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# Family Readiness Handbook

**U.S. ARMY RESERVE COMMAND  
1401 Deshler Street SW  
Fort McPherson, GA 30330-2000**

**1 August 2000**

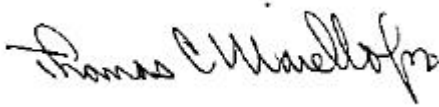
Personal Affairs  
**Family Readiness Handbook**

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For the Commander:

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**History.** This is the initial printing of USARC Regulation 608-1.

**Summary.** This regulation is a consolidation of policy, objectives, responsibilities, procedures, and implementation guidance for the U.S. Army Reserve (USAR) Family Readiness Program.

**Applicability.** This regulation applies to all U.S. Army Reserve Command organizations, enclaves, and active component personnel assigned to USARC organizations. Since the USAR Family Readiness Office is the fund custodian for Family Support Nonappropriated Funds (FS-NAF), this regulation also applies to ALL commands receiving FS-NAF funds from the USAR Family Readiness

Office, . This regulation impacts on unit readiness and mobilization. Local reproduction is authorized. A link to this regulation and other Command publications is on the USARC Intranet web site at "http://usarcintra".

**Proponent and exception authority.** The proponent of this regulation is the Deputy Chief of Staff, Personnel (DCSPER), U.S. Army Reserve Family Readiness Office. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation.

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

**Supplementation.** Supplementation of this regulation is prohibited without prior approval from Commander, USARC, ATTN: AFRC-PRF, 1401 Deshler Street SW, Fort McPherson, GA 30330-2000.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Commander, U.S. Army Reserve Command, ATTN: AFRC-PRF, 1401 Deshler Street SW, Fort McPherson, GA 30330-2000.

**Distribution.** A+; USASOC, 7th ARCOM, 9th RSC, AR-PERSCOM

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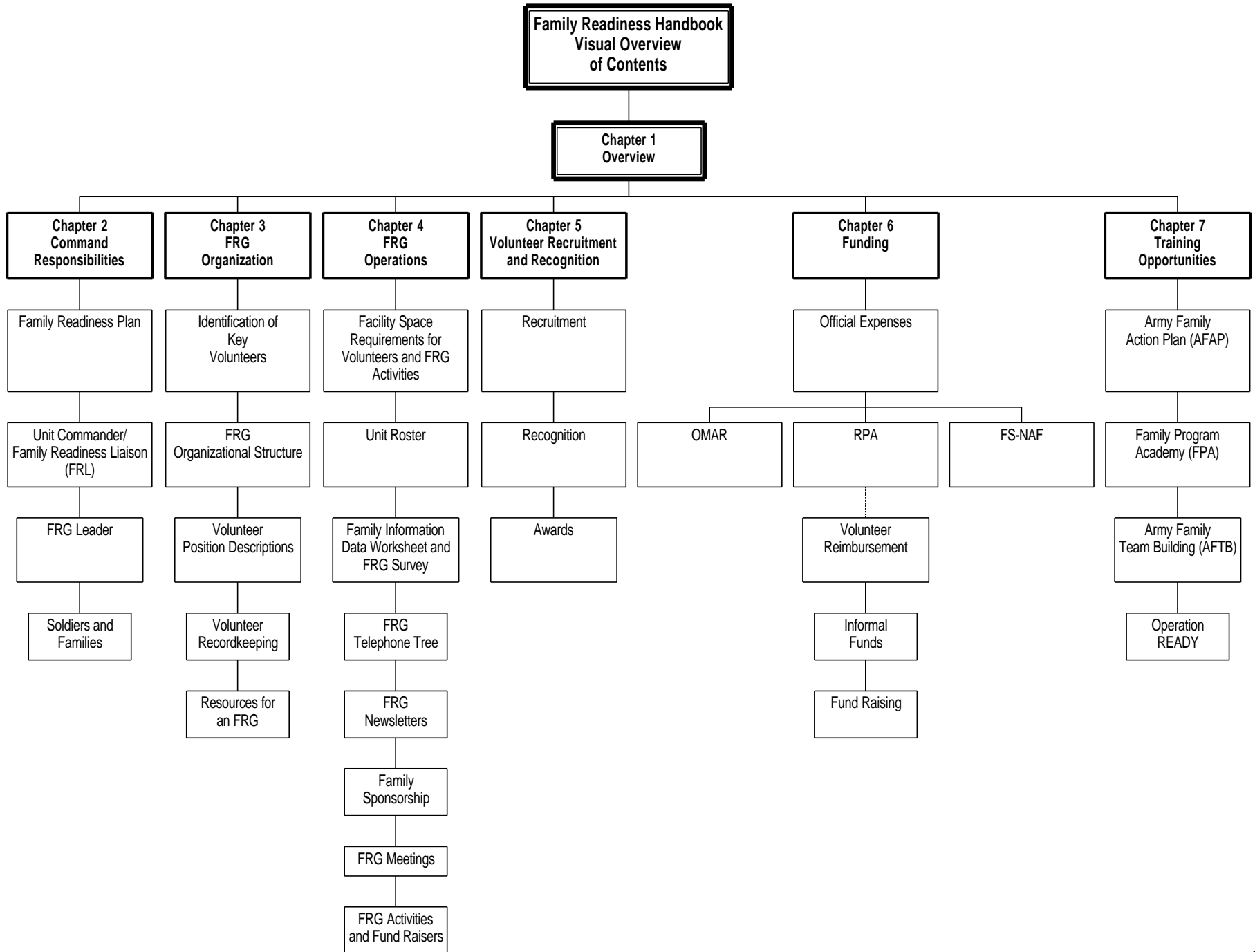
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# Chapter 1

## Overview

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

### 1-1. Purpose

The purpose of this Handbook is to implement policies, procedures and responsibilities for the conduct of the Family Readiness Program in the United States Army Reserve (USAR). This Handbook is to assist in organizing unit-level Family Readiness Groups (FRGs), formerly called Family Support Groups (FSGs). The Army Reserve Family includes all soldiers [Active Duty (AD), Active Guard Reserve (AGR), Troop Program Unit (TPU), Individual Ready Reserve (IRR), and Individual Mobilization Augmentee (IMA)], civilian employees, retirees, and their family members. Assistance may also be provided to members of other services and components in the unit's area.

### 1-2. References

Required and related publications are listed in appendix A.

### 1-3. Explanation of abbreviations and terms

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

### 1-4. Components of the U.S. Army Reserve (USAR) Family Readiness Program

The USAR Family Readiness Program has two components: Family Assistance and Family Support.

a. **Family Assistance** is the contractual obligation the Army has to provide assistance for its soldiers and their eligible family members, civilian employees, and retirees (regardless of marital status), with or without legal dependent family members. Family Assistance is a chain of command responsibility. Examples include DEERS (Defense Enrollment Eligibility Reporting System), which is a database to establish eligibility for military-related health and morale, welfare, and recreation benefits; identification (ID) cards; informational briefings; referrals to agencies that provide information on health benefits and financial assistance; and well-being responsibilities to soldiers and their families.

b. **Family Support** is a training and mutual reinforcement program to promote self-reliance and prepare for periods of separation. Family support relies on the mutual cooperation and networking of soldiers, their families, and the chain of command. In support of the unit, its soldiers, and their mission, concerned individuals produce the following tangible results: a Family Readiness Group (FRG); FRG newsletters; Telephone Tree; and other family related programs and activities (e.g., outreach, communication, FRG meetings, referral assistance, and education).

### 1-5. Objectives

The objectives of the USAR Family Readiness Program are to—

- a. Increase families' knowledge of the unit's mission and the organization of the USAR.
- b. Promote families' awareness of benefits and entitlements.
- c. Assist in the development of unit Family Readiness Plans.
- d. Enhance outreach programs by offering information and referral to military and community resources.
- e. Encourage participation by soldiers, civilian employees, retirees, and family members in unit activities to establish a bonding relationship that aids in readiness and retention.
- f. Develop in soldiers and families the self-reliance necessary to resolve problems, especially during periods of military separation.

### 1-6. Program Vision

A seamless force of mission-ready soldiers and self-reliant families.

### 1-7. Program Mission Statement

Provide family readiness programs that promote self-reliant soldiers and families.

### 1-8. USAR Family Readiness logo

a. The USAR Family Readiness logo (see fig 1-1) is available for downloading from the USARC Internet web site and the Intranet.

(1) From the USARC Internet, download from <http://www.usarc.army.mil/familyprog.htm>.

(2) From the USARC Intranet:

(a) Go to <http://usarcintra/dcsper>.

(b) Click on "DCSPER Staff" then "Family Readiness Office".

(c) Scroll down, click on "Family Readiness Program Logo" and then do "Save As" to download the logo.

b. This logo represents the Army Reserve Family that includes all soldiers (AD, AGR, TPU, IRR, and IMA); civilian employees; retirees; and their family members. Reaching out to all members of the Army Reserve Family by volunteers and the chain of command creates a family friendly environment in any unit. This environment enhances the family support program where members can be comfortable in supporting each other, developing self-reliant knowledge and skills, and seeking assistance if needed.



Figure 1-1. USAR Family Readiness Logo

## Chapter 2

### Command Responsibilities for Family Readiness

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

#### 2-1. Responsibilities

Command emphasis directly impacts the USAR Family Readiness Program. Commanders, at all levels, are responsible for creating a climate of caring and concern for the Army Reserve Family. Commanders must understand the importance of self-reliant family members as they impact on morale, readiness, recruiting, and retention. Therefore, commanders must encourage and support programs that educate soldiers and their families on benefits and entitlements available, based on their affiliation with the USAR.

#### 2-2. USAR Family Readiness Office

The USAR Family Readiness Office will—

- a. Serve as the executive agent for the USAR Family Readiness Program for the Chief, Army Reserve.
- b. Represent the USAR Family Program at related Department of Army (DA) and Department of Defense (DOD) meetings.
- c. Provide policies, guidance, technical assistance, consultation, and training for the implementation and sustainment of the program for Army Reserve soldiers and their family members at the RSCs, 7th ARCOM, Army Reserve-Personnel Command (AR-PERSCOM), ARRTC, and USASOC.
- d. Provide oversight and program evaluation. The USAR Family Program staff will review implementation of the family programs during command visits, command inspections, annual general inspections, and site visits.
- e. Ensure that management controls are in place and operating as intended in the USAR Family Program. Report any detected materials weaknesses in management controls.

#### 2-3. Regional Support Commands (RSCs) and Army Reserve Command (ARCOM)

The RSC and ARCOM commanders will—

- a. Ensure the Family Program Director implements the Family Readiness Program throughout their area of responsibility as prescribed by policy.
- b. Ensure the RSC or ARCOM Family Program Office is sufficiently staffed to meet assigned duties and responsibilities.
- c. Implement policies and procedures to ensure that all TPU soldiers residing within their geographic boundaries and chain of command are prepared and knowledgeable of the USAR Family Program.
- d. Assist the Direct Reporting Commands (DRCs) in implementing these policies and procedures within their

area of responsibility to ensure readiness and preparedness of their soldiers and families.

- e. Ensure units in their geographical area of responsibility receive family readiness support, programs, and services. This will include, as a minimum, representation at regional Family Program Advisory Council (FPAC) meetings; information and referral; family support volunteer reimbursement; allocations for attendance at Family Program Academies (FPAs); newsletters; other training programs; pre-mobilization briefings for families; staff assistance visits; and volunteer recognition.
- f. Ensure that management controls are in place and operating as intended in their commands' Family Readiness Program and throughout their area of responsibility. Report any detected material weaknesses in management controls through the chain of command.

#### 2-4. Family Program Directors

The Family Program Director will—

- a. Direct family programs and provide assistance, guidance, and support that enhances the well-being of members of the Army family (soldiers, family members, civilian employees, and retirees) during peacetime and upon mobilization.
- b. Establish broad program goals and objectives, set priorities, and recommend resource allocation and courses of action.
- c. Brief RSC and ARCOM commanders and their staffs on the status of the family program.
- d. Serve as a member, adviser, and liaison for various family program organizations, to include representing the command on community, regional, and multi-component councils.
- e. Provide oversight to the commander's FPAC.
- f. Manage the volunteer program to include volunteer recruitment, training, recognition, and reimbursement for authorized expenses.
- g. Address soldier and family member issues and concerns, and direct recommendations to improve their well-being through the Army Family Action Plan process.
- h. Manage and execute RSC or ARCOM-appropriated and non-appropriated fund accounts.
- i. Provide oversight on FRG informal funds.
- j. Provide information to soldiers and families and make referrals to military and community resources.
- k. Conduct and coordinate, as needed, deployment briefings for soldiers and their families, including benefits and entitlements in relation to active duty status. Provide assistance and materials on mobilization issues. Coordinate reunion briefings. Commanders or their unit designees do not relinquish their advocacy role for mobilized soldiers and their families during periods of deployments (e.g., helping to resolve a benefit or entitlement problem for a soldier or family member).
- l. Publish a command family readiness newsletter, at least quarterly, to keep paid and non-paid personnel

informed and aware of issues and programs affecting the well-being of soldiers and their families.

m. Provide the opportunity for training of staff, volunteers, and military personnel.

n. Ensure that management control evaluations are conducted according to their command's Management Control Plan (MCP) and the requirements of AR 11-2. Report any detected material weaknesses in management controls through the chain of command.

## 2-5. Direct Reporting Commands (DRCs) and Major Subordinate Commands (MSCs)

The DRC and MSC commanders will—

a. Appoint a primary full-time staff member and an alternate (e.g., TPU soldier) as the Family Readiness Liaison (FRL) or point of contact (POC) responsible for family programs.

b. Coordinate implementation of family programs and services with subordinate units (providing additional guidance, if needed, on the USAR Family Readiness Program) to ensure compliance with existing regulations and policy.

c. Ensure subordinate units establish a viable Family Readiness Plan as described in this chapter and appoint an FRL.

d. Assist subordinate units in establishing Family Readiness Groups (FRGs).

e. Recognize significant contributions made by volunteers and family members.

f. Ensure subordinate units audit FRG informal funds annually.

g. Ensure deploying units and soldiers receive mobilization briefings.

h. Ensure the servicing Family Program Office is contacted within 24 hours of unit or soldier alert for mobilization and anticipated date of activation. See appendix B for a list of USAR Family Program Offices.

## 2-6. Unit commanders

*[An overview of unit commander responsibilities is at fig 2-1.]*

The unit commander will—

a. Develop a Family Readiness Plan to ensure soldier preparedness and family self-reliance.

b. Establish a unit-level Family Readiness Program. This includes establishing an FRG that is active during peacetime, mobilization, and security and stability operations to create an atmosphere of mutual caring and concern among soldiers and their families.

c. Provide opportunities for families to gain the knowledge and skills necessary to become self-sufficient and able to cope during military separations.

d. Offer family-oriented training. Commanders are authorized to schedule up to 8 hours during unit drill to conduct family-oriented training activities each year. Social activities will not be substituted for family-oriented training. (Refer to para 4-22 for more guidance on Family Day.) Some topics to consider are—

(1) Family member orientation (benefits and entitlements).

(2) Soldier and family preparations for mobilization.

(3) Legal and financial briefings.

(4) Family violence prevention and education.

(5) Installation family programs and other services.

(6) Drug and alcohol information.

(7) FRG information.

(8) Army Family Team Building classes.

e. Visibly support the USAR Family Readiness Program. Encourage soldiers and their families to participate in activities that enhance their well-being.

f. Address soldier and family member issues and concerns, and direct recommendations to improve their well-being through the Army Family Action Plan process.

g. Approve Family Care Plans (DA Forms 5305-R), in accordance with AR 600-20. All single parent soldiers and dual military couples require Family Care Plans to ensure that dependent family members are cared for during periods of absence for military duty. Additional categories requiring Family Care Plans are listed in AR 600-20, paragraph 5-5b. The unit commander is the **ONLY** approving authority for the Family Care Plan. Family Care Plans require re-certification at least annually. As stated in the above regulation, conduct maximum feasible testing of the validity and durability of Family Care Plans during unit activities (e.g., during exercises, alerts, predeployment processing, mobilization, deployment, annual training, and other unit activities) to ensure information on a soldier's DA Form 5305-R is correct, up-to-date, and workable.

h. Establish a sanctioned FRG that is active during peacetime, mobilization, and security and stability operations to create an atmosphere of mutual caring and concern among soldiers and their families.

i. Sanction the unit FRG. The commander initiates the memorandum sanctioning the FRG. This memorandum also appoints the FRL and identifies the FRG Leader. A sample sanction memorandum is at figure 2-2.

j. Ensure all key volunteers receive a position description and sign a volunteer agreement (DA Form 4712, Volunteer Agreement for Appropriated Fund Activities). The position description and volunteer agreement clarify the roles and responsibilities of FRG volunteers. Further guidance is available in chapter 3.

k. Conduct annual mobilization briefings for soldiers and their families and ensure that these briefings are annotated on the unit training schedule. Each soldier assigned to the unit should get a completed copy of Annex C of FORSCOM Regulation 500-3-3, Volume III Reserve Component Unit Commander's Handbook (RCUCH).

l. Ensure the unit FRL assists the FRG in establishing a functional Telephone Tree by providing access to appropriate rosters of unit personnel.

m. Assist in volunteer recruitment for the FRG.

n. Recognize the FRG Leader and key volunteers for their contributions to the success of the unit mission.

o. Provide administrative and logistical support to the volunteers, and access to unit resources and facilities for



FRG activities; e.g., telephones, reproduction equipment, office and meeting space, and computers (including Internet and E-mail access that cannot use a local area network). Furnish unit rosters in accordance with Privacy Act provisions to the FRG key volunteer(s). Office space for the FRG volunteers at the unit needs to include a desk and locking file cabinet(s), to which a full-time staff member has access in the event of emergency alert or mobilization. Additional guidance and considerations on facility space for volunteers and FRG activities are in chapter 4.

p. Ensure that the cost of the FRG newsletter is included in the annual unit commander's appropriated fund budget submission.

q. May authorize informal funds for the FRG. (This refers to allowing an FRG to have informal funds and fund-raisers for specific activities. The purpose of these activities is to support the FRG.)

r. Audit the FRG informal fund annually. It is also recommended this fund be audited when there is a change of Treasurer or command, not later than 30 days after the change.

s. Encourage integration of family sponsorship with the unit's military sponsorship program.

t. Ensure that all eligible family members are enrolled in the Defense Enrollment Eligibility Reporting System (DEERS) and have current military ID cards, as appropriate.

## **2-7. Family Readiness Liaison (FRL)**

The FRL will—

a. Be an officer or noncommissioned officer who demonstrates effective communication, interpersonal, and leadership skills.

b. Serve as the commander's designated representative for the Family Readiness Program. Provide information on activities, programs, and training opportunities related to soldier preparedness and family self-reliance.

c. Understand the unit mission. Ensure that the unit Family Readiness Plan addresses the needs of the soldiers and their families.

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

e. Assist in volunteer recruitment for the FRG.

f. Update the unit roster, at least quarterly, including new unit members, and provide changes to the FRG.

g. Review and obtain approval from the commander to publish the FRG newsletter prior to printing.

h. Initiate recognition for volunteers as appropriate. Roll up volunteer hours quarterly to the servicing Family Program Office. See appendix B for a list of USAR Family Program Offices.

i. Attend Family Readiness Program training. A minimum of 12 hours of Family Program Academy

instruction is recommended within 12 months of appointment. Local Army Family Team Building (AFTB) or AFTB NetTrainer courses provide an added learning opportunity. (See app C for the AFTB NetTrainer Internet address and description.) Operation READY (Resources for Educating About Deployment and You) is another resource for understanding deployment-related FRG, and soldier and family issues. See chapter 7 for a complete listing of training opportunities.

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

k. Assist in presenting the Family Readiness Program at soldier and family newcomer orientations.

l. A sample FRL position description is at figure 2-3.

## **2-8. Soldiers**

Soldiers will—

a. Prepare for mobilization. Ensure their family members have adequate information to be self-reliant during military separations.

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

c. Support and encourage family members' participation in FRG activities and programs designed to enhance their well-being.

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

## **2-9. Key regional volunteers**

Key regional volunteers will—

a. Possess experience with, and a working knowledge of, unit-level FRGs.

b. Represent the RSC or ARCOM Family Program Office at activities as assigned (e.g., unit Family Day activities, deployment and reunion briefings).

c. Act as a liaison between the unit leadership and the FRG leader in resolving issues.

d. Maintain proficiency in the areas of benefits and entitlements, information and referral, and volunteer reimbursements.

e. Escalate need to know information to the appropriate Family Program Office, and complete after action reports on unit activities and consultations. See appendix B for a list of USAR Family Program Offices.

## **2-10. Family Readiness Group (FRG) Leaders**

The FRG Leader will—

a. Obtain unit commander's approval when planning functions of the FRG.

b. Maintain oversight of the FRG operation, activities, finances, and training.

c. Delegate responsibilities and provide guidance to FRG volunteers.

d. Act as the spokesperson for the FRG.

e. Attend a minimum of 12 hours of family readiness training within 12 months of appointment, such as a Family Program Academy or equivalent family readiness training.

Operation READY material, local Army Family Team Building (AFTB) or AFTB Net Trainer courses are additional learning opportunities. See appendix C for the AFTB Net Trainer Internet address and description.

- f. Advise the commander on matters dealing with the morale and well-being of soldiers and their families.
- g. Organize a unit family sponsorship program as outlined in chapter 4.
- h. Brief the commander and FRL at least twice a year.

### **2-11. Families**

Families are encouraged to—

- a. Support their military family member.
- b. Become self-reliant.
- c. Participate in the unit's FRG.
- d. Obtain necessary information on preparing for military separation and how to access benefits and entitlements.

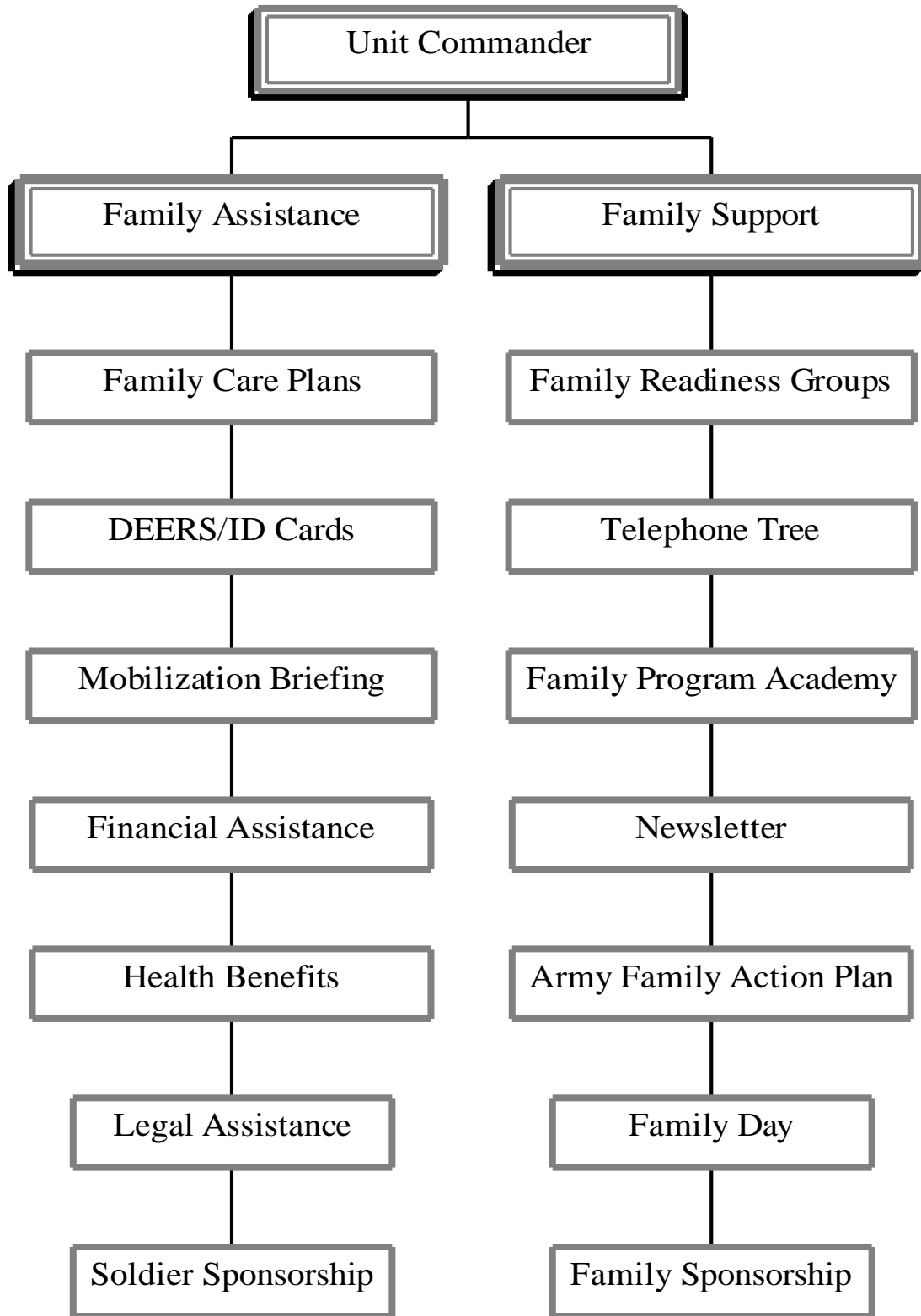
### **2-12. Family Readiness Plan (FRP)**

- a. The FRP outlines the unit commander's goals and initiatives to establish a functional family support program and provide family assistance within the unit. Although this is the unit commander's vision for the family program at the unit, key personnel, such as the FRL and FRG volunteers, should provide input and understand their role in implementing this plan.
- b. This chapter describes regulatory requirements outlined in the USAR Family Readiness Program. Both family assistance and family support programs must be available and publicized frequently. Policies, procedures, and responsibilities must become common knowledge to ensure soldier preparedness and greater family knowledge and competency.

- c. The unit's FRP must acknowledge and address soldier and family member needs and concerns. Participation in a unit-based FRG encourages soldier preparedness and family self-reliance, enhances unit cohesion, and increases unit morale. A sample FRP is at figure 2-4.

### **2-13. How to get information**

- a. There are two separate-but-related routes for obtaining information about the USAR Family Readiness Program. Both are organized to ensure that questions and concerns are resolved at the lowest possible level. The chain of command is the military structure commonly used by soldiers. The chain of concern is the civilian or family member equivalent.
- b. The Information Flow Chart in figure 2-5 diagrams the process to resolve inquiries regarding the Family Readiness Program. Please note that soldiers and their families are able to use both the chain of command and the chain of concern. The difference lies with the subject or the issue. Typically, those issues relating to family assistance are to be addressed through the chain of command, while concerns associated with family support areas are resolved through the chain of concern.
- c. The servicing RSC or ARCOM Family Program Office is available to unit personnel and volunteers for consultation or to address any issues that can not be satisfactorily resolved at lower levels. This process ensures a quick and timely response. See appendix B for a list of USAR Family Program Offices.



