

Personal Affairs

Army Community Service

**Headquarters
Department of the Army
Washington, DC
13 March 2013**

UNCLASSIFIED

SUMMARY of CHANGE

AR 608-1

Army Community Service

This major revision, dated 13 March 2013--

- o Supersedes AR 608-48, Army Family Team Building Program, dated 28 March 2005.
- o Changes the title of this regulation to Army Community Service (cover).
- o Expands the scope of Family Support Systems beyond center-based services (paras 1-1 and 1-10).
- o Transfers Army Family Team Building Program policy from AR 608-48 (paras 2-10, 2-14, 4-7, 4-16, J-5a(1), and app M).
- o Implements the Army Community Service Training Standardization Program (para 2-14).
- o Expands Deployment or Mobilization and Stability and Support Operations Readiness Network (para 4-1).
- o Implements the Family Readiness System (paras 4-1, 4-3, 4-6, and app J).
- o Replaces the Family Assistance Information Sheet with the DA Form 5897 (Army Community Service (ACS) Client Case Record) at Soldier Readiness Processing (paras 2-27 and 4-2h).
- o Outlines assistance provided by Family Readiness Support Assistants (para 4-6c).
- o Expands policy, assigns responsibility, and provides guidelines for the provision of Emergency Family Assistance which includes a Family Assistance Center crisis and mass casualty response as integral components to the installation Emergency Management Plan (para 4-10, app F, and app G).
- o Establishes DA Form 7700 (Family Assistance Center (FAC) Situation Report (SITREP)) (para 2-12y).
- o Revises Transitional Compensation Program (para 4-12 and app H).
- o Changes the title of Services to Waiting Families to Hearts Apart Services for Waiting Families (para 4-28).
- o Increases the Family Readiness Group Informal Fund Cap to \$10,000 (app F and app J).
- o Establishes Family Assistance Center guidelines (app G).
- o Supersedes SA Memo, dated 7 March 2008, regarding Army Directive 2008-01, Increase in Family Readiness Group Informal Fund Cap (para F-5d(2)(c)).

- o Establishes an Internal Control Evaluation Checklist (app N).
- o Makes administrative changes (throughout).

Effective 13 April 2013

Personal Affairs

Army Community Service

By Order of the Secretary of the Army:

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army

History. This publication is a major revision.

Summary. This regulation is a consolidation of standards for service delivery in the Army Community Service centers, the Office of the Army Volunteer Corps Coordinator, and organizations accepting voluntary services.

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

Proponent and exception authority. The proponent of this regulation is the Assistant Chief of Staff for Installation Management. The proponent has the authority to approve exceptions or waivers

to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army internal control process. This regulation contains internal controls and provides an internal control evaluation for use in evaluating key internal controls (appendix N).

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Assistant Chief of Staff for Installation Management (DAIM–ZA), 600 Army Pentagon, Washington, DC 20310–0600.

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 Assistant

Chief of Staff for Installation Management (DAIM–ZA), 600 Army Pentagon, Washington, DC 20310–0600.

Committee management. AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established “group” identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

Distribution. This publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army; D and E for the Army National Guard/Army National Guard of the United States; and C, D, and E for the U.S. Army Reserve.

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Glossary

Chapter 1 Structure

1-1. Purpose

This regulation prescribes the policies and responsibilities for establishing and operating an Army Community Service (ACS) center that integrates all active, guard, and reserve components' Family Support Systems. This creates predictability of services and enhances the delivery and quality of services.

- a. Expands the scope of Family Support Systems beyond center-based services.
- b. Uses alternative service delivery options, such as Web sites and other strategies to reach the geographically dispersed.
- c. Meets the diverse needs of Active Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve Soldiers and their Families by offering a standard baseline of services for all components, regardless of their geographic location.
- d. Provides Soldiers and Army Families a quality of life commensurate with the quality of their service.

1-2. References

Required and related publications and prescribed and referenced forms 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. Responsibilities

Responsibilities are listed in chapter 2.

1-5. Statutory and Department of Defense requirements

Statutory and Department of Defense requirements are listed in appendix B.

1-6. Mission statement

The mission of ACS is to—

- a. Facilitate the commander's ability to provide comprehensive, standardized, coordinated, and responsive services that support Soldiers, Department of the Army civilians, and Families regardless of geographical location.
- b. Maximize technology and resources, eliminate duplication in service delivery, and measure service effectiveness.

1-7. Criteria for establishing an Army Community Service center

- a. *The installation Army Community Service center.*
 - (1) ACS centers will be established at installations that—
 - (a) Are not tenants or satellites of a host installation.
 - (b) Authorize Families to join their sponsors.
 - (c) Have an installation or community population of 500 or more military members assigned.
 - (2) ACS centers are strongly recommended, and authorized at installations that may not meet one or more of the criteria in (1) above. They can be established by the garrison commander based upon a needs assessment and the availability of resources.
 - (3) The installation ACS center will—
 - (a) Have a full-time and/or part-time staff.
 - (b) Have an ACS volunteer manager and volunteer corps. ACS volunteers are statutory volunteers authorized by Section 1588, Title 10, United States Code (10 USC 1588). They must comply with all laws, regulations, and guidance in chapter 5 (section II) and appendix C of this regulation.
 - (4) The garrison commander will appoint an ACS director to operate the ACS center.
- b. *The Army Community Service center point of contact.* Installation/garrison commanders who do not have an established ACS center will name an individual to be the point of contact (POC) for all matters regarding ACS services.

1-8. Eligibility

- a. In the United States, the following personnel are eligible for ACS services provided they meet the criteria for the service requested:
 - (1) All active duty and retired military personnel and their Family members.
 - (2) Members of the Army National Guard (ARNG) and U.S. Army Reserve (USAR), when on active duty and during post deployment (not to exceed one year after deployment) and their Family members.
 - (3) Army appropriated fund (APF) and nonappropriated fund (NAF) civilian employees, and their Family members.

- (4) Family members of prisoners of war or personnel missing in action.
- (5) Surviving Family members of military personnel who died while on active duty.
- b. In overseas commands, the commander will determine eligibility according to international treaties and agreements.

1-9. General prohibitions against discrimination

- a. ACS will provide the appropriate reasonable accommodations to all employees, and persons receiving ACS services in accordance with Federal standards.
- b. ACS will provide reasonable accommodations in coordination with the host activity's Equal Employment Opportunity (EEO) Program Manager for Persons with Individual Disabilities. Exceptions to this policy will be requested through the chain of command from the Assistant Secretary of the Army for Manpower and Reserve Affairs, EEO, and Civil Rights office.
 - (1) Ensuring that facilities accessibility surveys are conducted and that facilities are accessible.
 - (2) Coordinating with the appropriate staff activities such as EEO, occupational health activities, information management, and the labor counselor to obtain devices and services that implement individual requests for reasonable accommodation.
 - (3) Providing sign-language interpreters, both certified and noncertified.
 - (4) Ensuring that ACS information, such as Web sites and published information, is accessible in accordance with Federal standards.

1-10. Service delivery model

Army Community Service will deliver services using the following model:

- a. *Centralized intake.* A centralized intake (includes information and referral and crisis intervention) will be established to conduct initial interviews, assess individual and Family needs, provide information, and make service referrals (see app D).
- b. *Services.* Chapter 4 contains core baseline services standards for all Army components.
- c. *Resource file and client tracking system.* A resource file and client tracking system will be used to provide services (app E contains resource file specifications).
- d. *Outreach Services.*
 - (1) *Army OneSource.* Army OneSource is a multi-faceted network serving as the single source for information, programs and services, and connectivity. It gives Army Families a choice for accessing services — by telephone, the internet, or at the nearest facility, active installation, Guard Family Assistance Center, or Reserve Center to receive personalized support regardless of their geographic location or Army component.
 - (2) *Unit services strategy.* An active partnership, which includes an effective unit services strategy, will be established with commanders to provide the support needed by the units.

