

Headquarters  
United States Army Europe  
Wiesbaden, Germany

Army in Europe  
Regulation 608-2\*

Headquarters  
United States Army Installation Management Command,  
Europe Region  
Sembach, Germany

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## Personal Affairs

### Family Readiness

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**\*This regulation supersedes AE Regulation 608-2, 2 March 2016.**

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For the Director:

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

**Summary of Change.** This revision—

- Requires commanders to keep copies of operations security and Defense Information Systems Agency training certificates on file for the individual who administers the command's social-media site ([para 10d](#)).
- Limits the type of information shared on social-media sites to information that is already known to the public ([para 10e](#)).
- Clarifies when Family readiness group (FRG) leaders are required to request funds through the battalion command to support authorized FRG expenses ([para 12d](#)).
- Specifies what type of telephones commanders may provide to FRGs through appropriated funds ([para 12h\(5\)](#)).
- Requires rather than encourages commanders to discuss potential purchases of Government-furnished property with their resource managers and their staff judge advocates ([para 12i](#)).

**Applicability.** This regulation applies to U.S. Army military personnel, Department of the Army civilians, and Family members in the European theater.

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

**Supplementation.** Organizations will not supplement this regulation without approval of the Army Community Services (ACS) Branch, Office of the Assistant Chief of Staff, G9, IMCOM-Europe.

**Suggested Improvements.** The proponent of this regulation is the ACS Branch, Office of the Assistant Chief of Staff, G9, IMCOM-Europe (mil 544-9253). Users may suggest improvements to this regulation by sending DA Form 2028 to IMCOM-Europe (IMEU-MWR-A), Unit 29064, APO AE 09136-9064.

**Distribution.** This regulation is available only electronically and is posted in the Army in Europe Library & Publishing System at <https://aepubs.army.mil/>.

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## Glossary

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## SECTION I

### GENERAL

#### 1. PURPOSE

This regulation—

- a. Prescribes policy, responsibilities, authority, and procedures for implementing and sustaining Family readiness systems (FRSs) in the Army in Europe.
- b. Establishes requirements to ensure the personal preparedness of Soldiers and their Families before, during, and after deployment. These requirements contribute to the operational readiness of forces in the Army in Europe.
- c. Provides guidance for commanders on—
  - (1) Army Community Service (ACS) Family assistance center (FAC) operations.
  - (2) Establishing and funding Family readiness groups (FRGs) and activities.
  - (3) Appointing a permanent unit Family readiness liaison (FRL) at battalion and separate company levels to coordinate activities between the FRG, the Soldier, the command, and the ACS.
  - (4) Appointing a rear detachment commander (RDC) at battalion and company levels. The RDC will be trained when appointed and activated when needed according to [AE Regulation 600-8-108](#).

## 2. REFERENCES

[Appendix A](#) lists references.

## 3. EXPLANATION OF ABBREVIATIONS AND TERMS

The [glossary](#) defines abbreviations and terms.

## 4. RESPONSIBILITIES

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

(1) An IMCOM-Europe Family readiness workgroup. The IMCOM-Europe ACS Director will help establish and coordinate an annual Senior Spouse workgroup.

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

(3) Training FRG leaders.

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

c. The USAREUR Judge Advocate will review and provide legal advice and a legal opinion on requests for exceptions to Department of the Army (DA) policy on FRG funding.

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

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

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

e. Garrison ACS directors will—

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

(2) Publish a calendar to ensure Family readiness training is available for FRG leaders, FRG members, and RDCs.

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

(4) Maintain accurate reference information about the host-nation (HN) community for the ACS FAC.

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

(6) Participate in garrison deployment-cycle support planning and Soldier readiness processing (SRP).

(7) Provide training for community and organization POCs.

(8) Maintain a roster of trained FRG leaders.

f. Commanders above battalion level will—

(1) Monitor FRSs in their subordinate units.

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

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

g. Battalion commanders will appoint RDCs and FRLs according to [AE Regulation 600-8-108](#).

h. Unit commanders will—

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

(2) Develop a Family readiness plan (FRP) that is tailored to meet the needs of their unit.

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

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

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

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

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

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

(9) Meet with FRG leaders regularly and ensure that FRLs, RDCs, FRSAs, and FRG leaders have a strong working relationship.

(10) Give the unit FRP to FRG leaders.