**Figure 2-1. Unit Commander Responsibilities**  
*(Encourages Soldier Preparedness and Family Self-Reliance  
 Enhances Unit Cohesion and Improves Unit Morale)*

[Unit letterhead]

AFRC- (MARKS #)

Date

MEMORANDUM FOR RECORD

**Sample**

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

1. I sanction the \_\_\_\_\_ (unit) FRG to operate and function as part of my staff providing support to our soldiers and their families.

2. I appoint \_\_\_\_\_ (Rank, Name) \_\_\_\_\_ (address) \_\_\_\_\_ (city) \_\_\_\_\_ (state) \_\_\_\_\_ (zip) \_\_\_\_\_ (telephone number) \_\_\_\_\_ (E-mail address at home or the unit) as the Family Readiness Liaison (FRL) for a period of 2 years unless sooner revoked or suspended in accordance with AR 600-20, para 5-10b (7). The FRL acts as my representative to coordinate between the unit and the FRG. I also appoint \_\_\_\_\_ (Rank, Name) \_\_\_\_\_ (address) \_\_\_\_\_ (city) \_\_\_\_\_ (state) \_\_\_\_\_ (zip) \_\_\_\_\_ (telephone number) \_\_\_\_\_ (E-mail address at home or the unit) as the alternate FRL for a period of 2 years unless sooner revoked or suspended.

3. I acknowledge that \_\_\_\_\_ (Name) \_\_\_\_\_ (address) \_\_\_\_\_ (city) \_\_\_\_\_ (state) \_\_\_\_\_ (zip) \_\_\_\_\_ (telephone number) \_\_\_\_\_ (E-mail address at home or the unit) has agreed to serve as the FRG Leader for a period of 2 years unless sooner revoked and suspended. This individual has received a position description and has signed a Volunteer Agreement for Appropriated Fund Activities (DA Form 4712) that is on file at this unit with a copy forwarded to our higher headquarters and the RSC or ARCOM headquarters. Activities will be conducted in accordance with DA Pam 608-47 and must receive prior approval from my designated representative or myself. (Other FRG key volunteers such as the Treasurer and Secretary need to also be acknowledged in the sanction memorandum if those positions are filled.)

4. I appreciate your willingness to improve the morale and enhance the readiness and well-being of our soldiers and their families.

5. This document will be stored under MARKS number 608-1a and protected with a DA Label 87, For Official Use Only cover when removed from the file cabinet.

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Rank, Branch, USAR  
Commanding

CF:  
RSC/ARCOM Family Program Director  
Unit Administrator  
Family Readiness Liaison  
Family Readiness Group Leader  
Unit Mobilization File

Figure 2-2. Sample FRG Sanction Memorandum

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

**Major Responsibilities/Description of Duties:**

1. Assists the commander in maintaining an active FRG.
2. Provides support that communicates command caring and concern for the well-being of unit members and their families.
3. Assists the FRG in establishing a functional Telephone Tree by providing access to appropriate rosters of unit personnel (updated quarterly).
4. Coordinates with the FRG Leader regarding proposed activities and reviews the results of previous activities.
5. Attends FRG meetings.
6. Gathers feedback and information from the FRG and provides an opportunity for ongoing open communication between the FRG and the commander.
7. Serves as the primary adviser to the FRG on all military matters.
8. Coordinates required support from the unit.
9. Provides information on soldiers who are on extended tours of duty to the FRG.
10. Furnishes information from the commander for the FRG newsletter, reviews the FRG newsletter for proper content, and obtains the commander's approval prior to publishing.
11. Rolls up volunteer hours quarterly to the servicing Family Program Office (RSC or 7th ARCOM).
12. Ensures official volunteer service records are maintained at the USAR Center in accordance with AR 25-400-2, The Modern Army Recordkeeping System (MARKS). File # 608-1a, Army Community Service (ACS) program. PA Notice: A0608bCFSC will be placed on the label to comply with the Privacy Act Notification System.
13. Recommends and writes award nominations for volunteers in support of the FRG.
14. Advises the FRG Leader of all scheduled family readiness training sessions for volunteers and family members as appropriate (e.g., Family Program Academy, Army Family Team Building, and the Army Family Action Plan).
15. Acquires and approves use of government property for official FRG use.
16. Does not handle FRG generated funds.
17. Assists the FRG in obtaining information on newly assigned soldiers to be included in the Family Sponsorship Program.

**Time Required:** Approximately 4 to 6 hours per month depending upon how active the FRG is and the size of the unit.

**Qualifications:** Must be an officer or noncommissioned officer (NCO). Understands the unit mission. Is knowledgeable of the unit Family Readiness Plan. Possesses effective communication, interpersonal and leadership skills.

**Training:** A minimum of 12 hours of USAR approved Family Program training.

**Figure 2-3. Sample Family Readiness Liaison (FRL) Position Description**

[Unit letterhead]

Office Symbol (if applicable) (MARKS #)

Date

MEMORANDUM FOR Unit Personnel

***Sample***

SUBJECT: Unit Family Readiness Plan

1. Purpose. To establish viable initiatives and timelines for accomplishments.
2. Goals.
  - a. To establish a Family Support Program in accordance with governing policies and regulations.
  - b. To establish a volunteer recruitment, recognition and retention program.
  - c. To educate families on benefits and entitlements of Reserve affiliation and awareness of the effects of military separation.
3. Initiatives.
  - a. Establish a functional Family Readiness Group during peacetime as well as during mobilization.
  - b. Develop and implement a Family Sponsorship Program.
4. Timelines.
  - a. Conduct an annual review and update of personnel and family records. Ensure the commander or designated representative completes Family Care Plan counseling and records. Test of Family Care Plans during a yearly exercise.
  - b. Outreach to family members through a Telephone Tree and newsletter on a monthly or quarterly basis.
  - c. Ensure opportunities for DEERS enrollment/ID cards are provided semiannually, and conduct an annual mobilization briefing.

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Rank, Branch, USAR  
Commanding

Figure 2-4. Sample Family Readiness Plan

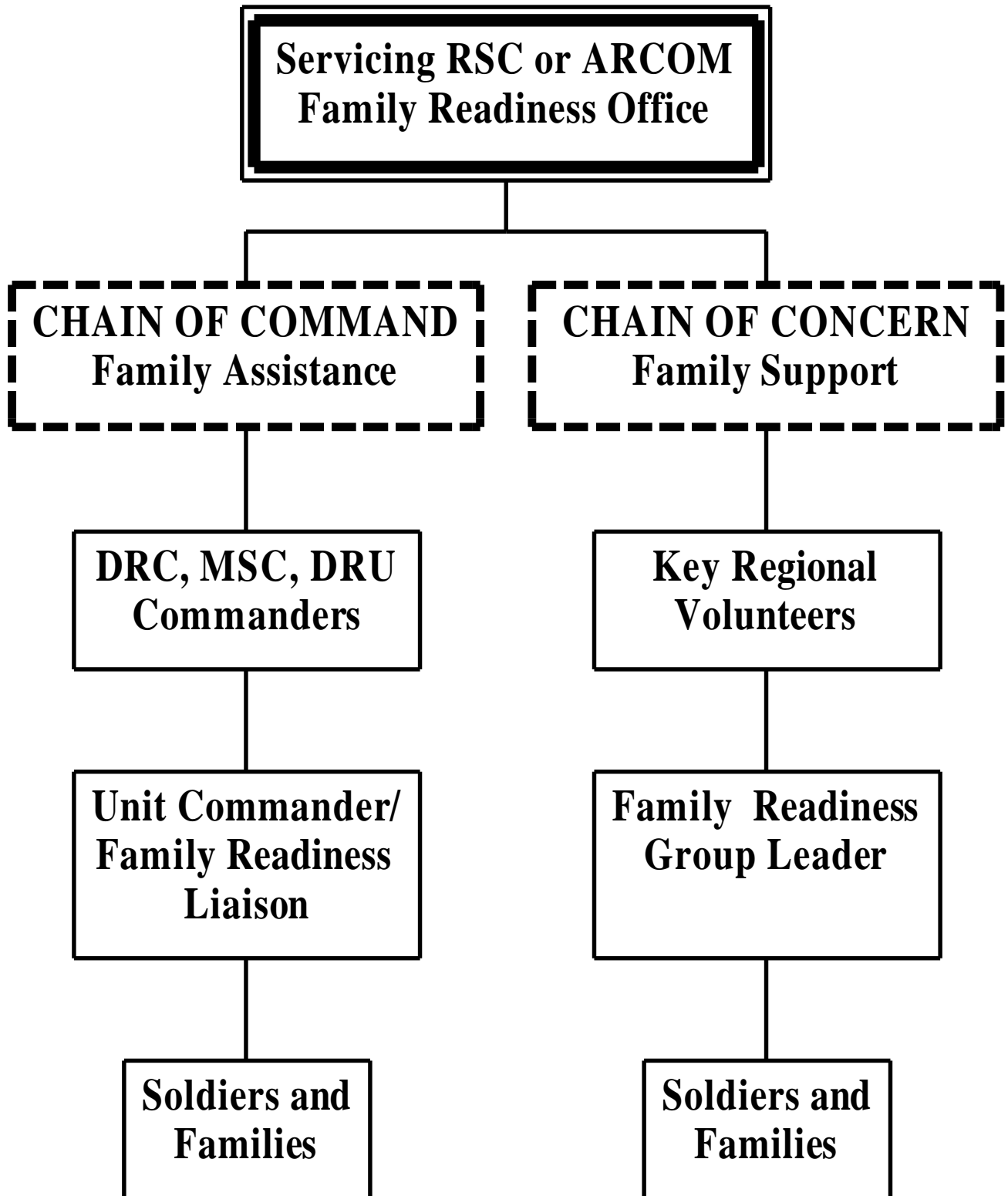


Figure 2-5. USAR Family Readiness Program Information Flow Chart

## Chapter 3 Family Readiness Group (FRG) Organization

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

*Margaret Mead*

### 3-1. About the FRG

a. The FRG is an organization of family members, soldiers, volunteers, and other interested individuals associated with a unit. The FRG membership includes soldiers' families (both immediate and extended family such, as parents, aunts and uncles, etc.) and soldiers, as well as others interested in the well-being of the soldier (e.g., fiancés/fiancées, friends, retirees, and community members). An FRG Leader (see para 2-10) oversees the FRG.

b. The FRG's goal is to establish a network that enables family members to effectively gather information, resolve problems, and maintain mutual support, thereby reducing stress associated with military separations. The FRG is a resource that fosters self-reliance.

c. The FRG's objectives will be essentially the same during peacetime and mobilization, although the need for a FRG is greater during deployment.

d. The scope and type of activities that the FRG becomes involved with is outlined in the commander's Family Readiness Plan. An effective FRG recognizes the unit's mission and supports the needs of the soldiers and their families. The availability and creativity of volunteers will influence the timelines set to accomplish goals.

### 3-2. Structure of an FRG

There is a distinct difference between FRG volunteers and family member participants.

a. **Official FRG Volunteers** are FRG members who donate their time and services to any of a variety of FRG projects and activities. Volunteers may be family members, soldiers, retirees or Department of the Army Civilians (DACs). Many volunteers are spouses of soldiers. Under the provision 10 United States Code 1588, FRG volunteers are recognized as official in matters of tort claims and for purposes of reimbursement. Volunteers must have a signed Volunteer Agreement for Appropriated Fund Activities (DA Form 4712) on file.

b. **Family Member Participants** are normally those who participate in FRG activities such as classes, seminars and social events, but are not actively involved in the planning, managing or delivery of the activity. No documentation is necessary to participate in FRG-sponsored events.

**NOTE:** The remainder of this handbook provides information and guidance necessary for the successful conduct of a unit-level FRG. Please refer to appropriate sections as necessary to execute an FRG program.

### 3-3. Minimum requirements for FRGs

To be considered functional, FRGs must perform these minimum requirements:

a. Develop a Telephone Tree from the unit roster. The FRG Leader will recruit a Telephone Tree chairperson to serve as the primary point of contact. The Telephone Tree Chairperson will recruit volunteers willing to make up to ten contacts when the Telephone Tree is activated. Telephone contact promotes social support and prevents isolation. Additional guidance on the unit Telephone Tree is provided in chapter 4.

b. Provide outreach to family members and sponsor new families. The purpose of the contact is to address concerns, answer questions and ensure well-being of the family members. Contact is encouraged at least twice per year during peacetime and twice per month during periods of military separation. The first contact with the designated family member after a soldier has deployed needs to be within the first 24 hours of leaving home station when the reality of separation has the most initial impact.

c. Provide information and referral to military organizations, veterans associations, and social service agencies that provide services to military members and their families. Maintain a local listing of contacts and update it at least annually. A sample Community Resource Directory is at figure 3-14.

d. Recruit family member volunteers. Unit personnel may participate in, but not hold positions in the FRG, as their role is to enhance the group during peacetime and ensure the structure exists to be active at mobilization.

e. Ensure FRG volunteers attend training such as the Family Program Academy. The training programs of Army Family Team Building and Operation READY also provide valuable information.

f. Ensure volunteers complete appropriate forms and request reimbursement of official expenses.

g. Periodically publish a newsletter mailed to “the family” of the soldier (e.g., Family of SSG John Dora) until the soldier's designated family member completes the Family Information Data Worksheet, USARC Form 107-R (see para 4-5). Include the unit's name, date of publication, a schedule of unit training assemblies and Family Day activities as well as other information pertinent to Army Reserve families.

### 3-4. Enhancements for FRGs

Family Readiness Groups may consider the following enhancements once functional requirements are met:

a. Assist with Family Day planning and execution. Encourage family members to attend annual mobilization and legal briefings. (See para 4-22 for more information on Family Day.)

b. Develop a financial plan for the FRG. Determine if funds are to be raised and how to deal with donations. See chapter 6 for further guidance.

c. Offer personal development courses, such as first aid or self-defense.

d. Assist with community projects like recycling.



- e. Participate in the Veterans Day parade.
- f. Promote drug awareness.
- g. Prevent child abuse and family violence through education.
- h. Teach classes on topics of interest, such as “Benefits & Entitlements” or “How to Read a Leave and Earnings Statement (LES).”

*The possibilities are limitless -- Be creative and have fun!*

**3-5. FRG operating guidelines**

- a. The FRG is encouraged to develop guidelines that complement the unit’s Family Support Plan. Key personnel, such as the unit Commander, FRL, and FRG volunteers should agree with and understand their roles in executing these guidelines.
- b. Operating guidelines outline the purpose, goals, responsibilities, and organizational structure of the unit’s FRG. The format can be as formal or informal as necessary to meet the needs of all members of the FRG.
- c. Guidelines should be flexible and reviewed periodically by the FRG leader and volunteers to meet the changing needs of the unit and support of its mission. At a minimum, the guidelines should address FRG leadership positions and a fiscal plan. A sample FRG Operating Guidelines can be found at figure 3-1.
- d. Remember, FRG membership represents and provides services for families and loved ones of all members of the unit. Members of IRR, IMA, or another unit’s soldier or family members may want to participate in the nearest FRG to their home. Welcome them as well.

**3-6. Identification of FRG Key Volunteers**

*Leadership provides cohesiveness, coordination and continuity.*

- a. Family members, former unit members, retirees and individuals interested in the well-being of unit members primarily comprise the FRG. Soldiers may participate in the FRG, but will not hold key positions in order to ensure that the FRG is successful during periods of military separation. The commander must sanction the FRG in a written memorandum. A sample is at figure 2-2.
- b. FRG volunteers may be invited by the commander to serve if the individuals are interested, have time to participate, and accept the positions; however, the group should elect FRG key volunteers. There is no rank in an FRG, as responsibilities are determined by position descriptions. The commander appoints the FRG Leader and key volunteers by written memorandum. A sample is at figure 2-2.
- c. Determine the election process by group consensus. Elections should not be held more than once every 2 years. The newly appointed FRG key volunteers need to assume full responsibilities within 2 months after the election.

d. The FRG supports all soldiers and families in the unit. Many times, only a few individuals accomplish the duties described in the position descriptions depicted in figures 3-3 through 3-11. Experience has shown that a unit may have approximately five to ten percent of its strength actively participating in the FRG during peacetime. It is important that the commander continue to encourage others to volunteer (e.g., during a Family Day; when meeting new full-time staff, soldiers, and their family members; writing an article for the FRG newsletter on the subject). The FRG key volunteers may feel they are the only ones responsible for volunteer recruitment.

e. Position descriptions outline required tasks. Prior to implementation, the unit commander, FRL, and FRG Leader should review volunteer position descriptions and modify them as needed. Review position descriptions every 2 years or upon change of duty.

f. Include short term/special project volunteers. With today’s busy lifestyles and competition for volunteers from community agencies, some potential volunteers may want to help but can only realistically commit to work on a special project or for a limited period of time. Remember to consider this type of volunteer.

g. The FRG Leader will assist in providing a unit orientation and conduct an informal interview for new volunteers. An official welcome by the unit commander, walk-through, and introduction of key personnel will help new volunteers become comfortable in the unit environment.

**3-7. FRG Organizational Structure**

Organize the unit FRG to support the needs of the soldiers and their families. Realistically, the unit may not have volunteers to fill all of the positions listed in figure 3-2, but there still needs to be consideration of who will be responsible for executing the duties required of the position. (Fig 3-2 shows a sample organizational structure.)

**3-8. Volunteer position descriptions**

a. Accurate position descriptions protect both volunteers and the organizations they serve. A well-trained volunteer corps is one of the goals in the USAR and essential to the success of the USAR Family Readiness Program. Leadership places a high priority on the establishment of a healthy, command-supported program where volunteers can excel in their volunteer endeavors.

b. All parties concerned should understand their purpose, each other’s roles, and what is expected of them. Within these clearly defined expectations, the volunteer and other workers should be free to be creative and innovative. They should also feel free to relate to one another openly and honestly.

c. Use the examples of duties and responsibilities at figures 3-3 through 3-11 to write position descriptions, if these positions are filled. The size and needs of a FRG will dictate the positions chosen to be filled.

### **3-9. Volunteer management and recordkeeping**

a. There are two forms that are essential in military volunteer management and need to be explained during an interview with a new volunteer. These are the Volunteer Agreement (DA Form 4712), see paragraph 3-10 (or Parental Permission, DA Form 5671, if the volunteer is unmarried and under 18 years of age) and the Volunteer Daily Time Record (USARC Form 105-R). ***Recording service hours on the Volunteer Daily Time Record (USARC Form 105-R) and Volunteer Service Record (USARC Form 106-R) is the responsibility of each volunteer.***

b. The unit will maintain volunteer records that include hours donated, duties performed, training received, and awards given. The Volunteer Service Record (USARC Form 106-R) records this information. This allows the commander, FRL, and the FRG Leader to assist in volunteer personal development, including documentation for volunteers to use in obtaining future volunteer or paid positions.

c. *The FRL is responsible for maintaining the volunteer service records or files at the USAR Center in accordance with AR 25-400-2, The Modern Army Recordkeeping System (MARKS).* Under MARKS, the file number for these records is 608-1a, Army Community Service (ACS). The file folder label will include the Privacy Act (PA) notice: A0608bCFSC. Protect these documents with a DA Label 87, For Official Use Only cover, when removing from the file cabinet. For additional information on other official Family Program recordkeeping requirements, see appendix A.

d. The servicing RSC or ARCOM requires a quarterly report to account for the new volunteers, number of volunteers, volunteer hours, and training received (RCS: RCPR-062). Use the USARC Form 106-R, Volunteer Service Record for this reporting. Only a copy of this form will be sent or faxed to the servicing Family Program Office. See appendix B for a list of USAR Family Program Offices.

### **3-10. Volunteer Agreement for Appropriated Fund Activities (DA Form 4712)**

a. The Volunteer Agreement establishes an understanding between the volunteer and the unit accepting volunteer services. The Volunteer Agreement also establishes that the volunteer is not an employee of the government, nor will the volunteer replace a Federal employee, or an unfilled required or authorized position. It is a statement of protection from tort claims when performing approved volunteer services. It is an agreement on the part of the volunteer to attend whatever training is required to perform the services for which the person is volunteering. (A sample of DA Form 4712 is at fig 3-12 at the end of this chapter.) This form is available on the Army Electronic Library CD-ROM and the USAPA web page (<http://www.usapa.army.mil>).

b. The volunteer and the unit representative functioning as the accepting official (usually the commander or the

FRL) must sign this Volunteer Agreement. Give a copy to the volunteer, place a copy in the unit files under 608-1a and forward one copy to the servicing RSC or ARCOM Family Program Office. (See app B for a list of USAR Family Program Offices). Only after the responsible headquarters receives the Volunteer Agreement will Invitational Travel Orders (ITOs) be published and reimbursements for official volunteer expenses be paid .

### **3-11. Parental Permission (DA Form 5671)**

Obtain parent or guardian signature on the Parental Permission when accepting volunteer services from unmarried family members under age 18. A sample of DA Form 5671 is at the end of this chapter. This form is available on the Army Electronic Library CD-ROM and the USAPA web page (<http://www.usapa.army.mil>). A sample DA Form 5671 is at figure 3-13.

### **3-12. Volunteer Daily Time Record (USARC Form 105-R)**

a. Volunteers will use the Volunteer Daily Time Record (USARC Form 105-R), RCS: RCPR-062, to document volunteer hours for a 1-year period. Enter credit hours earned on this form for the appropriate day and month worked. Credit is given for providing any service to military families, regardless of branch of service (i.e., Army, Air Force, Navy, Marines, and Coast Guard).

b. Record credit for service performed as follows: Record each hour of volunteer service performed, hours spent in orientation, hours spent at training, and travel time (e.g., round trip travel time from home to the unit). Training away from the local area or home, such as workshops and Family Program Academies on Invitational Travel Orders, is credited at 24 hours per day. For example, training received at a Family Program Academy would be credited at 72 hours of service time, with arrival on Friday and departure on Sunday. Separate service(s) performed in support of the Army Family Team Building program from other Family Readiness volunteer time. A blank copy of this form is at the back of this regulation for reproduction purposes. It is also available for download from the USARC Intranet (see web addresses in app A, sec III).

### **3-13. Volunteer Service Record (USARC Form 106-R)**

Information on the Volunteer Service Record (USARC Form 106-R) assists the FRG Leader and the FRL in assigning individual volunteers to positions or projects. It also records volunteer service hours to help establish eligibility for awards. The federal government and many businesses now consider volunteer experience of equal importance to employment experience on job applications and resumes. A blank copy of this form is at the back of this regulation for reproduction purposes. It is also available for download from the USARC Intranet (see web addresses in app A, sec III).

### **3-14. Resources for a Family Readiness Group**

#### **a. USAR Family Program Advisory Council (FPAC).**

All RSCs, 7th ARCOM, USASOC, and AR-PERSCOM have a representative serving on the FPAC. The FPAC advises the Chief, Army Reserve on matters affecting the well-being of USAR soldiers and their families. The FPAC meets twice per year. An appointment to the FPAC is for 3 years. The FPAC members represent their respective commands and are knowledgeable and experienced Family Program volunteers. Volunteers can contact their FPAC representative with issues and concerns requiring this level of visibility.

**b. RSC or ARCOM Family Program Advisory Council.** Commanders at this level are also required to have an advisory council. Volunteers from subordinate commands or Direct Reporting Commands are represented.

**c. Key Regional Volunteers.** Known by numerous titles, RSCs and 7th ARCOM have a network of geographically located volunteers who can provide assistance to FRGs. Key regional volunteers have experience with, and a working knowledge of, unit-level FRGs. They can volunteer to help establish or enhance an FRG, present the family readiness deployment briefings, and represent the Family Program Office at unit Family Day activities. They may also act as a liaison between the unit leadership and the FRG leader in resolving issues. These volunteers are trained in areas such as benefits and entitlements, information and referral and volunteer reimbursements. Their availability in the local area enhances the efficiency and effectiveness of the USAR Family Readiness Program. The RSC or ARCOM Family Program Directors, located at the corresponding command's headquarters, supervise key regional volunteers when the volunteers are functioning in this role.

**d. Chaplain.** Chaplains provide spiritual leadership and pastoral counseling in support of the USAR Family Readiness Program. The chaplain can be an advocate for soldier preparedness and family self-reliance, an ex-officio member of the Family Readiness Group, and a source of encouragement. As a resource person, the chaplain can assess needs of the unit, soldiers and family members. A chaplain may also provide training in stress management, communication skills, parenting, marriage enrichment, family suicide prevention, and grief counseling. Chaplains may be able to provide additional newsletter materials.

**e. Community Resources.** A number of community services or agencies are listed in the sample community resource directory at figure 3-14. They can provide assistance for soldiers and family members encountering problems that require outside help or information. This type of list has to be individualized for a local community, since there are generally not standardized names and 800 numbers for all agencies that exist as a resource. This is part of the function of providing information and referral as needed on the part of FRG leaders. Some larger cities have information and referral centers or hotlines that can readily provide a number for a local urban area resource (they also may cover the surrounding counties). Both a local Chamber of Commerce and United Way often have a listing of existing agencies and are good places to start gathering information for a resource directory. If soldiers and family members live outside the unit's local area, or in another state, and do not know how to access this type of information, volunteers can call their servicing Family Program Office for assistance. See appendix B for a list of USAR Family Program Offices.

(Unit Designation)  
FAMILY READINESS GROUP  
OPERATING GUIDELINES

1. Purpose: The purpose of the Family Readiness Group (FRG) is to provide information and support to unit members and their families as well as encourage self-reliance necessary during military separations. Membership in the FRG is open to anyone concerned about the well-being of our Armed Forces service members, and their loved ones.
2. Goals:
  - Support the unit's mission and each soldier with a positive attitude.
  - Educate family members on military benefits and entitlements.
  - Openly communicate with soldiers, their families, and the command.
  - Develop members' knowledge and skills necessary during military separations.
  - Be prepared to collect and pass information on to families.
3. Responsibilities:
  - Unit commander and Family Readiness Liaison
  - Family Readiness Group Leader and other FRG Volunteers
4. Organization and Structure:
  - Diagram of positions and Chain of Concern
  - Volunteer Position Descriptions
  - Appointment or Election Procedures
5. Activities and Functions:
  - Telephone Tree
  - Newsletter
  - Family Day activities
  - Fund-raising
  - Family Sponsorship
  - Periodic training and meetings
6. Informal Fund: (Required when the FRG decides to raise funds with the commander's authorization and approval.) An account will be opened in the name of the unit FRG with an Employer Identification Number (EIN) obtained from the Internal Revenue Service. A financial report will be provided to the unit commander at least annually. The fund will be audited annually or when there is a change in custodian or command.
  - a. Fund-raising Guidance:
    - (1) All fund-raising activities and timelines will receive prior approval of the unit commander or representative. (A yearly plan provides the most effective organization for this.)
    - (2) Fund-raising events will be held at the USAR Center and be available to unit members and their families.
    - (3) Any events open to the public can be held at the USAR Center or at community facilities with command approval. City and/or county permits will be acquired by the FRG, if necessary. All fund-raising activities will be in accordance with applicable local and state laws.

***Sample***

**Figure 3-1. Sample FRG Operating Guidelines**

b. Fund Expenditure Guidance

- (1) Funds generated by the FRG will be used for the welfare of all unit members and their families.
- (2) Expenditures will be determined by majority vote of FRG members.