Chapter 2 Oversight

Section I Responsibilities

2-1. Assistant Secretary of the Army (Financial Management and Comptroller)

The ASA (FM&C) will—

- a. Provide financial data, advice, and technical assistance to the IMCOM (IMCOM G-9, Family and MWR Programs) in tracking and monitoring ACS resources.
- b. Assist in providing training materials and guidance on the mandatory Sure-Pay Program.

2-2. Vice Chief of Staff of the Army

The VCSA will guide the Army Family Action Plan (AFAP) process and chair the Headquarters, Department of the Army (HQDA) AFAP General Officer Steering Committee (GOSC) meetings semiannually.

2-3. Director of the Army Staff

The DAS will—

- a. Serve as the vice-chair of the HQDA AFAP GOSC.
- b. Assign action officers to write information papers for HQDA AFAP Conference issues, attend the HQDA AFAP Conference, and develop action plans to resolve new AFAP issues.

2-4. Assistant Chief of Staff for Installation Management

The ACSIM will—

- a. Provide oversight of ACS centers, Family programs, and services, program resources and facility requirements, program accreditation standards and deficiencies, business plans, program evaluations, research projects, and major systemic problems affecting the delivery of services to eligible recipients.
- b. Ensure resources are available to implement ACS programs and services, and transitional compensation program.
- c. Formulate ACS, transitional compensation program, and volunteer services policy.
- d. Set baseline program standards for AFAP Armywide.
- e. Implement and monitor the HQDA AFAP program as defined in appendix K.
- f. Conduct an annual HQDA AFAP Conference.
- g. Manage HQDA AFAP issues.
- h. Conduct semi-annual HQDA AFAP in-process reviews and GOSC meetings.

2-5. Chief, Army Reserve

- a. The CAR will, in accordance with DOD and Army policies and procedures, develop and conduct programs and training for all command staff, Soldiers, and volunteers to support Family readiness, and the Yellow Ribbon Reintegration Program. The CAR will avoid duplication in service delivery.
- b. The CAR will host an annual AFAP Conference by the end of the 3rd quarter of the fiscal year following the guidelines outlined in appendix K.

2-6. Director of the Army National Guard

- a. The Director, ARNG will, in accordance with DOD and Army policies and procedures, develop and conduct programs and training for all component staff, Soldiers, and volunteers to support Family readiness and the Yellow Ribbon Reintegration Program (see NGR 600-12). The Director, ARNG will avoid duplication in service delivery.
- b. The Director, ARNG will host an annual AFAP Conference by the end of the 3rd quarter of the fiscal year following the guidelines outlined in appendix K.

2-7. The Judge Advocate General

The JAG will—

- a. Provide advice, instruction, guidance, and assistance for legal aspects of ACS.
- b. Ensure appropriate staffing for legal participation in ACS activities as required by this regulation.

2-8. Chief of Engineers

The COE will provide technical guidance on all engineer matters concerning ACS facilities. Programming documentation for projects must be coordinated among HQDA, the U.S. Army Corps of Engineers, IMCOM, and appropriate Army Command, Army service component command, direct reporting unit, and installation program and engineering personnel.

2-9. Commanding General, U.S. Army Human Resources Command

The CG, USAHRC will—

- a. Issue instructions on identification card procedures for transitional compensation.
- b. Monitor the centralized Army Career and Alumni Program (ACAP) contract, and ensure transition and employment services rendered on installations are appropriate to the needs of warriors in transition (WT).

2-10. Commanding General, U.S. Army Installation Management Command

The CG, IMCOM will act as the single integrator and synchronizer with regions, the Army staff/ACSIM, and IMCOM, G-9 Family programs, as needed to resolve execution issues. The CG, IMCOM will—

- a. Be responsible for the management and operational supervision of installation ACS centers and Family programs.
- b. Set professional standards for the operation of the ACS center.
- c. Ensure ACS services are developed based on mission requirements and installation-specific needs.
- d. Ensure Soldiers, civilian employees, and their Families are informed about the policy in this regulation.
- e. Implement ACS policy in conjunction with the Family and the Soldier readiness system outlined in AR 600-20.
- f. Implement policy guidance and determine resource requirements to implement transitional compensation program entitlements for abused dependents. In addition—
 - (1) Ensure information on eligibility requirements for this entitlement and application procedures for benefits are disseminated Armywide.
 - (2) Provide an efficient and timely process for the administrative and legal review of applications for transitional assistance.
 - (3) Authorize the release of appropriated funds for disbursement to eligible applicants through Defense Finance and

Accounting Service — Cleveland Center: DFAS–CL, Transitional Compensation Claims, P. O. Box 998011, Cleveland, OH 44199–8011.

(4) Notify applicants in writing when applications for benefits are approved or denied and, if approved, the period of eligibility.

(5) Notify recipients of transitional compensation benefits in writing if payments must cease or be forfeited.

(6) Maintain a comprehensive database for applicants, resource requirements, disbursements, and program evaluation.

(7) Develop and submit fiscal and statistical reports upon request.

(8) Develop and disseminate guidelines for processing Exceptional Eligibility Transitional Compensation Cases.

g. Analyze IMCOM region and installation ACS center reports and resource requirements.

h. Coordinate and submit IMCOM region and garrison ACS center resource requirements through budget channels.

i. Develop a resource allocation plan and business plan for ACS operations.

j. Provide adequate resource allocation to implement the installation ACS per this regulation and AR 600–20.

k. Ensure installation ACS directors complete DA Form 3063 (Army Community Service (ACS) Management Report) (RCS ACS–001).

l. In accordance with DODI 1342.22, submit Annual Report on Family Readiness Programs through ACSIM to Office of the Deputy Assistant Secretary of Defense (Military Community and Family Policy) no later than 15 February annually.

m. Execute the accreditation process per this regulation and DA Pam 608–17. Use DA Form 7418 (Army Community Service (ACS) Accreditation report (RCS ACSIM–003)), DA Form 7419 (Army Community Service (ACS) Accreditation Checklist), DA Form 7419–1 (Family Advocacy Program (FAP)), DA Form 7419–2 (Exceptional Family Member Program (EFMP)), DA Form 7419–3 (Army Family Action Plan (AFAP)), and DA Form 7419–4 (Army Family Team Building (AFTB) Program) to accredit centers.

n. Ensure ACS facilities are included in AR 415–28 with a distinct code, title, and description.

o. Ensure standards for ACS facilities are included in the Installation Status Report Status Summary Reports to include the C-ratings by building numbers.

p. Establish implementation policy and procedures for provision of voluntary services in the Army.

(1) Outline reimbursement expenses and method for payment of claims for reimbursement.

