coordinator or Victim Advocate where they are deployed. SHARP Overviews are available for SFRG meetings per request. SHARP offers secondary classes that support the troops and Families during deployments or other Army-related extended absences. Classes include the Supporting Warrior Action Team, local resources, and special topics upon request.

POST-Deployment: A briefing on the SHARP program, and services available after deployment.

Recommendations: Training can be provided upon request to Units and Family Members.

- Unit Annual Refresher Training – Annually
- Senior Leader Training – Annually
- First Responder Training – Annually
- Community Readiness Expo – DFMWR scheduled
- Warrior Action Team Course – Announced by SHARP
- Command Team In-Brief – Within 30 days of assuming command
- Bystander Intervention Training – Upon Request
- Pre-Deployment Briefing – Prior to deployment
- Post-Deployment Briefing – Upon return from deployment
- Rear Det. Command Training - Prior to deployment
- Soldier Family Readiness Group Briefs – Upon request

Directorate of Human Resources (DHR) (a-h)

POC Position Title: Chief, Soldier Readiness Program & DHR Operations Specialist

Contact Information: (808) 655-8880, usarmy.schofield.id-pacific.mbx.dhr-operations@mail.mil, Schofield, Bldg. 750

Class/Service:

DHR provides personnel services at all phases of deployment - Pre, During, Post Readiness. All the DHR services are considered, vital and critical during the Pre, During and Post Deployments. Services are available virtually, via email, telephone, information and application checklist and information paper are available through the DHR Website: <https://home.army.mil/hawaii/index.php/garrison/dhr>.

a. Military Personnel Division

POC Position Title: Chief, Soldier Readiness Program

Contact Information: (808) 655-8880 / (808) 655-1086, usarmy.schofield.id-pacific.mbx.tcs-orders-srpm@mail.mil, Schofield Barracks, Bldg. 555

Class/Service: REFRAD/DD214 - Publish Release from Active Duty and issue DD214 to demobilizing USAR and ARNG.

PRE-Deployment: Level 2 Soldier Readiness Processing (L2 SRP). Provide procedural guidance and information on Soldier Readiness Processing (SRP/R-SRP) to commanders prior to attending Level 2 SRP. Issue TCS orders to support contingency operations and individual Soldier on a Worldwide Individual Augmentation System (WIAS) tasking.

DURING Deployment:

RERAD/DD214. Pre-input data into ISM TRANSPROC in preparation for REFRAD orders and DD214. Amend TCS Orders.

POST-Deployment: Reverse – SRP (Active Duty Soldiers). Validate Day 5 of the USARPAC REDEPLOYMENT SCHEDULE COVERSHEET.

Recommendation: Visit the Website: <https://home.army.mil/hawaii/index.php/garrison/dhr/mpd/soldier-readiness-processing-mobilization-srpm>



b. DEERS RAPIDS / ID Cards

POC Position Title: Chief ID Cards Section

Contact Information: (808) 655-1272, Schofield Barracks, Bldg. 750, Room 119

Class/Service: Facilitate enrollment in the Defense Enrollment Eligibility Reporting System (DEERS), and provide Common Access Cards (CAC) and/or Official Identification Cards to Soldiers, Family Members, Retirees, Civilian and Contract Employees.

PRE/POST Deployment: ID Cards Services for CAC update and DEERS enrollment

DURING Deployment: Not applicable

Recommendation: For new, renew, and update ID Card appointments visit: <https://idco.dmdc.osd.mil/idco/>

d. Agent Card

POC Position Title: Chief ID Cards Section

Contact Information: (808) 655-8840, Schofield Barracks, Bldg. 750, Room 116

Class/Service: One year access to the Commissary and Exchange facilities. Authorized patron(s) may designate an agent to make purchases on their behalf. **1.** When no adult dependent member of the patron's household is capable of shopping due to deployment or is physically disabled. **2.** When Spouse is unable to shop due to a disability, a designation of an nondependent agent may be made at the discretion of the commanding officer for a period not to exceed one year or the duration of the disability, whichever occurs first.

PRE-Deployment: Soldiers could designate an individual and submit a request for an Agent Card.

DURING/POST Deployment: N/A

c. Casualty Assistance Center

POC Position Title: Chief, Casualty Assistance

Contact Information: (808) 655-5144, after hours (808) 655-3272, usarmy.schofield.imcom-pacific.list.casualty-assistance-center@mail.mil, Schofield Barracks, Bldg. 663, Room 123

Class/Services: Provides assistance to next-of-kin of critically injured, ill or deceased Army Soldiers, Retirees, and Veterans to include Benefits Counseling; Military Funeral Honors; and Casualty Assistance / Notification Officer training (CAO/CNO).

PRE-Deployment: CAC offers Casualty Notification and Casualty Officer Course designed to train the appointed Soldiers to Casualty notification, Casualty Assistance, Grief Bereavement, and Self Care. Soldiers must be able to recognize and respond appropriately to the bereavement and grief reactions in the Survivors and within themselves.

DURING/POST Deployment: The unit follows the CNO procedures.

e. Family Travel

POC Position Title: Lead, Family Travel Section

Contact Information: (808) 655-1804, 655-4633, usarmy.schofield.id-pacific.mbx.family-travel-section@mail.mil, Schofield Barracks, Bldg. 750, Room 114

Class/Service: Provides services and publish orders for approved cases of Command Sponsorship, Early Return of Dependents, Compassionate Reassignment, Dependent Travel and Student Travel. Services conducted: through S-1, via email services

PRE/DURING/POST Deployment: Soldier could initiate the packet using the DHR/MPD/ Family Travel Link and submit all request through their S1s.

Directorate of Human Resources (DHR) (a-h)(Continued)

f. Records Review/ Records of Emergency Data/SGLI (Non PSDR units only)

POC Position Title: Lead, DA Boards Section

Contact Information:

(808) 655-4510/4511, usarmy.schofield.id-pacific.mbx.da-boards-hi@mail.mil, Schofield Barracks, Bldg. 750, Room 214

Class/Service: Section provides customer service to Officers & Enlisted Soldiers for Non-PSDR units in Hawaii and remote sites. Services include: maintenance of Service Members AMHRR and OMPF, updating Soldiers Records/ Promotion Board Files.

PRE-Deployment: Records/ Promotion Boards Review and update DD Form 93 & SGLI. Soldiers could request a review for upcoming boards

DURING/POST Deployment: Records/ Promotion Boards Review and update of DD Form 93 & SGLI.

Army Continuing Education System

POC Position Title: Education Services Officer

Contact Information: (808) 655-4444, Schofield- usarmy.schofield.id-pacific.mbx.edu-center-counseling@mail.mil,

Tripler-usarmy.tripler.id-pacific.mbx.edu-center-counseling@mail.mil,

Schofield Barracks, Bldg. 560, Room 233

Class/Service: Education Programs and Services

PRE/POST Deployment: Educational Services provides counseling services by Department of Army Civilians, Army Personnel Testing, Computer Lab, Army Tuition Assistance, On-Post and Online College Classes, On-Post Schools' Academic Advisors, Unit Educational briefings on request, and National Testing Centers.