\_\_\_\_\_  
FRG Leader's Signature

\_\_\_\_\_  
Unit Commander's Signature

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
Date Approved

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

**Figure 3-1. (continued) Sample FRG Operating Guidelines**

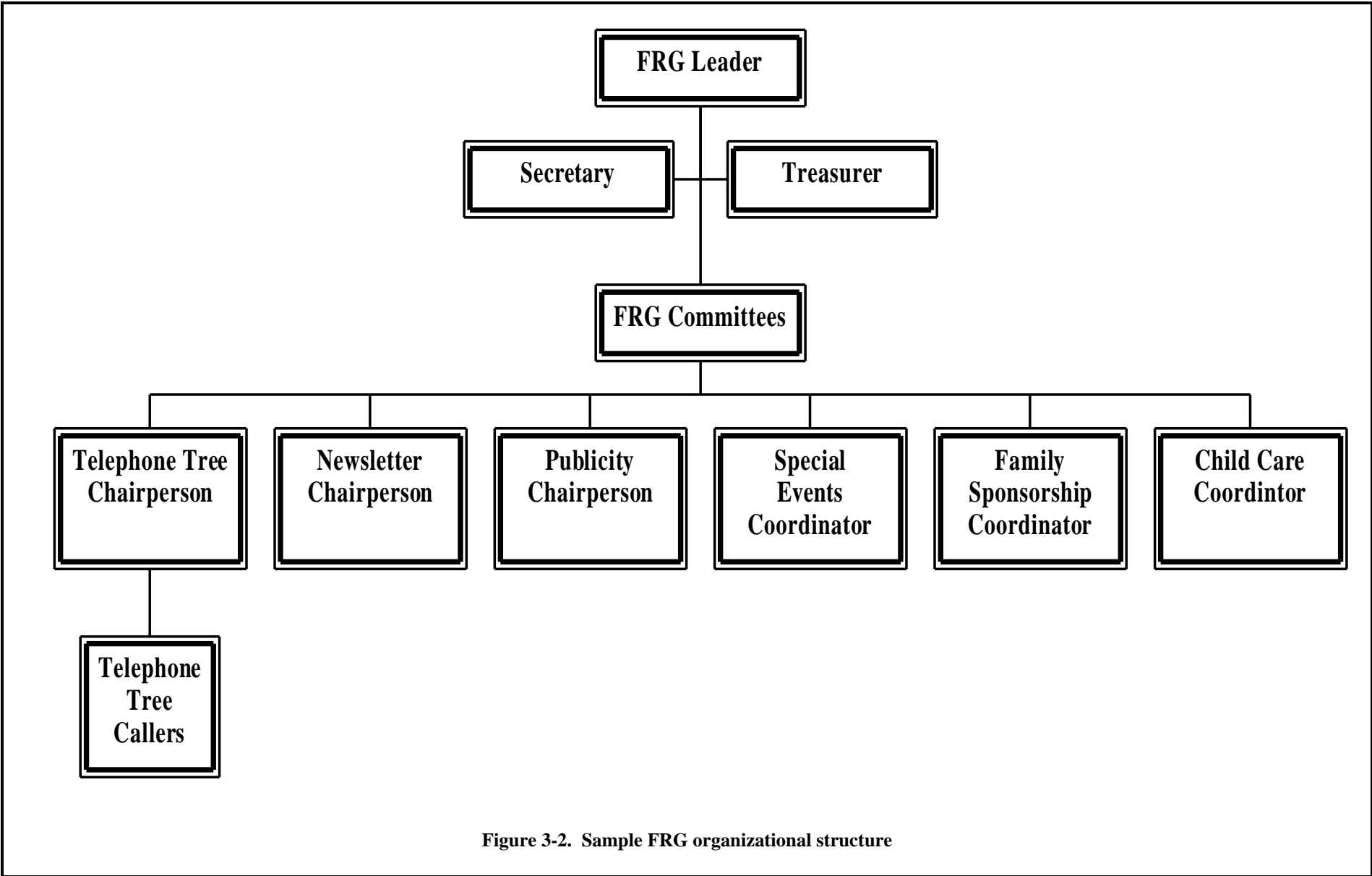


Figure 3-2. Sample FRG organizational structure

## Family Readiness Group (FRG) Leader Position Description

**Position Objective:** To maintain the FRG and manage the FRG's volunteers as part of the unit's Family Support Plan.

### **Major Responsibilities or Description of Duties:**

*Sample*

1. **Oversee general operation of the FRG and its activities.** Although the other FRG volunteers are responsible for specific functions, the leader is responsible for overseeing the group. Monitor timelines and inquire about the progress being made with planning and executing the group's goals. Conduct volunteer or steering committee meetings as needed to help ensure communication and coordination in accomplishing FRG activities.
2. **Facilitate meetings.** Facilitate the meeting and ensure that discussions stay on track. Encourage all the attendees to participate. All members should be encouraged to express themselves.
3. **Act as spokesperson for the FRG.** This includes having an awareness of how the group feels on a particular issue. As problems and issues arise, inform the commander or Family Readiness Liaison (FRL). Keep them informed of what the FRG is planning and the results of what has been done.
4. **Assist in providing unit orientation and conduct informal interviews for new volunteers.**

**Time Required:** Approximately 2 days per month and attendance of a Family Program Academy.

**Qualifications:** Leadership skills and a willingness to develop a working knowledge of the USAR Family Readiness Program, the unit's Family Readiness Plan; and interest in the unit's FRG.

**Orientation and Training:** Unit orientation and attendance at a Family Program Academy or equivalent family readiness training in order to remain current on issues will be necessary.

### **Supervision:**

1. The unit commander supervises the FRG Leader. The appointed FRL will normally act as the commander's representative for coordinating routine actions and unit support.
2. The FRG Leader supervises the FRG key volunteers as depicted in the FRG Organizational Chart, and ensures recognition of them.

Figure 3-3. Sample Position Description for Family Readiness Group (FRG) Leader

## Secretary Position Description

**Position Objective:** To provide administrative support to the Family Readiness Group (FRG) and to maintain historical records of the FRG.

### Major Responsibilities or Description of Duties:

*Sample*

1. **Record minutes of FRG meetings and FRG Steering Committee meetings.** Take notes of the activities at the meetings to include decisions or votes. Maintain and file meeting minutes with the record of FRG activities. Keep them as simple as possible. Publishing a summary of highlights or need to know information in the FRG newsletter is one way to remind the members of the FRG of what was discussed. Placing this information on a unit bulletin board can help in publicizing the FRG program and services.
2. **Maintain records of FRG activities.** Keep a simple notebook with short descriptions of what the FRG did, when it was done, how many attended, and any special information about each activity. This could be a scrapbook (e.g., with pictures and articles) as long as the important information is recorded.
3. **Publish agenda and activities for FRG meetings.**

**Time Required:** Approximately 1 day per month and consider attendance at a Family Program Academy or equivalent family readiness training.

### Qualifications:

1. Willingness to develop a working knowledge of the unit's Family Readiness Plan, and interest or experience in the FRG program.
2. Ability to communicate both orally and in writing.

**Orientation and Training:** Unit orientation and attendance of a Family Program Academy or equivalent Family Readiness training.

### Supervision:

1. The FRG Leader supervises the Secretary.
2. The Secretary has no supervisory responsibilities unless additional FRG members volunteer to assist.

Figure 3-4. Sample Position Description for Secretary



## Treasurer Position Description

**Position Objective:** To act as the fiscal record keeper and financial adviser to the Family Readiness Group (FRG). Serves as the custodian for the FRG informal fund. (See chap 6 for more information on informal funds.)

### **Major Responsibilities or Description of Duties:**

1. **Maintain budget, funds, and expenditure records.** Open a bank account in the name of the FRG with the unit's mailing address using an Employer Identification Number (EIN) obtained by completing Form SS-4 (Application for Employer Identification Number) and mailing to the Internal Revenue Service (IRS). Responsible for all of the deposits and writing of checks. A working budget should be prepared.
2. **Maintain records of donated money, services, and assets (e.g., equipment).** Keep accurate records of donations of money, valued services or property donated to the FRG. 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.
3. **Report on finances.** Be prepared to report to the FRG 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 FRG meetings. A summary can also be placed on the unit's family bulletin board.
4. **Provide the commander with an annual financial statement with a copy furnished to the RSC or ARCOM Family Program Office.**

**Time Required:** Approximately 1 day per month and consider attendance at a Family Program Academy.

### **Qualifications:**

1. Willingness to develop a working knowledge of the unit's Family Readiness Plan, and interest or experience in the FRG program.
2. Ability to manage funds.

**Orientation and Training:** Unit orientation, and attendance of a Family Program Academy or equivalent Family Readiness training.

### **Supervision:**

1. The FRG Leader supervises the Treasurer.
2. The Treasurer has no supervisory responsibilities unless additional FRG members volunteer to assist.

***Sample***

**Figure 3-5. Sample Position Description for Treasurer**

## Telephone Tree Chairperson Position Description

**Position Objective:** To establish a network to telephonically convey information, interest, and support to family members of the unit's Family Readiness Group (FRG).

### Major Responsibilities or Description of Duties:

1. **Organize the Telephone Tree.** Use the unit roster and the completed Family Data Information Worksheets to develop the unit's Telephone Tree. Recruit Telephone Tree contacts and assign no more than 10 families to each contact. Direct callers to write the message down to ensure accuracy of information being communicated.
2. **Maintain contact with family members.**
  - a. Ensure that each family is contacted at least twice a year. Calls can be scheduled during annual training and drill weekends. Remember that a call should not exceed 10 minutes whether long distance or in the local area. Not everyone enjoys talking on the phone, or may have children or other tasks demanding their attention. Long distance calls that exceed 10 minutes must be justified in writing to receive Family Support Nonappropriated Fund (FS-NAF) reimbursement for them. A legitimate reason for a call to exceed 10 minutes is a crisis situation that requires information and referral to an agency. (Refer to paragraph 6-4 of this publication for additional information on volunteer reimbursement.)
  - b. When a soldier is deployed, arrange to have the soldier's family member contacted within the first 24 hours of the soldier leaving home station when the reality of the separation has its initial impact. Weekly contact with a deployed soldier's family member is recommended after that with the family member's agreement or consent.
3. **Convey family member concerns.** Be sensitive to problems and concerns that arise and report them to the FRG Leader as quickly as possible. Remember, mutual support, outreach and self-reliance are very important elements of the FRG. Confidentiality and discretion will be used in conveying information through the Telephone Tree.
4. After contacting the last person, the volunteer calls the Telephone Tree chairperson to **ensure the message was delivered and all contacts were made.** The volunteer also provides feedback on any issues discussed.
5. **Work with the Family Sponsorship Coordinator** to ensure new family members are included after they have agreed to be involved with the FRG.

**Time Required:** Approximately 1 day per month.

### Qualifications:

1. Willingness to develop a working knowledge of the unit's Family Readiness Plan, and interest or experience in the FRG program.
2. Ability to communicate verbally, and listening effectively.

**Orientation and Training:** Unit orientation and attendance at a Family Program Academy or equivalent Family Readiness training.

### Supervision:

1. The FRG Leader supervises the Telephone Tree Chairperson.
2. The Telephone Tree Chairperson supervises the telephone contacts, and may need to schedule training or meetings.

***Sample***

Figure 3-6. Sample Position Description for Telephone Tree Chairperson

## Newsletter Chairperson Position Description

**Position Objective:** To provide the unit family members with written information on programs and services of interest to soldiers and their families.

### Major Responsibilities or Description of Duties:

*Sample*

1. **Collect news for Family Readiness Group (FRG) newsletter.** Gather items of interest to use in the Family Readiness Group (FRG) newsletter. Request input from the FRG volunteers and the unit leadership. Request copies of newsletters from your higher headquarters.
2. **Create and publish the FRG newsletter on a regular schedule. (Ideally, try to publish at least quarterly during peacetime and monthly during deployments and other military separations.)** Newsletters may be printed using the unit copier or commercial resources. The unit may use metered postage to mail newsletters if the newsletter meets regulatory requirements containing only official information. Coordinate with the unit's Family Readiness Liaison on 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. The Family Support-Nonappropriated Fund (FS-NAF) can be used to reimburse costs to print, publish and mail if the newsletter contains unofficial information upon approval from your RSC or ARCOM Family Program Office. The FRG-generated funds must be used for fliers on fund-raising activities.

**Time Required:** Approximately 1 to 2 days per month and attendance at a Family Program Academy or equivalent training.

### Qualifications:

1. Willingness to develop a working knowledge of the unit's Family Readiness Plan, and interest or experience in the FRG program.
2. Ability to write, edit and publish information. Typing, computer skills and knowledge of the use of duplicating equipment are essential.

**Orientation and Training:** Unit orientation, and attendance of a Family Program Academy or equivalent Family Readiness training.

### Supervision:

1. The FRG Leader supervises the Newsletter Chairperson. The unit commander or FRL must approve all newsletters prior to publishing.
2. The Newsletter Chairperson has no supervisory responsibilities unless additional FRG members volunteer to assist.

**Figure 3-7. Sample Position Description for Newsletter Chairperson**

## **Publicity Chairperson Position Description**

**Position Objective:** To publicize activities of the Family Readiness Group (FRG) and unit family members (including contributions to the FRG by the civilian community) in both military and community media.

### **Major Responsibilities or Description of Duties:**

- 1. Coordinate with other FRG volunteers (e.g., the FRG Leader, Special Events Coordinator, FRG Newsletter Coordinator) to establish the annual events that will need publicizing within and outside of the FRG.**
- 2. Write articles for the FRG Newsletter, creates fliers, and develops posters to market FRG events to unit soldiers and family members.**
- 3. Coordinate with the Unit Public Affairs Representative (UPAR), or the servicing RSC or ARCOM Public Affairs Office (PAO) to accomplish outside-of-unit news releases and obtain coverage of designated FRG events.**
- 4. Provide advance notice of upcoming activities to the PAO.** Provide input to PAO by writing articles or news releases to get advance publicity for special events. Ask PAO to get local newspapers, radio, and TV stations to run news stories so the public will be aware that the Army Reserve is an active member of the community.
- 5. Keep the servicing Family Program Office aware of FRG activities and events.** Send copies of all media coverage (written summaries of any TV or radio coverage, and local newspaper articles) to the servicing RSC or ARCOM Family Program Office. Submit articles for the Family Program Office newsletter and web site (if developed) on FRG events.

**Time Required:** Approximately 2 days per month.

***Sample***

### **Qualifications:**

1. Willingness to develop a working knowledge of the unit's Family Readiness Plan, and interest or experience in the FRG program.
2. Knowledge of and interest in public relations or marketing. Must have good personal and writing skills.

**Orientation and Training:** Unit Orientation, and attendance at a Family Program Academy. Other training as requested and as the budget allows.

### **Supervision:**

1. The FRG Leader supervises the Publicity Chairperson. The unit Family Readiness Liaison (FRL) will provide help in coordinating routine actions and unit support. *All articles (intended for release outside of the unit) will be cleared through the UPAR or servicing RSC or ARCOM PAO.*
2. The Publicity Chairperson has no supervisory responsibilities unless additional FRG members volunteer to assist.

Figure 3-8. Sample Position Description for Publicity Chairperson

## **Special Events Coordinator Position Description**

**Position Objective:** To plan Family Readiness Group (FRG) special events that both complement the unit's mission and support the goals and objectives of the FRG.

### **Major Responsibilities or Description of Duties:**

***Sample***

1. **Solicit ideas for FRG-sponsored special events.** Surveys, person to person solicitation of FRG 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 newsletter). Special events or activities can also be included in the FRG survey to determine the most desired by members.
2. **Plan FRG special events for the year.**
3. **Coordinate and publicize** activities of the FRG with other FRG volunteers (e.g., coordinates with the Publicity Chairperson on advertising the events).
4. **As required, the Special Events Coordinator organizes and coordinates additional committees** (from other FRG members) for each special event. For example, an event can be broken down into smaller segments as program, equipment, publicity, and clean up.
5. **Ensure individuals and organizations contributing time, money or services receive acknowledgment, a letter of appreciation or other recognition as appropriate.**

**Time Required:** Approximately 2 days per month.

### **Qualifications:**

1. Willingness to develop a working knowledge of the unit's Family Readiness Plan, and interest or experience in the FRG program.
2. Ability to work with other people, and to plan and implement FRG events.

**Orientation and Training:** Unit orientation, and attendance at a Family Program Academy or equivalent Family Readiness Training.

### **Supervision:**

1. The FRG Leader supervises the Special Events Coordinator.
2. The Special Events Coordinator has no supervisory responsibilities unless additional FRG members volunteer to assist or committees are developed for events.

**Figure 3-9. Sample Position Description for Special Events Coordinator**

## Family Sponsorship Coordinator Position Description

**Position Objective:** To organize and maintain a communication link between the Family Readiness Group (FRG) and new family members of the unit.

*Sample*

### **Major Responsibilities or Description of Duties:**

1. **Prepare Welcome Packets to alleviate the stresses associated with relocation and joining a new “family.”** Gather materials about the RSC, unit history and mission, local area, services available, and benefits of belonging to the Army Reserve. Emphasize the availability and importance of the unit FRG.
2. **Coordinate with the Family Readiness Liaison and Unit Administrator to obtain the names and phone numbers of newly assigned personnel and makes contact.** Welcome each new family with a phone call, and arrange for a personal visit if possible. Invite family members to participate in a newcomers’ orientation, join the FRG, and find out how the FRG can best serve their needs.
3. **Match each incoming family with an existing family for mutual support and assistance.** Find an appropriate sponsor to explain how things work in that particular unit and who’s who.
4. **Notify the FRG Leader of any particular family problems or needs that are identified through conversation or during a visit that the FRG can offer assistance with.** Assist the FRG Leader in finding resources to resolve the issue or potential problem.
5. **Add new family members (including newly married spouses) to the Telephone Tree and newsletter mailing list.** Make periodic contact with the Unit Administrator and FRL to keep lists up to date with the family member’s permission.

**Time Required:** Approximately 2 days per month.

**Qualifications:** Willingness to develop a working knowledge of the unit’s Family Readiness Plan, and interest or experience in the FRG program.

**Orientation and Training:** Unit Orientation and attendance at a Family Program Academy. Other training will be offered as the budget allows.

### **Supervision:**

1. The FRG Leader supervises the Sponsorship Chairperson. The FRL will help in coordinating routine actions and unit support.
2. The Sponsorship Chairperson has no supervisory responsibilities unless additional FRG members volunteer to assist.

Figure 3-10. Sample Position Description for Family Sponsorship Coordinator

## Child Care Coordinator Position Description

**Position Objective:** To ensure acceptable child care for Family Readiness Group (FRG) meetings and special events.

### Major Responsibilities or Description of Duties:

***Sample***

1. **Responsible for procuring acceptable child care for FRG meetings and special events.** If near an Army installation (within 50 miles), check with the installation's Child and Youth Services (CYS) Director to see what may be available in the local area for child care resources.
2. **Select on-site location for child care while parents are attending meetings. If child care is offered for a meeting in the civilian community (off an Army installation or reserve center), request a check on the applicable state law on any special requirements for child care through the unit commander or Family Readiness Liaison.**
3. **Assess safety of location and address any special equipment needed** (e.g., safety plugs for outlets if toddlers will be present, no breakable objects within the reach of a toddler or young child, protection against any type of sharp objects or corners, ability to close off the area to prevent children from leaving the location unaccompanied).
4. **Ensure activities** (e.g., VCR tapes, coloring books, and organized games) appropriate for the children are provided. If a unit is located near or on an Army installation, the unit may be able to use the CYC Resource/Lending Library that has books, toys, supplies, and equipment to support developmentally appropriate child activities (e.g., crayons, paints, construction paper, dolls, puzzles, and other equipment).
5. **Ensure on-site adult supervision during the parents' absence at all times.**
6. **The provision of child care is one of the major factors in the success of an FRG or a unit family-oriented activity.** There are options to consider which can include the following:
  - a. **Volunteer Child Care in Unit Setting (VCCUS).** If the unit is located within 50 miles of an Army installation, the installation CYC Director can assist in organizing a VCCUS.
    - (1) CYC can provide training for unit volunteers (which is usually 4 hours long).
    - (2) Someone on site must be certified in CPR.
    - (3) Child care must be provided on site (with parents present in the building).
    - (4) DA Form 4719, Child Development Services Registration Card and health/immunization record may be required for each child. The requirement for health and immunization records is locally determined.
  - b. **Short Term Alternative Child Care (STACC).** This is only an option if the unit is located within 50 miles of an Army installation. The installation CYC Director can be asked to provide this service.
    - (1) Child care is actually provided by CYC staff.
    - (2) On site with parents.

**Figure 3-11. Sample Position Description for Child Care Coordinator**

(3) CYS charges for this service.

(4) Total paid staff required will depend on the number and ages of children.

(5) DA Form 4719, Child Development Services Registration Card and immunization record is required for each child.

c. Hiring Certified Babysitters. (American Red Cross offers this course and may have a list of certified sitters available in the local area.) The FRG can use its informal funds to pay for babysitting or have parents pay the babysitters directly for child care.

**Time Required:** Approximately 1 day per month for meetings, preparation, and actual events.

**Qualifications:**

1. Willingness to develop a working knowledge of the unit's Family Readiness Plan, and interest or experience in the FRG program.
2. Knowledge of child care including safety issues and activities for various age groups.

**Orientation and Training:** Unit orientation. Scheduled visit to the nearest American Red Cross Office on the certified babysitter course if applicable option decided on, and attendance of the course if needed. There may be a cost involved in Red Cross courses and this can be reimbursed through Family Support Nonappropriated Funds for the Child Care Coordinator but not any paid babysitters.

**Supervision:**

1. The FRG Leader supervises the Child Care Coordinator.
2. The Child Care Coordinator must provide actual spot checks on the child care providers used for meetings and special events.

**Figure 3-11. (continued) Sample Position Description for Child Care Coordinator**




VOLUNTEER AGREEMENT FOR APPROPRIATED FUND ACTIVITIES			
For use of this form, see AR 608-1; the proponent agency is OACSIM			
<b>PRIVACY ACT STATEMENT</b>			
<b>AUTHORITY:</b>	10 USC, Section 1558, Secretary of the Army; E.O. 9397 (SSN); and Army Regulation 608-1, Army Community Service Center.		
<b>PRINCIPAL PURPOSE:</b>	To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions of accepting the performance of voluntary service.		
<b>ROUTINE USES:</b>	None.		
<b>DISCLOSURE:</b>	Voluntary. However, failure to complete the form may result in an inability to document the type of voluntary services and hours performed.		
<b>PART I</b>			
1. I desire to volunteer my services to the <u>Family Readiness Group (FRG)</u> at <i>(Organization/Unit)</i>			
<u>Edwardson Army Reserve Training Center</u> on <u>10:00 am-2:00 pm/Tues. &amp; 10:00 am-4:00 pm/Sat.</u> <i>(Installation) (Anticipated Hours/Day(s) of Week)</i>			
Program at <u>344th Medical Detachment</u> <i>(Installation)</i>			
2. DESCRIPTION OF VOLUNTEER SERVICES Serves as the FRG Leader. Oversees the general operation of the FRG and its activities. This includes facilitating meetings, acts as spokesperson for the group, supervises other volunteers that are recruited, and conducts informal interviews for new volunteers, as well as, assists in their orientation to the unit.			
3. 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 while performing the above described services, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, and criminal conflicts of interest. 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.			
a. TYPED OR PRINTED NAME OF VOLUNTEER	b. VOLUNTEER SSN	c. DATE OF BIRTH (YYYYMMDD)	
Bobbie D. Smith	222-22-2222	1953/03/15	
d. SIGNATURE OF VOLUNTEER		e. DATE (YYYYMMDD)	
<i>Bobbie D. Smith</i>		2000/07/30	
4a. TYPED OR PRINTED NAME OF ACCEPTING OFFICIAL			
John B. Smock, MAJ, MC, USAR, Commanding			
4b. SIGNATURE OF ACCEPTING OFFICIAL		4c. DATE (YYYYMMDD)	
<i>John B. Smock</i>		2000/07/30	
<b>PART II - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR</b>			
5. VOLUNTEER TIME DONATED			
a. YEARS (2,087 hours = 1 year)	b. WEEKS	c. DAYS	d. HOURS
e. SIGNATURE OF VOLUNTEER		f. TERMINATION DATE (YYYYMMDD)	
6a. TYPED OF PRINTED NAME OF SUPERVISOR	6b. SIGNATURE OF SUPERVISOR	6c. DATE (YYYYMMDD)	

DA FORM 4712, MAY 1999

DA FORM 4712-R, DEC 87, IS OBSOLETE

USAPA V1.00

Figure 3-12. Sample Volunteer Agreement for Appropriated Fund Activities

<b>PARENTAL PERMISSION</b> <small>For use of this form, see AR 608-1; the proponent agency is OACSIM</small>	
<p>I, <u>Bobbie D. Smith</u> <input checked="" type="checkbox"/> parent <input type="checkbox"/> guardian, give my permission for</p> <p><u>Johnny M. Smith</u> <i>(name of child)</i>, to volunteer at</p> <p><u>344th Medical Detachment</u> <i>(name of agency/activity)</i> on</p> <p><u>Saturday</u> <i>(date or days of week)</i> from <u>10 a.m. - 4 p.m.</u> <i>(time)</i>.</p> <p>I understand that these hours and services are being performed as a volunteer and that the above named volunteer is not, solely because of these services, an employee of the United States Government or any instrumentality thereof <i>(except for certain purposes relating to tort claims and workman's compensation coverage about incidents occurring during the performance of approved volunteer service)</i>. The above named volunteer shall receive no present or future salary, wages, or related benefits as payment for these volunteer services. Tax deductions cannot be claimed for any expense reimbursed.</p>	
<small>TYPED/PRINTED NAME OF PARENT OR GUARDIAN</small> <p style="text-align: center;">Bobbie D. Smith</p>	
<small>SIGNATURE OF PARENT/GUARDIAN</small> 	<small>DATE (YYYYMMDD)</small> <p style="text-align: center;">2000/04/15</p>
<small>DA FORM 5671, MAY 1999</small> <small>DA FORM 5671-R, DEC 87, IS OBSOLETE</small> <small>USAPA V1.00</small>	

**Figure 3-13. Sample Parental Permission (DA Form 5671)**

**COMMUNITY RESOURCE DIRECTORY**

<b>Agency</b>	<b>Phone Number</b>
Alcohol Abuse Counseling/Treatment (National Referral Service)_____	1-800-662-4357_____
American Red Cross _____	_____
Better Business Bureau _____	_____
Big Brothers & Sisters _____	_____
Boy Scouts of America _____	_____
Chamber of Commerce _____	_____
Child/Day Care _____	_____
Clergy/Churches _____	_____
Compassionate Friends _____	_____
Consumer Credit Counseling Service _____	_____
Consumer Protection Agency _____	_____
Drug Abuse Counseling/Treatment (National Referral Service)_____	1-800-662-4357_____
Elected Officials _____	_____
Employer Security _____	_____
Employer Support of the Guard and Reserve _____	1-800-336-4590_____
Energy Assistance _____	_____
Equal Employment Opportunity Commission _____	_____
Family Assistance Center _____	_____
Federal Information Center _____	_____
Finance Office _____	_____
Gambling Abuse/Treatment _____	_____
Girl Scouts of America _____	_____
Health Benefits Adviser-TRICARE _____	_____
Hospital _____	_____
Housing/HUD (Housing and Urban Development)_____	_____
Internal Revenue Service _____	1-800-829-1040_____
Legal Services – Military/Local Civilian Community _____	_____
Library _____	_____
Mental Health _____	_____
Parks & Recreation _____	_____
Public Affairs Office _____	_____
Public Utility Commission _____	_____
Recycling _____	_____
Salvation Army _____	_____
Social Security Administration _____	1-800-772-1213_____
Social Service Agency – County/State _____	_____
TRICARE Selected Reserve Dental Program _____	1-800-211-3614_____
United Way _____	_____
Veterans (Administration) Affairs _____	1-800-827-1000_____
Veterans Service -County/Regional _____	_____
American Legion _____	_____
Disabled American Veteran (DAV) _____	_____
Vet Center _____	_____
Veterans of Foreign Wars (VFW) _____	_____
Visitor’s Bureau _____	_____
Voter Registration _____	_____
Worker’s Compensation _____	_____
Youth Services _____	_____
Emergency Assistance _____	_____
Police _____	_____
Fire _____	_____
Ambulance _____	_____

***Sample***

**Figure 3-14. Sample Community Resource Directory**

## Chapter 4

### Family Readiness Group (FRG) Operations

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

#### 4-1. FRG Operations

a. The FRG exists to develop family readiness networks through which families mutually support each other. The internal operations of a group should encompass several critical areas. One of the keys to having a successful family readiness program is to have activities, programs, and projects that interest and benefit the family members of the unit. A program needs to be enticing enough to families, and perceived as worthwhile, so they will routinely choose to attend a function. To be successful, the commander must emphasize the importance of the FRG to individual and unit readiness. The Family Readiness Liaison (FRL) will assist the FRG in accomplishing these tasks. Areas should include, at a minimum—

- (1) Telephone Tree.
- (2) Newsletters.
- (3) Sponsorship program for family members.
- (4) Activity planning and training.
- (5) Fund-raising.
- (6) Promoting awareness of family assistance such as DEERS enrollment, ID cards, mobilization preparedness, health benefits, financial assistance, retirement services, and community resource directory.