(2) Establish a system to recognize and reward volunteer contributions (see AR 215–1 for the use of NAF for volunteer recognition ceremonies).

q. Establish ACS positions at the IMCOM region level to manage and provide assistance effectively to ACS centers within the command.

r. Ensure authorization and assignment of a professional installation staff for the ACS centers consistent within the command.

s. Ensure contingency plans are developed and exercised to provide for augmentation of ACS center staff during times of local and national emergency, large-scale activation or mobilization of reserve component personnel, large-scale deployment, or evacuations.

t. Ensure ACS services and activities collaborate with each other and with other Federal, State, civilian agencies, and national nonprofit organizations that provide Family support and assistance services in order to use existing resources, information, and services to the greatest extent possible.

u. Sponsor training workshops for IMCOM region and installation ACS personnel.

v. Coordinate all pilot projects and research.

w. Review and approve garrison performance work statements when more than 50 percent of the ACS workload is proposed for conversion to contract before issuance of solicitation.

x. Establish Soldier and Family Assistance Centers.

y. Provide technical guidance and training support to include mandatory traumatic brain injury and post traumatic stress disorder to Soldier and Family Assistance Center staff listed in paragraph 2–15c .

z. Implement AFAP policy and procedures as outlined in this regulation.

aa. Fund installation and/or unit level AFAP program requirements in accordance with guidelines in this regulation.

ab. Ensure funds for midlevel/Reserve component conferences and attendees to midlevel/Reserve component and HQDA conferences are distributed in accordance with funding guidance.

ac. Appoint an IMCOM AFAP point of contact for garrisons and commands.

ad. Ensure ACS Master Trainer Courses are conducted annually covering instructional skills.

ae. Ensure Senior Spouse Leadership Seminars are conducted for spouses of Soldiers attending the Sergeants Major Academy and the Army War College.

af. Ensure implementation of:

(1) Army Family Team Building (AFTB) Program Managers course every two years.

(2) AFTB training program (Military Knowledge Skills, Personal Growth Skills, and Leadership Development Skills).

ag. Ensure the implementation of Enlisted Spouse Training Series in accordance with the local needs assessment.

ah. Ensure the implementation of the ACS Instructor Training course at the installation.

ai. Ensure the conduct a Core Trainer Training course every two years.

aj. Ensure ACS Family research and program evaluation are directed toward an increased understanding of:

(1) The relationship between Family factors, readiness, and retention.

(2) Factors that made a Family support system effective and efficient from a command perspective as well as for individuals being served.

(3) The effect of the mobile military lifestyle on Soldiers and their Families.

(4) Soldiers, civilian employees, and their Families (that is, their strengths, needs, and demographic characteristics).

(5) The impact of mobilization and deployment on Family support systems and its effect on Soldiers, civilian employees, and their Families.

ak. Ensure AAR's are staffed with HQDA, DCS, G-34, ACSIM, and ASA M&RA.

2-11. Commander, U.S. Army Medical Command

The Commander, MEDCOM will ensure that military treatment facility commanders are aware of requirement for participation in the Relocation Assistance Coordinating Committee per paragraph 4-19.

2-12. Garrison commanders

The garrison commanders are responsible for ACS centers. They will—

a. Identify community needs and resource requirements to their IMCOM regions.

b. Provide adequate resource allocation to implement the installation ACS center per this regulation and AR 600-20.

c. Ensure that ACS center personnel are aware of HQDA and IMCOM resources allocated to support operations and services.

d. Ensure that ACS conducts an annual internal review per paragraph 2-25.

e. Appoint ACS directors at installation level.

f. Establish a written memorandum of agreement and memorandum of understanding between civilian social service agencies and ACS with guidance from the staff judge advocate.

g. Ensure implementation of a Family assistance system during deployment or mobilization and stability and support operations (SSO).

h. When located in a geographical region with several active duty installations, establish memorandum of understandings among the installation Family centers that provide enhanced Family assistance during local or national emergency, mobilization, or large-scale deployment or evacuation.

i. Provide ACS facilities that meet requirements of this regulation.

j. Implement transitional compensation for abused dependents.

k. Forward performance work statements through IMCOM region to IMCOM G-9, Family and MWR programs when more than 50 percent of the ACS workload is proposed for conversion to contract before issuance of solicitation.

l. Support the ACS accreditation process per this regulation and DA Pam 608-17.

m. Ensure the AVCC receives on-the-job training, in-service training, and the opportunity to attend appropriate military and civilian conferences.

n. Comply with DODI 1342.27, paragraph E3.3b, regarding staffing, certification, and training requirements for financial planning and counseling programs.

o. Implement Soldier and Family Assistance Centers on installations with Warrior transition units (WTUs). On installations without a WTU, WTU centered Soldier and Family Assistance Center services will be coordinated through ACS for WT arriving in their geographical area.

p. Establish and chair the installation Soldier and Family Assistance Center committee in accordance with AR 15-1. The committee will meet at least quarterly to coordinate support for WT and their Families on the installation. Membership will consist of a WTU command representative; Soldier and Family Assistance Center Director; ACS Director; Human Resource Director; Child, Youth and School Services Coordinator or Child, Youth and School Services Soldier and Family Assistance Center Liaison, and other key staff (for example, behavioral health personnel, school and community liaisons, community health nursing, and military treatment facility representative) involved in providing support to WT and their Families.

q. Implement AFAP policy and operational guidance and resource the program to ensure an acceptable and consistent delivery of service.

r. Ensure the integration of AFAP and customer management services (CMS) to identify and resolve community issues.

s. Host an annual garrison AFAP Conference by the 1st quarter of each fiscal year at which a demographic cross

section of the command's constituents including tenant organizations, convene at one location to evaluate, prioritize, and report quality of life issues to leadership.

t. Assign subject matter experts to develop information papers, attend the garrison AFAP Conference, and develop action plans to resolve AFAP issues.

u. If issue requires higher headquarters resolution, forward issue and staff position papers to midlevel AFAP Conference.

v. Chair Installation Action Council or AFAP Steering Committee to ensure AFAP issues are thoroughly worked to resolution by the appropriate functional component.

w. Serve or designate an individual as chair of the AFTB Council.

x. Garrison commanders will ensure integration of FAC plans with the IEM plans, and that the plans are tested in IEM preparedness exercises, annually.

y. Garrison commanders will ensure FAC plans require the initiation of a mandatory report which will be sent to the installation EOC and through the IMCOM regional HQ's. Using DA Form 7700 (Family Assistance Center (FAC) Situation Report (SITREP), commanders will prepare and submit reports within 24 hours of emergency FAC operations when an all-hazard incident occurs or as required by the installation EOC. Commanders will send updates in 24-hour intervals, until FAC closure. Commanders and ACS directors will ensure submission of FAC after action report (AAR) following FAC deactivation. AAR's will be sent through regional HQ's to HQ, IMCOM within 45 days after the exercise or event and identify gaps in training, equipment, staffing, and determine if pre-determined FAC sites are appropriate and accessible.

z. ACS directors will ensure integration of FAC plans with the IEM plans, and that the plans are tested in IEM preparedness exercises, annually.

aa. ACS directors will ensure FAC plans require the initiation of a mandatory report, which will be sent to the installation EOC and through the IMCOM regional HQ's; and ensure submission of FAC after action report (AAR) following FAC deactivation.

2-13. Army Volunteer Corps coordinators

The AVCCs will—

a. Serve as a link among the commander, volunteer agencies, volunteers, and the community.

b. Consult with the commander on volunteer issues.

c. Coordinate and facilitate volunteering on the installation.

d. Monitor compliance with chapter 5 and appendix I of this regulation.

e. Assess changing needs of the community, volunteer trends, and volunteer skills to assist organizations in developing and implementing appropriate volunteer programs.

f. Develop standing operating procedures for the office of the AVCC that include, at a minimum, an overview of the AVCC duties, the recruiting of volunteers, matching volunteer skills and interests to organization needs, referring and recognizing volunteers, orienting volunteers, planning, and conducting the Volunteer Council in accordance with AR 15-1, marketing the volunteer program, providing training to volunteers and volunteer managers, and guidance on evaluating the volunteer program and individual volunteers to include positive reinforcement, reassignment, or dismissal.

g. Provide briefings and reports on volunteer issues to the commander, unit leaders, Soldiers, spouse organizations, Family Readiness Groups (FRG), civilian staff, and community.

h. Act as a resource to organizations utilizing volunteers.

i. Develop a marketing plan to inform the community of services offered by the AVCC to advertise volunteer positions, to promote organizations having volunteers, and to recognize volunteer contributions.