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

j. FRSAs (where available) or FRLs will provide administrative assistance to the commander or RDC and to FRG leaders supporting Family readiness programs and activities. The unit will provide logistic support for the incumbent of the FRSA position. This support will include a computer, dedicated office space, and a telephone with an outside line for contacting volunteers and Family members. The commander must ensure that FRSAs have access to appropriate training available locally; through the Civilian Personnel Directorate, Office of the Deputy Chief of Staff, G1, HQ USAREUR; or through the ACS Branch, Office of the Assistant Chief of Staff, G9, IMCOM-Europe. FRSAs or FRLs will—

(1) Ensure training events (times, dates, and locations) are in sync with the unit commander's other training events and placed on the unit training schedule.

(2) Coordinate guest speakers for FRG meetings and training, as needed or requested.

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

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

(5) Maintain and update FRG call rosters.

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

(7) Provide information on referrals to local agencies.

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

(9) Update or oversee FRG websites.

(10) Create, maintain, and update FRG volunteer appointment memorandums and official correspondence.

## **SECTION II FAMILY READINESS SYSTEM**

### **5. FAMILY READINESS SYSTEM**

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

a. Commanders will ensure that an effective system for providing Family assistance is in place.

b. Garrison commanders will integrate and promote activities that support the well-being of Family members during deployments.

c. The local ACS staff will—

(1) Provide assistance, guidance, information, referral services, and Family readiness training to units, Soldiers, and Family members.

(2) Participate in SRP and unit predeployment briefings.

(3) Give Soldiers Family readiness information and collect completed copies of DA Form 5897 from Soldiers requesting additional assistance according to AR 608-1.

### **6. UNIT FAMILY READINESS PLANS**

Company commanders will prepare unit FRPs to ensure that programs and services are available to meet their requirements during deployments and when units are in garrison. Company commanders will review and update FRPs once each quarter. FRPs may be written in memorandum format and will include at least the following:

- a. Casualty-notification procedures.
- b. The names of FRG POCs, FRLs, and RDCs.
- c. An identification of Family members who need translation support.
- d. Information on mailing procedures.
- e. Predeployment briefing procedures.
- f. Procedures for establishing communication with augmentee originating units, FRGs, and Family members.
- g. Redeployment and reunion procedures.
- h. Security concerns and precautions.
- i. Special activities and programs to support Families during predeployment, deployment, redeployment, and reintegration.
- j. An identification of equipment and facilities available to FRGs.
- k. The organizational structure of the FRG network.

## **7. UNIT READINESS ORIENTATIONS**

- a. Battalion commanders will conduct unit-readiness orientations.
  - b. Soldiers, Department of the Army Civilians (DACs), and adult Family members will be scheduled to attend the unit-readiness orientation within 90 days after the Soldier is assigned to the battalion or when the Family arrives at the unit's location. Soldiers must attend the orientation. Family members and DACs who work with Soldiers are encouraged to attend. This orientation is separate from standard predeployment briefings. Unit-readiness orientations will include—
    - (1) Information about the unit's mission and security.
    - (2) The purpose, roles, and responsibilities of the FRG, FRL, RDC, and extended ACS operations.
    - (3) Basic deployment-readiness information and emphasis on the importance of Family readiness.
      - (a) Deployment information is available in [AE Pamphlet 600-8-109-1](#) and online at <http://www.eur.army.mil/g1/content/Programs/Reintegration/index.html>. As a minimum, unit-readiness orientation attendees will receive the following:
        - 1. Copies of the unit FRP.
        - 2. A deployment information packet.
        - 3. Telephone trees.

(b) [Appendix C](#) provides more information about deployment information packets.

c. Annual refresher orientations are required for Soldiers and are encouraged for Family members. These orientations—

- (1) Emphasize the importance of constant Family readiness.
- (2) Give Family members access to updated information.
- (3) Remind participants of issues.

## **8. GARRISON FAMILY ASSISTANCE PLANS**

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

b. FAPs will be included in installation contingency plans and include information about the following:

- (1) Facility requirements to accommodate the delivery of expanded ACS deployment-support-center services.
- (2) The garrison's response to emergency Family-assistance operations during different types of emergencies (for example, acts of terrorism or aggression, evacuations, mass casualties, natural disasters, situations arising from mobilization or deployment).
- (3) The number of people and the amount of money needed to implement various phases of the plan.
- (4) Roles and responsibilities of ACS and other agencies for implementing the plan.
- (5) The FAC.
- (6) Types of expanded support services offered to Families during deployment and mobilization.