(7) Arranging for speakers at meetings on subjects of interest to unit members and their families; such as, home security, self-defense, time management, effective parenting, eldercare issues and financial planning.

b. The FRG operations are an integral part of the unit retention and recruitment program. **Remember: The Army recruits soldiers and retains families.**

#### 4-2. Facility space requirements for volunteers and FRG activities

a. A unit commander or designee is responsible for determining what permanent facility space is available for volunteers' use on a regular basis and any temporary, common area to use for FRG activities. This responsibility includes following AR 140-483 for the overall procedures of written memorandums on facility space allocations, and the RSC Engineer's role in the process.

b. Planning for even one volunteer to work at a reserve center needs to include a lockable file cabinet. Space allocation does not need to be necessarily exclusive, but coordinate with volunteers to determine frequency of use and availability, and to explore their needs, which may change depending on the extent of their time to volunteer. For example, if space is limited in a reserve center, the volunteers may want to generally schedule their time at the center during non-drill times. If it is a multi-unit center, commanders need to discuss FRG volunteers sharing space or having a joint FRG among the units. Limited-access

storage space may be needed by some FRGs that have been given or purchased material (e.g., brochures and Family Day materials).

c. Determine facility space allocation and accessibility for volunteers and FRG activities before any unit deployment occurs. If there is a Rear Detachment Commander or the Facility Manager is available during a deployment, volunteers and the FRG may continue meeting at a reserve center. Establish alternative meeting locations if use of the unit facility is not an option. Some possible alternate meeting locations to consider are Red Cross, churches, police stations, courthouse, schools, other government agencies, Civil Air Patrol, American Legion, Veterans of Foreign Wars, and Boy or Girl Scout facilities.

d. Give consideration to the initial location of the FRG volunteers' computer(s) and printer(s) where a local area network is used. If a separate telephone line has been installed for Internet and electronic mail access for stand-alone equipment, and relocation becomes necessary, there would be additional costs to relocate a separate telephone line.

#### 4-3. Communication

**Remember: Family Readiness is the goal, communication is the key**

In order to have a viable organization, the FRG leadership must communicate effectively with soldiers and family members. This chapter discusses three methods of communication.

a. **Telephone Trees:** Using a unit roster and a Family Information Data Worksheet (USARC Form 107-R), each FRG must create a Telephone Tree to ensure they can contact all family members of the unit to disseminate information. Activate the Telephone Tree during annual training and twice per month during periods of military separation.

b. **Newsletters:** A newsletter can be a very valuable tool for FRGs to communicate with families who live too far from the unit to attend meetings regularly. Publish a newsletter at least quarterly during peacetime and at least monthly during deployments.

c. **Family Readiness Group Meetings:** The FRG leadership should hold informational-type meetings. Do not be disappointed if initial attendance is low. If attendance is low, use other efforts to ensure that soldiers and families receive the readiness information provided at meetings (e.g., FRG Newsletter, special mailing, and telephone calls). Use of a toll free telephone number and conference calls during a deployment can encourage family member participation for those who live too far away to attend meetings on a regular basis.

d. **Other Methods:** Electronic mail is not a dependable communication method to use, since all intended recipients may not have a computer; even if they do, the frequency of checking mail will vary. Posting information on a unit web site is another means of providing information, but does not

replace reaching out directly to family members through the first three methods above.

#### 4-4. Unit roster

a. The primary method for obtaining the names and addresses of the soldiers and family members for communication purposes is the unit roster.

b. The **unit roster** lists the names, addresses, and telephone numbers of all soldiers and their families within the unit. The unit chain of command can provide this roster to the FRG leader and (FRG) key volunteers once they obtain consent from all individuals whose name, address and telephone number appear on the roster. Use a Privacy Act Statement for this purpose. Never make this roster available to general membership or provide it to other agencies or groups. Only those who initiate and maintain contact with families will use this information. Release of lists of names, addresses, and telephone numbers to persons other than those who have a specific need for this information in the course of official duties is prohibited.

c. *A unit roster is not to be confused with the unit Alert Roster that is used solely for the purpose of mobilization.*

#### 4-5. Family Information Data Worksheet (USARC Form 107-R) and Family Readiness Group Survey

a. A blank copy of the Family Data Information Worksheet (USARC Form 107-R) is at the back of this regulation for reproduction purposes. It is also available for download from the USARC Intranet (see web addresses in app A, sec III).

b. Figure 4 –1 is a Model Family Readiness Group (FRG) Survey. Local units may adapt this model to fit their needs. The privacy act at the top of the model survey helps to explain the purpose of this type survey.

c. The unit roster is often needed for initial contact with soldiers' family members, for new members, and for changes. Generally, FRGs need to be able to contact family members directly to tell them about the family support program and invite them to become involved. The FRG volunteers also need more information than a unit roster provides. They find that the Family Information Data Worksheet (USARC Form 107-R) and the Family Readiness Group Survey completed by soldiers' family members are beneficial in helping the FRG to—

- (1) Create a family database.
- (2) Assist in getting information to families.
- (3) Identify topics of interest.
- (4) Provide information to plan activities (e.g., for children).
- (5) Recruit family members to assist in FRG operations.

#### 4-6. Suggestions for collecting family member information

a. Include the Family Information Data Worksheet (USARC Form 107-R) and Family Readiness Group Survey in the Soldier and Family Sponsorship Packet.

Collect them during the in-processing of new unit members.

b. Ask family members to complete a worksheet and survey during Family Days, other family-oriented unit functions, or any other personal contact.

c. The commander or the FRL should encourage soldiers, during a weekend drill, to discuss completing the Family Information Data Worksheet (USARC Form 107-R) and the Family Readiness Group Survey with their family members.

#### 4-7. The FRG Telephone Tree

a. The purpose of the Telephone Tree is to provide a means of maintaining communications by telephone with all designated persons associated with the unit during both peacetime and periods of separation. The Telephone Tree provides accurate, timely information and aids in controlling rumors. Increased telephone contact may be necessary with family members when their soldier is deployed.

b. The Telephone Tree Chairperson is responsible for recruiting and training volunteer callers. Use the guidelines in paragraph 4-7c below to prepare and maintain an FRG Telephone Tree.

##### c. The FRG Telephone Tree will—

(1) Be a typed or handwritten phone listing using information from the Family Information Data Worksheet (USARC Form 107-R). See sample at figure 4-2.

(2) Include any contacts the soldier would like. This could be the spouse, parent, fiancé/fiancée, other family members, friends, significant others, designated guardian of a soldier's children (related to the Family Care Plan).

(3) Group persons to be called by geographical location or area code, to cut down long distance telephone costs. Recommend volunteer callers contact no more than ten persons and limit long distance phone calls to 10 minutes. Follow up messages left on answering machines with personal contact. The last caller should notify the Telephone Tree Chairperson when all calls to members are made and relay any questions and concerns that were discussed.

(4) Be updated quarterly with an "as of/last revised date." Devise an updating procedure for the Telephone Tree (e.g., when a telephone number is changed or someone leaves the unit). Use a computer (if possible) if changes are frequent and distribute to the volunteer callers, FRL and Unit Administrator. Test the Telephone Tree at least annually.

(5) Be activated frequently during a deployment period. In the event of the deployment of only one or two unit members, the callers responsible for those family members should remember to call those families often.

d. The Telephone Tree Chairperson will arrange to have first contact with a deploying soldier's family member(s) within the first 24 hours of the soldier leaving home station. This is when the reality of the separation has its initial impact. Recommend weekly contact with a deployed soldier's family member after that, with the family member's agreement or consent.

#### 4-8. Guidelines for volunteer callers

a. Callers should be reliable, want the job, and have the time to do it. Develop a procedure for recruiting replacements for volunteer callers who leave the FRG.

b. Training and instructions (both written and verbal) should include guidance on the following:

(1) **Confidentiality.**

(2) **Nature of calls:**

(a) Informational.

(b) Outreach and social.

(c) Rumor squelching.

(3) **Calling procedures: The caller will—**

(a) Introduce him or herself.

(b) Begin and end on an upbeat note.

(c) Have exact information and list of items ready for discussion.

(d) Have paper and pen to record feedback.

(e) Always make direct contact — follow-up if leaving a message.

(f) Place time limit on calls (10 minutes).

(g) Handle chronic callers diplomatically.

(4) **Feedback needed by the Telephone Tree**

**Chairperson:**

(a) Complaints and problems.

(b) Questions.

(c) Special conditions.

(d) Success and reaction.

c. Use of unit telephones is authorized for official FRG business, to include activating the Telephone Tree.

d. Reimbursement to volunteer callers: Information on calls made from other than unit telephones is covered in paragraph 6-4.

#### 4-9. FRG newsletters

a. An FRG newsletter may be the **only** means of communicating with some of the families in the unit. Some families may never be able to attend meetings or other family-oriented activities. Recommend the FRG publish a newsletter on a quarterly basis during peacetime and monthly during deployments

b. The following will assist in understanding the publishing and mailing guidelines for a unit's FRG newsletter:

(1) The FRG newsletters **MUST** meet the criteria of a functional bulletin, as described in AR 25-30, paragraph 9-18, for publishing and mailing with appropriated funds. Newsletters containing unofficial information must be mailed using nonappropriated funds or FRG-generated funds. (See para 6-4d regarding reimbursement when necessary.)

(2) An FRG Newsletter requires the unit commander or designee approval prior to publication.

(3) Use a commander's column in an FRG newsletter to inform soldiers and families of issues that impact on military families. This is an excellent way for the commander to reflect concern for families and set the climate for family involvement.

(4) The Newsletter Chairperson must understand what constitutes an official versus an unofficial FRG newsletter. (See AR 25-30, para 9-18, regarding functional bulletins.)

c. Commanders have the responsibility to determine the kinds of information their service members and families need. Use the following guidelines to determine whether the content of FRG newsletters is **official**:

(1) Information related to unit mission and combat readiness, including family readiness; such as, information related to FRG activities in support of field exercises, mobilizations, and deployments of active and reserve component units. Examples are:

(a) Notifying family members of field exercises, deployments, redeployment time frames, and welcoming and reunion ceremonies.

(b) Notifying family members as to changes in mailing addresses related to field exercises, deployments, and redeployments.

(2) Information that is educational in nature, designed to promote informed, self-reliant service members, and their families such as:

(a) Chaplain-sponsored programs and activities, to include social functions that support field exercises, deployment, and redeployments.

(b) Education and training programs such as Army Family Team Building, Army Community Service, and Family Advocacy.

(3) Information regarding activities for service members and families that promote unit cohesion and helps strengthen the ongoing esprit among family members within the unit; such as, command-sponsored Organization Day activities and Memorial Services.

d. Commanders are reminded that strictly personal and social information, as well as information concerning private organizations and commercial ventures, are expressly prohibited. Information regarding fund-raisers for private organizations is also prohibited. However, FRG fund-raising information is allowed.

e. The elements of a functional, official newsletter will include the following:

(1) Heading.

(2) Official Information—Place this term under the return address.

(3) Expiration date.

(4) Authentication to indicate that the newsletter is authorized by the commander. (Can be the signature block of the unit commander.)

f. There is no specific format; however, the newsletter should be—

(1) Styled consistently.

(2) Clearly defined into sections that are well presented.

(3) Typed and proofread for spelling and grammar.

g. When publishing the newsletter, it will be—

(1) One color ink.

(2) Printed on paper stock (any color).

(3) Limited to a maximum of 16 pages (8 pages front to back).

#### 4-10. Suggested FRG newsletter articles

- a. Using Army and Air Force Exchange Service (AAFES) and Commissary.
- b. Benefits and entitlements.
- c. Common acronyms.
- d. Drill schedule.
- e. Reports and photos of FRG events.
- f. Tips for annual training (AT) preparation.
- g. Mobilization checklist.
- h. Reminders about ID cards.
- i. Family Care Plans.
- j. Emergency phone numbers.
- k. Activity pages for children.
- l. Recognition of volunteers.
- m. Information on TRICARE.
- n. Articles of interest to families (e.g., home security, relationships).
- o. Unit history and mission.
- p. FRG activity advertisements.
- q. Letters from commanders.
- r. Unit address and phone changes.
- s. Hails and farewells.
- t. Change of Command announcements.

#### 4-11. Family Sponsorship Program

a. Family members' first impression of the Reserve unit can have a lasting impact on their support of the Army Reserve and their soldiers' military careers. As with newly assigned soldiers, family members also benefit from orientation to the unit. Acquaint new families with the unit's mission and the activities of the FRG. It is critical that every effort be made to ensure that both soldiers and their families receive a warm welcome. Family sponsorship demonstrates the unit and FRG's support of and commitment to families. See figures 4-3 and 4-4 for a sample information/welcome packet and a sample welcome letter.

b. **FRG Role.** The FRG will organize the family sponsorship program. Add new soldiers and their families to the Telephone Tree and newsletter mailing list. (Do not forget to include parents, significant others, and friends that soldiers have identified.) A telephone call to all the new family members welcoming them to the unit and extending an offer to participate in the FRG is always appropriate.

c. **FRL role.** Assist the FRG in obtaining names, addresses, and telephone numbers of newly assigned soldiers.

d. The sponsorship program will provide information and materials on the organization and mission of the unit. The orientation should include information on—

- (1) The unit (name, address, location, and telephone number).
- (2) Key unit personnel roster (Chain of Command).
- (3) Other key personnel and their roles (e.g., unit administrator and FRL).

(4) Annual schedule of unit events (e.g., drill schedule, annual training dates, family day activities).

(5) Key FRG volunteers (Chain of Concern).

(6) Authorized release of personal information (Freedom of Information Act).

#### 4-12. Family Readiness Group (FRG) meetings

a. During peacetime, not every FRG will have frequent meetings. Attendance is often a challenge causing leadership to rely more heavily on the FRG newsletter. Family Days offer an excellent time to have informational-type presentations.

b. When a unit receives mobilization notification, the unit FRG should provide briefings and information packets to prepare the families for the deployment. The distance families must travel will determine the frequency of meetings during this time and during deployment.

c. The following paragraphs identify key elements to help ensure successful meetings.

#### 4-13. Planning a meeting

The secret to planning and conducting a good, productive meeting is **preparation**. Use the sample at figure 4-5 as a model to develop a checklist for meeting preparation. Keep in mind that families with children may need to have **child care** provided in order to attend. (Refer to fig 3-11 for child care options.)

- a. Write down plans and develop an agenda.
- b. As the FRG chairperson, make sure others know exactly what they are to do, and remind them or check on their progress a few days before the event.
- c. Plan to start and stop sessions on time.
- d. Provide a quiet and confidential area to encourage sharing.
- e. Make sure accommodations are adequate for the event, size, and type of group.
- f. On the day of the meeting, arrive at least 30 minutes prior to the meeting time.

#### 4-14. Scheduling and purpose of the meetings

a. Ideally, meetings are held at least once quarterly during peacetime and monthly during deployment. Check with members to determine how often to schedule meetings to help increase their commitment to attend. (Frequency of meetings can also be added to a survey.)

b. The initial meeting for a newly formed FRG should provide an opportunity to ask questions, make comments or suggestions, and indicate an interest in FRG involvement. It should also inform the attendees about the—

- (1) Mission of the unit.
  - (2) Purpose and structure of the FRG.
  - (3) Value of belonging to an FRG. (Personal or written testimonials about successful FRG initiatives are often helpful to convey the concept in concrete terms, especially if a large or mixed soldier and family member group is present.)
- c. Use meeting to welcome new FRG members.



d. Use a Family Readiness Group Survey (see fig 4-1) to see what programs and events interest the group. Provide education about the unit mission and ensure understanding about mobilization. If possible, ask the commander or knowledgeable unit member to conduct this briefing.

e. Identify well-being issues that impact on soldiers and family members (e.g., families needing to be enrolled in DEERS and authorized support for family members).

f. For the initial FRG meeting only, reimbursement is authorized to cover a volunteer's expenses incurred to provide refreshments. (Refer to chapter 6 for additional guidance.)

g. *If initial volunteer response is not overwhelming, do not become discouraged. Remember that the most successful method of recruitment is personal contact (i.e., asking a person directly).*

#### **4-15. Guest speakers at meetings**

a. Consider community and military sources.

b. Once a speaker has committed, send a thank-you letter along with verification of information about—

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

(2) Time, place (include a map if needed), and equipment availability.

(3) Funding (e.g., travel, per diem, and other expenses).

#### **4-16. Meeting agenda and communication**

a. Prepare an agenda that gives people a good reason to attend. Vary the type of programs. Arrange for motivational speakers, slide programs, videos, tapes, or Army Family Team Building classes.

b. Ensure that notification of a meeting reaches the FRG members at least 1 month prior to the meeting, whenever possible. A reminder note or telephone call several days before a meeting often increases the attendance rate. Mail announcements directly to their homes. Give directions and telephone numbers of persons to contact for additional information.

c. For an occasional change of focus:

(1) Use imagination.

(2) Try to plan fun activities, as well as information sessions.

(3) Give door prizes.

#### **4-17. Respect and encouragement at meetings**

a. Respect the dignity and worth of everyone in the group. Confidentiality is required when sensitive issues are discussed.

b. Demonstrate enthusiasm, compassion and caring – they are contagious! Non-verbal language is very important.

#### **4-18. Meeting follow-up**

a. Take action so that the group does not just “talk support.”

b. Work as a team to identify families in need and direct them to the appropriate resources.

c. Do follow up calls to ensure identified needs were met.

#### **4-19. Discussion topics for meetings**

There are many excellent topics for discussion. These are some that pertain to the Army:

a. Army Reserve Mission.

b. Unit Mission.

c. Benefits and Entitlements.

d. Morale, Welfare and Recreation Services Available on Military Installations.

e. Dealing with Separation.

f. Pay and Allowances.

g. Legal Affairs.

h. Mobilization and Family Readiness.

i. Community Resources.

j. Retirement System.

k. Promotions.

l. Survivor Benefit Plan.

m. Leadership Theory and Team Building.

n. Employer Support of Guard and Reserve.

o. Commander's Responsibilities to FRGs.

p. Types of Training the Soldiers Perform and Displays of Military Equipment.

q. Trip to the Field to See the Unit in a Field Environment.

r. Soldier's Responsibilities to the Family and the Army.

s. Army Family Team Building Family Member Training.

t. Family Care Plans.

u. Defense Eligibility Enrollment Reporting System (DEERS).

v. ID Cards.

w. Soldiers and Sailors Civil Relief Act.

x. Family Assistance Centers.

y. Army Community Service Centers (ACSSs).

#### **4-20. Sources for additional reference material for information**

a. FRL.

b. ACS Center at the nearest Army installation.

c. RSC or ARCOM Family Program Newsletter.

d. Servicing Family Program Office. (See appendix B for a list of USAR Family Program Offices.)

e. *What's Next? A Guide to Family Readiness for the Army Reserve (Commercial Publication or Mission Readiness (Commercial Publication).*

#### **4-21. Family Readiness Group (FRG) activities and fund-raisers**

a. There are many opportunities for the FRG to bring families together and to encourage participation in the group. Participation in FRG-sponsored activities strengthens the cohesiveness of the group, develops new friendships, and identifies potential FRG members.



Encourage children and teens to help with planning and decorating for family-oriented activities.

b. It is imperative that activities maintain the primary focus of the FRG -- to encourage self-reliance of family members. Family Support activities allow families to be proactive rather than reactive during times of separation caused by military duty. By maintaining a proactive approach to soldier and family readiness, the FRG will be more effective when the need arises. Notice of a deployment is an emotional time and is not conducive to making important decisions about how to obtain and provide support for families.

c. The FRG leadership should develop a plan of action to conduct activities to prepare families in the event that the unit or individual soldiers are mobilized. This should include taking the initiative to provide families with information related to deployment issues, assisting with the family readiness portion of the deployment briefing for soldiers and families, and updating listings of information and referral resources.

d. When a group gets together to choose activities and fund-raisers, they will be even more creative than the ideas presented in this chapter. Just give them a chance to share their ideas.

e. Remember, when planning activities for the unit's Family Day, review the objectives of the Family Readiness Program and ensure compliance with regulatory training requirements.

f. Fund-raisers must be cleared with the appropriate military authorities for unit activities: unit commander (must always approve activities), legal advisers (as needed), or the Family Program Office (as needed).

g. Invite civilian employers and local merchants to join a unit function. It is always a good idea to try to interact with the community. Ensure permits are obtained if necessary. A note of thanks on behalf of the unit FRG mentioning a specific contribution is appropriate.

h. If equipment is needed for an event, check with local charities and church groups that do annual fund-raisers. They may rent it to the FRG, but if it is for a worthy cause, they might consider loaning the item.

#### **4-22. Family Day**

a. Family Day is an opportunity to provide training to enhance soldier and family readiness, as well as to publicize and energize the unit's FRG. Units include Family Day on the training schedule and will use this time to educate soldiers' families about equipment, mission, and skills proficiency. Participation in a formation where recognition is given to unit members, FRG volunteers, and family members is also appropriate. Additionally, annual briefings, such as legal and mobilization, are of interest to family members and need to be scheduled as sessions for both soldiers and families. The unit FRG volunteers may organize an icebreaker or get-acquainted exercise, orientation to the unit, and separate training sessions for family members, while soldiers attend scheduled training that would not be of interest to family members.

b. Paragraph 2-6d lists some topics that can be included with a unit's FRG activities to qualify the event as a Family Day. Including these subjects meets the overall goals of an FRG. These goals are to establish a network that enables families to effectively gather information, resolve problems, and maintain mutual support necessary to reduce stress associated with military separations.

c. The unit and the FRG need to work closely together on planning and conducting a Family Day. The following steps should be followed during the planning process:

(1) Determine the date, time, and place. Summer and holidays are demanding times for families. Spring and fall may be better time periods to schedule a Family Day when families have fewer commitments.

(2) Identify the committees that are needed and who will serve on them.

(3) Decide on a theme (e.g., Family Wellness, Deployment and the Family - What You Need To Know, and Support For Soldiers and Families). Is community involvement going to be part of the unit and FRG's plan for Family Day? Inviting employers or supporting a local food drive are two examples that can have a positive impact for the unit and the FRG. Promoting good relationships with the local community or employers can also be considered for another time.

(4) Determine if funds are needed and, if so, how much? Some fun activities may have a cost too, such as door prizes and family photographs.

(5) Coordinate unit events and develop the agenda (e.g., formation, a unit's training schedule, DEERS enrollment, and issuing ID cards to primary family members). Consider a time schedule allowing soldiers and their families to travel together for the day. The commander providing the welcome greeting sets a positive tone for the day. If available, the unit assigned Chaplain can provide non-denominational religious services if a Family Day is on a Sunday. An icebreaker encourages people to socialize and interact. Allowing soldiers and family members to meet and be more comfortable in the unit setting are important parts of Family Day, but ones that do not necessarily take a lot of time. If there are new members, introductions to key unit personnel and the FRG volunteers is important in familiarizing them with the unit.

(6) Determine speakers needed. Subject matter experts from the Staff Judge Advocate (SJA), Finance, the servicing Family Program Office, and nearest installation family programs and other services can be scheduled to do a presentation at Family Day. A regional or unit Army Family Team Building Master Trainer can provide any of the classes listed at paragraph 7-4. Recommend advance coordination to ensure a speaker can be available on a Family Day. Operation READY training materials can be used for financial planning, FRG, and deployment-related classes (refer to paragraph 7-5 and app C). For example, a presentation on Dealing with Separation and Reunion is related to both family violence and substance abuse prevention education. The unit's Retention NCO is a great resource on benefits and entitlements information, which

family members may not have any knowledge of. What can help make the annual mobilization briefing more interesting? Single soldiers need to be remembered in the planning process, as they may not have the same needs as a married soldier with children during mobilization (e.g., the single soldier does have to consider household goods storage, pets, and a responsible person paying his or her bills).

(7) Arrange for food and beverages or meal service. The unit provides meals for soldiers. Consider how families will eat, which means either by paying for a meal or eating food and beverages served separately. The unit's Food Operations Sergeant or designee needs to be part of this planning. For example, if the soldiers' meals are provided by contract, then the contract can not be modified to include family members, unless meal costs are received in advance - before Family Day. The FRG can determine if money will be donated to decrease the meal cost for families of lower enlisted soldiers as part of its fund-raising plan.

(8) Plan activities for children. Safety and supervision are primary concerns when thinking about activities for children. Providing child care on-site allows soldiers and family members to listen during the training that is offered without distraction. (Refer to fig 3-11 for more information on child care options.)

(9) Determine handouts needed. Consider distributing *What's Next – A Guide to Family Readiness in the Army Reserve* or *Mission: Readiness*. Both are excellent sources for explaining the obligations of reserve affiliation and changes to anticipate when soldiers mobilize. (Check with the appropriate Family Program Office to see if these are available or if the unit or FRG would need to purchase them. See app B for a list of USAR Family Program Offices.)

(10) Advertise the Family Day (e.g., formation announcement, FRG newsletter, reminder letters). Be sure to include a map with directions. Marketing strategy will impact on attendance levels and interest shown by soldiers and their families. For example, advertising the "annual mobilization briefing" may not have family members marking their calendars.