DURING Deployment: Army Tuition Assistance, Online College Classes, and Army Counselor Assistance through the GoArmyEd portal.

Recommendation: Soldiers who are interested in enrolling in college classes should visit the education center prior to deployment, to request/activate their online GoArmyEd (ArmyIgnited) accounts for requesting Army tuition, if they do not already have an account.

g. Passport/Visa Office

POC Position Title: Chief, Reassignments

Contact Information: (808) 655-1974, (808) 655-4629, usarmy.schofield.id-pacific.mbx.reassignments-hi@mail.mil, Schofield Barracks, Bldg. 750, Room 109

Class/Service: MPD Schofield Barracks Passport and Naturalization Office support the United States Department of Defense (DoD) by assisting DoD Service Members, Civilians and Family Members in obtaining the official travel documents necessary for official government travel. The Passport Office accepts and processes applications for official, no-fee, and diplomatic passports for U.S. Citizens (native born or naturalized citizens).

PRE-Deployment: Section assists with processing and mailing of passports.

DURING Deployment: N/A

POST-Deployment: Assists Soldiers if being reassigned to OCONUS



h. Soldier for Life – Transition Assistance Program (SFL-TAP)

POC Position Title: Chief Soldier for Life

Contact Information: (808) 655-1028, (808) 438-9735, usarmy.schofield.id-pacific.mbx.schofield-sfl-tap@mail.mil, Schofield Barracks, Bldg.750, Room 130

Class/Service: The program's mission is to ensure that every eligible transitioning Service Member gains the knowledge, skills and self-confidence necessary to be competitive and successful in the global workforce, through a series of employment workshop.

PRE-Deployment: Soldiers could avail all the services via on-line. Soldiers could initiate SFL-TAP services 18/24 months of their separation and/or retirement

DURING/POST Deployment: Soldiers could avail all the services via on-line

School Support Services

POC Position Title: School Liaison Officer

Contact Information: (808) 655-8326, usarmy.schofield.imcom-fmwrc.mbx.hawaii-slo@mail.mil, Schofield Barracks, Bldg. 1283, Room 104 & 105



Class/Services: SFRG Resources; assists by initiating contact between the non-deploying parent/legal guardian and school personnel to support open communication throughout the deployment.

PRE-Deployment: Provide resources to SFRGs, school personnel, parents, and other providers. Assists by initiating communications between the non-deploying parent/legal guardian and school personnel.

DURING Deployment: Provides resources to SFRGs, school personnel, parents and caregivers, and other support providers. Facilitates communication with the parent/legal guardian who is caring for the child to address any questions or concerns.

POST-Deployment: Provides reunion resources and other support providers to Family Members.

Recommendation: Families can reach out to the SLO for resources, information, and programs to help their school-age child thrive and to ensure they have the support needed for educational success.

Island Palm Communities (IPC)

POC Position Title: IPC Service Manager

Contact Information: (787) 487-4323,

residents@ipchawaii.com,

Wheeler Army Airfield, Bldg. 290



created by  Lendlease

Class/Service: Communities are located at Schofield Barracks, Wheeler AAF, Fort Shafter, Helemano and Tripler AMC. You'll enjoy the convenience of being near Military support and medical services, childcare, the Commissary and Exchange, FMWR programs and facilities, and schools.

On-site maintenance, recycling and bulk pick-up along with landscaping services are provided. Emergency maintenance services available to residents 24/7.

Throughout our neighborhoods are community centers, swimming pools, fitness facilities, parks, and recreation areas. Your Family can enjoy free activities such as exercise and cooking classes, Movie on the Lawn and special community events. IPC is a pet-friendly community.

PRE-Deployment: A copy of deployment orders/notification may be given in advance to the community center.

DURING Deployment: Free bi-weekly backyard cutting, regular home checks if a family chooses to leave Hawaii (flush toilet, check for leaks, bugs, etc.). Community Self-Help centers offer free items such as lawn equipment, AC and water filters, light bulbs, and pest control items.

POST-Deployment: Notification of the Service Member's return is required.

Recommendation: Provide the community center with a notarized copy of a RCI Special Power of Attorney.

Armed Services YMCA

POC Position Title: Branch Director and Program Administrative Assistant

Contact Information: 808-624-5645,

wheeler@asymcahi.org wheelerom@asymcahi.org,

Wheeler Army Air Field, Bldg. 122.



Class/Service: Education (preschool)/Food for Families

PRE/DURING/POST Deployment: We service Families through our parent participation preschool at our Wheeler branch. We also have a food pantry that is available to active duty Military Members and their Families, Veterans, and DoD. YMCA partners with the Hawaii Food Bank to distribute perishable and non-perishable food items to Families and Service Members.

Recommendation: Families with children can schedule an appointment or stop by the branch to enroll. The food pantry is available to all Mon - Fri, 8:00 a.m. to 3:00 p.m.

DFMWR Pet Kennels Program

POC Position Title: Assistant Manager

Contact Information: (808) 368-4119 or

(808)-368-3456, himwrpetkennels@gmail.com, Aiea,

Bldg. 99-951.



Class/Service: Outdoor facility featuring over 100 covered dog kennels. We have grassy lawn and exercise areas. Kennels are cleaned twice a day. Dogs are fed and water bowls are replaced twice a day. Cat kennels are ready with bowls and litter boxes are included. We provide short/long term boarding services for your leisure and Military needs.

PRE/DURING/POST Deployment: Regular pet boarding services are available.

Recommendation: Call for availability 10:00 a.m. - 2:00 p.m., 7 days a week (Closed on Federal Holidays). Reservations open 30-90 days out.

<https://hawaii.armymwr.com/programs/family-and-mwr-pet-kennels>

Veterinary Services

POC Position Title: Schofield Barracks Vet Clinic NCOIC

Contact Information: (808) 655-5893/6159,

sbvvetclinic@gmail.com, Schofield Barracks, Bldg. 936.



Class/Service: Annual Wellness exams to include vaccinations and Bloodwork. Preventative medications Dispensing (Flea/Tick and Heartworm), Health Certificate exams for Domestic or international travel, and limited non-urgent sick call for allergies, ear infections, etc.

PRE/POST Deployment: N/A

DURING Deployment: Regular pet Services for Spouse of deployed Service Member.

Recommendation: Other locations:

A. Fort Shafter Veterinary Treatment Facility, Bldg 435 Pierce RD, Fort Shafter. (808) 433-5231 / 5233

B. MCBH Veterinary Treatment Facility, 2506-2516 Pancoast PL, Kailua. (808) 257-3643

C. Joint Base Pearl Harbor-Hickam Veterinary Treatment Facility, 1864 Kuntz Ave, Honolulu

Health Net Federal Services – Tricare West

POC Position Title: TRICARE Beneficiary Educator

Contact Information: (844) 866-9378,

Honolulu, Bldg. 820, Suite 200

Class/Service: Tricare educational briefs.