## **SECTION III FAMILY READINESS GROUP**

### **9. GENERAL**

The FRG is an official Army program established according to AR 600-20 and AR 608-1. AR 608-1 includes key legal and operational guidance.

a. The FRG mission is to—

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

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

(1) The commander's budget for FRG mission activities.

(2) The identified needs of unit Soldiers, Civilian employees, and their Families.

(3) Command interest and emphasis.

(4) The number of FRG members.

(5) The time and energy FRG members spend on Family readiness, as well as their level of creativity.

(6) The makeup of the FRG, including the percentages of single Soldiers, the number of years Soldiers and their Families have served with the military, the number of Families with young children, and other Family composition factors.

(7) The unit's training and deployment schedule.

c. Some FRG mission activities are essential and common to all FRGs and include the following:

(1) Establishment of FRG member telephone trees and e-mail distribution lists.

(2) FRG member meetings.

(3) FRG staff and committee meetings.

(4) Maintenance of updated Family rosters and Family-readiness information.

(5) Publication and distribution of FRG newsletters.

(6) Scheduling educational briefings for FRG members.

d. The level of FRG activity will vary depending on the unit's mission and on whether the unit is in a predeployment or postdeployment status, deployed, or in a training and sustainment period at its home station.

e. FRG mission activities and APF expenditures are subject to United States Code, Title 10, section 1588; DOD 5500.07-R; DOD 7000.14-R; and applicable statutory and regulatory restraints on official activities, the use of appropriated funds (APF) and fundraising.

## **10. SOCIAL MEDIA**

a. FRGs may establish websites to boost morale, share information among members (if approved by the commander), and conduct the activities listed in [paragraph 9c](#). Local websites should be established using only approved websites. Approved websites include the Army FRG site at <https://www.armyfrg.org>, which is maintained and supported through the United States Army Family and Morale, Welfare, and Recreation Command. This site is a virtual FRG that allows for the organization of key callers, direct communication to and from the command, a download center, forums, and other features that help create a dynamic space for accomplishing the FRG mission of informing and connecting its members.

b. FRGs may not establish websites or maintain a website under other domains. Commanders or their designated representatives should provide all site administrators and FRG members with the U.S. Army social-media operations security (OPSEC) presentation and the Federal Bureau of Investigation briefing on identity theft on the U.S. Army's slideshare site at <http://www.slideshare.net/usarmysocialmedia>. Content posted on the website must be approved by the FRG's commander before being posted.

c. The Army has a specific social-media policy that applies to all Army organizations. As FRGs are considered commanders organizations, they must comply with this policy. The standing operating procedure (SOP) on standardizing official U.S. Army external official presence on the Internet ("social media") outlines basic procedures. Additionally, the Army social-media handbook provides more detailed guidance on how social-media accounts should be established and maintained. These references can be found at <http://www.slideshare.net/usarmysocialmedia>.

d. Before anyone (paid or in a volunteer status) may administer a social-media site, the designated site administrator must take OPSEC and Defense Information Systems Agency (DISA) training. The commander must keep training certificates on file. OPSEC training requires a common access card (CAC). Volunteers who need this training will need to obtain a volunteer logical access credential (VOLAC). The VOLAC gives volunteers access to the website. The DISA training can be completed without a CAC.

e. Maintaining OPSEC on social media is critical to ensuring Soldier safety and information assurance. Site administrators are responsible for ensuring that all items posted on the social-media site are in compliance with OPSEC and personnel security requirements. Information shared on social-media sites should be limited to information that is already known to the public. Site administrators should therefore consider posting meeting locations on a secured site such as the virtual Family readiness group (vFRG) and providing the link to those who have a need to know, rather than announcing the locations on open, nonsecure sites.

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

FRG mission-essential activities are supported using APF.

### **a. Command Support.**

(1) Unit commanders will provide FRGs—

(a) An e-mail account.

(b) Dedicated office space.

(c) Supplies and office equipment, which includes a computer, internet capability, and access to a printer.

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

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

(1) Make recommendations and requests for unit-level support by FRsAs to the battalion commander.

(2) Meet at least once each quarter.

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

**c. Company- and Unit-Level Support.**

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

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

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

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

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

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

(1) Family readiness expertise and support.