(11) Follow up with committees and the unit to make sure plans are being carried out. This will prevent last minute problems on Family Day.

d. Family Day is not just a summer picnic or holiday gathering for unit soldiers and their families. Social activities are not the focus of a Family Day. Family Day can be fun and training can be made interesting. As an example, using different audio-visual aids, planning and facilitating discussions, and involving the participants make a difference in how training is conducted and perceived.

#### **4-23. Activities and fund-raising ideas**

Some activities and ideas for fund-raising follow. *These are only suggestions that other FRGs have enjoyed and are by no means all-inclusive.* Remember to obtain approval for all FRG activities from the unit commander

and FRL prior to planning and publicizing the event. Be creative. Exchange ideas within the FRG and solicit suggestions from unit members and their families. This creates energy and excitement. *Most of all — have fun!*

#### **4-24. Activities**

a. Contact a local military installation or fire station to provide a tour for children or to visit the group and demonstrate the techniques for a **FAMILY ESCAPE PLAN**.

b. Host an educational **WEEKEND CAMP OUT** for the children at a state or National Park, nearby military installation, or USAR facility. (It would be better not to do this on a drill weekend.) Materials on drug awareness, military customs, and applications of wilderness survival are a few suggested topics. Have the chain of command check with their Staff Judge Advocate (SJA) on any legal issues for these types of activities. Some examples to discuss with the SJA are liability and insurance issues, compliance with criminal background checks for those supervising children, and parents on-site compared to parents off-site.

c. Organize a **SHOW AND TELL DAY** for kids during drill weekend or Family Day. Familiarize each child with where the parent or soldier works, so that "Reserve Center" becomes a positive concept when the soldier is at drill or attending annual training.

d. Sponsor a **HEALTH FAIR DAY** for all Reserve family members.

e. Celebrate **BIRTHDAYS**. Bake a mini-birthday cake for Reservists to give them at drill.

f. **PREPARE FOR MOBILIZATION**. During a Family Day, set up a booth with materials families would use during a mobilization or deployment. Have a trained volunteer on-hand to explain the materials and FRG brochures and sign-up sheets for family members. To attract people to the booth, have a door prize sign-up for everyone who stops by and takes information. Be sure to give them a bag in which to put their materials.

g. Conduct a **SAFETY BRIEFING**. Invite a police officer to offer tips on personal and home safety. This is a welcome topic at a deployment briefing.

h. Challenge local radio personalities to a **SPORTS GAME**.

i. Organize a **COMPASS COURSE** for children.

#### **4-25. Fund-raisers**

a. Additional guidance on fund-raising is provided in chapter 6.

b. Any time personalized items are purchased by an FRG for resale (e.g., calendars, coffee mugs, license plate holders, or T-shirts), consider pre-selling them prior to placing an order to prevent having unsold merchandise.

c. *Entree items such as sandwiches and spaghetti dinners will not be offered within 2 hours of a military-prepared or catered meal being served to soldiers. If soldiers do not eat the meal prepared or purchased by*

*the government, the commander must account for these unused meals.*

d. **Gambling is not permitted on government property (e.g., 50-50 drawings, raffle tickets, and lotteries).**

(1) Have a **SILENT AUCTION**: Collect excess household items, notions donated from local merchants, articles bearing military designations, things purchased with FRG-generated funds or other flea market items. One person's junk is another person's treasure. Display the items on a table, have containers with paper (marked with object's name) and pencils by each "treasure" for bidding.

(2) Host a **WALK-A-THON**.

(3) Set-up a **BOOTH AT A FESTIVAL** and sell snow cones, drinks, hot dogs or funnel cakes.

(4) Hold a **USED BOOK SALE**. Collect books of all kinds (e.g., children's, fiction, non-fiction, and military reading). Any remaining books can be held over for another sale or the books can be donated to hospitals, nursing homes, senior citizen centers, and senior day care centers. These organizations welcome reading materials.

(5) Sell **SNACKS** during drill. Some examples are candy bars, cookies, donuts, peanuts, bagels, muffins, fruit, popcorn, juices, coffee, etc. (Poll soldiers to see what they prefer.) Be sure prepared food items are individually wrapped. Commercially purchased foods help to ensure safe food preparation. Remember food-handling sanitation is important in preventing illnesses.

(6) **SEW PATCHES** on uniforms.

#### **4-26. Seasonal activities and fund-raising suggestions**

a. Increase awareness of **NATIONAL HEART MONTH** by asking a medical reserve unit or a local health care clinic to check blood pressure and cholesterol for soldiers and families.

b. February has a **WEATHERMAN'S DAY**. Request an operating weather station to show how weather balloons work. Weather people can explain about hurricanes, tornadoes and the importance of taking shelter during bad weather.

c. **SPRING FLING WEEKEND**. Contact a local nursery and see if they will sell the FRG, at cost, packages of seeds. Resell these at drill or have the children plant seeds and then, once they have grown, sell the plants at drill.

d. **ARBOR DAY**. Sell tree seedlings and have a ceremony at the Reserve Center. If permitted, plant new trees there. Trees are usually available in bulk from State Forestry Centers.

e. **ARMED FORCES DAY/MEMORIAL DAY**. The FRGs could sell flags and pole kits at the Reserve Center or ask local grocery stores if the FRG may have space in their parking lots, at fairs, festivals, etc.

f. **FLAG DAY** is celebrated in June. Give a class on flag protocol for all family members. Let children be a part of the flag folding or hoisting ceremony.

g. **ADOPT-A-HIGHWAY** or flowerbed in the name of the unit. The FRG and unit members volunteer to maintain and keep it clean. This activity develops pride in the unit and awareness in the community.

h. **VETERANS' DAY**. Kids love parades and many cities have parades to honor our soldiers, both past and present. An FRG could create a float by decorating a truck or jeep to show their colors. Pick-up trucks can be transformed into a float with crepe paper and balloons.

i. **CHRISTMAS GIFT WRAP**. Provide a gift wrap service on the drill weekend before December. Charge a fee if also providing paper and bows.

**FOR OFFICIAL USE ONLY**

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

Name (First, MI, Last) \_\_\_\_\_

(If you are completing a Family Information Data Worksheet (USARC Form 107-R) at the same time, you do not have to complete the address and phone number information below.)

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ - \_\_\_\_\_

Day Phone \_\_\_\_\_ Evening Phone \_\_\_\_\_

E-mail Address \_\_\_\_\_

**1. Please identify topics of interest to you.**

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

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

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

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

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

Please list: \_\_\_\_\_

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

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

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

**FOR OFFICIAL USE ONLY**

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

Unit Name  
Address  
Telephone Number

**Sample**

Family Readiness Group Telephone Tree as of \_\_\_\_\_ (date)

**Telephone Tree Chairperson: Jane Tarzan, Treeville, TN (423) 000-0000**

- **Volunteer Caller #1:** Jo Jones, South, KY, (502) 000-1111
- **Volunteer Caller #2:** Bo Bojangles, North, TN, (423) 000-2222
- **Volunteer Caller #3:** Sue Smiley, East, KY, (513) 000-3333

**Volunteer Caller #1: Jo Jones, South, KY, (502) 000-1111**

- Ima Volunteer, South, KY, (502) 111-1111
- Viola Volunteer, South, KY, (502) 222-2222
- Bea A. Leader, South, KY, (502) 333-3333

**Volunteer Caller #2: Bo Bojangles, North, TN, (423) 000-2222**

- Ivy League, North, TN, (423) 111-1111
- Jane Doe, North, TN, (423) 222-2222
- Sam Mann, North, TN, (423) 333-3333

**Volunteer Leader #3: Sue Smiley, East, KY, (513) 000-3333**

- Santera Jesu, East, KY, (513) 111-1111
- Monika Monday, East, KY, (513) 222-2222
- Will Volunteer, West, TN, (615) 111-1111
- Daisy Deers, West, TN, (615) 222-2222

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

**Figure 4-2. Sample Telephone Tree (Phone Listing) for the Family Readiness Group**

<b><u>Items in Packet</u></b>	<b><u>Where Obtained</u></b>
Welcome Letter from Sponsor with sponsor's daytime phone number with sponsor's evening phone number with sponsor's address with sponsor's E-mail address	<b>FRG Developed</b>
<h1><i><b>Sample</b></i></h1>	
<b>Local Area Information</b>	
Maps  Utilities Telephone Book Schools and Colleges Local/State Unique Laws  Nearest Military Installation Medical/Dental Care Veterinary Care	<b>Chamber of Commerce</b> <b>Realtors</b> <b>Utility Companies</b> <b>Telephone Company</b> <b>Local School Board</b> <b>Vehicle/Voter/Tax/Fire and</b> <b>other Government Offices</b> <b>Army Community Service (ACS)</b> <b>Local Sources or ACS</b> <b>Local Sources or ACS</b>
<b><u>FRG Information</u></b>	
Key FRG Volunteer Roster FRG Activities (Past and Planned) Recent FRG Letters (Newsletters)	<b>FRG Developed</b>
<b><u>Unit Information</u></b>	
Map/Location of USAR Center Unit Mission and History Drill Dates and Locations Annual Training Dates and Location Key Unit Personnel Roster Recent Unit Newsletters	<b>Unit FRL</b>
<b><u>Other Information That Might Be Included:</u></b> <i>What's Next? A Guide to Family Readiness for the Army Reserve or Mission Readiness (Commercial Publications that may be available through your Family Program Office if your unit does not have any.)</i> DA Pam 608-47, A Guide to Establishing Family Support Groups	

Figure 4-3. Sample Family Information and Welcome Packet

WELCOME TO THE \_\_\_\_\_ (unit) \_\_\_\_\_

**Sample**

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

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

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

Benefits for the families or loved ones who belong to a FRG:

- Inclusion on the FRG Telephone Tree to contact in case of an emergency, to announce special FRG events, or during mobilization. You can be assured that the names on the Tree are subject to the Privacy Act.
- Newsletters from the unit's FRG.
- Invitations to FRG events and the chance to get to know the families in your unit.
- Knowing that your family has friends in the military family they can call.

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

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Please print your name and rank here)

Date: \_\_\_\_\_

**Figure 4-4. Sample Welcome Letter**

**Coordinate with Family Readiness Liaison**

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

**Meeting Needs**

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

***Sample***

**Publicity**

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

**Room Set-up**

- Tables, Chairs
- Registration Table
- Place Tags/Name Tags
- Rest Rooms
- Pens or Pencils

**Clean-up**

- Trash/Recycle Cans
- Clean-Up Team

**Figure 4-5. Sample Meeting Preparation Checklist**



## Chapter 5

### Volunteer Recruitment and Recognition

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

#### 5-1. Volunteers

The focus of a Family Support Plan is the emphasis on recruiting volunteers and recognizing their importance and impact on the Army family. Volunteers are people who have a sense of commitment to their chosen pursuit. They give their time, talents, and energy to realize that commitment. The organization that benefits from that commitment expresses its appreciation through a variety of recognition methods. Gratitude should be expressed genuinely, with sincerity, and in a timely manner.

#### 5-2. Recruitment

a. Once the unit publishes the Family Support Plan and volunteer position descriptions are developed, it is time to start the recruitment of FRG volunteers. Recruitment is a continuous activity. Usually after a good program is in place, volunteers will recruit new volunteers.

b. Studies indicate that 40 to 50 percent of the adult population volunteer their time, energy and resources to community agencies. In addition, teenagers are often energetic and more than willing to participate when asked. At this time in their lives, teenagers have a real need to be a part of a group; and, if they are affected in a positive way from this involvement, they may choose to be a part of tomorrow's Army. This is recruitment at its best!

c. When recruiting volunteers, consider not only the needs of the unit, but also the needs, strengths, and interests of the volunteers. Talk to them on an individual basis, and try to identify their interests and what is motivating them to volunteer. Be realistic and consider their work schedules, family demands, and level of knowledge, skills, and abilities when matching each volunteer with a particular job that needs to be done.

#### 5-3. Who to recruit

- Soldiers.
- Family members including teens.
- Former unit members/retirees.
- Employers.
- Friends/neighbors.
- Community business leaders.
- Anyone interested in the well-being of USAR soldiers.

**Do not be shy — sometimes someone just needs to be invited!**

#### 5-4. Recruiting tips

- Approach people with a positive attitude, knowing what function or job they will be asked to do.
- Be honest about work to be accomplished.
- Be specific — vague requests and invitations will reap vague responses.

d. Know the program and be able to communicate the purpose and value of the program in a way it can be understood. Emphasize that participation in the Family Support Program benefits both the unit and the volunteer.

**It is important to always have a recruitment plan!!**

#### 5-5. Reasons people volunteer

- Contribute to the community.
- Meet people.
- Support children's activities.
- Attain a sense of achievement.
- Gain job experience.
- Personal Growth.
- Patriotism.
- Feels good to do something for others.

**Everyone asked will not agree to or want to volunteer. Do not be discouraged. Try to remove as many obstacles as possible.**

#### 5-6. Recruitment methods for volunteers

a. **Personal Contact.** JUST ASK!! Recruiting in person or over the phone is often the most successful technique. Personal contact allows both parties to explore the opportunities and to question each other openly. People are more likely to feel wanted and needed when approached individually. It is also much more difficult to turn down a request in person (e.g., ask family members to volunteer while exercising the unit Family Telephone Tree).

b. **Letters and Fliers.** Inviting participation through letters and fliers often gets good results. It is best if these go directly to the individual and not through the soldier. Time is valuable so try to include information that will make the person see how their contributions can make a difference. Consider activities that will be of personal benefit to the individual such as “how to” courses. Subjects related to readiness are always appropriate. Recruitment letters inviting prospective volunteers can also be sent by the commander or FRG Leader.

c. **Command-Sponsored Events.** Family Days or holiday gatherings provide great volunteer recruiting opportunities. A display or booth with family preparedness literature often attracts the attention of family members. A sheet to collect names, addresses, and phone numbers of potential volunteers is also a good idea.

#### 5-7. Recognition

a. It is amazing what family program volunteers accomplish — and yet many do not receive any recognition, either formal or informal. Imagine what they might be inspired to accomplish with an occasional “Thank You,” a certificate of recognition, or Department of the Army Award!

b. Family program volunteers can be very valuable assets to a unit. Their goals are to generate awareness of family issues and gain family member support for the individual soldier by educating family members in the “ways of the Army.” They can also help identify resolutions to family issues during peacetime and deployments.

c. The military is aware of all the time and talent given to the USAR Family Readiness Program. The FRLs, commanders and military leaders need to continually work toward understanding what motivates our volunteers and create recognition that is *meaningful to the recipients*.

d. Annual volunteer awards, such as the USAR Annual Volunteer Award, are a great tradition. Unit commanders are encouraged to nominate their FRG volunteers for this award. Additionally, each unit should recognize its volunteers in other ways. To be effective, recognition needs to be personalized and creatively appropriate to each individual volunteer.

e. **Volunteers participate for various reasons to meet their personal needs. Commanders, FRLs, and key volunteers must be sensitive to this unique difference in individuals and reward volunteers according to their uniqueness.**

f. To find out how people feel about things...ask them!!! When volunteers are asked to share their thoughts in planning, organizing, staffing and assessing the family readiness programs — even awards — the message to the volunteer is, “We value your input. We value you as a contributing individual.”

g. Volunteers are a most priceless resource and, therefore, deserve the most creative and sincere “THANK YOU.”

#### **5-8. Formal awards**

There are a number of military awards available that can be used for volunteer recognition. The following list is not all inclusive. When considering an award nomination, remember, the award program is usually considered from lowest level to higher. If a commander believes an individual volunteer has performed in an exceptional manner, but has not received local awards, a nomination for a higher level award may be submitted.

#### **5-9. Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award**

This award was established by DOD in 1996 in honor of Zachary and Elizabeth Fisher. The Fishers have contributed extensively to the support and welfare of members of the Armed Services. The award honors and recognizes a private sector individual or organization that has demonstrated exceptional patriotism and humanitarian concern for members of the U.S. Armed Forces or their families. To be eligible, individuals or organizations cannot be employed by DOD or its components during the period for which the award is recommended. Nomination packets must include a summary and proposed citation for the humanitarian act or service rendered and how it significantly enhanced the well-being of military members or their families. Submit nominations through the chain of command to the Assistant Secretary of the Army for Manpower and Reserve Affairs. See AR 672-16.

#### **5-10. Department of the Army Awards**

a. The Army has a hierarchy of honorary public service awards that are used to recognize private citizens. These awards are available to recognize Family Readiness

Program volunteers. Awards include medals and certificates for persons making contributions that benefit the Army. The type of award dictates the approval authority (e.g., a unit commander has approval authority for the Certificate of Appreciation).

b. Information concerning these awards is in AR 672-20, chapter 9. Submit nominations on DA Form 1256, Incentive Award Nomination and Approval. Figure 5-1 is a sample of the nomination form (DA Form 1256).

(1) **Outstanding Civilian Service Award.** This award consists of a bronze medal, lapel button and citation certificate, DA Form 7017 (Department of the Army Outstanding Civilian Service Certificate). Major Command (MACOM) commanders have delegated approval authority for this award to any commander in the rank of Major General or above. This award is for outstanding volunteer service over a 3 to 5-year period that makes a substantial contribution or is of great significance to the USAR.

(2) **Commander’s Award for Public Service.** This award consists of a bronze medal, lapel button, and certificate, DA Form 5231 (Commander’s Award for Public Service). This award is given to recognize service or achievements that contribute significantly to the accomplishment of the Army Reserve mission. It ranks directly below the Outstanding Civilian Service Award and any commander, Colonel and above, may approve this award. Volunteer service should span a 2-year period.

(3) **Certificate of Appreciation for Patriotic Civilian Service (DA Form 7012).** This award consists of a lapel button and the DA Form 7012. This award recognizes patriotic civilian service that contributes to the unit mission or to the welfare of Army personnel. Any commander, Lieutenant Colonel and above, may approve this award. This award is appropriate for sustained outstanding contribution to the unit and unit personnel.

#### **5-11. U.S. Army Reserve (USAR) Volunteer of the Year Award**

The **USAR Annual Volunteer Award** was established in 1991 by the Chief, Army Reserve as a means of identifying and recognizing outstanding family support volunteer service. Nominations are solicited from all Army Reserve units. The award is a Chief, Army Reserve plaque including both the name of the volunteer and the unit affiliation.

a. Submit nominations on USARC Form 108-R (U.S. Army Reserve Annual Volunteer Award Nomination Form). Criteria for nomination includes sustained volunteer service, provided the volunteer has accumulated at least 50 hours of volunteer service in the last 12-month period. The volunteer’s work must be significant in nature and show production of direct and tangible results. The Army Family Team Building Program is considered a part of the family support program. Each RSC, 7th ARCOM, and USASOC holds an initial board to nominate up to two volunteers for the USAR award board each year (RCS exempt, AR 335-15, para 5-2h (2)). The USARC Headquarters will make final selection recommendations and submit them to the Chief, Army Reserve for approval.

See sample of a completed form at figure 5-2. A blank copy of this form is at the back of this regulation for reproduction purposes. It is also available for download from the USARC Intranet and Internet FTP server (see web addresses in app A, sec III).

b. The USAR Family Readiness Office will publish guidance and suspense dates for nominating family program volunteers for this award each year.

## **5-12. U. S. Army Forces Command (FORSCOM) Awards**

### **a. FORSCOM Commander's Award for Volunteer Service (CAVS)**

(1) This is a prestigious award recognizing volunteer contributions to commands under U.S. Army Forces Command; this does not include USASOC, 7th ARCOM, and 9th RSC. (An exception to eligibility would be units located on a FORSCOM installation. An example of this may be a USASOC unit.) The nomination packet needs to include a letter signed by the commander, a justification for the award, and proposed certificate citation not exceeding six lines.

(2) The following information should be in a nominating letter signed by or for the commander: nominee's full name, as it is to appear on the certificate; period of volunteer service being recognized (from month/year to month/year); date of presentation ceremony or latest date the award can be received; occasion for the award - this award can be considered for a departing volunteer family member if documented volunteer service merits the recognition; the commander's endorsement of the merit of the recognition; and point of contact for additional information.

(3) The justification must include volunteer service being recognized, to include a listing of the organizations, agencies, and activities (with contributions provided), dates of service, and results; and previous volunteer awards received and dates (the nominee must have received the highest level of local award available).

(4) The proposed certificate citation must contain the dates of service being recognized. Specific volunteer service and results of the volunteer contribution is preferred.

(5) See FORSCOM Regulation 672-1 for more information.

### **b. Dr. Mary E. Walker Award**

(1) This award, established in 1995 by FORSCOM, honors Dr. Mary Walker, the first woman doctor in the U.S. Army during the Civil War. She became the first and only woman to earn the Medal of Honor. Doctor Walker crossed enemy lines daily to treat the sick and wounded, leading to her capture during the Battle of Chattanooga. Doctor Mary Walker spent 4 months as a prisoner of war.

(2) This prestigious award recognizes volunteer service for those spouses of FORSCOM personnel who have contributed significantly to the well-being of both soldiers and their families. Service can be characterized by volunteering without monetary incentives or by "behind the

scenes" efforts that improve communities and enhance the overall military lifestyle. The volunteer should be an active member of the unit's FRG or actively supporting a military organization that does not have an FRG.

(3) The nomination packet will include a one-page, double-spaced narrative that details the service and contributions that qualify the volunteer for the award. Documentation of the volunteer's service and contributions can be attached (e.g., publications, time sheets, media coverage). Endorse the narrative and documentation through the chain of command to the appropriate Command Sergeant Majors' Office.

(4) This award follows the same process as the Audie Murphy awards, with an initial and final selection board. The FORSCOM CSM's Office must be informed of the board's decision. See FORSCOM Regulation 215-5 for more information.

## **5-13. Informal awards**

a. In addition to, and possibly even more important than the formal awards, is letting volunteers know that they are a valued and an integral part of the unit. Following are some suggestions to recognize volunteers on a regular basis:

- (1) SMILE!
- (2) Publish name of new volunteer in the FRG newsletter.
- (3) Praise — on the job.
- (4) Give awards at special events, such as a luncheon, reception or dinner dance.
- (5) Present certificates, plaques and other awards for time spent volunteering.
- (6) Post photographs of volunteers on FRG bulletin boards.
- (7) Host holiday parties.
- (8) Simply say "Thank You" and mention specific accomplishments.
- (9) Promote to another position of increased responsibility.
- (10) Acknowledge volunteer projects or individual accomplishments at FRG meetings.
- (11) Send cards on birthdays or holidays including a personal note.
- (12) Send a letter of recommendation to a potential employer recognizing volunteer service.
- (13) Send to training workshops representing the unit.
- (14) Send a simple note of thanks.

b. Develop an original, creative, meaningful award -- remembering to make volunteer recognition personal, plentiful, and powerful. National Volunteer Week, usually celebrated the third week of April, is an excellent time to recognize significant contributions made throughout the year. Consider recognition programs in the presence of family members and peers.

c. To prevent or reduce any conflict between paid staff and non-paid staff, remember to thank staff members who are working cooperatively with volunteers.

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

DA FORM 1256, APR 93

EDITION OF OCT 78 MAY BE USED UNTIL EXHAUSTED.

USAFPC V5.00

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

**U.S. Army Reserve Annual Volunteer Award Nomination Form**

(For use of this form see USARC Reg 608-1; the proponent agency is the DCSPER Family Readiness Office)

The information on this worksheet is for official use only within the chain of command and will not be furnished to any commercial enterprise, company, representative, organization or agency outside the Department of Defense, as established by the Privacy Act of 1974 (5 USC 552A and AR 340-21).

Please print legibly or type all information

**Nominee Information**

Name (First, MI, Last): Nancy E. Volunteer

Type of Volunteer Work:

Headquarters, 10th Battalion Family Readiness Group

**Sample**

Street Address: 29 Lead Road

City: Anywhere

State: XX

Zip: ##### -- #####

**Nominator's Information**

Name (First, MI, Last): Matthew Joseph

Rank, if military: 1LT

**Reserve Unit**

Unit Designation: 300th QM

Unit Address: 100 Roadway

Unit City: Northwoods

State: XX

Zip: ##### -- #####

Full-time POC Unit Telephone Number and E-mail Address:

(###)###-#### Bob.Fulltime@usarc-emh2.army.mil

Unit Commander's Name and Rank: CPT Johnnie Wilson

**(Important! Continue on other side.)**

USARC FORM 108-R  
1 AUG 00

Figure 5-2. Sample USARC Form 108-R (U.S. Army Reserve Annual Volunteer Award Nomination Form)

Provide a brief narrative that describes the work done by the nominee that would qualify him or her for the Volunteer Award. Please be as specific as possible.

Ms. Volunteer brings enthusiasm, understanding and wisdom to her duties as the 10th Battalion Family Readiness Group (FRG) Leader and within the last 3 months as the Battalion Adviser. The Headquarters experienced a deployment during this period. Ms. Volunteer helped soldiers and families prepare for a deployment emotionally during the deployment briefings. A special children group was offered for assist the children in understanding and preparing for the separation. She remained the initial point of contact for information flowing to and from the unit and families throughout the deployment. Family members were contacted by telephone weekly by the volunteers she supervised and five Family Readiness Group events were held during the deployment with the majority of deployed soldiers' family members in attendance plus other family members who had experienced a deployment in the past. A mentoring program was established connecting those family members with prior deployment experience to help those family members currently experiencing a deployment.

Ms. Volunteer established a "Homecoming Working Group." The group included family members, and Chaplains, which provided newsletter articles and a discussion group meeting to help family members understand dealing with reunion dynamics. The group also assisted with organizing the reunion celebration. To ensure each family member could attend the reunion celebration, Ms. Volunteer's group arranged round trip transportation to the reunion function if needed. She presented each family member, by name, with an angel pin as symbol of appreciation from the FRG.

Ms. Volunteer is the backbone of family support in the 10th Battalion and does an outstanding job guiding unit FRG Leaders. Through encouragement and mentoring, she assisted in recruiting volunteers for the Battalion Family Readiness Group and subordinate units. She has been an active member of the 25th Regional Support Command's Family Program Advisory Council for the last 2 years-representing the volunteers and family members. She is a Master Trainer for Army Family Team Building, and presented a 6-hour training to family members in addition to her volunteer service noted above. She assisted as a key trainer at the last three Regional Support Command's Family Program Academies and she instructed at many volunteer training workshops, including two she organized for the Battalion.

***Sample***

(Unit Commander's Signature)

USARC <sup>FORM</sup> 108-R (Reverse)  
1 AUG 00

Figure 5-2. (continued) Sample USARC Form 108-R

## Chapter 6 Funding

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

*Samuel Johnson*

### 6-1. Purpose

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

- a. Appropriated funds available for official expenses in support of a command’s Family Readiness Program.
- b. Nonappropriated funds available for reimbursement of volunteer expenses.
- c. Informal funds generated by a unit’s FRG and the informal funds bank account.
- d. Fund-raising.

### 6-2. Appropriated funds

The RSCs and 7th ARCOM receive appropriated funds to support the Command’s Family Readiness Program. These funds are appropriated by Congress and are essentially considered taxpayer dollars. The two types of funding are **Operation and Maintenance Army Reserve (OMAR)** and **Reserve Personnel Army (RPA)**.