2-14. Installation Army Community Service directors

The installation ACS directors will—

a. Direct and implement installation ACS center operations per this regulation.

b. Conduct specialized needs assessment using a variety of methods (for example, surveys, customer feedback reports, training evaluations, customer focus groups, and service request reports) to identify local demographics, target risk populations, and determine service emphasis.

c. Develop and update annually a 5-year plan for ACS services and resources.

d. Conduct an annual internal review per paragraph 2-25.

e. Execute the accreditation process per this regulation and DA Pam 608-17. Complete DA Form 7419, DA Form 7419-1, DA Form 7419-2, DA Form 7419-3, and DA Form 7419-4.

f. Report community needs and ACS center resource requirements to the garrison commander. These requirements will include support during deployment or mobilization and SSO.

g. Plan for and effectively use resources allocated to the installation ACS center.

h. Update the DA Form 3063 monthly.

- i. Prepare a comprehensive Family assistance plan to address all levels and phases of deployment or mobilization and SSO.
- j. Implement an ACS marketing plan with goals, objectives, strategies, and an action plan to increase command, Soldiers, spouse, and staff awareness of center activities and benefits (includes tenant unit commanders).
- k. Conduct informational briefings to commanders (within 45 calendar days of assuming command and annually thereafter), unit leaders, Soldiers, spouse organizations, and civilian staff.
- l. Implement a training program for paid staff.
- m. As the accepting official, ensure that local procedures are developed for recruiting, screening, interviewing, placing, orienting, training, evaluating, and recognizing volunteers within ACS.
- n. Prepare a standing operating procedure for each ACS service.
- o. Coordinate services and share the responsibility for Family readiness planning with the ARNG and USAR to—
 - (1) Ensure that Reservists and their Families have access to ACS services in times of active duty and post deployment (not to exceed one year after deployment).
 - (2) Assist with Family readiness planning during peacetime to ensure that Family members are prepared to deal with the unique roles and responsibilities associated with the activation of USAR and ARNG personnel. Share programs, training, and resources with Family support liaisons in the ARNG and USAR.
- p. Coordinate services with national and local Governmental, civilian, and nonprofit organizations, as appropriate, to ensure that identified needs are met, to maximize available services, and to avoid duplication.
- q. Serve as advisor on Family matters to commanding officers and garrison commanders (includes working collaboratively with the designated senior spouse advisor).
- r. Provide professional liaison to unit FRG.
- s. Supervise the Soldier and Family Assistance Center Director.
- t. Obtain suicide prevention materials from U.S. Army Public Health Command (USAPHC) for training ACS and Child, Youth and School Services personnel in support of suicide risk identification efforts.
- u. Integrate suicide prevention materials obtained from USAPHC into ACS training plans and briefings to Family members.
- v. Implement the IMCOM ACS Training Standardization Program.
 - (1) Send paid and volunteer staff to the ACS Master Trainer Course to become ACS Master Trainers.
 - (2) Conduct three local training courses – ACS Instructor Training Course, Briefer Training Course, and ACS Facilitator Training Course within three months after ACS Master Trainers complete the ACS Master Trainer Course.
 - (a) ACS Instructor Training Course – 8 classes, 10 hours plus presentation.
 - (b) ACS Briefer Training Course – 4 classes, 5 hours plus briefing.
 - (c) ACS Facilitator Training Course – 7 classes, 10 hours plus facilitation.
 - (3) Establish procedures to determine appropriate attendees for courses in v(2) above which are open to paid and volunteer staff.
 - (a) All individuals who teach ACS classes must complete the Instructor Training Course. Individuals who conduct an ACS briefing must complete the Briefer Training Course. Individuals who lead focus groups or some other activity requiring facilitation skills must attend the Facilitator Training Course.
 - (b) The Instructor Training Course is a prerequisite for the ACS Briefer and Facilitator Training Courses.
 - (c) No license or certification precludes the requirement to complete the three local training courses in v(2).
 - (d) ACS paid and volunteer staff must complete classes as outlined in v(3)(a) within 6 months of date of employment.
 - (4) Use class lessons and briefings configured and formatted on a standardized template (for scripts, handouts, and slides).
- w. Implement AFTB training program (Levels I, II, and III) online.
- x. Ensure AFTB program manager prepares and forwards a copy of AFTB Council minutes to the installation (garrison) and member organizations.
- y. Implement the IMCOM Enlisted Spouse Training Series.

2–15. Soldier and Family Assistance Center directors

The Soldier and Family Assistance Center directors will—

- a. Serve as the overall coordinator of direct, non-clinical services to the WTUs, WT, their Family members, and/or other support personnel (for example, non-medical attendants).
- b. Coordinate Soldier and Family Assistance Center services and events with the ACS Director, garrison, and WTU cadre.
- c. Hire, train, and supervise authorized Soldier and Family Assistance Center full-time staff. Coordinate with and provide overall program guidance and direction to any support agency personnel working in or for the Soldier and

Family Assistance Center (for example, Defense Finance and Accounting Service (DFAS), ACAP, Department of Labor, Office of Personnel Management, and Legal, Army Wounded Warrior).

(1) The Human Resources specialist will, in coordination with the WTU—

(a) Provide assistance with Human Resource transactions such as Enlisted Distribution Assignment System, Total Officer Personnel Management System, Individual Personnel Electronic Records Management System and, APPER-SEN Orders and Resource System.

(b) Provide identification cards and medical category cards.

(c) Support Soldier and Family Assistance Center in/out processing.

(d) Provide permanent change of station (PCS), travel, separation, retirement, and reassignment orders.

(2) The Education counselors will—

(a) Provide education counseling services to Soldiers and Family members.

(b) Provide access to academic and military testing.

(c) Provide mandatory Montgomery GI Bill counseling, and post 9–11 Montgomery GI Bill transferability to all WT whether they transition within or out of the Army.

(d) Ensure all WT are familiar with the GoArmyEd portal procedures for applying for Army Tuition Assistance at Web site <https://www.GoArmyEd.com>.

(e) Assist WT and Family members in accessing state, county, or local education benefits.

(3) The Social Services assistants will—

(a) Provide crisis intervention, information, and referral services for WTUs and their Families.

(b) Provide comprehensive substance abuse prevention education, intervention, information, and referral programs for WT and their Family members.

(c) Establish a stress management program tailored to the WT population.

(d) Coordinate with the installation chaplain and WTU commander when conducting suicide prevention training, and establishing a comprehensive information program to provide hotline and resource information.

(e) Establish and maintain an effective working relationship with the garrison Army Substance Abuse Program and Alcohol and Drug Control Office.

(4) The Information and Referral specialists will—

(a) Provide reception services, which include a general orientation on the services available in the Soldier and Family Assistance Center.

(b) Establish a centralized intake for information, referral, and crisis intervention, while conducting initial interviews. Assess individual and Family needs, provide information, and make service referrals within the center and to external agencies.

(c) Maintain current resource listings on a variety of installation, local, state, and Federal agencies which offer support services to WT and their Families. Update resource listings regularly and verify listings quarterly. Resource listings will include services to special needs population.

(d) Conduct specialized needs assessment to tailor services.

(e) Create customer-feedback and service-request reports to identify and determine service emphasis.

(f) Provide and maintain the current inventory of brochures, fact sheets, and handouts regarding the Soldier and Family Assistance Center and resources available in community.

(g) Maintain a roster of agencies who provide free language translation services.