(2) An FRG leader forum.

(3) An FRG orientation program.

(4) Homecoming and reunion activities.

(5) Information and referrals.

(6) Meeting facilities.

(7) Resource materials.

(8) Training.

**e. The Family Readiness Smart Book.** The Family Readiness Smart Book is available through the local ACS center and includes resource materials and sample forms. FRG leaders can access additional materials and training at [www.myarmyonesource.com](http://www.myarmyonesource.com).

## SECTION IV FAMILY READINESS GROUP FUNDING

### 12. APPROPRIATED-FUND SUPPORT OF FAMILY READINESS GROUPS

**a. FRG Operations.** FRG operations are funded with the unit commander's APF. Commanders will consider FRG requirements when planning their yearly budget. FRG budget needs vary widely and are highly dependent on the location of the supported unit, the unit's mission, the unit's deployment status, and the composition of the FRG.

**b. FRG SOPs.** Commanders will approve an FRG SOP that describes the support available for FRG mission activities and the procedures for FRG leaders and volunteers to request support. FRG leaders must be familiar with the SOP. A sample SOP is included in Family readiness training materials.

**c. Government Purchase Card.** Commanders will use a Government purchase card (GPC) to pay for FRG operating expenses when practical. For example, commanders may use their GPC to purchase supplies and equipment, to rent meeting rooms, or to obtain any other approved item that supports official FRG mission activities. The FRG budget SOP will include a requirement for FRG leaders to complete the appropriate forms for making GPC purchases and submit them to the commander for approval. The SOP will also state the procedures for requesting reimbursement for incidental expenses for FRG volunteers.

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

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

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

- (1) Announcements or advertisements for social or fundraising activities.
- (2) Receiving or sending items intended for resale.

**f. Official FRG Newsletters.** Official FRG newsletters may be sent by official mail, e-mail, or through a command-approved social-media site. The FRG newsletter must state whether it includes only official information or both official and unofficial information.

(1) Incidental unofficial information may be included in an official FRG newsletter if it does neither of the following:

- (a) Result in additional costs to the U.S. Government to print and mail the newsletter.
- (b) Include personal *Wanted* or *For Sale* advertisements.

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

**g. Printing.** Government printing facilities are authorized for printing and duplicating items providing official information. AR 215-1 provides guidelines for official information. Requests for printing and duplication must—

(1) Meet the requirements of AR 25-30 and [AE Regulation 25-30](#).

(2) Be reviewed and approved by the Army in Europe Printing/Duplicating Control Officer or by the local garrison printing/duplicating control officer. Printing local versions of Army in Europe reintegration and deployment guides is not authorized. A bulletin-style document with area-specific information may be printed to supplement information in Army in Europe reintegration and deployment guides.

**h. Government Facilities and Equipment.** APF may be used for the following:

(1) Administrative supplies, support, and equipment.

(2) Copying equipment.

(3) E-mail.

(4) Office and meeting spaces.

(5) Official land-line telephones.

**i. NTVs.** NTVs may be used to support official FRG activities, but their use must first be approved by the local unit commander. Commanders will ensure that the requirements of AR 608-1 are met before NTVs are used to support FRG activities.

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

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

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

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

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

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

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

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

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

**k. Reimbursement of Incidental Expenses.** Volunteer incidental expenses may be reimbursed using either APF or nonappropriated funds (NAF) as authorized by 10 USC 1588, depending on the program, available resources, and the judgment of the responsible commander (AR 608-1 and AR 215-1). Commanders will ensure compliance with applicable provisions before authorizing reimbursement. Reimbursement for incidental expenses is also subject to the following:

(1) Claims for mileage used traveling in a privately owned vehicle must be documented by showing the date, destination, and purpose of travel, as well as beginning and ending odometer readings. Claims may not be submitted for mileage between home and the place of duty.

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

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

**l. Government-Furnished Property.** Commanders are responsible for and must maintain accountability of property purchased with APF. Commanders will discuss potential purchases with their resource managers and their staff judge advocates.

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

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

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

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

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

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

c. FRG informal funds—

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

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

(3) Are limited to \$10,000 in annual gross income, computed on a calendar-year basis by using the Internal Revenue Service employer identification number.

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

(5) Must not receive any further income when the gross income received for the year exceeds \$10,000, even if the account balance on deposit does not exceed \$10,000 (AR 608-1, app J).