PRE/POST Deployment: Tricare educational information for deploying Service Members.

DURING Deployment: Call Center at 844-866-9378.

<https://www.tricare-west.com>. Additional resources can also be found at <https://www.tricare.mil>.

Recommendations: Frequency of these trainings: As needed and requested

DFMWR Outdoor Recreation Program



POC Position Title: Chief, Outdoor Recreation Program, Warrior Adventure Quest (WAQ).
Contact Information: (808) 655-9046/9047/8522, Schofield Barracks, Bldg. 2110.

Class/Service: We teach life skills, take you on safe adventures and continue to assist in developing resiliency for Soldiers, Family Members and authorized guests. Programs provided for individuals, groups, and units. Our Active Duty PT Adventure(s) introduce Soldiers to the outdoors, using the PT mission. All our programs can be inserted, within the Train Ready cycle.

PRE/POST Deployment: Warrior Adventure Quest (WAQ) for units. Units can enroll in this free high adventure activity aimed at mitigating stress, resiliency unit bonding, and high-risk behavior. The opportunity puts Soldiers in a positive stress environment using high adventure programs such as paintball, mountain biking, or ocean kayaking. It focuses on building esprit-de-corps, reinforcing coping tools for stress, and promoting the importance of confidence and leader's competence. Activity is concluded with a After Action Debrief that connects activity challenges and resiliency.

DURING Deployment: We continue to support all Hawaii Units and Families. We offer equipment checkouts and recreational programs. Inflatable bounce houses, party sites, towable grills and an on-site reball field keeps our guests de-stressed and resilient.

Recommendations: WAQ should be scheduled (during weekdays) by a Unit Commander and will be co-facilitated alongside the MWR Program Leader by two trained unit NCO's (MWR Outdoor Rec (ODR) provides training). Schedule a WAQ at least 30 days in advance to increase likelihood of accommodation with ODR.

Better Opportunities for Single Soldiers (BOSS)



POC Position Title: BOSS President
Contact Information: (808) 655-1130, Schofield Barracks, Building 589.

Class/ Services: Quality of Life, Recreation & Leisure, & Community Service

PRE/DURING/POST Deployment: BOSS is facilitated through its three core components aimed at maintaining a balanced life: leisure and recreation, community service and quality of life. BOSS affords the opportunity to assist in planning and execution of recreational activities for single Soldiers and provides opportunity for performing community service-related projects.

Recommendations: Single Soldiers can contact us to get familiar with all the activities available.

United Service Organization (USO)

POC Position Title: USO Center Manager

Contact Information:
(808) 517-3031, Schofield Barracks, Bldg. 750, Room 201.



Class/Service: USO helps Service Members and Military Spouses whether an individual needs help to find a civilian job that suits their skills and interest, securing financial stability, researching education options, taking advantage of their GI Bill, utilizing their VA Home Loan or any other veteran programs, maintaining Family strength and personal wellness through the process, or more - participants will get a personalized Action Plan and one-on-one support from a USO Pathfinder Scout.

PRE-Deployment: Bob Hope Legacy Reading Program: A Military Family enjoys a USO reading program. Helping Military kids stay connected through reading. Recognizing the challenges Military children often face when dealing with separation, the Bob Hope Legacy Reading Program makes it possible for Military kids to add a new book to their own library and share story time with someone they love by recording themselves reading. The USO sends the recording to the child's special loved one, helping bring Families together no matter the miles that may separate them. Upon request and approval: Snack Packs for Soldiers will be available prior to departure from USO Schofield or at the AMC terminal.

DURING Deployment: For Service Members stationed in remote locations where there may not be a traditional USO center, USO2GO kits offer fun diversions and the comforts of home for units serving around the globe.

POST-Deployment: Upon request and Approval: We are able to support them by providing the Soldiers with a snack pack. Soldiers returning from deployment, placed on ROM status, and residing in the barracks.

Recommendation: The USO Pathfinder Transition Program works with strategic partners to connect Service Members and Military Spouses to resources through a holistic approach, focusing on: Employment, Education, Financial readiness, Mentorship. Increased access to relevant Veterans' benefits in their communities through the creation of an individualized action plan. USO Transition Specialists collaborate with individuals to identify their personal and professional goals and build a roadmap to achieving them, while also identifying services and resources that are the best fit for their needs. This program offers support to Service Members even 12 months after they have officially left service, providing them with resources well along their journey to Civilian life. USO Transition Specialists provide these free services through one on one support and help Military Families create a plan for success now and for the future. We offer Resume, Interviewing, Networking events on a monthly and quarterly basis. Website: <https://hawaii.uso.org/schofield-pathfinder>

Mission Logistical Support

Army Field Support Battalion Hawaii (AFSB-Hawaii) (a – c)



a. Maintenance Division

POC Position Title: Division Chief

Contact Information: Office: (808) 656-1824, Schofield Barracks (East Range), Bldg 6039, Room 215.

Class/Service: Provide timely and detailed pass-back maintenance (sustainment and field level) and base-ops maintenance capabilities, enabling unit readiness.

PRE-Deployment: Advises units on matters about FIELD and SUSTAINMENT level maintenance. Stay synchronized with units ensuring maintenance requirement and plans are coordinated in advance. Monitor unit maintenance operations.

DURING Deployment: Provide services at the FIELD and SUSTAINMENT level. Maintenance service capabilities includes tactical and non-tactical equipment repair, on-site weapon gauging and inspection, field level reset, part research and technical inspection.

POST-Deployment: Provide gap support to ensure validation and onward movement of mobilizing units. This will be done through reimbursable pass-back maintenance support.

Recommendation: Units should provide UDL and maintenance requirement in advance. Coordinate parts requirement and demand. Identify and coordinate special skillset technician's requirements in advance. Obtain approval for pass-back by providing supporting document. Establish appropriate delegation of authorities and assumption of orders. Implement periodic IPRs/OPTs to address support requirements and capabilities RFIs a/o concerns/issues.



b. Transportation Division

POC Title Position: Installation Transportation Officer

Contact Information: (808) 656-4963, Schofield Barracks (East Range), Bldg. 6039, Room 210.

Class/Service: Provide transportation support services mainly in the areas of readiness.

PRE-Deployment: Assist Unit Movement Officers (UMOs) for deployment operations. Services provided include, but are not limited to; building of both unit Organization Equipment List (OEL) and Unit Deployment List (UDL). We assist with ISO container certification, TMP support in the form of forklift support (MHE), truck support as well as bus support. In the area of passenger movement, we work with the unit and JBPHH to ensure that manifests are accurately completed and submitted 72hrs before wheels up. We assist units with Transportation Movement Requests for equipment and personnel movement as need it. Provide applicable pre-deployment training (TC-AIMS, 463L Pallet and Air Load, MDF Briefing, Rail).