(h) Provide lodging referral resource information for Family members.

(i) Publish brochures, phone contact cards, and/or tailor welcome packets in coordination with WTU cadre to offer WT and their Families concise service contact information upon their arrival at the installation.

(j) Enter client information into the ACS client tracking system.

(k) Maintain information on POCs for members of the ARNG and U.S. Army Reserve.

(l) Maintain POCs for Navy, Marine Corps, and Air Force wounded support programs.

(m) Coordinate with military personnel and the Provost Marshal Office to establish access to installation services for non-medical attendants arriving on invitational travel orders.

(n) Ensure a link is established to the IMCOM virtual Soldier and Family Assistance Center Web site at <http://www.myarmyonesource.com>.

(o) With appropriate funds and in coordination with legal counsel, purchase/obtain and maintain a limited supply of healthy refreshments on site. The Soldier and Family Assistance Center will have small snacks available for waiting Families and so forth as they conduct their business in the Soldier and Family Assistance Center.

(5) The Financial counselor will provide financial counseling, budget information, and benefits referral for WT and their Families. In addition, he or she may provide Army Emergency Relief assistance.

(6) The Outreach specialist will—

(a) Coordinate and provide Soldier and Family Assistance Center services through alternate delivery systems such as hospitals, community service organizations, and other local programs.

- (b) Establish relationships with other Federal, State, local, and non-Government agencies.
- (c) Meet at least monthly with WTU cadre to assure continuity of care. Soldier and Family Assistance Center staff meetings will include WTU cadre. The Soldier and Family Assistance Center staff will attend meetings, town halls, and other events as requested by WTU cadre.
- (d) Establish local marketing plans and coordinate with the Public Affairs Office for news releases.
- (e) Establish outreach to the WTU by assigning a Soldier and Family Assistance Center staff member as a designated Unit Service Coordinator to the WTU.
- (f) Establish outreach to the geographically dispersed WT assigned to the WTU on their installation.
- d. Provide services on-site at the Soldier and Family Assistance Center facility and establish appointments on behalf of WT with other service providers.
- e. Supervise Soldier and Family Assistance Center volunteers. The Soldier and Family Assistance Center Director will establish position descriptions, and train, supervise, and participate with the AVCC in recognition of volunteers. All volunteers in the Soldier and Family Assistance Center must comply with requirements for volunteers in this regulation.
- f. In coordination with installation and WTU cadre, establish operating hours that meet the needs of the WT population assigned. Establish a method for emergency contact of Soldier and Family Assistance Center personnel during non-operating hours.
- g. Oversee the management of donations to the Soldier and Family Assistance Center by accepting and processing donations in accordance with AR 215-1.
- h. Ensure appropriate record keeping is accomplished to address all administrative and ACS accreditation requirements.
- i. Ensure procedures are in place to verify eligibility of all personnel using the Soldier and Family Assistance Center services.

2-16. Child, Youth and School Services–Soldier and Family Assistance Center liaisons

The Child, Youth and School Services–Soldier and Family Assistance Center Liaison will—

- a. Hire and train staff, and monitor child care services provided to WT and their Families through or at the Soldier and Family Assistance Center.
- b. Extend eligibility for Child, Youth and School Services to non-dependent WT caregivers (non-medical attendants) who are designated on orders from the medical treatment facility.
- c. Provide specific training such as traumatic brain injury, post traumatic stress disorder, and the effects of trauma on children. Military Family Life Consultants will be available to child care staff and to Families.

2-17. Army Career and Alumni Program counselors

The ACAP counselors at the Soldier and Family Assistance Centers will—

- a. Provide mandatory pre-separation counseling to all WT and assist in completing the DD Form 2648 (Preseparation Counseling Checklist for Active Component Service Members) and DD Form 2648-1 (Preseparation Counseling Checklist for the Reserve Component Service Members Released From Active Duty) when the Soldier has initiated their medical evaluation board.
- b. Schedule all WT Soldiers who have initiated their medical evaluation board process for attendance at the Department of Labor Transition Assistance Program Employment Workshop, Veterans Affairs (VA) benefits briefing, the Disabled Transition Assistance Program, and other services as determined by USAHRC.
- c. Refer WTU Soldiers and their Family members seeking information and assistance for services and assistance within the Soldier and Family Assistance Center and on the installation.
- d. Provide individual one-on-one transition and employment counseling to WT and their Families as requested.
- e. Support Soldier and Family Assistance Center and ACS staff at local job fairs by providing WT Soldiers with information and resume assistance.
- f. Request assistance from the ACAP Transition Services Manager with any requirements to host Transition Assistance Program employment workshops, VA benefits briefings, or Disabled Transition Assistance Program briefs.
- g. Provide job assistance to WT Family members and non-medical attendants as requested. Coordinate with ACS Employment Readiness Services manager to assist Family members and non-medical attendants seeking employment.
- h. Support IMCOM Technical Assistance and Transition Workshop Initiative (IMCOM H3; Heal, Help, and Hire). Transition information and training (not requiring travel) by the ACAP/Soldier and Family Assistance Center counselor to provide assistance to WT and their Families who may or may not be located near an Army installation. Services to WT and their Families who reside more than 50 miles from the installation will be referred to the ACAP Remote Services Program.
- i. Use the ACAP Management Information System (ACAP XXI) to manage and report Soldiers' activities as well as

provide established ACAP management reports to the Soldier and Family Assistance Center Director to monitor program delivery and Soldiers' participation.

2-18. Commanders of military treatment facilities

These commanders will provide a representative to the Relocation Assistance Coordinating Committee.

2-19. Chiefs of Civilian Personnel Advisory Centers and Civilian Personnel Operations Centers

These chiefs will provide a representative to the Relocation Assistance Coordinating Committee.

2-20. Directors of the Directorates of Public Works

These directors will provide a representative to the Relocation Assistance Coordinating Committee.

2-21. Directors of the Directorates of Logistics

These directors will provide a transportation representative to the Relocation Assistance Coordinating Committee.

2-22. Chiefs of Defense Military Pay Offices

These chiefs will provide a representative for—

- a. 24-hour Family Assistance Center operation (see para 4-10).
- b. Relocation Assistance Coordinating Committee.

2-23. Commanders of Military Personnel Divisions

Commanders of military personnel divisions will—

- a. In coordination with Soldier and Family Assistance Center Director, establish procedures and operating hours that meet the needs of the Warriors in transition population and their Families.
- b. Provide a representative from identification card/Defense Enrollment Eligibility Reporting System (DEERS) section for 24-hour Family Assistance Center operation (see para 4-10).
- c. Provide a representative to the Relocation Assistance Coordinating Committee.

Section II

Assessment and Compliance

2-24. General

A copy of this regulation and the references listed in appendix A will be on file at all ACS centers and readily available to employees, command representatives, Soldiers, and their Families.

2-25. Annual internal review

a. An annual internal review will be completed to substantiate compliance with the following ACS standards on DA Form 7419: Criteria for Center (11000.1, 11000.2 and 11000.3), Record keeping (23000.1 and 23000.2), Reporting (24000.1), Funding (31000.1-31000.4), Physical Property Management (34000.1-34000.6); DA Form 7419-1: Organization and Management (10000.3 and 10000.8) and FAP Planning and Evaluation (70000.1); and DA Form 7419-2: Army Medical Department (20000.3 and 20000.10). The annual review and completion of DA Form 7419, DA Form 7419-1, and DA Form 7419-2 as indicated above are considered key internal controls (see app N). A copy of completed DA Form 7419, DA Form 7419-1, and DA Form 7419-2 will be provided to the appropriate installation internal control office.