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

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

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

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

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

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

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

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

(8) Prepare an annual informal-fund report no later than 30 days after the end of the calendar year. These reports must be signed by the first colonel (O6) commander or designee in the chain of command and must be in compliance with the requirements of AR 608-1.

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

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

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

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

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

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

(1) Commanders will ensure that FRG fundraising is conducted in compliance with AR 600-29, AR 608-1, and this regulation.

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

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

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

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

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

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

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

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

(2) Commanders will not make statements that suggest that the Army officially endorses the donor of a gift. In addition, commanders will not make promises or give opinions on the tax consequences of a gift, but will suggest that the donor speak to an ethics advisor or a staff judge advocate.

(3) FRGs may receive unsolicited donations from HN individuals and groups. All such donations must be coordinated with the servicing morale, recreation, and welfare (MWR) office.

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

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

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

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

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

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

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

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

(1) Comply with regulatory recordkeeping requirements.

(2) Document all expenditures and financial transactions.

(3) Keep receipts to ensure expenditures remain within the approved budget.

## **SECTION V**

### **THE ARMY DISASTER PERSONNEL ACCOUNTABILITY AND ASSESSMENT SYSTEM**

#### **14. GENERAL**

a. The Army Disaster Personnel Accountability and Assessment System (ADPAAS) is the Army's way of accounting for Army personnel and Families after catastrophes. The ADPAAS is a web-based, user-friendly system that enables the Army to collect accurate and timely reports during an emergency. All Soldiers, Civilians, Family members, and overseas defense contractors must report their status and whereabouts following any natural or manmade disaster if directed to do so by the Secretary of Defense.

b. By consolidating reports submitted by Soldiers, Civilians, Family members, and defense contractors, the ADPAAS enables commanders to identify those in their command that have been affected by a disaster. In the future, the ADPAAS will allow individual personnel affected by a catastrophe to request assistance and provide leader visibility on those requests.

c. All Army personnel and their Family members are urged to visit the ADPAAS website at <https://adpaas.army.mil> to become familiar with how the site works. The Army can ensure accurate and timely accountability of its Soldiers, Civilians, Family members, and contractors only if everyone knows how to use the system before disaster strikes.

## 15. ADPAAS RESPONSIBILITIES

**a. Garrison Commanders.** In support of the ADPAAS, garrison commanders will do the following:

(1) Coordinate Family support efforts by establishing an emergency Family assistance center (EFAC) (sec VI) on or near the affected garrison or disaster area.

(2) Provide oversight of the ADPAAS module for their garrison by coordinating with the Army Disaster Personnel Accountability Program Manager.

(3) Establish procedures for reviewing garrison needs assessments, managing emergency cases during a disaster, and providing Family assistance to personnel in areas affected by the disaster.

(4) Ensure that the local ACS center appoints a case manager for the ADPAAS. This individual will be responsible for tracking staff training and managing all cases assigned to the garrison ([c below](#)).

(5) Ensure all ACS personnel (APF employees) are trained on ADPAAS case management and registered as case managers in the ADPAAS.

(6) Incorporate Family case management and EFACs into the Emergency Management Working Group.

(7) Ensure Family assistance is practiced as part of the garrison's full-scale exercise.

(8) Conduct quarterly in-progress reviews with IMCOM regions for feedback and recommendations for any necessary enhancements to ADPAAS or the needs-assessment process.

(9) Do the following in the event of an actual disaster:

(a) Coordinate with local authorities and agencies for accountability, recovery operations, and Family assistance.

(b) Provide immediate-need services to Family members in the affected area (for example, billeting, meals, transportation, medical care, casualty assistance).

(c) Coordinate for noncombatant evacuation operations and mass-casualty support if required.

**b. Army Personnel and Their Family Members.** Army personnel and their Family members will account for themselves and update contact information in the ADPAAS if evacuated or displaced. Soldiers or Family members may submit needs-assessment surveys through the ADPAAS assessment module. The serving garrison will review these surveys, assign case managers, and monitor the resolution of specific needs.

**c. Case Managers.**

(1) Once assigned a case, case managers have 24 hours to contact the affected Soldier's Family. Case managers will make at least three attempts to contact the Family; at least two of these attempts should be by telephone. If the Family cannot be reached after the third attempt, the case manager will contact the sponsor's command in an effort to contact the Family and identify any needs.