DURING Deployment: Provide Multi-functional Deployment Facility (MDF) oversight. MDF provides equipment processing to include: ensuring all required documentation is present and properly filled out. Ensuring vehicle and gas powered equipment has the correct amount of fuel for the type of lift allocated. Ensuring Military Shipping Label data is accurate. Ensuring Class VII items has a Radio Frequency Identification Tag properly burned and attached. Ensuring equipment is Fully Mission Capable. Ensure shipping documents for Non-Mission Capable (NMC) equipment are available.

POST-Deployment: Support rear detachment as well as forward deployed personnel IOT. Assist planning and execution of redeployment operations.

Recommendations: Units should have an UMO, hazardous material certifier (HAZMAT) and Container Control Officer (CCO). OELs should be updated at the rate of no less than 6 months or whenever a significant change in unit equipment and personnel occurs. Training frequency for HAZMAT certifier is every 2 years as per DOT, UMO, and for CCO a one-time training is required.



Mission Logistical Support Army Field Support Battalion Hawaii (AFSB-Hawaii) (a – c)(Continued)

c. Supply & Services Division

POC Position Title: Supervisor - Supply & Services Division Chief

Contact Information: (808) 656-2381, Schofield Barracks (East Range), Bldg. 6039, 2nd Floor, Room 211.

Class/Service: Provide Food Service & Ration (CL I), OCIE/RFI (CL II), Ammunition (CL V), and SSA capabilities, enabling readiness of supporting units.

PRE-Deployment: Stay synchronized with units ensuring supply and services requirement and plans are coordinated in advance. Upon request, provide applicable CL V training to units.

DURING Deployment: Coordinate and execute timely and detailed Supply & Service operation and requirement affecting mobilizing unit's deployment readiness:

Installation Supply Support Activity (SSA) Branch

- Non-tactical SSA that manages CL II, III (P), IV, VII, and IX support
- Tactical SSA (OCO) based on OPCON guidance provided by AMC.
- Operate a Chemical Defense Equipment warehouse

Central Receiving Point (CRP)

- Central Receiving Point/Bulk Break Point receiving/processing supplies and equipment via DSS/ALOCs, containers, flat racks and vendors.
- Receive fielding equipment for USARPAC/8th TSC and other new FORCE MOD fielded equipment.

Packing & Crating (P&C)

- Provide packing, crating and woodworking services for general, sensitive and dangerous goods.
- Prepare outbound repairable CL IX and other items requiring packaging and crating for shipment.
- Perform COSIS inspection and preservation for pre-positioned stocked items.
- Comply with U.S. Army Self-Certification Solid Wood Packing Material (SWPM) Program policy.
- Assist in blocking and bracing Hazardous Materials for deployments to meet deployment schedule.

Hazardous Material Control Center (HMCC)

- Operate and manage Hazardous Material Control Center (HMCC) serving Army activities in Hawaii AOR for tracking hazardous materials, to include disposition of expired shelf-life materials.
- Establish HMCC procedures and guidelines to include requisitioning, storage, handling, transfer, issue, receipt, turn-in, operations of Hazardous Material that protects personnel, the surrounding community and the environment.
- Critical to protecting personnel health, environment, and reducing the quantities of hazardous materials stored at the unit/activity level, thereby minimizing waste generations and tracking HM used and stored by all.

Munitions Branch

- Provides a full CL V support, to include munitions management and accountability support for Wheeler Ammunition Supply Point, Pohakuloa Training (PTA) Area Ammunition Supply Point (ASP), and Lualualei facility.
- Ammunition is stored at LLL, NAVMAG and WASP and PTA ASP.

POST-Deployment: Assist rear detachment as well as forward deployed personnel with redeployment operations.

Recommendation: Unit forecasts and provides CL I Ration, CL II CIF/RFI, SSA, UBL, and CL V. Request CL V training in advance. Establish CL V accounts (OPL, BLA TRA), and appropriate delegation of authorities/assumption orders. Implement periodic IPRs/OPTs to address support requirements and capabilities RFI a/o concerns/issues.

USAG-HI Public Affairs Office

POC Position Title: Public Affairs Director

Contact Information: (808) 656-3154,
usarmy.hawaii.pao@mail.mil, Wheeler Army Airfield,
Bldg. 107, 2nd Floor.

Class/Service: Provides support and training covering command information (includes web and social media), community relations and media relations. Official source for installation news and information. Manages the “Partnership of Ohana” community relations and engagement program for the Army in Hawaii.

Sources for official installation news/information:

USAG-HI website: <https://home.army.mil/hawaii>
Digital Garrison (mobile app): <https://home.army.mil/hawaii/index.php/digital-garrison>
Facebook: <https://m.facebook.com/usaghawaii>
Instagram: <https://www.instagram.com/usaghawaii/>
Twitter: <https://twitter.com/usaghawaii>

(Note: These sources would be used to share official information during an emergency.)

PRE/DURING/POST Deployment:

- Community Relations
 - Provide information and guidance on local stakeholders and community leaders, engagements, volunteer opportunities, area sensitivities, contentious issues, and local Army talking points
- Command Information
 - Share content from unit on garrison website and social media sites
- Media Relations
 - Media and social media training if mobilized unit does not have a Unit Public Affairs Officer
 - Assist with disseminating media releases and advisories to local Hawaii media outlets
 - Facilitate media escorts on U.S. Army Hawaii (USARHAW) installations *(NOTE: Media is not allowed on USARHAW installations without a public affairs-designated escort. Additionally, all planned media events on USARHAW installations, to include training areas, must be coordinated with USAG-HI Public Affairs.)*

Recommendations: Follow official garrison website and social media for news and information. Training and support are available as needed upon request.

Legal Assistance Office



POC Position Title: Legal Assistance Supervisor

Contact Information: (808) 655-8607,
usarmy.schofield.usarpac.mbx.legal-assistance@mail.mil, Schofield Barracks, Bldg. 2037.

Class/Service: Legal guidance in notary services and powers of attorney, family law, estates, real property, economic assistance, and Civilian and Military administrative matters. Information provided for Readiness, Resiliency, and Deployments:

PRE-Deployment: Most common legal concerns for Families are their rights under the Service Member’s Civil Relief Act, estate planning, and notary services. We provide awareness briefs and know to seek assistance.

DURING Deployment: We continue to provide full services to Family Members on island for any issues that may arise. Deployed Service Members may also reach out to us, but often times, they will have access to a local legal assistance office where they are deployed.

POST-Deployment: We will continue to provide support on legal issues that arise at any time before, during, and after the deployment. A brief can also be provided by command request, to remind everyone of the services available and other legal issues they are likely to encounter upon return, such as claims, family law matters, and revoking powers of attorney.

Recommendations: Training can be provided upon request to Units and Family Members on the Servicemembers Civil Relief Act (SCRA), estate planning, and notary services, as well as the other services the Legal Office provides in accordance with AR 27-3.

Directorate of Plans, Training, Mobilization & Security (DPTMS)

POC Position Title: Supervisor Mobilization Support

Contact Information: (808) 656-0222, Wheeler Army Airfield, Bldg. 107, 3rd Floor, Room 223A.