- b. The ACS director will conduct the annual review.
- c. Findings, recommendations, and corrective actions will be maintained on file at the installation and provided to higher headquarters upon request.

2-26. Strategic planning

A strategic planning session will be convened at least annually with all ACS personnel to review and update the 5-year plan for ACS services and resources. Needs assessment data will be included in the strategic planning process.

Section III

Recordkeeping

2-27. Client internal data flow system

a. The ACS will use an internal data flow system to collect client data in three separate tracks—simple information, extended contacts (case management and counseling), and group sessions. All data gathered will be safeguarded per AR 340-21.

- b. Initial contact or request for service will occur in one of three ways: telephone, walk-in, or written.

(1) A simple information request will consist of 15 minutes or less. It will be reported on DA Form 3063 under EFMP, FAP or the specific readiness area to which it applies. If it does not apply to EFMP, FAP or a specific readiness area, it will be reported as simple information under the information, referral, and follow-up section of the DA Form 3063.

(2) If a contact requires more than 15 minutes to provide service, a record will be established per AR 25-400-2 using DA Form 5897 (Army Community Service (ACS) Client Case Record). DA Form 5897 records worker assessment and follow-up.

c. Each awareness briefing, education, training class, workshop or seminar conducted by ACS staff will be recorded on DA Form 5900 (Army Community Service (ACS) Group Sessions Log.)

d. DA Forms 5897 and DA Form 5900 will be maintained as internal documents (no external requirements control symbol needed). The data from these forms will be used to complete DA Form 3063 (see section IV of this chapter).

2-28. Paid staff personnel records

All paid staff will have a personnel record on file.

Section IV Reporting

2-29. General

DODI 1342.22 requires HQDA to provide the Assistant Secretary of Defense (Force Management and Personnel) with an accounting of ACS center service contacts, funding and manpower resources on an annual basis. DA Form 3063 will be used to collect data for that requirement.

2-30. Army Community Service Management Report

DA Form 3063 will be updated quarterly.

Chapter 3 Management

Section I Funding

3-1. Army Community Service appropriated funds

a. Army Community Service establishment.

(1) The ACS center will be established and operated as an APF activity. It will be administered according to Army and DOD financial management publications.

(2) APF resource requirements for ACS will be considered with all other requirements in installation and IMCOM region annual program analysis and resource review submissions.

(3) IMCOM regions and installation ACS staff personnel will participate in budget planning. They will help to determine funding and staffing needed to operate the center.

(4) Common table of allowances (CTAs) for the ACS center authorize—

(a) Nonexpendable supplies and equipment for ACS (see CTA 50-909).

(b) Expendable and durable supplies and equipment (see CTA 50-970).

(c) Supplies and equipment for the ACS lending closet (see CTA 50-970 for expendable items and CTA 50-909 for nonexpendable items).

(d) Items with a unit cost of \$100 or less and not listed in section II of CTA 50-970. These items are authorized for procurement through local sources (see CTA 50-970).

(5) APFs will be used for automated data processing support. The development of automated data processing systems within ACS must be coordinated with the installation automation management office.

(6) APFs will be used to buy books and subscribe to professional journals, periodicals, and films for ACS.

(7) APFs are not authorized to purchase ACS emergency food locker items or food vouchers.

(8) ACS is authorized to use Military Construction, Army/Operation and Maintenance, Army funds for construction and renovation of facilities.

b. Management Decision Evaluation Package resources.

(1) The QACS management decision evaluation package (MDEP), titled “Army Community Services,” has resources, both manpower and dollars, to enhance and standardize the exceptional Family member program, Family advocacy, Family member employment program, emergency placement care services, financial planning—consumer affairs, information, referral, and followup, outreach, mobilization, and deployment support program, and relocation,

AFAP, AFTB, AVCC, and Soldier and Family Assistance Center. Funding that supports salaries, supplies, equipment, and so forth required to operate ACS are included in the QACS MDEP. Commanders will program and execute MDEP funds to ensure services and programs are established by using a variety of methods (for example, manpower authorizations, overhire, temporary hire, contracting, and interagency agreements). Regardless of the method selected, the standards outlined in this regulation must be met.

(2) The data elements and codes to be cited in financial transactions and used in financial records and reports are in DFAS-IN Manual 37-100.

c. Direct congressional appropriations. Additional resources are available for Family advocacy and relocation assistance through a direct congressional appropriation allocated to the Office of the Secretary of Defense (OSD). These appropriations may be used only to support those areas of operation. The IMCOM issues annual funding guidance for use and monitoring of OSD funds. The data elements and codes to be cited in financial transactions and used in financial records and reports are detailed in DFAS-IN Manual 37-100.

3-2. Army Community Service nonappropriated funds

a. A non-morale, welfare, and recreational (MWR) supplemental mission NAF account may be established as part of the installation MWR fund under program code SA to serve as a part of ACS. This account code will be used to administer the receipt of voluntary gifts and donations from private sources which supplement ACS missions (see AR 215-1). It will also facilitate the authorized expenditure of ACS supplemental mission NAFs in support of ACS services for items not authorized from APFs. Supplemental mission NAFs may not be used for any element of expense authorized from APF. The installation MWR fund may not subsidize the supplemental mission NAF activity or vice versa. Donations intended for use by an ACS mission (for example, Family support to include Family readiness groups, food locker, and other missions) should be accounted for separately to ensure the donation is used as intended. Supplemental mission NAFs do not expire and balances roll forward into the next fiscal year.

b. The purchase of ACS emergency food locker items/food vouchers is authorized from ACS NAFs. This does not preclude acceptance of these items free of charge.

c. Grants or loans of ACS NAFs to individuals are not authorized.

d. Accounting policy and reporting procedures are contained in DOD 7000.14-R. These funds do not expire at the end of the year, and balances are rolled over into the following year.

e. NAFs can be used for promotional items for ACS per AR 215-1.

f. Supplemental mission NAF funds should be used to provide quality of life services as adjuncts to the mission activity, consistent with DODI 1015.15, paragraph E5.2.1.1 and AR 215-1.

g. ACS NAFs may be used to purchase meals for official volunteer recognition ceremonies.

3-3. Funding

Commercial sponsorship.

a. The DOD has approved the use of commercial sponsorship for the AFAP and AFTB programs. Policy and procedures contained in AR 215-1 apply to AFAP and AFTB.

b. Commercial sponsorship initiatives must be handled by the garrison and/or unit level designated garrison commercial sponsorship coordinator.

c. NAFs generated by commercial sponsorship may be used for recognition ceremonies, (to include AFAP Conference receptions and/or recognition luncheons), to reimburse volunteer expenses and to purchase promotional items, mementos, and nonmonetary awards under provisions of AR 215-1.

Section II Personnel

3-4. General

ACS staff discussed in this regulation refers to military, APF civilian and volunteer personnel.

3-5. Center staffing

a. The size of an installation ACS staff will be based on published Army manpower guidance. Staff size will also depend on the degree of support available from the local civilian community and complexity and scope of services provided by the garrison commander.

b. Consistent with local service requirements and resources, professional personnel will be included on the ACS staff to—

(1) Provide an interdisciplinary approach to the delivery of direct services, and the development of solutions to social and community problems.

(2) Ensure that the services provided are coordinated, effective, and of a high quality.

(3) Provide professional, administrative, and financial management expertise.

3-6. Position descriptions for paid staff

Position descriptions will be current and accurate for all paid staff.

Section III Training

3-7. General

ACS paid staff and volunteers will be provided on-the-job training, in-service training, and the opportunity to attend appropriate military and civilian professional conferences and IMCOM-sponsored training courses.