- a. Apply **OMAR** funds in the following priority:
  - (1) Funding for the Family Readiness program.
  - (2) Training and travel for servicing Family Program staff (paid and volunteer), to include attendance at USAR Family Readiness workshops.
  - (3) Attendance at RSC or ARCOM workshops, including Family Program Academies.
  - (4) Representative participation at Army Family Action Plan conferences.
  - (5) Reimbursement for authorized Family Readiness volunteer expenses.
- b. Apply **Reserve Personnel Army (RPA)** funds, used in support of the Family Readiness Program, in the following priority:
  - (1) Provide Family Readiness training to unit commander, FRL, and selected military leadership and staff personnel.
  - (2) Conduct Family Readiness unit assistance visits.
  - (3) Fund Active Duty Special Work, if necessary.

### 6-3. Invitational Travel Orders (ITOs)

- a. **The servicing Family Program Office will generally issue or approve Invitational Travel Orders (ITOs) when a volunteer travels on authorized official business for a distance over 50 miles from home** (in accordance with the Joint Travel Regulation (JTR), chapter 6, part A). The RSC or ARCOM Family Program Director must handle exceptions.
- b. Official business includes travel to training such as the USAR Regional Family Program Academy.

c. Volunteers will need to complete a DD Form 1351-2, Travel Voucher or Subvoucher, to receive reimbursement of expenses in connection with the ITO. The unit can provide the DD Form 1351-2 in hard copy or it can be downloaded in FormFlow or Portable Document Format (PDF) from the U.S. Army Publishing Agency (USAPA) web site (<http://www.usapa.army.mil>). A sample of a completed DD Form 1351-2 is at figure 6-1. Authorized expenses are outlined in the JTR, appendix O. Some examples are:

(1) **Per Diem.** Rates vary for each duty location. The JTR, appendix D contains stateside rates and appendix B contains overseas rates. The latest rates are also available on the Per Diem Committee Home Page (the web site address is listed in app C of this Handbook). **[NOTE: Travel must be more than 12 hours in order to receive per diem.]**

(a) **Lodging.** In many cases, hotels will be under contract. When checking out of contracted lodging, volunteers only have to pay for their own personal expenses (e.g., phone and room service).

(b) **Meals & Incidentals (M&I).** Volunteers pay for their meals and then receive the per diem rate for those meals when they submit DD Form 1351-2. (The per diem rate varies depending upon what city is visited.)

(2) **Lodging taxes.** Lodging taxes must now be separated out from the cost of lodging.

(3) **Rental car and fuel.**

(4) **Privately owned conveyance (POV) mileage.** The rate of reimbursement can vary per year.

(5) **Parking.**

(6) **Taxis and other special conveyances.**

(7) **Tolls.**

(8) **Official telephone calls.**

d. A volunteer submitting DD Form 1351-2 for travel expense reimbursement must provide the following:

- (1) Original and one copy of DD Form 1351-2.
- (2) Original and one copy of the Invitational Travel Order and amendments, if issued.
- (3) *Original and one copy of all receipts for—*
  - (a) Lodging (unless sponsor of the function has contracted for the hotel).
  - (b) Rental car (which must be authorized in the ITO).
  - (c) Registration fees (which have been authorized in the ITO).
  - (d) All other expenses over \$75.00.
  - (4) Submit reimbursement requests to the servicing Family Program Office, or as directed, for review and forwarding to Finance for processing. Volunteers can also direct questions to the Family Program Office. See appendix B for a list of USAR Family Program Offices.
  - (5) Volunteers need to remember to keep a copy of all that was submitted for their personal records.

e. *Volunteers who travel without a credit card may be asked to put up a telephone deposit (typically \$25.00) when checking in. Check to see how the hotel will handle non-credit cardholders before they travel.*

#### **6-4. Use of Family Support Nonappropriated Funds (FS-NAF) to reimburse volunteers**

a. The USAR Family Readiness Program receives FS-NAF to reimburse expenses incurred by volunteers in support of official family readiness programs. The FS-NAF are distributed through the Army's Morale, Welfare and Recreation Program, in part from profits of the Post Exchange. Volunteers are responsible for preparing and submitting Volunteer Reimbursement Forms directly to the servicing RSC, 7th ARCOM, or USASOC Family Program Office. (See app B for a list of USAR Family Program Offices.) Appropriate receipts to document expenses must accompany all requests for reimbursement.

b. The FS-NAF are for reimbursement of official volunteer expenses only. Volunteers are non-paid personnel performing gratuitous service to the organization.

c. **Volunteers must have a Volunteer Agreement (DA Form 4712) approved by the commander and a copy on file at the servicing Family Program Office in order to receive reimbursement.**

(1) Volunteers may be government employees (military and civilian), family members, retirees, or anyone who has an interest in the USAR Family Readiness Program.

(2) There will be no advance payments from this account to volunteers.

(3) Reimbursement will not be made to FRGs - only to individuals.

d. Volunteer expenses are authorized by the most cost-effective means. Reimbursement is *not* authorized for non-volunteer family members attending Family Readiness activities (e.g., FRG meetings and Family Day activities). There will be no reimbursement for activities associated with fund-raising (e.g., selling coffee and donuts or having bake sales). Reimbursement, including travel time, for volunteer service is authorized as follows:

(1) **Telephone:** Long distance telephone calls from a residence for support of Family Readiness Group business (e.g., to check on health and welfare, to arrange meetings, and to update Telephone Trees). Keep calls as short as possible. Any calls over 10 minutes require written justification and are subject to review by the RSC, ARCOM, or USASOC FS-NAF Custodian. Use USARC Form 109-R (Volunteer Telephone Reimbursement Form) to request reimbursement.

(2) **Newsletters:** Publishing and mailing unit FRG newsletters when official support is not available. This includes the cost of paper, copying or printing resources, envelopes and postage. See chapter 4 for specific guidance. Use USARC Form 110-R (Volunteer Newsletter Reimbursement Form) to request reimbursement.

(3) **Child Care:** Volunteers can receive reimbursement for child care expenses when their volunteer services cannot be performed if child care is not provided. The volunteers' child care expenses during FRG meetings and other Family Readiness business qualify. The maximum hourly rate paid per child will be based on the average for a volunteer's local area. That rate will be

established through the RSC, ARCOM, or USASOC FS-NAF Custodian. Volunteers should check with their Family Program Office prior to finalizing child care arrangements. (See app B for a list of USAR Family Program Offices.) Reimbursement for eldercare and care for other family members with special needs is also authorized. Reimbursement is not authorized for individuals who would normally provide this service without compensation. Use USARC Form 111-R (Volunteer Child Care Reimbursement Form) to request reimbursement.

(4) **Transportation:** Reimbursement for mileage to attend training, FRG meetings and activities, and other family readiness business. Reimbursement is based on the Joint Travel Regulation (JTR) at the current rate (the rate usually changes every year). Consider using car-pools and official non-tactical vehicles to minimize costs to the FS-NAF account. Only one individual per vehicle can receive a reimbursement or tax benefit for authorized travel. Use USARC Form 112-R (Volunteer Transportation Reimbursement Form) to request reimbursement.

(5) **Any official family readiness business in excess of 50 miles requires an ITO.** The FS-NAF may be used for training only when appropriated funds are not available. Prior to issuing FS-NAF ITOs, approval must be received through the RSC, ARCOM, or USASOC FS-NAF Custodian, with final approval at the USAR Family Readiness Office. *Refer to the appropriated funds section of this chapter for further guidance.*

(6) **Miscellaneous:** The following volunteer expenses are considered miscellaneous and will be reimbursed: registration fees and expendable office supplies, if not available from the unit. Refreshments (snacks and beverages) are limited to the initial FRG meeting only for reimbursement. The RSC, ARCOM, or USASOC FS-NAF Custodian will review any other expenses not included above on a case-by-case basis for reimbursement. Use USARC Form 113-R (Volunteer Miscellaneous Reimbursement Form) to request reimbursement.

#### **6-5. Processing requests for FS-NAF reimbursement**

a. All volunteer service performed requires verification by a responsible individual with knowledge of the volunteer service. Volunteers cannot verify their own requests for FS-NAF reimbursement. The lowest level appropriate for verification is the FRG chairperson or higher (e.g., regional volunteer representative, FRL, unit commander, etc.).

b. All volunteers should use FS-NAF reimbursement forms identified in paragraph 6-4 for the appropriate incidental expenses. Blank copies of forms are at the back of this regulation for reproduction purposes. They are also available for download from the USARC Intranet and Internet (see web addresses in app A, sec III). Send FS-NAF reimbursement requests to the servicing Family Program Office. (See app B for a list of USAR Family Program Offices.) At a minimum, file requests for



reimbursement at the end of each calendar quarter. Consideration of payment for any FS-NAF reimbursement requests over 6 months old will be on a case-by-case basis.

c. The RSC, ARCOM, or USASOC FS-NAF Custodian will review requests in accordance with this regulation and AR 215-1. A check will be disbursed to the volunteer, pending availability of FS-NAF funds, within 5 working days.

d. The Quarterly Family Support Nonappropriated Report, USARC Form 114-R (RCS: RCPR-062), is only for the RSC, ARCOM, or USASOC FS-NAF Custodian's use in documenting total reimbursement costs and number of volunteers reimbursed. Interim reports can be submitted to the USAR Family Readiness Office for fund reimbursement if additional requests have exceeded current fund level.

### 6-6. Informal funds

a. The FRG informal funds consist of money derived from fund-raising activities or donations to the FRG. The FRG informal funds may be expended for any legitimate purpose as determined by a majority of the FRG. The FRG-generated funds may be used to pay FRG obligations (identified as good for the entire FRG) not funded by appropriated (OMAR) or FS-NAF funds (e.g., gatherings for all unit members and their families, recognition items for unit members and their families, and recognition items for FRG volunteers).

b. In order to have an FRG informal fund, the FRG must meet the following criteria:

(1) The commander must sanction the FRG and authorize an informal fund.

(2) The commander must approve fund-raising and fund-raising activities by a FRG in writing. The commander will consider the FRG property assets to be included in joint inventory for accountability of the FRG's property.

(3) There must be an appointed FRG Treasurer to be responsible for the accountability of the FRG informal fund. The Treasurer is responsible for writing checks, balancing accounts and reporting requirements. The Treasurer must submit an annual financial statement to the unit commander and furnish a copy to the RSC or ARCOM Family Program Office. (See the Treasurer's position description, fig 3-5, for a complete outline of duties and responsibilities. See app B for a list of USAR Family Program Offices.)

(4) The commander will audit the FRG informal fund annually. The unit must send the results of this audit to the servicing Family Program Office. Figure 6-3, at the end of this chapter, is an example of documenting this audit. Recommend the fund also be audited when there is a change of Treasurer or command — **not later than 30 days after the change**.

(5) The funds must be in support of the activities of the FRG and the entire FRG membership.

(6) Expenses must be in support of the FRG's purpose and mission.

(7) A financial plan must be developed that addresses projected unit fund-raising activities, donations and contributions, and the policy regarding the FRG response to family member emergencies (e.g., flowers for a member hospitalized).

c. **The FRG collectively determines the uses for its funds** (e.g., FRG events or postage) and can establish dollar limits for expenditures without membership approval. The guidelines are as follows:

(1) Consider the needs of the group.

(2) Identify how money is to be spent and identify limits.

(3) Determine who is authorized to make purchases.

d. **Checking Account with Employer Identification Number (EIN) for the informal fund.**

(1) Maintain all FRG informal funds in a non-interest-bearing checking account at a local financial institution. **Do NOT** keep the FRG funds in the unit safe.

(2) Open an account in the name of the FRG with an IRS EIN. **Do NOT** open an account using an individual's name and his or her personal social security number, even on a temporary basis. Use the EIN for the purposes of the FRG only. Try to find a bank or credit union that will waive service charges.

(3) On the financial institution signature card, have a minimum of two individual names. The FRG Leader and Treasurer could be the primary signers.

(4) The FRGs are **not** to apply for Private or Non-Profit Organizational status.

(5) Figure 6-2 is a sample Form SS-4 for obtaining the EIN. The EIN can be issued telephonically by calling the appropriate telephone number listed under "Where To Apply" in figure 6-2, but the SS-4 form must still be mailed or faxed to the IRS. Call 1-800-829-1040 to check on a mailed application's status or if the regional number changes.

e. **FRG Property.** The FRG is allowed to purchase items it determines are needed (e.g., coffeemaker and cart). A concern for commanders is accountability to prevent loss of the FRG property during peacetime or a deployment.

f. **Accounting.** The following example shows the checking account balance and a cash donation of \$250.00, less amounts for which the group has paid for expenses for the quarter, and anticipated expenses from a written plan for the year's planned events.

\$1,000.00	Checking Account Balance
<u>+ 250.00</u>	<u>+Cash Donation</u>
1,250.00	=TOTAL ASSETS
<u>- 150.00</u>	<u>- LIABILITIES PAID THIS QUARTER</u>
	(e.g., FRG event)
1,100.00	TOTAL FUNDS AVAILABLE
<u>- 800.00</u>	<u>- PENDING EVENT LIABILITIES FOR</u>
	<u>THE REMAINING YEAR</u>
\$ 300.00	= CURRENT EXCESS/ALLOWABLE HOLDING

## 6-7. Fund-raising

a. The FRGs can raise money through fund-raising activities if the commander has authorized the FRG to have an informal fund and approved these activities.

b. With the approval of the commander, the FRG may conduct a fund-raising activity at the USAR Center. Use of certain Army equipment is appropriate, provided its use has command approval and does not interfere with mission requirements. *See suggestions for fund-raising activities in chapter 4.*

### c. Restrictions Related to Fund-raising:

(1) The FRG informal funds are not non-profit organizations, therefore donations are not tax deductible.

(2) The FRG does not have authority to obligate or contract for services using government funds.

(3) Volunteers cannot obligate government funds.

(4) Volunteers are not entitled to reimbursement for expenses incurred while engaging in fund-raising activities through the FS-NAF account. Volunteers may receive compensation for their expenses related to the fund-raiser from the proceeds of the fund-raising activity.

(5) Unit letterhead cannot be used in relation to fund-raising activities, nor should Department of the Army or Department of Defense be mentioned in the correspondence.

(6) The FRG can make local area businesses aware of their upcoming events, but can not solicit donations.

(7) In appreciation for a business contribution, it is appropriate to send a note of thanks for donated items. Be aware that endorsing or encouraging unit members or their families to patronize a particular business is prohibited.

(8) If an activity may be considered as a form of gambling, legal clarification or a legal opinion needs to be sought from the RSC or ARCOM's Staff Judge Advocate (SJA) Office.

(9) The FRG should pay sales tax on items purchased for resale by a fund-raising activity, unless a tax-exempt certificate is obtained. The process to apply for and use the tax-exempt certificate can be a complicated process requiring frequent reports to the state of items bought and sold. Although it is not improper to obtain tax-exempt status, it may be more trouble than it is worth.

(10) When in doubt about an activity, contact the SJA or legal office at the higher headquarters.

TRAVEL VOUCHER OR SUBVOUCHER				Read Privacy Act Statement, Penalty Statement, and Instructions on back before completing form. Use typewriter, ink, or ball point pen. PRESS HARD. DO NOT use pencil. If more space is needed, continue in remarks.							
<b>1. PAYMENT</b> <input checked="" type="checkbox"/> Electronic Fund Transfer (EFT) <input type="checkbox"/> Payment by Check Split Disbursement: Amt to Govt Tvl Charge Card \$				<b>2. TYPE OF PAYMENT</b> ( <i>X as applicable</i> ) <input checked="" type="checkbox"/> TDY <input type="checkbox"/> Member/Employee <input type="checkbox"/> PCS <input type="checkbox"/> Other <input type="checkbox"/> Dependent(s) <input type="checkbox"/> DLA				<b>3. FOR D.O. USE ONLY</b> a. D.O. VOUCHER NUMBER b. SUBVOUCHER NUMBER c. PAID BY			
<b>4. NAME</b> ( <i>Last, First, Middle Initial</i> ) ( <i>Print or type</i> ) Smith, Bobbie D.				<b>5. GRADE</b> Civilian		<b>6. SSN</b> 222-22-2222		d. ZIP CODE 44444			
<b>7. ADDRESS</b> a. NUMBER AND STREET 446 Lane			b. CITY Edwardson		c. STATE WI		d. ZIP CODE 44444				
<b>8. DAYTIME TELEPHONE NUMBER &amp; AREA CODE</b> (XXX) XXX-XXXX		<b>9. TRAVEL ORDER NUMBER</b> A-26		<b>10. PREVIOUS GOVERNMENT PAYMENTS/ADVANCES</b> None				<b>11. ORGANIZATION AND STATION</b> 344th Medical Detachment, 62d RSC			
<b>12. DEPENDENT(S)</b> ( <i>X and complete as applicable</i> ) <input type="checkbox"/> ACCOMPANIED <input checked="" type="checkbox"/> UNACCOMPANIED a. NAME ( <i>Last, First, Middle Initial</i> )    b. RELATIONSHIP    c. DATE OF BIRTH OR MARRIAGE				<b>13. DEPENDENTS' ADDRESS ON RECEIPT ORDERS</b> ( <i>Include Zip Code</i> ) N/A				<b>14. HAVE HOUSEHOLD GOODS BEEN SHIPPED?</b> ( <i>X one</i> ) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO ( <i>Explain in Remarks</i> )			
<b>15. ITINERARY</b>								<b>d. COMPUTATIONS</b>			
<b>a. DATE</b> 2000		<b>b. PLACE</b> <i>(Home, Office, Base, Activity, City and State; City and Country, etc.)</i>			<b>c. MEANS/MODE OF TRAVEL</b>	<b>d. REASON FOR STOP</b>	<b>e. LODGING COST</b>	<b>f. POC MILES</b>			
8 Mar		Home, Edwardson, WI			PA	AT		75			
8 Mar		O'Hare Airport, Chicago, IL			TP	TD	\$180.00				
8 Mar		Kennedy Airport, New York, NY			TP	AT					
10 Mar		O'Hare Airport, Chicago, IL			PA	MC		75			
10 Mar		Home, Edwardson, WI									
ARR											
ARR											
ARR											
ARR											
ARR											
ARR											
ARR											
ARR											
<b>e. SUMMARY OF PAYMENT</b>								(1) Per Diem (2) Actual Expense Allowance (3) Mileage (4) Dependent Travel (5) DLA (6) Reimbursable Expense (7) Total (8) Loss Advance (9) Amount Owed (10) Amount Due			
<b>16. POC TRAVEL</b> ( <i>X one</i> ) <input checked="" type="checkbox"/> OWN/OPERATE <input type="checkbox"/> PASSENGER				<b>17. DURATION OF TDY TRAVEL</b> <input type="checkbox"/> 12 HOURS OR LESS <input type="checkbox"/> MORE THAN 12 HOURS BUT 24 HOURS OR LESS <input checked="" type="checkbox"/> MORE THAN 24 HOURS				<b>18. REIMBURSABLE EXPENSES</b>			
<b>a. DATE</b>		<b>b. NATURE OF EXPENSE</b>		<b>c. AMOUNT</b>		<b>d. ALLOWED</b>					
8-10 Mar		Long Term Airport Parking		\$18.00							
8-10 Mar		Lodging Taxes		\$18.00							
8/10 Mar		Taxi Fare		\$75.00							
<b>19. GOVERNMENT/DEDUCTIBLE MEALS</b>				<b>a. DATE</b> 9 Mar 00		<b>b. NO. OF MEALS</b> 1					
<b>20.a. CLAIMANT SIGNATURE</b> X				<b>b. DATE</b> X		<b>21.a. APPROVING OFFICER SIGNATURE</b>		<b>b. DATE</b>			
<b>22. ACCOUNTING CLASSIFICATION</b>											
<b>23. COLLECTION DATA</b>											
<b>24. COMPUTED BY</b>		<b>25. AUDITED BY</b>		<b>26. TRAVEL ORDER POSTED BY</b>		<b>27. RECEIVED</b> ( <i>Payee Signature and Date or Check No.</i> )		<b>28. AMOUNT PAID</b>			

**Sample**

DD FORM 1351-2, AUG 1997 (EG)

PREVIOUS EDITIONS OF DD FORM 1351-2 AND 1351-1 MAY BE USED UNTIL SUPPLY IS EXHAUSTED. Exception to SF 1012 approved by GSA/IRMS 12-93. USAPA V1.00

Figure 6-1. Sample Travel Voucher or Subvoucher (DD Form 1351-2)

Form <b>SS-4</b> (Rev. April 2000) Department of the Treasury Internal Revenue Service	<b>Application for Employer Identification Number</b> (For use by employers, corporations, partnerships, trusts, estates, churches, government agencies, certain individuals, and others. See instructions.)		EIN	
▶ Keep a copy for your records.			OMB No. 1545-0003	
Please type or print clearly.	<b>1</b> Name of applicant (legal name) (see instructions) <b>344th Medical Detachment Family Readiness Group</b>			
	<b>2</b> Trade name of business (if different from name on line 1)		<b>3</b> Executor, trustee, "care of" name <b>Nancy Glasser, Family Readiness Group (FRG) Treasurer</b>	
	<b>4a</b> Mailing address (street address) (room, apt., or suite no.) <b>Bldg 30, Edwardson Army Reserve Training Center</b>		<b>5a</b> Business address (if different from address on lines 4a and 4b)	
	<b>4b</b> City, state, and ZIP code <b>Edwardson, WI 44444</b>		<b>5b</b> City, state, and ZIP code	
	<b>6</b> County and state where principal business is located <b>Polk Co., WI</b>			
	<b>7</b> Name of principal officer, general partner, grantor, owner, or trustor—SSN or ITIN may be required (see instructions) <b>N/A</b>			
	<b>8a</b> Type of entity (Check only one box.) (see instructions) <b>Caution: If applicant is a limited liability company, see the instructions for line 8a.</b>			
<input type="checkbox"/> Sole proprietor (SSN) _____ <input type="checkbox"/> Partnership _____ <input type="checkbox"/> REMIC _____ <input type="checkbox"/> State/local government _____ <input type="checkbox"/> Church or church-controlled organization _____ <input type="checkbox"/> Other nonprofit organization (specify) ▶ _____ (enter GEN if applicable) <input checked="" type="checkbox"/> Other (specify) ▶ <b>Military Family Readiness Group</b>				
<input type="checkbox"/> Estate (SSN of decedent) _____ <input type="checkbox"/> Plan administrator (SSN) _____ <input type="checkbox"/> Other corporation (specify) ▶ _____ <input type="checkbox"/> Trust _____ <input type="checkbox"/> Federal government/military _____				
<b>8b</b> If a corporation, name the state or foreign country (if applicable) where incorporated		State <b>N/A</b>	Foreign country <b>N/A</b>	
<b>9</b> Reason for applying (Check only one box.) (see instructions)				
<input type="checkbox"/> Started new business (specify type) ▶ _____		<input checked="" type="checkbox"/> Banking purpose (specify purpose) ▶ <b>Informal FRG Account</b>		
<input type="checkbox"/> Hired employees (Check the box and see line 12.)		<input type="checkbox"/> Changed type of organization (specify new type) ▶ _____		
<input type="checkbox"/> Created a pension plan (specify type) ▶ _____		<input type="checkbox"/> Purchased going business		
		<input type="checkbox"/> Created a trust (specify type) ▶ _____		
		<input type="checkbox"/> Other (specify) ▶ _____		
<b>10</b> Date business started or acquired (month, day, year) (see instructions) <b>Date EIN Applied For</b>		<b>11</b> Closing month of accounting year (see instructions) <b>September</b>		
<b>12</b> First date wages or annuities were paid or will be paid (month, day, year). <b>Note: If applicant is a withholding agent, enter date income will first be paid to nonresident alien. (month, day, year)</b> . . . . . ▶ <b>N/A</b>				
<b>13</b> Highest number of employees expected in the next 12 months. <b>Note: If the applicant does not expect to have any employees during the period, enter -0-.</b> (see instructions) . . . . . ▶		Nonagricultural <b>N/A</b>	Agricultural Household	
<b>14</b> Principal activity (see instructions) ▶ <b>U.S. Army Reserve Unit FRG's Informal Fund Account</b>				
<b>15</b> Is the principal business activity manufacturing? . . . . . <input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes," principal product and raw material used ▶ <b>N/A</b>				
<b>16</b> To whom are most of the products or services sold? Please check one box. <input type="checkbox"/> Business (wholesale) <input checked="" type="checkbox"/> Public (retail) <input type="checkbox"/> Other (specify) ▶ _____				
<b>17a</b> Has the applicant ever applied for an employer identification number for this or any other business? . . . . . <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>Note: If "Yes," please complete lines 17b and 17c.</b>				
<b>17b</b> If you checked "Yes" on line 17a, give applicant's legal name and trade name shown on prior application, if different from line 1 or 2 above. Legal name ▶ _____ Trade name ▶ _____				
<b>17c</b> Approximate date when and city and state where the application was filed. Enter previous employer identification number if known. Approximate date when filed (mo., day, year) _____ City and state where filed _____ Previous EIN _____				
Under penalties of perjury, I declare that I have examined this application, and to the best of my knowledge and belief, it is true, correct, and complete.			Business telephone number (include area code) ( ) ( ) ( )	
Name and title (Please type or print clearly.) ▶ _____			Fax telephone number (include area code) ( ) ( ) ( )	
Signature ▶ _____			Date ▶ _____	
<b>Note: Do not write below this line. For official use only.</b>				
Please leave blank ▶	Geo.	Ind.	Class	
			Size	
			Reason for applying	

Sample

Figure 6-2. Sample Application for Employer Identification Number (SS-4)



## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

### Purpose of Form

Use Form SS-4 to apply for an employer identification number (EIN). An EIN is a nine-digit number (for example, 12-3456789) assigned to sole proprietors, corporations, partnerships, estates, trusts, and other entities for tax filing and reporting purposes. The information you provide on this form will establish your business tax account.

**Caution:** An EIN is for use in connection with your business activities only. Do NOT use your EIN in place of your social security number (SSN).

### Who Must File

You must file this form if you have not been assigned an EIN before and:

- You pay wages to one or more employees including household employees.
- You are required to have an EIN to use on any return, statement, or other document, even if you are not an employer.
- You are a withholding agent required to withhold taxes on income, other than wages, paid to a nonresident alien (individual, corporation, partnership, etc.). A withholding agent may be an agent, broker, fiduciary, manager, tenant, or spouse, and is required to file Form 1042, Annual Withholding Tax Return for U.S. Source Income of Foreign Persons.
- You file Schedule C, Profit or Loss From Business, Schedule C-EZ, Net Profit From Business, or Schedule F, Profit or Loss From Farming, of Form 1040, U.S. Individual Income Tax Return, and have a Keogh plan or are required to file excise, employment, or alcohol, tobacco, or firearms returns.