Class/Service: Mobilization Support Coordination

PRE-Deployment: Provide facilities and training land at Area X, Schofield Barracks. Provide Billeting Support: Classrooms, Network Capabilities, Huts & Latrines. Conduct Reception and Stationing Meetings (IPR's)

DPTMS executes mobilization, deployment, and demobilization support operations for COMPO 1, 2, and 3 forces in support of contingency operations. Meetings to ensure arrival, billeting, logistics, training, and administrative support to efficiently receive and station the mobilized unit.

Mobilization Support Activities: Receive, house, and provide life support. Receive, support, and assign Individual Ready Reserve (IRR), Individual Mobilization Augmentee (IMA), and recalled retiree personnel reporting to the MFGI-SB. Weapon Storage.

Ceremonial Support: Provide state and territorial flags/flag stands for mobilizing/demobilizing units for deployment and redeployment ceremonies. Provide audio-visual support equipment to deploying and redeploying units.

DURING Deployment: Redeploying Unit Coordination; Assist coordination of demobilization activities: Planning Soldier Readiness Processing; Admin Support (Publish DD214/REFRAD); Mandatory Briefings; Transportation to Home Station.

POST-Deployment: Redeploying Unit Coordination; Assist coordination of demobilization activities; Planning Soldier Readiness Processing; Admin Support (Publish DD214/REFRAD); Mandatory Briefings; Transportation to Home Station. Provide state and territorial flags with stands for mobilizing / demobilizing units for deployment and redeployment events. Provide audio-visual support equipment to deploying and redeploying units. Coordinate w/Garrison Commander for validation of demobilizing units.

Recommendation: Unit to contact Reserve Component Support Branch for usage of Area X facilities or training areas at (808) 655-0952, Hut 26, Area X, Schofield Barracks.

DPTMS-Audiovisual Presentation Support

POC Position Title: Operations Coordinator

Contact Information: (808) 655-1565,
Schofield Barracks Bldg. 2038.



Class/Service: Direct support to include; Set up, operation, and tear down of: Basic Public Address Sound Systems; Projectors/Projection Screens; and Video Documentation of historically significant events.

PRE-Deployment: VI-TV2 Staff provide direct support for General Officer-level Deployment Ceremonies conducted on Weyand Field with their large audio system to include all necessary podiums, microphones, loudspeakers, and other related equipment. Additionally, VI-TV2 Staff videotape the ceremony for historical documentation.

DURING Deployment: N/A

POST-Deployment: VI-TV2 staff provide direct support for Redeployment Ceremony Chalks conducted in the Multi-Functional Deployment Facility (MDF) at Wheeler Gulch. Also, VI-TV2 staff sets up a video camera and projects the image of returning Soldiers going through the in-processing line onto a large screen for Families to watch and enjoy prior to the start of the ceremony. VI-TV2 staff provide direct support by videotaping the ceremony for historical documentation.

Recommendations: Units are encouraged to submit their work requests in advance as early as possible through the Visual Information Order Site (VIOS) at <https://www.vios-west.army.mil> and submit a Form 3903 Work Order Request (see Pages 5-7) and select "Audiovisual Events" to ensure the date, time, and proper AV support is booked and secured.

DPTMS-Audiovisual Equipment Loan & Issue

POC Position Title: Loan & Issue Equipment Manager

Contact Information: (808) 655-5015, Schofield Barracks Bldg. 2038.

Class/Service: Audiovisual equipment is available for unit self-support using available items to include; Podiums, Projectors, Portable P.A. Systems, Wireless Microphone Kits, Loudspeakers, Bullhorns, Video Camcorders, Projection Screens, and other related cables and accessories.

PRE-Deployment: VI-TV2 Staff will issue audiovisual equipment to Brigade-Level units and below, for self-support provided by their own Soldiers. A list of available gear is listed below, and posted at <https://home.army.mil/Hawaii/%20index.php?cID=793>. Training in the operation of loaned equipment is provided as needed in advance by our staff.

DURING/POST Deployment: N/A

Recommendations: Most Military units may already be familiar with the Loan & Issue Section and have active accounts established with them through their own G6/S6 sections. For information regarding new accounts, please call (808) 655-5015. Units are encouraged to submit their work requests in advance as early as possible through the Visual Information Order Site (VIOS) at <https://www.vios-west.army.mil> and submit a Form 3903 Work Order Request (see Pages 5-7) and select "Audiovisual Equipment and Support" to ensure that the required AV gear is reserved. Equipment supplies are limited, and only available on a first-come basis.

Safety & Security / Emergency Preparedness & Response

Garrison Safety Office

POC Position Title: Garrison Safety Office
Contact Information: (808) 656-1166 or (808) 656-1168,
usarmy.wheeler.id-pacific.list.usag-hi-safety-office@mail.mil, Wheeler Army Airfield, Bldg106.

Class/Service: Army Traffic Safety Training Program / Motorcycle Refresher Training

PRE-Deployment: The motorcycle operator needs to ensure all motorcycle sustainment training is completed prior to the Service Member's deployment.

DURING Deployment: Deployed Soldier should contact their assigned Motorcycle Mentor 30 days prior to returning from deployment to schedule refresher training.

POST-Deployment: All redeployed Soldiers (180 days or greater deployment) must complete Motorcycle Refresher Training (MRT) through their unit motorcycle (MC) mentor prior to riding. MRT will be conducted on the individual's own MC to confirm ability to safely handle his or her MC.

Note: Based on MRT performance, Commanders can refer MC riders back through the Army Traffic Safety Training Program (ATSTP) prior to authorizing the MC operator to ride again. The ATSTP is managed by the Garrison Safety Office. Soldiers can enroll through https://imc.army.mil/airs/usg_disclaimer.aspx

Recommendations: Contact the unit/organization appointed motorcycle mentor to schedule refresher training upon return from deployment. Website: https://army.deps.mil/army/cmds/imcom_pac-sag/hawaii/safety/SitePages/USAG-HISafety.aspx

Directorate of Emergency Services (a & b)

a. Physical Security Office

POC Position Title: Physical Security Officer
Contact Information: (808) 656-0706; Wheeler Army Airfield, Bldg. 107, room 305.

Class/Service: DES Physical Security Office

PRE-Deployment: Physical Security Inspector will conduct a closing Inspection and secure arms rooms for mobilization as needed.

DURING Deployment: Continue to provide support to the organization for all physical security related services.

POST-Deployment: Conduct arms room pre-inspection upon return.

Recommendations: Contact the Physical Security Office as soon as a deployment timeline is known to schedule an appointment for closing inspection of Arms Rooms

b. Law Enforcement/Access Control

POC Position Title: Chief, Directorate of Emergency Service (DES) Operations
Contact Information: (808) 656-6454,
usarmy.wheeler.id-pacific.mbx.des-operations-section@mail.mil, Wheeler Army Airfield, Bldg. 107, 3rd Floor.