3-8. Mandatory training

All paid staff will receive orientation training.

a. All paid and volunteer staff will receive an orientation to overall ACS and the individual core programs with which they are associated.

b. The orientation will include, but is not limited to—

- (1) Agenda.
- (2) History and goal of the organization.
- (3) A profile of the local community and customers served.
- (4) Organization mission and vision statements.
- (5) An organizational chart, chain of command structure, and key coordinating agencies.
- (6) Schedule of future events/trainings offered (and prior activities) and professional development opportunities.
- (7) Services provided by the organization and/or other coordinating agencies (for example, resources and travel orders).
- (8) Program and office procedures.
- (9) Organization's policies such as dress code, personal telephone calls, notification of illness, check-in procedures, supervision, and evaluation.
- (10) Appropriate and inappropriate behaviors.
- (11) Importance of confidentiality.
- (12) Privacy training-protecting personally identifiable information.
- (13) If employee's position requires teaching or briefing, outline the conduct of classes and/or briefings (for example, in-house, units, equipment, and lesson plans) within the organization.
- (14) For volunteers: Terms of coverage for tort claims and workmen's compensation.
- (15) Risk management (for example, lifting or moving heavy objects) factors and responses; and a safety briefing.
- (16) Role of volunteers within the organization and the appropriate procedures regarding personnel records, reimbursement of approved expenses, grievance procedures, recordkeeping of volunteer hours and attendance, and volunteer recognition plan.
- (17) Regular staff meetings and activities.
- (18) Facility tour.

Section IV Physical Property

3-9. Standing operating procedure

A standing operating procedure will be in place to control inventory of physical property (such as furnishings, copy machines, fax machines, audiovisual equipment, and telephone system). Property will be inventoried at least annually and tracked when reassigned, replaced, and disposed of to salvage.

3-10. Center requirements

a. The ACS center will have the following physical property on site to support services and administrative processes: sufficient telephone lines with appropriate access to defense service network for incoming and outgoing calls, internet accessibility for all staff, audiovisual equipment, automated data processing equipment, locking file cabinets for Privacy Act materials and filing cabinets for administrative materials.

b. The ACS center will be accessible to clients with disabilities per the Architectural Barriers Act of 1968, 42 USC 4151, and the following, as amended; 29 USC 504; 29 USC 701, and the following, as amended; and 42 USC 12101, and the following, as amended. When possible, the ACS center will be housed in consolidated structures or collocated with community support activities, such as in and out processing.

c. Functional space of the ACS center will include the fundamental features, components, and criteria outlined in the Unified Facilities Criteria (UFC 4-730-01 for Architectural and Engineering Instructions, Design Criteria on Space Allocations). Program spacing will meet the minimum adjacencies and program functional space required by the Army

Standard for Army Community Service Center. The Army Standard Design Guide for ACS Centers provides the design layout to allow for program adjacency and functional space utilization (see the Army Standard and Standard Design Guide for Army Community Service Centers). All space in ACS centers will be readily visible and accessible for patron flow. The reception area will be well lighted, clean, and neat with reading and educational materials readily available.

d. The center will meet occupational health and safety standards and fire protection standards. It will include adequate work areas for paid staff and volunteers and private areas for confidential interviewing (see Architectural and Engineering Instructions, Design Criteria for space allocations). Hours of operation will be flexible enough for accessibility and reduction of time away from training and unit missions.

Section V

Marketing

3-11. User awareness

The ACS center will inform the community about its services to increase user awareness. Information will be widely disseminated on how persons with disabilities can access services.

a. The ACS logo (see fig 3-1) which conveys “Real-Life Solutions for Successful Army Living” will be permanently displayed outside the ACS center so it can be easily seen by individuals who wish to use ACS services. Color is a vital element in the consistency and recognition of the ACS logo. Guidelines for accurate, consistent ink colors are contained in the ACS Style Guide located on <http://www.myarmylifetoo.com>.

b. Identification signs will be prominently displayed on main roads on the installation to help newly assigned Soldiers, civilian employees and their Families locate the center.



Figure 3-1. Army Community Service emblem

3-12. Marketing plan

A marketing plan will be developed which incorporates strategic planning goals and needs assessment data, and covers each service provided by the center.

Chapter 4

Services

Section I

Deployment or Mobilization and Stability and Support Operations Readiness

4-1. Purpose

Family assistance and support services will be provided to Families of active component and reserve component (RC) forces and emergency-essential civilians in support of military operations-deployment or mobilization and to enhance unit cohesion and increase readiness. Pre-planning for Family assistance will ensure that a comprehensive, realistic, effective, and coordinated assistance delivery system is in place prior to military operations. This system will normally

include the network of ACS/Family Assistance Centers, Army OneSource Community Support Coordinators, component agencies, and unit rear detachments/Family Readiness Groups.

4-2. Predeployment or mobilization

Predeployment or mobilization will include:

- a. Support and assistance to unit commanders in establishing support groups caring for Families.
- b. Orientations for RC units and their Families that outline the assistance available upon unit activation and individual mobilization. Similar orientations will be provided to deploying emergency-essential civilians and their Families.
- c. Participation in mobilization and casualty work group exercises to test program effectiveness in providing Family support during deployment or mobilization.
- d. Assistance to single parents, dual military couples, and dual emergency-essential civilian couples in developing Family care plans for deployment.
- e. Coordination with local and State human service assistance agencies.
- f. Coordination with active duty, State Adjutant General and Army Reserve Command Office, ACS/Family Assistance Center staff, and Army OneSource Community Support Coordinators to identify potential Family members eligible for assistance.
- g. Identification of Families requiring special assistance and support during deployment or mobilization.
- h. The DA Form 5897 will be completed by Soldiers participating in Soldier Readiness Processing. The DA 5897 will be completed if Soldiers express interest or need assistance from ACS. Blocks 1-14b will be completed and entered by ACS staff into the ACS Client Tracking System as a single contact under the Deployment, Mobilization and Stability portion of the DA Form 3063. Following collection of this information, ACS will provide simple referral service to the Soldier and Family member identified in blocks 19a and 21a as outlined in appendix D.

4-3. Deployment or mobilization

During deployment or mobilization, Soldier and ACS/Family Assistance Center will provide support to affected Soldiers and Families through services identified below as needed:

- a. Shift into a 24-hour Family Assistance Center operation as requested/required by The Adjutant General/garrison commander. The center will include, at a minimum, representatives from the following offices: identification cards, DEERS, TRICARE, finance, and Staff Judge Advocate as coordinated for by the garrison commander.
- b. Publish the toll-free Army OneSource number (877-811-ARMY) or www.myArmyOneSource.com to address Family issues.
- c. Provide assistance to all component Families as required.
- d. Assist casualty assistance officers in providing support to survivors with appropriate Care Team support as requested.
- e. Provide support to waiting Families.
- f. Assist deploying mobilized Reserve Component (RC) unit, Army Reserve Command and Joint Forces Headquarters – State Territory or District of Columbia in providing Family assistance to RC Families.
- g. Assist commanders in providing ongoing training for designated military personnel, Family members, and sponsors.
- h. Assist Families in identifying resources for relocating through the receiving ACS/Family Assistance Center as applicable.
- i. Serve as an advocate for Families with special needs.
- j. Inform rear detachment commanders and component agencies of problems affecting Families of either mobilized or deployed Soldiers and civilians.
- k. Compile and maintain statistics on assistance rendered.