The following must use EINs even if they do not have any employees:

- State and local agencies who serve as tax reporting agents for public assistance recipients, under Rev. Proc. 80-4, 1980-1 C.B. 581, should obtain a separate EIN for this reporting. See Household employer on page 3.
- Trusts, except the following:
  1. Certain grantor-owned trusts. (See the Instructions for Form 1041.)
  2. Individual Retirement Arrangement (IRA) trusts, unless the trust has to file Form 990-T, Exempt Organization Business Income Tax Return. (See the Instructions for Form 990-T.)
- Estates
- Partnerships
- REMICs (real estate mortgage investment conduits) (See the Instructions for Form 1066, U.S. Real Estate Mortgage Investment Conduit Income Tax Return.)
- Corporations
- Nonprofit organizations (churches, clubs, etc.)
- Farmers' cooperatives
- Plan administrators (A plan administrator is the person or group of persons specified as the administrator by the instrument under which the plan is operated.)

### When To Apply for a New EIN

**New Business.** If you become the new owner of an existing business, do not use the EIN of the former owner. IF YOU ALREADY HAVE AN EIN, USE THAT NUMBER. If you do not have an EIN, apply for one on this form. If you become the "owner" of a corporation by acquiring its stock, use the corporation's EIN.

**Changes in Organization or Ownership.** If you already have an EIN, you may need to get a new one if either the organization or ownership of your business changes. If you incorporate a sole proprietorship or form a partnership, you must get a new EIN. However, do not apply for a new EIN if:

- You change only the name of your business,
- You elected on Form 8832, Entity Classification Election, to change the way the entity is taxed, or
- A partnership terminates because at least 50% of the total interests in partnership capital and profits were sold or exchanged within a 12-month period. (See Regulations section 301.6109-1(d)(2)(iii).) The EIN for the terminated partnership should continue to be used. This rule applies to terminations occurring after May 8, 1997. If the termination took place after May 8, 1996, and before May 9, 1997, a new EIN must be obtained for the new partnership unless the partnership and its partners are consistent in using the old EIN.

**Note:** If you are electing to be an "S corporation," be sure you file Form 2553, Election by a Small Business Corporation.

**File Only One Form SS-4.** File only one Form SS-4, regardless of the number of businesses operated or trade names under which a business operates. However, each corporation in an affiliated group must file a separate application.

**EIN Applied for, But Not Received.** If you do not have an EIN by the time a return is due, write "Applied for" and the date you applied in the space shown for the number. Do not show your social security number (SSN) as an EIN on returns.

If you do not have an EIN by the time a tax deposit is due, send your payment to the Internal Revenue Service Center for your filing area. (See **Where To Apply** below.) Make your check or money order payable to Internal Revenue Service and show your name (as shown on Form SS-4), address, type of tax, period covered, and date you applied for an EIN. Send an explanation with the deposit.

For more information about EINs, see Pub. 583, Starting a Business and Keeping Records, and Pub. 1635, Understanding your EIN.

### How To Apply

You can apply for an EIN either by mail or by telephone. You can get an EIN immediately by calling the Tele-TIN number for the service center for your state, or you can send the completed Form SS-4 directly to the service center to receive your EIN by mail.

**Application by Tele-TIN.** Under the Tele-TIN program, you can receive your EIN by telephone and use it immediately to file a return or make a payment. To receive an EIN by telephone, complete Form SS-4, then call the Tele-TIN number listed for your state under **Where To Apply**. The person making the call must be authorized to sign the form. (See **Signature** on page 4.)

An IRS representative will use the information from the Form SS-4 to establish your account and assign you an EIN. Write the number you are given on the upper right corner of the form and sign and date it.

Mail or fax (facsimile) the signed SS-4 within 24 hours to the Tele-TIN Unit at the service center address for your state. The IRS representative will give you the fax number. The fax numbers are also listed in Pub. 1635.

Taxpayer representatives can receive their client's EIN by telephone if they first send a fax of a completed Form 2848, Power of Attorney and Declaration of Representative, or Form 8821, Tax Information Authorization, to the Tele-TIN unit. The Form 2848 or Form 8821 will be used solely to release the EIN to the representative authorized on the form.

**Application by Mail.** Complete Form SS-4 at least 4 to 5 weeks before you will need an EIN. Sign and date the application and mail it to the service center address for your state. You will receive your EIN in the mail in approximately 4 weeks.

### Where To Apply

The Tele-TIN numbers listed below will involve a long-distance charge to callers outside of the local calling area and can be used only to apply for an EIN. THE NUMBERS MAY CHANGE WITHOUT NOTICE. Call 1-800-829-1040 to verify a number or to ask about the status of an application by mail.

If your principal business, office or agency, or legal residence in the case of an individual, is located in:

Call the Tele-TIN number shown or file with the Internal Revenue Service Center at:

Florida, Georgia, South Carolina	Attn: Entity Control Atlanta, GA 39901 770-455-2360
New Jersey, New York City and counties of Nassau, Rockland, Suffolk, and Westchester	Attn: Entity Control Holtsville, NY 00501 516-447-4955
New York (all other counties), Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont	Attn: Entity Control Andover, MA 05501 978-474-9717
Illinois, Iowa, Minnesota, Missouri, Wisconsin	Attn: Entity Control Stop 6800 2306 E. Bannister Rd. Kansas City, MO 64999 816-926-5999
Delaware, District of Columbia, Maryland, Pennsylvania, Virginia	Attn: Entity Control Philadelphia, PA 19255 215-516-6999
Indiana, Kentucky, Michigan, Ohio, West Virginia	Attn: Entity Control Cincinnati, OH 45999 606-292-5467

Figure 6-2. (continued) Sample Application for Employer Identification Number (SS-4)



Kansas, New Mexico, Oklahoma, Texas	Attn: Entity Control Austin, TX 73301 512-460-7843
Alaska, Arizona, California (counties of Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, Del Norte, El Dorado, Glenn, Humboldt, Lake, Lassen, Marin, Mendocino, Modoc, Napa, Nevada, Placer, Plumas, Sacramento, San Joaquin, Shasta, Sierra, Siskiyou, Soleno, Sonoma, Sutter, Tehama, Trinity, Yolo, and Yuba), Colorado, Idaho, Montana, Nebraska, Nevada, North Dakota, Oregon, South Dakota, Utah, Washington, Wyoming	Attn: Entity Control Mail Stop 6271 P.O. Box 9941 Ogden, UT 84201 801-620-7645
California (all other counties), Hawaii	Attn: Entity Control Fresno, CA 93888 209-452-4010
Alabama, Arkansas, Louisiana, Mississippi, North Carolina, Tennessee	Attn: Entity Control Memphis, TN 37501 901-546-3920
If you have no legal residence, principal place of business, or principal office or agency in any state	Attn: Entity Control Philadelphia, PA 19255 215-516-6999

## Specific Instructions

The instructions that follow are for those items that are not self-explanatory. Enter N/A (nonapplicable) on the lines that do not apply. **Line 1.** Enter the legal name of the entity applying for the EIN exactly as it appears on the social security card, charter, or other applicable legal document.

**Individuals.** Enter your first name, middle initial, and last name. If you are a sole proprietor, enter your individual name, not your business name. Enter your business name on line 2. Do not use abbreviations or nicknames on line 1.

**Trusts.** Enter the name of the trust.

**Estate of a decedent.** Enter the name of the estate.

**Partnerships.** Enter the legal name of the partnership as it appears in the partnership agreement. Do not list the names of the partners on line 1. See the specific instructions for line 7.

**Corporations.** Enter the corporate name as it appears in the corporation charter or other legal document creating it.

**Plan administrators.** Enter the name of the plan administrator. A plan administrator who already has an EIN should use that number.

**Line 2.** Enter the trade name of the business if different from the legal name. The trade name is the "doing business as" name.

**Note:** Use the full legal name on line 1 on all tax returns filed for the entity. However, if you enter a trade name on line 2 and choose to use the trade name instead of the legal name, enter the trade name on all returns you file. To prevent processing delays and errors, always use either the legal name only or the trade name only on all tax returns.

**Line 3.** Trusts enter the name of the trustee. Estates enter the name of the executor, administrator, or other fiduciary. If the entity applying has a designated person to receive tax information, enter that person's name as the "care of" person. Print or type the first name, middle initial, and last name.

**Line 7.** Enter the first name, middle initial, last name, and SSN of a principal officer if the business is a corporation; of a general partner if a partnership; of the owner of a single member entity that is disregarded as an entity separate from its owner; or of a grantor, owner, or trustor if a trust. If the person in question is an alien individual with a previously assigned individual taxpayer identification number (ITIN), enter the ITIN in the space provided, instead of an SSN. You are not required to enter an SSN or ITIN if the reason you are applying for an EIN is to make an entity classification election (see Regulations section 301.7701-1 through 301.7701-3), and you are a nonresident alien with no effectively connected income from sources within the United States.

**Line 8a.** Check the box that best describes the type of entity applying for the EIN. If you are an alien individual with an ITIN previously assigned to you, enter the ITIN in place of a requested SSN.

**Caution:** This is not an election for a tax classification of an entity. See "limited liability company" below.

If not specifically mentioned, check the "Other" box, enter the type of entity and the type of return that will be filed (for example, common trust fund, Form 1065). Do not enter N/A. If you are an alien individual applying for an EIN, see the **Line 7** instructions above.

**Sole proprietor.** Check this box if you file Schedule C, C-EZ, or F (Form 1040) and have a Keogh plan, or are required to file excise, employment, or alcohol, tobacco, or firearms returns, or are a payer of gambling

winnings. Enter your SSN (or ITIN) in the space provided. If you are a nonresident alien with no effectively connected income from sources within the United States, you do not need to enter an SSN or ITIN.

**REMIC.** Check this box if the entity has elected to be treated as a real estate mortgage investment conduit (REMIC). See the Instructions for Form 1066 for more information.

**Other nonprofit organization.** Check this box if the nonprofit organization is other than a church or church-controlled organization and specify the type of nonprofit organization (for example, an educational organization).

If the organization also seeks tax-exempt status, you must file either **Package 1023**, Application for Recognition of Exemption, or **Package 1024**, Application for Recognition of Exemption Under Section 501(c)(3), **Pub. 557**, Tax Exempt Status for Your Organization, for more information.

**Group exemption number (GEN).** If the organization is covered by a group exemption letter, enter the four-digit GEN. (Do not confuse the GEN with the nine-digit EIN.) If you do not know the GEN, contact the parent organization. Get Pub. 557 for more information about group exemption numbers.

**Withholding agent.** If you are a withholding agent required to file Form 1042, check the "Other" box and enter "Withholding agent."

**Personal service corporation.** Check this box if the entity is a personal service corporation. An entity is a personal service corporation for a tax year only if:

- The principal activity of the entity during the testing period (prior tax year) for the tax year is the performance of personal services substantially by employee-owners, and
- The employee-owners own at least 10% of the fair market value of the outstanding stock in the entity on the last day of the testing period.

Personal services include performance of services in such fields as health, law, accounting, or consulting. For more information about personal service corporations, see the Instructions for Form 1120, U.S. Corporation Income Tax Return, and **Pub. 542**, Corporations.

**Limited liability company (LLC).** See the definition of limited liability company in the Instructions for Form 1065. An LLC with two or more members can be a partnership or an association taxable as a corporation. An LLC with a single owner can be an association taxable as a corporation or an entity disregarded as an entity separate from its owner. See Form 8832 for more details.

- If the entity is classified as a partnership for Federal income tax purposes, check the "partnership" box.
- If the entity is classified as a corporation for Federal income tax purposes, mark the "Other corporation" box and write "limited liability co." in the space provided.
- If the entity is disregarded as an entity separate from its owner, check the "Other" box and write in "disregarded entity" in the space provided.

**Plan administrator.** If the plan administrator is an individual, enter the plan administrator's SSN in the space provided.

**Other corporation.** This box is for any corporation other than a personal service corporation. If you check this box, enter the type of corporation (such as insurance company) in the space provided.

**Household employer.** If you are an individual, check the "Other" box and enter "Household employer" and your SSN. If you are a state or local agency serving as a tax reporting agent for public assistance recipients who become household employers, check the "Other" box and enter "Household employer agent." If you are a trust that qualifies as a household employer, you do not need a separate EIN for reporting tax information relating to household employees; use the EIN of the trust.

**QSSS.** For a qualified subchapter S subsidiary (QSSS) check the "Other" box and specify "QSSS."

**Line 9.** Check only one box. Do not enter N/A.

**Started new business.** Check this box if you are starting a new business that requires an EIN. If you check this box, enter the type of business being started. Do not apply if you already have an EIN and are only adding another place of business.

**Hired employees.** Check this box if the existing business is requesting an EIN because it has hired or is hiring employees and is therefore required to file employment tax returns. Do not apply if you already have an EIN and are only hiring employees. For information on the applicable employment taxes for family members, see Circular E, Employer's Tax Guide (Publication 15).

**Created a pension plan.** Check this box if you have created a pension plan and need this number for reporting purposes. Also, enter the type of plan created.

**Note:** Check this box if you are applying for a trust EIN when a new pension plan is established.

Figure 6-2. (continued) Sample Application for Employer Identification Number (SS-4)



**Banking purpose.** Check this box if you are requesting an EIN for banking purposes only, and enter the banking purpose (for example, a bowling league for depositing dues or an investment club for dividend and interest reporting).

**Changed type of organization.** Check this box if the business is changing its type of organization, for example, if the business was a sole proprietorship and has been incorporated or has become a partnership. If you check this box, specify in the space provided the type of change made, for example, "from sole proprietorship to partnership."

**Purchased going business.** Check this box if you purchased an existing business. Do not use the former owner's EIN. Do not apply for a new EIN if you already have one. Use your own EIN.

**Created a trust.** Check this box if you created a trust, and enter the type of trust created. For example, indicate if the trust is a nonexempt charitable trust or a split-interest trust.

**Note:** Do not check this box if you are applying for a trust EIN when a new pension plan is established. Check "Created a pension plan."

**Exception.** Do not file this form for certain grantor-type trusts. The trustee does not need an EIN for the trust if the trustee furnishes the name and TIN of the grantor/owner and the address of the trust to all payors. See the Instructions for Form 1041 for more information.

**Other (specify).** Check this box if you are requesting an EIN for any reason other than those for which there are checkboxes, and enter the reason.

**Line 10.** If you are starting a new business, enter the starting date of the business. If the business you acquired is already operating, enter the date you acquired the business. Trusts should enter the date the trust was legally created. Estates should enter the date of death of the decedent whose name appears on line 1 or the date when the estate was legally funded.

**Line 11.** Enter the last month of your accounting year or tax year. An accounting or tax year is usually 12 consecutive months, either a calendar year or a fiscal year (including a period of 52 or 53 weeks). A calendar year is 12 consecutive months ending on December 31. A fiscal year is either 12 consecutive months ending on the last day of any month other than December or a 52-53 week year. For more information on accounting periods, see Pub. 538, Accounting Periods and Methods.

**Individuals.** Your tax year generally will be a calendar year.

**Partnerships.** Partnerships generally must adopt one of the following tax years:

- The tax year of the majority of its partners,
- The tax year common to all of its principal partners,
- The tax year that results in the least aggregate deferral of income, or
- In certain cases, some other tax year.

See the Instructions for Form 1065, U.S. Partnership Return of Income, for more information.

**REMIC.** REMICs must have a calendar year as their tax year.

**Personal service corporations.** A personal service corporation generally must adopt a calendar year unless:

- It can establish a business purpose for having a different tax year, or
- It elects under section 444 to have a tax year other than a calendar year.

**Trusts.** Generally, a trust must adopt a calendar year except for the following:

- Tax-exempt trusts,
- Charitable trusts, and
- Grantor-owned trusts.

**Line 12.** If the business has or will have employees, enter the date on which the business began or will begin to pay wages. If the business does not plan to have employees, enter N/A.

**Withholding agent.** Enter the date you began or will begin to pay income to a nonresident alien. This also applies to individuals who are required to file Form 1042 to report alimony paid to a nonresident alien.

**Line 13.** For a definition of agricultural labor (farmwork), see Circular A, Agricultural Employer's Tax Guide (Publication 51).

**Line 14.** Generally, enter the exact type of business being operated (for example, advertising agency, farm, food or beverage establishment, labor union, real estate agency, steam laundry, rental of coin-operated vending machine, or investment club). Also state if the business will involve the sale or distribution of alcoholic beverages.

**Governmental.** Enter the type of organization (state, county, school district, municipality, etc.).

**Nonprofit organization (other than governmental).** Enter whether organized for religious, educational, or humane purposes, and the principal activity (for example, religious organization—hospital, charitable).

**Mining and quarrying.** Specify the process and the principal product (for example, mining bituminous coal, contract drilling for oil, or quarrying dimension stone).

**Contract construction.** Specify whether general contracting or special trade contracting. Also, show the type of work normally performed (for example, general contractor for residential buildings or electrical subcontractor).

**Food or beverage establishments.** Specify the type of establishment and state whether you employ workers who receive tips (for example, lounge—yes).

**Trade.** Specify the type of sales and the principal line of goods sold (for example, wholesale dairy products, manufacturer's representative for mining machinery, or retail hardware).

**Manufacturing.** Specify the type of establishment operated (for example, sawmill or vegetable cannery).

**Signature.** The application must be signed by (a) the individual, if the applicant is an individual, (b) the president, vice president, or other principal officer, if the applicant is a corporation, (c) a responsible and duly authorized member or officer having knowledge of its affairs, if the applicant is a partnership or other unincorporated organization, or (d) the fiduciary, if the applicant is a trust or an estate.

## How To Get Forms and Publications

**Phone.** You can order forms, instructions, and publications by phone. Just call 1-800-TAX-FORM (1-800-829-3676). You should receive your order or notification of its status within 7 to 15 workdays.

**Personal computer.** With your personal computer and modem, you can get the forms and information you need using:

- IRS's Internet Web Site at [www.irs.ustreas.gov](http://www.irs.ustreas.gov)
- Telnet at [iris.irs.ustreas.gov](http://iris.irs.ustreas.gov)
- File Transfer Protocol at [ftp.irs.ustreas.gov](http://ftp.irs.ustreas.gov)

You can also dial direct (by modem) to the Internal Revenue Information Services (IRIS) at 703-321-8020. IRIS is an on-line information service on FedWorld.

For small businesses, return preparers, or others who may frequently need tax forms or publications, a CD-ROM containing over 2,000 tax products (including many prior year forms) can be purchased from the Government Printing Office.

**CD-ROM.** To order the CD-ROM call the Superintendent of Documents at 202-512-1800 or connect to [www.access.gpo.gov/su\\_docs](http://www.access.gpo.gov/su_docs)

**Privacy Act and Paperwork Reduction Act Notice.** We ask for the information on this form to carry out the Internal Revenue laws of the United States. We need it to comply with section 6109 and the regulations thereunder which generally require the inclusion of an employer identification number (EIN) on certain returns, statements, or other documents filed with the Internal Revenue Service. Information on this form may be used to determine which Federal tax returns you are required to file and to provide you with related forms and publications. We disclose this form to the Social Security Administration for their use in determining compliance with applicable laws. We will be unable to issue an EIN to you unless you provide all of the requested information which applies to your entity.

You are not required to provide the information requested on a form that is subject to the Paperwork Reduction Act unless the form displays a valid OMB control number. Books or records relating to a form or its instructions must be retained as long as their contents may become material in the administration of any Internal Revenue law. Generally, tax returns and return information are confidential, as required by section 6103.

The time needed to complete and file this form will vary depending on individual circumstances. The estimated average time is:

Recordkeeping . . . . .	7 min.
Learning about the law or the form . . . . .	19 min.
Preparing the form . . . . .	45 min.
Copying, assembling, and sending the form to the IRS . . . . .	20 min.

If you have comments concerning the accuracy of these time estimates or suggestions for making this form simpler, we would be happy to hear from you. You can write to the Tax Forms Committee, Western Area Distribution Center, Rancho Cordova, CA 95743-0001. Do not send this form to this address. Instead, see **Where To Apply** on page 2.



Figure 6-2. (continued) Sample Application for Employer Identification Number (SS-4)

\_\_\_\_\_  
(Date)

Commander  
ATTN: \_\_\_\_\_ (Family Program Office)  
RSC or ARCOM Address

***Sample***

We have reviewed the financial statements of the Family Readiness Group's informal fund at \_\_\_\_\_ (Unit),  
\_\_\_\_\_ Location \_\_\_\_\_, \_\_\_\_\_ State \_\_\_\_\_

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

\_\_\_\_\_  
Signature and Printed Name

\_\_\_\_\_  
Commander's Signature and Printed Name

(The commander and one impartial military member, or a qualified auditor/SJA auditor should complete this audit.)

**Figure 6-3. Sample Annual Family Readiness Group Informal Fund  
Audit Statement**



## Chapter 7 Training Opportunities

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

### 7-1. Training and development

There are several opportunities for training and development of Army personnel, volunteers, and family members involved in the Family Readiness Program. A signed Volunteer Agreement (DA Form 4712-R) must be on file at the RSC or ARCOM Family Program Office before an ITO can be published for a volunteer to attend training.

### 7-2. Army Family Action Plan (AFAP)

a. The Army Chief of Staff’s guiding philosophy is, “Soldiers are entitled to the same quality of life as is afforded the society they are pledged to defend.” The AFAP was implemented in 1984. All segments of America’s Army are represented—active component; reserve component - U.S. Army Reserve and National Guard; DA Civilians, retirees and family members. The AFAP recommends actions to improve family programs, benefits, and entitlements for America’s Army family. This is based on the premise that well-being programs impact positively on readiness and retention of a quality force.

b. The AFAP is a grassroots process identifying issues of concern to America’s Army family that add to or detract from the Army well-being. Through this process, issues requiring action are prioritized, given measurable objectives for acceptable change, and assigned to a lead agency for resolution. Individuals involved at RSC-, ARCOM-, or USASOC-level AFAP Symposium, may be given the opportunity to participate in the USAR or DA-level AFAP Symposium, once they have had experience at that level.

c. The following is a sampling of how AFAP results have improved America’s Army well-being:

- (1) Increase in Servicemen’s Group Life Insurance (SGLI) from \$100,000 to \$200,000.
- (2) Unlimited use of Army and Air Force Exchange Service (AAFES).
- (3) Commissary privileges 24 times a year for Reserve Component, Gray Area Retirees and Surviving Spouses.

d. Annually, RSCs or 7th ARCOM hosts a Symposium or convenes a Process Action Team to prioritize issues and forwards them to higher headquarters for consideration at USAR, U.S. Army Forces Command, or Department of Army AFAP Planning Conferences. This allows soldiers, civilians, retirees, and their family members to participate in the identification of needs and refinement of family issues. The AFAP process starts with the submission of issue papers that identify and propose solutions to problems. All levels of the chain of command must review issues and resolve them at the lowest level possible. Resolutions must be realistic and workable within the framework of existing economic and personnel resources.

The issues that reach DA-level have Army-wide impact and necessitate a change in legislation, regulations, policy, or programs (institute new ones or improve existing ones).

e. Department of Army Circular 608-XX-1, published bi-annually, lists all the issues, current status and recommendation for resolution. Past AFAP issues can be researched on the Internet at:

<http://trol.redstone.army.mil/mnew/index/html>.

f. Unit commanders can also address soldier and family member issues and concerns. *Issues that cannot be resolved at the unit-level can be elevated through the chain of command at any time.*

g. A sample format of an AFAP issue is at figure 7-1 and a sample issue is at figure 7-2. Issues can be submitted to the servicing Family Program Office at any time. See appendix B for a list of USAR Family Program Offices.

### 7-3. USAR Regional Family Program Academy (FPA)

a. The objective of the FPA is to train volunteers and unit Family Readiness personnel on Family Readiness Programs and other resources available to enhance the preparation of families for military separations. All classes provide a good forum for exchanging information and learning from others.

b. Each RSC and ARCOM conducts at least one FPA annually. This training is open to USASOC unit participation. The FPA is modeled after the weekend college concept. It is based on the “adult learner” format with trained volunteers as instructors, and allows the students to choose classes based on their level of experience.

c. USAR-Specifically Developed Courses:

(1) **10X level courses pertain to volunteers.**

- FPA 100 – USAR Family Readiness Handbook: Your Tool to Unit Success
- FPA 101 – Volunteer Positions & Record Keeping: Right From the Start
- FPA 102 – Organizing Your Family Readiness Group for Success
- FPA 103 – Volunteer Reimbursement: It’s Pay Back Time!
- FPA 104 – Volunteer Recruitment: A Talent Search
- FPA 105 – Volunteer Recognition: Formal & Informal Awards

(2) **20X level courses relate to the Family Support Program.**

- FPA 201 – Annual Mobilization Briefing: Ready or Not?
- FPA 202 – Telephone Tree: Give It a Ring
- FPA 203 – Newsletters: A “Write” to Know
- FPA 204 – Family Day
- FPA 205 – Information & Referral: Accessing Local Resources
- FPA 206 – Is It Legal? – Volunteer Use of Government Resources
- FPA 207 – Protocol: An Adventure in “Social Studies”
- FPA 208 – Activity Planning: Involve the Family
- FPA 209 – Fund-raising: Bringing in the Bucks
- FPA 210 – Informal Funds: Managing Family Readiness Group Assets
- FPA 211 – Family Sponsorship: Off to a Good Start
- FPA 212 – Group Focus: Building Unity
- FPA 213 – Keeping Your Family Readiness Group Energized

(3) ***30X courses pertain to associated roles and responsibilities to the Family Readiness Group.***

FPA 301 – Command Responsibilities

FPA 302 – Role of the Family Readiness Liaison: The Connection

FPA 303 – The Chaplain: Another Unit Resource

FPA 304 – Publicity & Media Relations

(4) ***40X level courses are special interest ones.***

FPA 401 – Benefits: Yours for the Asking

FPA 402 – Entitlements: They're Yours!

FPA 403 – Legal Assistance: Your Personal Affairs

FPA 404 – Reserve Retirement: What to Expect

FPA 405 – Unit Funds: An Untapped Resource

d. **Who Are The Students?** Students are key volunteers and personnel associated with the USAR Family Readiness Program:

(1) FRG volunteers

(2) Family Readiness Liaisons

(3) Unit Administrators

(4) Chain of Command (Commanders, CSMs, and 1SGs)

(5) Chaplains

e. **What Else To Expect?**

(1) Classes are comprised of a volunteer instructor and approximately 25 students. Classes are conducted for 45 minutes and include a presentation of subject matter followed by a facilitated discussion.

(2) Students are encouraged to share their ideas, experiences, frustrations, and ask questions to resolve issues. The exchange of information between all attendees has proven to be the most beneficial element. Students are expected to share their knowledge with other FRG members upon returning to their unit.

**7-4. Army Family Team Building (AFTB)**

a. Army Family Team Building (AFTB) is a training program for soldiers, civilians, and family members. This DA initiative has three purposes:

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

(2) To assist America's Army in adapting to a changing world (draw-down, reduced resources, rapid deployments, accepting challenges, developing life skills and life in the 21st Century).

(3) To respond to family issues in lessons learned (rear detachment, standardized programs, false expectations, etc.) from recent deployments.

b. Students include Active Army, National Guard, U.S. Army Reserve, DA civilians, retirees and their family members and are taught by family member volunteers.

c. The U.S. Army Community and Family Support Center (CFSC) funds all costs of AFTB training materials and publications. Training material can be ordered through the NetTrainer web site. See paragraph 7-4e for more information on the NetTrainer. The FRGs can consider

using informal funds to assist in supporting this program (e.g., purchase of incentive items and child care).