Class/Service: DES Law Enforcement/Access Control

PRE-Deployment: Coordinate with DES Operations to facilitate convoy movement both on and off post. DES will assist with coordinating the opening of alternate gates, and liaison with Honolulu Police Department (HPD) for off post routes.

DURING Deployment: N/A

POST-Deployment: DES Operations Section will assist with facilitating returning convoys using alternate gates and assisting with convoy movement both on and off post where applicable.

Recommendations: Coordination must begin no later than 90 Days prior to execution to allow time for tasking. Contact DES operations as soon as timeline is known.

American Red Cross

POC Position Title: Director American Red Cross Program

Contact Information: (808) 208-5031, CHHonoluluHIInfo@redcross.org, Honolulu, Bldg. 4155



Class/Service: American Red Cross Service to the Armed Forces, Veterans and their Families (Preparedness Presentation and Education (pre), Emergency Communication Messaging (during), Resiliency (pre, during and post deployment))

PRE-Deployment: “Get to Know Us Before You Need Us” Preparedness information on Emergency Communication Message (ECM) process, American Red Cross disaster preparedness and resilience for Families while their Service Member is deployed. Volunteer opportunities to keep Family Members engaged and active during deployment.

DURING Deployment: Resilience workshops to support Family Members during deployment separation. Volunteer opportunities to engage Family Members to stay informed and network socially. Emergency Communication Message services during deployment and follow up critical community services depending on nature of emergency. Access to emergency financial assistance on behalf of Army Emergency Relief (AER) after duty hours or when outside geographical radius of local AER office.

POST-Deployment: Reconnection workshops from licensed mental health professionals during reintegration. Outreach activities with partner agencies at Family events.

Recommendations: Frequency of these trainings: Newcomers orientations (monthly or as needed) Pre-deployment briefings – “Get to Know Us Before You Need Us” (as needed based on deployment cycle). Partner presentation on Resiliency Program “Coping with Deployments- Psychological First Aid”, “Reconnection Workshops” (topics include Stress Management, Effective Communication, Connecting with Kids, Military and Veteran Caregiver Support), “Mind-Body Workshops” (as requested).

Safe Havens

Purpose: Awareness on the establishment of Safe Havens on Army installations in the event that temporary safe havens are needed.



A Safe Haven is a hardened facility on the installation that provides temporary protection from the elements during real world incidents (tsunami, hurricane, etc). Safe Havens will generally open 24 hours prior to landfall and will remain open until the “all clear” is given.

Safe Havens do not provide cots, blankets, food, or water. Pets are allowed only if they are in pet containers. On-post or off-post personnel seeking “safe haven” from hurricane winds must bring their own emergency supplies/disaster kits with food and water. Personnel will be placed on the floors in the hallways away from windows. Rooms will not be provided, and no MRE’s are required for Safe Havens.

Personnel in Safe Havens will be released to return to their homes after the “all clear” is given and Safe Havens will no longer will needed. Personnel whose homes are damaged will go to the nearest shelter for care and assistance.

Safe Haven Managers will account for personnel and segregate singles and Families as needed. Managers will provide personnel accountability, safety, and medical responsibilities.

Tier Response Group Activation: Upon receipt and acknowledgement of Hurricane Category, Safe Havens will be activated by appropriate tier response group as directed by USAG-HI. All safe haven tiers will be prepared to activate upon notification. Tier 2 and 3 initial priority of support is to the owning unit’s Soldiers and displaced Families. Tier 2-3 will be opened to the public via notification from Garrison only as the Initial Tier 1 capacities are exceeded.

TIER 1. Category 1-5 Hurricanes.

TIER 2. Category 2-5 Hurricanes.



HELEMANO SAFE HAVENS		
MSC	UNIT	ADDRESS
311SC	307 ITSB	BLDG 300, Andrade Rd
311SC	307 ITSB	BLDG 315, Andrade Rd & Paalaa Uka Pupukea Rd

FORT SHAFTER SAFE HAVENS		
MSC	UNIT	ADDRESS
8TSC	8th STB	BLDG 500 Richardson eater, Funston Rd & Wisser Rd
8TSC	8th STB	BLDG 525, Wisser Rd
311SC	516th SIG	BLDG 1292, Tunnel, Parks Rd before Parks Dr

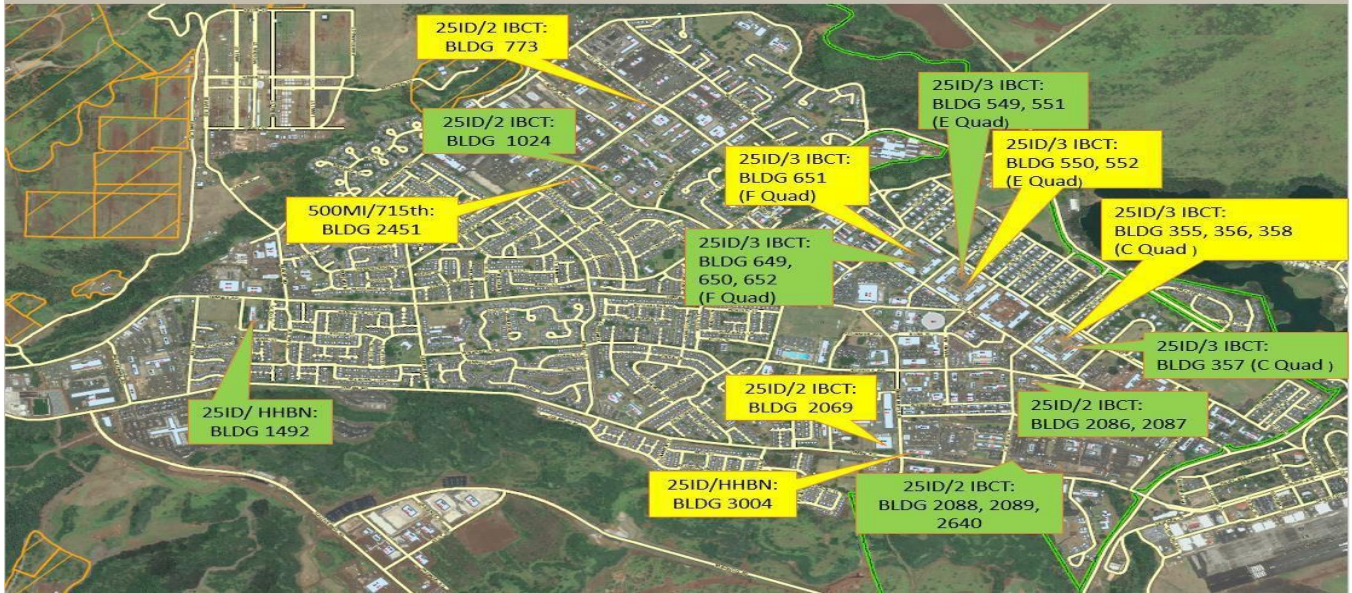
TRIPLER SAFE HAVENS		
MSC	UNIT	ADDRESS
TAMC RHC-P	Tripler Troop CMD	BLDG 102, Education Center, Krukowski Rd
TAMC RHC-P	Tripler Troop CMD	BLDG 104, Troop Barracks, Krukowski Rd