(2) Case managers will record all case-management actions in the ADPAAS by using the case-management tools within the system. Cases will remain open in the ADPAAS until final resolution is achieved.

(3) When an emergency Family member case is activated, the assigned case manager will open the assessment section of the ADPAAS. The case manager will then enter any disaster assistance provided. The assessment section will also be used to annotate walk-in cases.

## **SECTION VI**

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

#### **16. GENERAL**

Garrison commanders will address community, Family, and individual assistance during mass care operations. In accordance with DODI 6055.17, AR 608-1, and DA Pamphlet 525-27, all emergency-management programs will coordinate with the Director of Family, Morale, Welfare, and Recreation, supporting directorates, and other offices on the establishment, activation, and management of an EFAC on the garrison when requested by the garrison emergency operations center (EOC) or when an EFAC is being activated to support the garrison's emergency-management plan. EFACs provide a single location for providing information and services for members of the Army community during the response and recovery phases of an emergency. EFACs are usually activated within 12 to 24 hours after an emergency occurs.

#### **17. EFAC RESPONSIBILITIES**

**a. EFACs.** The EFAC should provide the following services tailored to the particular garrison's needs and the specific emergency being addressed:

- (1) Mass-care registration services.
- (2) Personnel-accountability liaison.
- (3) Volunteer-management service.
- (4) Donations-management service.
- (5) Support services for non-English-speaking, hearing-impaired, visually impaired, and physically impaired personnel.
- (6) Information on the locations of safe havens and civilian shelters, laundry facilities, and shower and bath facilities; transportation routes and services; points of distribution; and utilities and power outages.
- (7) Liaison service providers for special health-related needs, animal needs, postal service, and utilities (that is, gas, water, power, waste management).
- (8) Client services such individual assistance programs; legal counsel; banking services; the Army Emergency Relief Program; insurance-claim services; travel services (that is, aviation, rail, bus, ferry, and rental cars); school, childcare, and daycare registration; counseling services; and housing-coordination services.

(9) Security services for the physical location.

(10) Access to and information about the toll-free helpline and call center.

**b. Garrison Commanders.** Garrison commanders will—

(1) Ensure that EFAC plans are incorporated in the garrison's installation emergency management (IEM) plan and that they are tested during annual IEM preparedness exercises. ACS directors will monitor this to ensure compliance.

(2) Prepare and submit a DA Form 7700 through the garrison EOC and through IMCOM-Europe (IMEU-MWR-A) within 24 hours after an emergency begins and an EFAC is activated. Commanders will then send updates in 24-hour intervals until the EFAC is deactivated.

(3) Prepare, in coordination with the garrison ACS director, an EFAC AAR after the EFAC is deactivated, and send the AAR through IMCOM-Europe (IMEU-MWR-A) to HQ IMCOM within 45 days after the exercise or other event. The AAR must identify gaps in training, equipment, and staffing and state whether or not predetermined EFAC sites are appropriate and accessible.

## **18. ACTIVATING AN EFAC**

If the unit commander or higher headquarters decide that expanded deployment-support services or emergency services are needed, the garrison commander will instruct the ACS to activate an EFAC. Activation of an EFAC is done in three phases:

**a. Phase I.**

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

(2) An NTV is assigned to ACS.

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

(4) An ACS representative is designated as being on call.

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

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

(7) The garrison FRP is reviewed and validated together with the garrison IEM plan, equipment is checked, and staff and support-agency training is completed.

**b. Phase II.**

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

(2) Depending on the situation and customer demands, essential services identified in the FRP and the garrison IEM plan, and representatives of the agencies that provide these service, may move to the designated EFAC. These services include, but are not limited to, counseling services, the Defense Enrollment Eligibility Reporting System (DEERS) service, financial service, ID-card service, legal assistance, referral service, and TRICARE.

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

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

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

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

(2) Support agencies may be required to move to the designated EFAC.

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

(a) A natural disaster or other crisis.