Commanders have overall responsibility to implement the AFTB program at the unit level.

d. The AFTB enhances family preparedness during soldier deployments. During peacetime, AFTB functions to educate all members of America's Army on Army missions and expectations, readiness responsibilities; and systems available to support more self-reliant, independent and self-sufficient lifestyles.

e. The AFTB NetTrainer Site. The CFSC has provided an additional method for family members and volunteers to access these courses through the Internet site listed in appendix C. This online system includes a web-based version of the AFTB Level I (and eventually Level II and III) courses. Anyone can use this web site but users must register and obtain a password through the site. The site can be visited as a "guest". For volunteers who are unfamiliar with the Army or with any of the course titles listed below, this can provide a valuable additional resource for them also.

f. Levels of Training:

(1) **Level I**

1.01 Military Terms, Acronyms, Customs and Courtesies

1.02 The Chain of Command and the Chain of Concern

1.03 Introduction to Military and Civilian Community Resources

1.03a Introduction to the Army Family Action Planning Program (AFAP)

1.03b Introduction to Operation READY (OP READY)

1.04 Benefits, Entitlements and Compensation

1.05 Family and Military Expectations

1.06 Impact of the Mission on Family Life

1.07 Basic Problem Solving

(2) **Level II**

2.01.1 Enhancing Relationship Building

2.01.2 Introduction to Effective Leadership

2.02.1 Volunteer Management/Marketing Volunteer Experience

2.02.2 Management Skills: Communication

2.02.3 Management Skills: Conflict Management

2.02.4 Management Skills: Understanding Needs

2.02.5 Management Skills: Crisis and Coping

2.02.6 Management Skills: Group Dynamics

2.03.1 Adapting to Change

2.03.2 Stress Management

2.03.3 Intermediate Problem Solving

2.03.4 Time Management

2.03.5 Meeting Management

2.04.1 Networking with Community Agencies

2.04.2 Building a Resource Library

2.04.3 Family Support Groups

2.04.4 Military Grade and Command Structure

2.04.5 Benefits, Entitlements and Compensation

2.04.6 Traditions, Customs, Courtesies and Protocol

(3) **Level III**

- 3.01.1 Listening Skills
- 3.01.2 Building Self-Esteem
- 3.01.3 Personality Traits
- 3.02.1 Motivating Factors
- 3.02.2 Leadership Skills
- 3.02.3 Building a Cohesive Team
- 3.02.4 Leader Roles
- 3.02.5 Group Conflict Management
- 3.02.6 Problem Solving Techniques for Leaders
- 3.03.1 How to Develop Presentations
- 3.03.2 How to Plan and Conduct a Workshop
- 3.04.1 Total Army
- 3.04.2 Political Issues and the Army
- 3.04.3 Effective Public and Media Relations

g. Department of Army provides funds for volunteers to attend an AFTB Master Trainer Course that employs the “train the trainer” concept. Volunteers must commit to present AFTB at unit-level for 1 year. No one should attend this course without understanding what AFTB is and without being familiar with the courses listed above.

h. The AFTB also recruits and develops Core Instructors, a group of volunteers trained to conduct AFTB Master Training Courses at selected locations throughout the Total Army.

**7-5. Operation READY**

a. Operation READY (Resources for Educating About Deployment and You) is designed for soldiers and families of the Active Army, the Army National Guard, and the Army Reserve. The material was developed in two phases by contract with the Department of the Army, Community and Family Support Center. This material is available through the RSC, ARCOM, or USASOC Family Program Office or through the Internet (see app B for a list of USAR Family Program Offices and app C for specific web addresses and directions).

b. Operation READY materials include course outlines, fliers, overhead slides, checklists and handouts. Each section identifies resources and contains a bibliography.

(1) **Predeployment - Ongoing Readiness**

Understanding and Planning for Military Separation  
Coping with Separation  
Financial Planning

(2) **Postdeployment - Homecoming and Reunion**

Soldiers  
Families  
Celebration Planning  
Communication Techniques  
Reunion Stress Management

(3) **Family Assistance Center**

*Active Component*  
*Reserve Component*

(4) **Family Support Groups - Advanced Training**

Leadership Skills  
Planning Presentations  
Problem Solving  
Newsletters  
Volunteer Recognition

(5) **Children’s Workbooks:**

Consist of four workbooks for children ages 3 - 5, 6 - 8, 9 - 12, and 13 - 15.

(6) **The Army Readiness Handbook**

Command Leadership and Family Support  
Starting a Family Support Group Program  
Resources for Successful Family Support Groups  
Coping with Separations  
Managing Deployment and Homecoming

(7) **Operation READY Videos** are accompanied by Video Discussion Guides in the written material with soldier and family scenarios:

- Another Family** (Army Family Support Group)
- Getting Back Together** (Homecoming and Reunion)
- Ongoing Readiness and Financial Planning** (Ongoing Readiness)
- Coping with Military Separations** (Ongoing Readiness)
- Family Assistance Center** (Family Assistance Center)

## AFAP Issue Format

*[Use the format below to submit issues and recommendations for change to improve the well-being of USAR soldiers and their families. For consideration, issues must be legibly written or typed. The issues must also be clearly stated and able to be understood by individuals not familiar with the subject matter.]*

### ISSUE CRITERIA:

- Issue contributes positively to the Army goal of **readiness and retention** of quality soldiers.
- Issue has **community-wide impact** requiring action that addresses the total Army Family.
- Issue is judged **attainable** after weighing fiscal and personnel requirements against current available resources.
- Issue recommendation has measurable objectives with an **identified end product**.

**ISSUE:** State issue.

### SCOPE:

- Scope should be clear and concise statements of issue.
- Scope should include information to ensure the issue will be understood by the agency that will work the issue.

### RECOMMENDATION:

- Recommendations must have **measurable** objectives with identified end product.

NAME OF INDIVIDUAL SUBMITTING ISSUE: Provide name of submitter.

DAYTIME TELEPHONE NUMBER (In case additional information is needed): Use following format: **(XXX) XXX-XXXX**

UNIT SUBMITTING ISSUE:

Unit Name  
Street Address  
City, State, and Zip Code

REGIONAL SUPPORT COMMAND, 7<sup>th</sup> ARCOM, or USASOC:

Command Name  
Street Address  
City, State, and Zip Code  
Servicing Family Program Office POC  
POC Telephone Number

APPROVED BY: \_\_\_\_\_  
Signature, Submitting Command

Figure 7-1. AFAP Issue Format

**ISSUE:** Erosion of retirement benefits for Reservists.

**SCOPE:** Benefits for reserve retirees are slowly eroding away. This situation is casting a negative shadow over well-being, morale, recruitment and survivor's benefits. A lack of understanding exists as to the scope of retirement benefits and entitlements.

**RECOMMENDATION:** Implement a 401K program for reservists. This would eventually replace the retirement pension. Plan could be based on Federal Civilian Employees' Thrift Saving Plan. Push for legislation to modify the Government Pension Offset for survivors. Gain unlimited commissary privileges for reservists and gray area retirees.

NAME OF INDIVIDUAL SUBMITTING ISSUE: Mr. John Q. Volunteer

DAYTIME TELEPHONE NUMBER (In case additional information is needed): (111) 555-4321

UNIT SUBMITTING ISSUE:

Unit Name  
Street Address  
City, State, and Zip Code

***Sample***

REGIONAL SUPPORT COMMAND, 7<sup>th</sup> ARCOM, or USASOC:

Command Name  
Street Address  
City, State, and Zip Code  
Servicing Family Program Office POC  
POC Telephone Number

Approved by: \_\_\_\_\_

**Figure 7-2. Sample AFAP Issue**

## **Appendix A References**

### ***Section I***

#### ***Required Publications***

##### **AR 25-30**

The Army Publishing and Printing Program. (Cited in para 4-9.)

##### **AR 25-400-2**

The Modern Army Recordkeeping System (MARKS). (Cited in fig 2-6, 3-9c, and app A, sec V.)

##### **AR 140-483**

Army Reserve Land and Facilities Management. (Cited in para 4-2a.)

##### **AR 215-1**

Morale, Welfare and Recreation Activities and Nonappropriated Fund Instrumentalities. (Cited in para 6-5c.)

##### **AR 600-20**

Army Command Policy. (Cited in para 2-6g.)

##### **AR 672-16**

Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award. (Cited in para 5-9.)

##### **AR 672-20**

Incentive Awards. (Cited in para 5-10b.)

##### **Department of Army Pamphlet 608-47**

A Guide to Establishing Family Support Groups. (Cited in figs 2-5 and 4-3.)

##### **FORSCOM Reg 672-1**

Forces Command (FORSCOM) Commander's Award for Volunteer Services. (Cited in para 5-12a.)

##### **FORSCOM Reg 215-5**

Dr. Mary E. Walker Award. (Cited in para 5-12b.)

##### **Joint Travel Regulation (JTR)**

(Cited in para 6-3a, 6-3c, and 6-4d(4).)

### ***Section II***

#### ***Related Publications***

*(A related publication is merely a source of additional information.)*

##### **AR 1-100**

Gifts and Donations

##### **AR 11-2**

Management Control

##### **AR 58-1**

Management Acquisition and Use of Administrative Use Motor Vehicles

##### **AR 140-1**

Army Reserve Mission, Organization and Training

##### **AR 600-29**

Fund-raising within the Department of the Army

##### **AR 600-55**

Motor Vehicle Driver and Equipment Operator Selection, Training, Testing and Licensing

##### **AR 608-1**

Army Community Service Center

##### **Department of Army Circular 608-XX-1**

The Army Family Action Plan

##### **Department of Defense Directive 5500.7-R**

Joint Ethics Regulation

##### **Department of Defense Instruction 1342.23**

Family Readiness in the Guard and Reserve Components

##### **FORSCOM Regulation 500-3-3**

FORSCOM Mobilization and Deployment Planning System (FORMDEPS) Volume III - Reserve Component Unit Commander's Handbook (RCUCH)

### ***Section III***

#### ***Prescribed Forms***

Blank copies of these forms are at the back of this regulation for reproduction purposes. They are also available for download from the USARC Intranet web site at <http://usarcintra> (click on "Pubs, Forms, and Misc Materials," then "USARC Pubs and Forms" and go to the USARC Forms Index web page) or on the USARC Internet at: <ftp://www.usarc.army.mil/USARCFORMS> (direct access to USARC Forms on FTP server); or <http://www.usarc.army.mil> (click on "Forms & Pubs" link in left column, then click on link to USARC Forms on FTP server).

##### **USARC Form 105-R**

Volunteer Daily Time Record. (Prescribed in paras 3-9 and 3-12.)

##### **USARC Form 106-R**

Volunteer Service Record. (Prescribed in paras 3-9, 3-13, and app A, sec V.)

##### **USARC Form 107-R**

Family Information Data Worksheet. (Prescribed in paras 3-3h, 4-3, 4-5, 4-6, and 4-7.)

##### **USARC Form 108-R**

U.S. Army Reserve Annual Volunteer Award Nomination Form. (Prescribed in para 5-11.)

**USARC Form 109-R**

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

**USARC Form 110-R**

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

**USARC Form 111-R**

Volunteer Child Care Reimbursement Form. (Prescribed in para 6-4d(3).)

**USARC Form 112-R**

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

**USARC Form 113-R**

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

**USARC Form 114-R**

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

**Section IV****Referenced Forms****DA Form 1256**

Incentive Award Nomination and Approval

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

**DA Form 4712**

Volunteer Agreement for Appropriated Fund Activities

**DA Form 4719**

Child Development Services Registration Card

**DA Form 5231**

Commander's Award for Public Service

**DA Form 5305-R**

Family Care Plan

**DA Form 5671**

Parental Permission

**DA Form 7012**

Certificate of Appreciation for Patriotic Civilian Service

**DA Form 7017**

Department of the Army Outstanding Civilian Service Certificate

**DD Form 1351-2**

Travel Voucher or Subvoucher

**SS-4**

Application for Employer Identification Number

**Section V****Recordkeeping Requirements**

This regulation requires the creation, maintenance, and the use of the following specific records in accordance with AR 25-400-2. Current information is at Internet site [www.rmd.belvoir.army.mil](http://www.rmd.belvoir.army.mil). See the records manager for assistance.

File individual volunteer service records (USARC Forms 106-R) or files under:

**File Number 608-1a**, Army Community Service (ACS) program (PA Notice: A0608bCFSC will also be placed on the label). See AR 25-400-2 for file number descriptions and dispositions.

File other action and non-action, official Family Program documents (e.g., may include newsletters, other information, correspondence, and required reports) under:

**File Number 608-1a**, Army Community Service (ACS) program (PA Notice: A0608bCFSC will also be placed on the label). The descriptions and dispositions under AR 25-400-2 do not specifically list a unit's Family Support Program but will be customized. A guide (or divider) will separate this section from other files. Label it with file number 608-1a, Army Community Service (ACS) Program with the above PA notice. Label official files in this section with "Family Program" as the primary title. Use a subtitle to reflect the file contents (e.g., Newsletters, FRG Sanction Memorandum, Family Readiness Plan, and Reports). Consider these files as "Similar documents and information" with a disposition of "Destroy when no longer needed for current operations."

## Appendix B

### U.S. Army Reserve Family Program Offices

COMMAND	COMMERCIAL # and FAX # TOLL-FREE # (if any)	ADDRESS
7th ARCOM	49-6202-80-6538/6434 FAX-6380/6147	ATTN: AEUR-PRM, Unit 29238, APO AE 09102
9th RSC	(808) 438-1600, ext. 3191 or 3192 FAX-7473	ATTN: APIX-PE, 1557 Pass St., Ft Shafter Flats, Honolulu, HI 96819-2135
63d RSC	(562) 795-2182/2172 FAX-2189 1-800-987-5517, ext. 62182 or 62172	ATTN: AFRC-CCA-PHR-F, 4235 Yorktown Ave., Los Alamitos, CA 90720-5002 Location: 4213 Yorktown Ave., Bldg 18
65th RSC	(787) 707-2168 FAX-2363	ATTN: AFRC-CPR-PRH-F, Bldg 1306E, Ft Buchanan, PR 00934-7000
70th RSC	(206) 281-3134/3131 FAX-3594 1-800-677-3980	ATTN: AFRC-CWA-PRH-F, 4575 36th Ave. West, Seattle, WA 98199-5000
77th RSC	(718) 352-5756/5071 FAX-2065 1-800-441-5476	ATTN: AFRC-CNY-PR-R, Bldg 200, Ft Totten, NY 11359-1016
81st RSC	(205) 795-1737/1753/1735/1756/1703 FAX: (205) 795-1746 1-877-749-9063, ext. 1735	ATTN: AFRC-CAL-PRH, 255 West Oxmoor Rd, Birmingham, AL 35209-6383
88th RSC	(612) 713-3521 FAX: (612) 713-3944 1-800-843-2769, ext. 3521 (313) 561-0071 Fax-5186 1-800-816-2190 (414) 616-4519 Fax: (414) 438-6146 1-800-955-2685, ext. #4519	ATTN: AFRC-CMN-PR-FPD 506 Roeder Cir, Ft Snelling, MN 55111-4009  ATTN: AFRC-CMN-FPD-MI 3200 South Beech Daly, Inkster, MI 48141-2648  ATTN:: AFRC-CMN-FPD-WI, 4828 West Silver Spring Drive, Milwaukee, WI 53218-3498
89th RSC	(316) 681-1759 x1418/1479 FAX (316) 652-2312 1-800-892-7266 x1418/1479	ATTN: AFRC-CKS-PRH, 3130 George Washington Blvd., Wichita, KS 67210-1598
90th RSC	(501) 771-7838/7808/7325 FAX-7337 1-800-501-1493, ext. 7838/7808/7325	ATTN: AFRC-CAR-PRH, 8000 Camp Robinson Rd., North Little Rock, AR 72118-2205
94th RSC	(978) 796-2260/2288 FAX-2398/2211 1-800-554-7813, ext. 2260	ATTN: AFRC-CMA-PR-HRD, 50 Sherman Ave., Devens, MA 01432-4449
96th RSC	(801) 736-4292/4852 FAX-4595 1-800-348-0039	ATTN: AFRC-CUT-PRH-U, Bldg 103, S. A. Douglas AFRC, Salt Lake City, UT 84113-5007
99th RSC	(724) 693-2303/2300 FAX-2290 1-800-635-1290	ATTN: AFRC-CPA-PR-P, 5 Lobaugh St., Oakdale, PA 15071-5001
U.S. Army Special Operations Command	(910) 432-2093/4103 FAX-7343 1-800-525-6846, ext. 22093/24103	ATTN: AOPE-FR (Family Program), Bldg E2929, Desert Storm Drive, Ft Bragg, NC 28310



## Appendix C Internet Addresses

*[Note that Internet addresses may change from the listing below over time but were accurate at the time of publication.]*

**7<sup>th</sup> Army Reserve Command (ARCOM)** (in Europe):  
<http://www.7arcom.army.mil>

**9<sup>th</sup> Regional Support Command** (South Pacific):  
<http://www.9rsc.army.mil>

**9<sup>th</sup> Regional Support Command** (South Pacific)  
Family Program Page:  
<http://www.9rsc.army.mil/ia/people.htm>

**AR-PERSCOM Download Page** (Contains information on Army Reserve Retirement—Look for “Compendium”):  
<http://www.army.mil/usar/ar-perscom/downloads.htm>

**AFTB NetTrainer Site** (The NetTrainer online system includes web-based versions of the AFTB Level I training (and eventually Level II and III) courses, along with a “Student Union” where students can track their individual lesson progress, post questions to trainers, and communicate with each other. These classes are available to family members, volunteers, civilians, and soldiers. See paragraph 7-4f for a listing of the courses. The latest Army family news is also available Through the site’s “TeamLink” area, trainers and program managers can share ideas, download program resources, and order supplies.):  
<http://www.defenseweb.com/aftb>

**American Red Cross:**  
<http://www.redcross.org> (This web site makes it easy to find a local Red Cross chapter. Go to "Your Local Red Cross" button to find a chapter's address, telephone number, email address, fax number, and even the chapter's web site. This site offers a search through zip code, and it provides alternative ways to contact a chapter if there are problems in locating one. American Red Cross' local chapters provide a variety of services including emergency leave information, access to emergency financial assistance, information and referral on the local community's agencies and veterans services, and speakers for a Red Cross related presentation. For example, The Get to Know Us Before You Need Us Program makes speakers available for military units. For deployed soldiers which includes annual training (AT), there is a toll free telephone number, 877 272-7337 to use when a crisis occurs --however, family members should contact their local American Red Cross chapter for emergency assistance.)

**Army Family Liaison Office Home Page:**  
<http://www.hqda.army.mil/acsim/family/family.htm>

**Count Your Benefits in the Army Reserve:**  
[http://www.army.mil/usar/benefits/toc\\_bnft.htm](http://www.army.mil/usar/benefits/toc_bnft.htm)

**DA MWR Home Page:**  
<http://trol.redstone.army.mil/mwr/index.html>

**Department of Defense:** <http://www.defenselink.mil/>

**Department of Veterans Affairs:** <http://www.va.gov>

**Department of Veterans Affairs' Federal Benefits Manual for Veterans & Dependents:**  
<http://www.va.gov/benefits.htm/>

**Department of Veterans Affairs' Veterans Benefits and Services:** <http://www.va.gov/vbs/index.htm/>

**Federal Emergency Management Agency:**  
<http://www.fema.gov/>

**FORMDEPS** [U.S. Army Forces Command (FORSCOM Regulation 500-3-1) Mobilization and Deployment Planning System, and (FORSCOM Regulation 500-3-3) Reserve Component Unit Commander’s Handbook]:  
<http://freddie.forscom.army.mil/mob>

**Government Resources:** (This site provides American workers government information and services with connection to more than 1,000 federal, state, and local government resources. It includes job listings, distance learning, family and health information, money management, and much more.)  
<http://www.workers.gov>

**Guide to Reserve Family Member Benefits:**  
<http://raweb.osd.mil/publications/handbooks/benefits.pdf>

**Internal Revenue Service:** <http://www.irs.ustreas.gov>  
(and you can access the Form SS-4, Application for Employer Identification Number, under forms or at:  
[http://www.irs.ustreas.gov/forms\\_pubs/forms.html](http://www.irs.ustreas.gov/forms_pubs/forms.html)

**Joint Military Services Quality of Life Mall or Lifelines:**  
<http://www.lifelines4qol.org/>

**Military Teens On the Move:** <http://dticaw.dtic.mil/mtom>

**Military Travel Guide:** <http://militarytravelguide.com>

**Persian Gulf Veteran’s Illnesses:**  
<http://www.va.gov/health/environ/persgulf.htm>

**Office of the Assistant Secretary of Defense for Reserve Affairs World Wide Web Page:** <http://raweb.osd.mil>

## Operation READY

a. **Operation READY** videos are now available for *free* on the Defense Visual Information Internet site at:  
<http://dodimagery.afis.osd.mil/>

(1) **Then follow these steps:**

(a) Click on “Search DAVIS/DITIS”

(b) Click “PIN/ICN Search”

(c) Enter Product Identification Number (PIN) or Internal Control Number (ICN) for each video being ordered.

(d) Enter name and address information as requested

(e) Submit order

(2) **Below are the Operation READY videos:**

- ↳ Another Family (Army Family Support Group)  
PIN/ICN 710651/TVT 20-1047
- ↳ Getting Back Together (Homecoming and Reunion)  
PIN/ICN 710652/TVT 20-1048
- ↳ Ongoing Readiness and Financial Planning (Ongoing Readiness)  
PIN/ICN 710653/TVT 20-1049
- ↳ Coping with Military Separations (Ongoing Readiness)  
PIN/ICN 710654/TVT 20-1050
- ↳ Family Assistance Center (Family Assistance Center) (This one is designed for people who may be expected to set up and operate Family Assistance Centers during deployments.)  
PIN/ICN 710655/TVT 20-1051

b. The **written materials for Operation READY** are available at:

<http://trol.redstone.army.mil/acslink/acslink.html>

**Follow these directions.**

- (1) Go to “Programs” in the left hand menu
- (2) Then click on “Mobilization and Deployment”
- (3) Click on “Documents” to view “Operation

READY”

**Per Diem Committee Home Page** (What is the government rate for reimbursement for a particular area?)

<http://www.dtic.mil/perdiem/>

**Red Cross** (see details at “American Red Cross” web site in this appendix):

<http://www.redcross.org>

**Reserve Affairs** (Office of Assistant Secretary of Defense):

<http://raweb.osd.mil>

**TAPS** (Tragedy Assistance Program for Survivors, Inc. – surviving the loss of a loved one in a military line-of-duty death. It has information on their grief support network and services.): <http://www.taps.org>

**TRICARE:** <http://www.tricare.osd.mil/>

**TRICARE Selected Reserve Dental Program:**

<http://www.humana-military.com/home.html>

**U.S. Army:** <http://www.army.mil>

**U.S. Army Forces Command Home Page:**

<http://www.forscom.army.mil>

**U.S. Army Publishing Agency Home Page:**

<http://www.usapa.army.mil/index.html>

**U.S. Army Research Institute for the Behavioral and Social Sciences:** <http://www.ari.army.mil>

[This web site has the following available for viewing or download: Study Report 2000-02, “Family Support Group (FSG) Leader’s Handbook.]

**U.S. Army Reserve:** <http://www.army.mil/usar/ocar.htm>

**U.S. Army Reserve Command:**

<http://www.usarc.army.mil>

**U.S. Army Reserve Command Forms:**

<ftp://www.usarc.army.mil> (direct access to USARC Forms on FTP server).

<http://www.usarc.army.mil> (click on “Forms & Pubs” link in left column, then click on link to USARC Forms on FTP server).

**U.S. Army Reserve Family Program:**

<http://www.usarc.army.mil/familyprog.htm>

## **Glossary**

### ***Section I*** ***Abbreviations***

**ACS**

Army Community Service

**AFAP**

Army Family Action Plan

**AFTB**

Army Family Team Building

**AR**

Army Regulation

**ARCOM**

Army Reserve Command

**AT**

annual training

**CFSC**

Community and Family Support Center

**DA**

Department of the Army

**DOD**

Department of Defense

**DEERS**

Defense Enrollment Eligibility Reporting System

**DRC**

Direct Reporting Command

**EIN**

Employer Identification Number

**e.g.,**

for example

**FORSCOM**

U.S. Army Forces Command

**FPA**

Family Program Academy

**FPAC**

Family Program Advisory Council

**FRL**

Family Readiness Liaison

**FRP**

Family Readiness Program

**FRG**

Family Readiness Group

**FS**

family support

**FS-NAF**

Family Support-Nonappropriated Fund

**ID**

identification

**i.e.,**

that is

**IMA**

individual mobilization augmentee

**IRR**

individual ready reservist

**IRS**

Internal Revenue Service

**ITO**

Invitational Travel Order

**JTR**

Joint Federal Travel Regulation

**MSC**

Major Subordinate Command

**NAF**

nonappropriated fund(s)

**NCO**

noncommissioned officer

**OMAR**

Operation and Maintenance Army, Reserve

**RSC**

Regional Support Command

**SJA**

Staff Judge Advocate

**TPU**

troop program unit

**USAR**

United States Army Reserve

**USARC**

United States Army Reserve Command

**USC**

United States Code

**USASOC**

U.S. Army Special Operations Command

### ***Section II***

#### ***Terms***

**TRICARE**

military medical care program composed of TRICARE Prime, Extra and Standard

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**70th RSC**  
Fort Lawton, WA  
(206) 281-3134/3131  
1-800-677-3980

**96th RSC**  
Fort Douglas, UT  
(801) 736-4292/4852  
1-800-348-0039  
FAX (801) 736-4595

**88th RSC**  
Fort Snelling, MN  
1-800-843-2769 ext. 3521, FAX (612) 713-3944  
1-800-816-2190 FAX (313) 561-5186  
1-800-955-2685 ext. #4519, FAX (414) 438-6146

**77th RSC**  
Fort Totten, NY  
(718) 352-5756/5071  
1-800-441-5476  
FAX (718) 352-2065

**99th RSC**  
Oakdale, PA  
(724) 693-2303/2300  
1-800-635-1290

**94th RSC**  
Devens Reserve  
Forces Training  
Area, MA  
(978)  
796-2260/2288  
1-800-554-7813  
ext. 2260  
FAX (978)  
796-2398/2211

★  
**9th RSC**  
Fort Shafter, HI  
Region includes  
*Alaska, Guam,  
American Samoa,*  
(808) 438-1600  
ext. 3191 or 3192  
FAX (808) 438-7473

★  
**63d RSC**  
Los Alamitos, CA  
(562) 795-2182/2172  
1-800-987-5517  
ext. 62182  
FAX (562) 795-2189

★  
**89th RSC**  
Wichita, KS  
(316) 681-1759  
ext. 1418/1479  
1-800-892-7266  
FAX (316) 652-2312

★  
**90th RSC**  
N. Little Rock, AR  
(501)  
771-7838/7808/7325  
1-800-501-1493, ext  
7838/7808/7325  
FAX (510) 771-7337

★  
**81st RSC**  
Birmingham, AL  
(205)  
795-1737/1753/1735/1756/1703/1650  
1-877-749-9063, ext. 1735  
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