WHEELER ARMY AIRFIELD SAFE HAVENS		
MSC	UNIT	ADDRESS
25ID	CAB	BLDG 102, 1129 Wright Ave
25ID	CAB	BLDG 841, Santos Dumont & Warhawk St
25ID	CAB	BLDG 842, Wright Ave & Warhawk St
25ID	CAB	BLDG 843, Santos Dumont & Warhawk St
25ID	CAB	BLDG 900, Amelia Earhart St
25ID	CAB	BLDG 901, Amelia Earhart St

SCHOFIELD BARRACKS SAFE HAVENS		
MSC	UNIT	ADDRESS
25ID	3 IBCT	BLDG 355 , Waianae Ave and Meigs Ave (C Quad)
25ID	3 IBCT	BLDG 356 , Waianae Ave and Meigs Ave (C Quad)
25ID	3 IBCT	BLDG 357 , Waianae Ave and Meigs Ave (C Quad)
25ID	3 IBCT	BLDG 358, Waianae Ave and Meigs Ave (C Quad)
25ID	3 IBCT	BLDG 549, Waianae Ave and Heard St (E Quad)
25ID	3 IBCT	BLDG 550, Waianae Ave and Heard St (E Quad)
25ID	3 IBCT	BLDG 551, Waianae Ave and Heard St (E Quad)
25ID	3 IBCT	BLDG 552, Waianae Ave and Heard St (E Quad)
25ID	3 IBCT	BLDG 649, Waianae Ave and Lewis St (F Quad)
25ID	3 IBCT	BLDG 650, Waianae Ave and Lewis St (F Quad)
25ID	3 IBCT	BLDG 651, Waianae Ave and Lewis St (F Quad)
25ID	3 IBCT	BLDG 652, Waianae Ave and Lewis St (F Quad)
25ID	2 IBCT	BLDG 773, Reilly Ave and Williston Ave
25ID	2 IBCT	BLDG 1024, Menoher Rd and Wilson St
25ID	2 IBCT	BLDG 2069, Humphreys Rd and Lyman Rd
25ID	2 IBCT	BLDG 2086, Kolekole Ave and Flagler Rd
25ID	2 IBCT	BLDG 2087, Kolekole Ave and Flagler Rd
25ID	2 IBCT	BLDG 2088, Lyman Rd and Flagler Rd
25ID	2 IBCT	BLDG 2089, Lyman Rd and Flagler Rd
25ID	2 IBCT	BLDG 2640, Lyman Rd and Flagler Rd
25ID	HHBN	BLDG 1492, Trimble Rd and Fleck Place
25ID	HHBN	BLDG 3004, Lyman Rd and Humphreys Rd
500 MI	715 th	BLDG 2451 Cadet Sheridan and Menoher Rd

SAFE HAVENS

SCHOFIELD BARRACKS



WHEELER ARMY AIRFIELD



UNCLASSIFIED

SAFE HAVENS

HELEMANO MILITARY RESERVATION



TRIPLER



FORT SHAFTER



USAG-HI SHELTERS

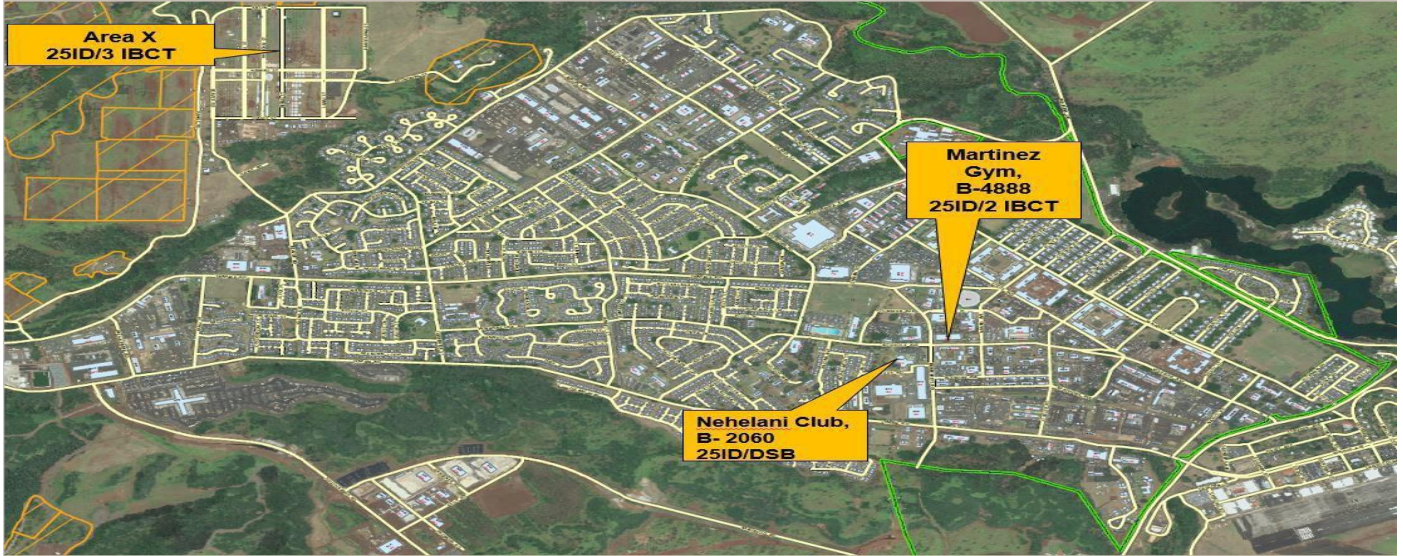
Purpose: This document provides guidance on the establishment of Shelters on Army installations to care for displaced persons/evacuees as needed. Primary focus will be life and safety of displaced persons/evacuees.

- a. Shelters are a designated area or facility which can be used to provide temporary mass care for displaced personnel/evacuees after an emergency occurs.
- b. Area X at Schofield Barracks is our primary site with a capacity to shelter over 500 displaced personnel. Installation clubs and gyms are designated as alternate shelters because of their open space for cots and available water/restrooms.
- c. Trained Shelter Management Teams consisting of Soldiers per shift will be provided to each shelter by assigned Military Units for administrative, logistical, and medical support.
- d. The Shelter is not a medical facility and is not authorized to treat medical issues/concerns. If a medical emergency occurs within the Shelter, immediate first-aid can be rendered until medical first responders arrive on scene. Displaced personnel/evacuees that require medical attention will be informed to proceed or request transportation to the nearest medical facility/emergency room:
 - 1) Desmond T. Doss Health Clinic on Schofield Barracks – Schofield Barracks, Wheeler Army Airfield, Helemano Military Reservation
 - 2) Tripler Army Medical Center – Fort Shafter, Aliamanu Military Reservation, Red Hill Military Reservation
- e. All Shelters can accommodate pets. Only Pets in carriers are allowed. Owners are completely responsible for their pets and/or service animals (care, cleaning, and feeding). Pets will need to remain in the designate pet area and will not be allowed in the shelter used for displaced personnel/evacuees.
- f. In addition to registering at Shelters, all displaced personnel/evacuees will provide for their accountability thru the Army Disaster Personnel Accountability and Assessment System (ADPAAS) located at <https://adpaas.army.mil>. ADPAAS standardizes a method for the Army to account, assess, manage, and monitor the recovery process for personnel and their Families affected and/or scattered by a wide- spread catastrophic event. ADPAAS provides valuable information to all levels of the Army chain of command, allowing commanders to make strategic decisions to facilitate a return to stability.