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

## **19. STAFFING AN EFAC**

a. The garrison ACS director will designate who will serve as the EFAC director. The garrison commander will then appoint the designated EFAC director in writing.

b. The EFAC is a liaison with community support services. When the EFAC is activated, personnel assigned to work in the EFAC will report to the EFAC if requested to do so by the EFAC director.

c. Agency POCs throughout the garrison will attend regularly scheduled EFAC training sessions and meetings. When the EFAC is activated, these POCs will provide the normal level of customer service to personnel in the area to which they are assigned.

d. Some agencies are not directly aligned under the garrison and will require an MOA and an SOP to outline their responsibilities in support of the EFAC. The garrison ACS director will write these MOAs and SOPs for the EFAC and obtain the appropriate command concurrences. Each community-support service ([app B](#)) that will be required to support EFAC operations will have a POC and an alternate assigned in writing.

e. The garrison ACS director will provide agency POCs training on EFAC operations and support programs, and garrison commanders will ensure that agency POCs meet and train at least once a quarter.

f. When the EFAC is activated, the EFAC director will ensure that staff-duty officers have the name and telephone number of the on-call ACS representative. When the EFAC operates on a 24-hour basis, a trained ACS representative must be available at all times. A “smart book” that provides this information must be available at the ACS, and the on-call ACS representative must have immediate access to the smart book for as long as the EFAC is operational. The smart book must include the following:

(1) POC rosters of EFAC personnel.

(2) POC rosters of and information papers from the community-support services listed in [appendix B](#).

(3) POC rosters of available translators for German, Italian, French, or Spanish, as applicable to the EFAC’s area of responsibility

(4) Telephone numbers and directions to HN and U.S. hospitals and clinics in the community.

## **20. EFAC REQUIREMENTS**

The EFAC must be located in an existing dual-use facility with adequate parking, ventilation, and infrastructure, especially telephone lines and network access, to support the identified functions. Preference should be given to locations that are in compliance with the Americans with Disabilities Act in terms of physical-access requirements. Examples include schools, conference centers, training facilities, officers and noncommissioned officers clubs, and post-exchange facilities, especially the promenade that leads past many of the necessary service providers (for example, bank, laundry, barber, phonebooth). In order to perform its assigned tasks, the EFAC will also require the following:

a. Adequate workspace, communication capabilities and capacity, and supplies.

b. An appropriately furnished child-friendly play area.

c. Audio-visual equipment with satellite hook-up.

d. At least one fax machine.

e. Furnished meeting areas and training rooms with access to logistic support.

f. Furnished reception and waiting areas.

g. Kitchen or break areas with a microwave oven and refrigerator.

h. At least one office copier.

i. Private areas for individual consultations.

j. Telephones with worldwide military and civilian access. In addition to telephone lines for community-wide use, the EFAC should have enough lines to provide one for each of the following:

(1) The EOC.

(2) Mass-warning and -notification broadcasts.

(3) Personnel-accountability checks.

(4) The designated safe haven.

(5) Each service provider or liaison officer.

k. Vehicle support.

l. Workstations for supporting agency representatives. The workstations must provide Internet access, wordprocessing capability, and access to e-mail.

## APPENDIX A REFERENCES

### SECTION I PUBLICATIONS

Americans with Disabilities Act

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

31 USC 1341, Limitations on Expending and Obligating Amounts

DODI 6055.17, DOD Installation Emergency Management (IEM) Program

DOD 5500.7-R, Joint Ethics Regulation (JER)

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

DOD 4525.8-M, DOD Official Mail Manual

AR 25-30, Army Publishing Program

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

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

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

AR 600-20, Army Command Policy

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

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

AR 608-1, Army Community Service

[AE Regulation 25-30](#), The Army in Europe Publishing Program

[AE Regulation 600-8-108](#), Rear Detachment Command

[AE Pamphlet 600-8-109-1](#), Family-Focused Deployment Guide

## **SECTION II FORMS**

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

DA Form 2028, Recommended Changes to Publications and Blank Forms

DA Form 5897, Army Community Service (ACS) Client Case Record

DA Form 7700, Family Assistance Center (FAC) Situation Report (SITREP)

## **SECTION III WEBSITES**

Army FRG

*(<http://www.armyfrg.org>)*

Army One Source: Operation R.E.A.D.Y. (Resources for Education About Deployment and You)

*(<http://www.myarmyonesource.com/FamilyProgramsandServices/FamilyPrograms/MobilizationandDeploymentReadiness/OperationREADY/default.aspx>)*

U.S. Army Slideshare

*(<http://www.slideshare.net/usarmysocialmedia>)*

Reintegration

*(<http://www.eur.army.mil/g1/content/Programs/Reintegration/index.html>)*

Family Readiness Support Assistants

*(<http://www.eur.army.mil/g1/content/Programs/FRSA/index.html>)*

## **APPENDIX B COMMUNITY SUPPORT**

As part of the Family readiness system, the following will provide community support and representatives to the Army Community Service (ACS) emergency Family assistance center, depending on the situation and customer needs:

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

## **APPENDIX C PREDEPLOYMENT INFORMATION PACKET**

### **C-1. GENERAL**

Units will give each Family a copy of the Family-Focused Deployment Guide ([AE Pam 600-8-109-1](#)) 60 days before the Family's sponsor deploys. Units will also give a predeployment information packet to deploying Soldiers and civilian employees for their Families. The predeployment information packet will include the information listed in paragraphs [C-2 through C-6](#) and be updated for each deployment or exercise. Units should tailor their packets to meet the needs of Family members.

### **C-2. SUPPORT INFORMATION**

The support-information section of the predeployment information packet should include—

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

### **C-3. COMMUNITY INFORMATION**

The community-information section of the predeployment information packet should include—

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

### **C-4. MEDICAL INFORMATION**

The medical-information section of the predeployment information packet should include—

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

**C-5. IMPORTANT TELEPHONE NUMBERS**

The section of the predeployment packet that lists important telephone numbers should include telephone numbers for FRG leaders and POCs and a unit telephone tree.

**C-6. DEPLOYMENT NUMBERS**

The section of the predeployment packet that lists deployment numbers should include—

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

## APPENDIX D

### FAMILY READINESS GROUP VOLUNTEER POSITION DESCRIPTION

Figure D-1 is a sample Family readiness group (FRG) volunteer position description (PD). PDs for FRG volunteer positions are available from the Army One Source Operation Ready webpage at <http://www.myarmyonesource.com/FamilyProgramsandServices/FamilyPrograms/MobilizationandDeploymentReadiness/OperationREADY/SmartBook.aspx>.

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

Figure D-1. FRG Volunteer Position Description

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

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

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

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

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

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

## **APPENDIX E**

### **FAMILY READINESS LIAISON REQUIREMENTS**

#### **E-1. FAMILY READINESS LIAISONS**

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

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

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

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

c. Each FRL should be a sergeant (E5) or above.

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

e. FRLs should have—

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

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

(3) Excellent communication skills.

(4) Interpersonal skills.

(5) Organizational skills.

#### **E-2. FRL TRAINING**

When appointed, FRLs—

a. Are encouraged to attend the following training:

(1) The RDC Course.

(2) Army Family Team Building training.

(3) FRG training provided by ACS.

b. Should become familiar with all service agencies.

## GLOSSARY

### SECTION I ABBREVIATIONS

AAR	after-action report
ACS	Army Community Service
ADPAAS	Army Disaster Personnel Accountability and Assessment System
AE	Army in Europe
AEPUBS	Army in Europe Library & Publishing System
APF	appropriated funds
AR	Army regulation
CAC	common access card
DA	Department of the Army
DISA	Defense Information Security Agency
DOD	Department of Defense
DODI	Department of Defense instruction
EFAC	emergency Family assistance center
EOC	emergency operations center
FAC	Family assistance center
FAP	Family assistance plan
FRG	Family readiness group
FRL	Family readiness liaison
FRP	Family readiness plan
FRS	Family readiness system
FRSA	Family readiness support assistant
GPC	Government purchase card
HN	host nation
HQ USAREUR	Headquarters, United States Army Europe
IEM	installation emergency management
IMCOM-Europe	United States Army Installation Management Command, Europe Region
MOA	memorandum of agreement
MWR	morale, welfare, and recreation
NAF	nonappropriated funds
NTV	nontactical vehicle
OF	optional form
OPSEC	operations security
PD	position description
POC	point of contact
RDC	rear detachment commander
SOP	standing operating procedure
SRP	Soldier readiness processing
U.S.	United States
USAG	United States Army garrison
USAREUR	United States Army Europe
USC	United States Code
vFRG	virtual Family readiness group
VOLAC	volunteer logical access credential

## **SECTION II**

### **TERMS**

#### **appropriated funds**

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

#### **augmentee**

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

#### **deployment cycle**

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

#### **Family care plan**

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

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

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

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

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

#### **Family readiness liaison**

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

#### **Family readiness support assistant**

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

#### **fundraising**

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

#### **nonappropriated funds**

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

#### **telephone tree**

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

#### **TRICARE**

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