SHELTER LIST

#	SHELTER	MSC	BLDG	INSTALLATION
1	Martinez Gym	25ID/2 IBCT	BLDG 4888	Schofield
2	Nehelani Club	25ID/DSB	BLDG 2060	Schofield
3	Area X	25ID/3 IBCT	AREA X	Schofield
4	Wheeler Gym	25ID/CAB	BLDG 113	Wheeler
5	HMR Fitness Center (Gym)	311 th SC/307 th	BLDG 25	Helemano
6	Fort Shafter Gym	500 th MI/205 th	BLDG 665	Fort Shafter
7	Hale Ikena Club	8TSC	BLDG 711	Fort Shafter
8	AMR Gym	8 TSC	BLDG 780	Aliamanu
9	Tripler Gym	TAMC	BLDG 300	Tripler

SCHOFIELD BARRACKS SHELTERS



WHEELER ARMY AIRFIELD SHELTER



HELEMANO MILITARY RESERVATION SHELTER



FORT SHAFTER SHELTERS



TRIPLER SHELTER



ALIAMANU MILITARY RESERVATION SHELTER



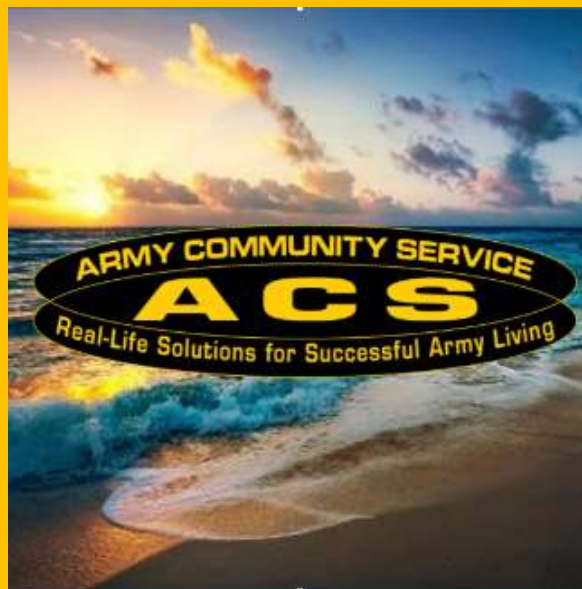
Annex B

1. ACS Request for Assistance/Referral

(For Individual Referrals and Assistance)

2. Unit Service Coordinator Request for Assistance

(For ACS Classes or Services)



ARMY COMMUNITY SERVICE (ACS) REQUEST FOR ASSISTANCE/REFERRAL

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC, Section 3012. PRINCIPLE PURPOSE(S): To assist Army Agencies and Commands in their mission of providing Re-deployment, Reunion, and Reintegration assistance to individuals and their Families. ROUTINE USES: (1) To identify specific problems and service needs for individuals and their Families. (2) To gather data that will assist in the development of appropriate programs and services. (3) To serve as a record of services provided. MANDATORY OF VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION: Voluntary information is required to assist the individual and their Family members. Failure to provide the information could result in a delay in providing assistance to the individual and/or Family members.

INSTRUCTIONS: 1. Print Legibly 2. Indicate Assistance Needed 3. Sign and Date 4. Submit Request

Rank/Grade: _____ Name (Last, First MI): _____

Active Duty Unit: _____

Phone Number: (____) _____ Email: _____

PLEASE INDICATE WHAT ASSISTANCE IS NEEDED

PRIMARY SERVICE

- a. CHILD DEVELOPMENT
- b. COPING SKILLS/RESILIENCY
- c. EMPLOYMENT COUNSELING
- d. FINANCIAL COUNSELING
- e. MARRIAGE COUNSELING
- f. PARENTING COUNSELING
- g. REINTEGRATION COUNSELING
- h. RELOCATION COUNSELING
- i. EXCEPTIONAL FAMILY MEMBER(S)
- j. PERSONAL SECURITY/SAFETY
- k. STRESS/ANGER MANAGEMENT

PREVENTION & EDUCATION

- a. DRUG/ALCOHOL ABUSE
- b. DOMESTIC VIOLENCE
- c. SEXUAL ASSAULT
- d. SUICIDE PREVENTION

REFERRALS

- a. AMERICAN RED CROSS
- b. BEHAVIORAL HEALTH
- c. CHAPLAIN SERVICES
- d. CHILD CARE CENTER(S)
- e. DENTAL CLINIC
- f. HOUSING OFFICE(S)
- g. LEGAL ASSISTANCE
- h. MEDICAL FACILITY

OTHER: _____

Signature: _____ Date: _____

Submit request to Army Community Service or email us at usarmy.schofield.id-pacific.mbx.acs-mdsso@mail.mil.



IMHW-MWA

Date: _____

MEMORANDUM FOR: Directorate of Family and Morale, Welfare and Recreation, Army Community Service, Schofield Barracks, HI 96857-5019

SUBJECT: **REQUEST FOR ASSISTANCE**

ATTN: ACS, Unit Service Coordinator, Schofield Barracks, Hawaii

1. POINT OF CONTACTS

Primary:

Rank/Grade: _____ Name (Last, First): _____

Contact Number: _____ Email: _____

Alternate:

Rank/Grade: _____ Name (Last, First): _____

Contact Number: _____ Email: _____

2. COMPANY/BATTERY/TROOP: _____

BATTALION/SQUADRON: _____

BRIGADE: _____

3. REQUEST FOR: TRAINING BRIEFING EVENT Estimated PAX: _____

(Briefly Described) _____

Primary Date: _____ Time: _____

Alternate Date: _____ Time: _____

Location/Address: _____

4. Schedule USARHAW COMMUNITY READINESS EXPO (CRE) for PRE-DEPLOYMENT.

YES _____ NO _____ ESTIMATED PAX: _____ REQUEST DATE: _____

Note: Located at the Nehelani Conference & Banquet Center, Thursday by appointment. Please submit this form to the Mobilization, Deployment & Support Stability Operations program in ACS.

5. Requestor's Signature: _____

Please submit request to the ACS, Unit Service Coordinator 2-4 weeks prior to event for processing. An ACS representative will contact you upon receipt of this request.