4-4. Postdeployment or mobilization

This assistance will include coordination of comprehensive medical, physical, social, and psychological issues and concerns, and appropriate referrals and follow up with the appropriate agency. This includes—

- a. Soldier and Family briefings on reunion issues.
- b. Workgroups and support groups to deal with Family reunification and command after action reports (includes lessons learned and recommendations for improving procedures).
- c. Orientations for RC units and their Families that outline the assistance available upon redeployment.
- d. Coordination with local and State human service assistance agencies.
- e. Coordination with active duty, State Adjutant General and Army Reserve Command Office, Soldier and Family Services/Family Assistance Center staff, and Army OneSource Community Support Coordinators to identify potential Family members in need of assistance one year after the Soldier's deployment.

f. Conduct tasks specific to U.S. Army Installation Management Command as directed by DA Form 7631 (Deployment Cycle Support (DCS) Checklist).

4-5. Unit rear detachments

These detachments will receive, at a minimum, ACS rear detachment training to support deployment or mobilization. Assistance will be provided to rear detachment commanders in coordinating services for Families in their units. Appendix J provides unit commanders and rear detachment commanders regulatory guidance and policy on managing Family Readiness Groups (FRGs).

4-6. Family Readiness Groups

a. An FRG is a commander's program formed in accordance with AR 600-20 and appendix J to provide activities and support that encourage self-sufficiency among its members by providing information, referral assistance, and mutual support.

b. ACS assistance will be offered to commanders in the following areas for FRG support:

- (1) Expertise and support.
- (2) Training.
- (3) FRG leader forum.
- (4) FRG orientation program.
- (5) Resource materials.
- (6) Meeting facilities.
- (7) Homecoming and reunion activities.
- (8) Information and referrals.

c. Family Readiness Support Assistants (FRSAs) maintain the continuity and stability of Family Readiness Teams as units undergo changes in volunteers and leadership by providing administrative and logistical support to commanders, rear detachment commanders, and volunteer FRG leaders.

d. ACS assistance will be offered to commanders in the following areas for FRSA support:

- (1) Expertise and support.
- (2) Training.
- (3) Resource materials.
- (4) Information and referrals.

e. Appendix J provides additional regulatory guidance and policy on managing FRGs and FRSAs.

4-7. Materials for military operations

Appropriate materials are used to support unit commanders in preparing Soldiers, civilian employees, and their Families for military operations. Materials may include, but are not limited to, Operation R.E.A.D.Y. materials (modules, handbooks, workbooks and videos), AFTB materials, locally generated materials, and materials provided through commercial resources.

4-8. Overseas noncombatant evacuation operation support

In overseas areas, assistance will be provided in conducting Family readiness noncombatant evacuation operation briefings, processing Families for deployment and coordinating support for Families with gaining safehaven areas in accordance with local noncombatant evacuation operation plan and Annex H, Joint Plan for DOD Noncombatant Repatriation. The Joint Plan contains policies, procedures, and responsibilities in planning for the evacuation and repatriation of official DOD personnel from overseas areas.

4-9. Support to unaccompanied Family members being evacuated or on forced early return from an overseas area

This support will consist of—

- a. Providing personnel to support reception center for repatriated Families, if requested.
- b. Appointing a sponsor to assist Family members in safehaven status in the geographical area of the installation.
- c. Assisting Family members in obtaining safehaven benefits and entitlements.
- d. Providing required reports on the status of Families to IMCOM regions, Army Commands, Army Service Component Commands, Direct Reporting Units, and HQDA in accordance with Annex I, Joint Plan for DOD Noncombatant Repatriation.

Section II

Soldier and Family Readiness

4-10. Emergency Family Assistance

All senior Army or garrison commanders will develop and maintain an Emergency Family Assistance Plan for their installation which provides procedures for implementing and sustaining Emergency Family Assistance operations under the authority of the Installation Emergency Management (IEM) plan in accordance with DODI 6055.17. Emergency Family Assistance Plans will include the following sections:

a. Mission. Emergency Family Assistance Plans will describe the mission of the Family Assistance Center (FAC) as follows: The FAC is the central point for coordinating a humanitarian response to all-hazard incidents. The FAC is a one-stop site where DOD personnel and their Families can receive continuous, authoritative, and accurate information in a sensitive, timely, and effective manner. The FAC will promote short-term recovery, long-term recovery, and the return to a stable environment and mission ready status following all-hazard incidents.

b. Concept of Operations. The concept of operations section of the Emergency Family Assistance Plan will describe the general sequence and scope of Emergency Family Assistance response efforts, and include—

- (1) Clearly defined lines of command and control.
- (2) Procedures and policies for FAC activation, garrison directorate manning, sustaining, and deactivation.
- (3) Plans for providing Emergency Family Assistance during different types of emergencies (such as mass casualties, evacuations, natural disasters, acts of terrorism/aggression, and situations arising from mobilization or deployment).
- (4) Plans for assessing the need for community support and types of services required based on operating hours, mission, and type of incident.
- (5) Identification of resource requirements for personnel, equipment, information technology support, communication, material, security, and facility (for example, installation-based and community-based options) and training requirements. Reserve Component facilities will be utilized as off post sites whenever possible.
- (6) Plans for coordination of Family Assistance services with emergency responders, Casualty Assistance Center (CAC), Child, Youth and School Services, key civilian, military, nongovernmental and local, state, and Federal emergency management institutions, to include the Reserve Components.
- (7) Linkage of communication plans to the Installation Emergency Operations Centers (EOC), garrison commanders, regional ACS staffs, regional Army Medical Centers, other Service Component Commands, and other emergency response agencies.
- (8) Contingency plans for dealing with the loss of electricity and communications within the FAC.
- (9) Require Public Affairs Offices (PAO) to prepare Public Affairs (PA) Annex to FAC Operation Plans in order to coordinate and integrate PA Operations as part of the FAC.

c. Organizational Structure. Emergency Family Assistance Plans will provide the following information regarding the organizational structure of the FAC, and the organizational and functional responsibilities of all installation agencies manning the FAC:

- (1) FAC staffing structure by organization and function will include a staffing plan for extended FAC operations.
- (2) Services will include at a minimum: security, medical triage and information on available medical services, information and referral services, legal services, religious and pastoral care, child and youth services, housing or temporary lodging services, transportation, psychosocial services, including assessment, non-medical counseling (inclusive of crisis intervention, stress counseling, and debriefings), and referrals to military or community medical providers for persons requiring behavioral health services, financial services, translation services, shelter management, casualty and mortuary affairs, and personnel locator assistance.
- (3) Plans to communicate with Families impacted by an emergency, including those in the Reserve Components.
- (4) Standards and procedures for mustering, screening, and training FAC personnel, to include volunteers. Volunteer staff must meet all requirements in Chapter 5 of this regulation. Certain volunteers must have background checks (see para 5-9 *h*), be licensed or credentialed (see para 5-9 *i*), be trained to perform duties (see para 5-9 *q*), may be excluded by being a local national (see para 5-6 *b*), and/or meet set requirements to use Government-owned or Government-leased vehicles (see para 5-10 *c* and para 5-10 *d*). Further requirements/limitations may be placed in a volunteer's position description (see para 5-9 *m* to address particular needs during specific emergencies).
- (5) Procedures for PA coordination.
- (6) Security operations procedures throughout the operations of the FAC.
- (7) Plans for transition to long-term needs support procedures.
- (8) Plans for on-going training of FAC personnel in the procedures and protocols for implementing Family Assistance services using the most effective and efficient solutions (see app F).

d. Administration and Logistics. Emergency Family Assistance plans will list multiple site options for the delivery of emergency Family Assistance in the event of an all-hazards incident to include plans for a mobile FAC, if necessary.

e. Procedures. Emergency Family Assistance plans will include guidelines and procedures for—

- (1) Referral of individuals for emergency relief supplies.
- (2) Establishment of donations management.
- (3) Collection and protection of (personnel and Family) information, customer tracking, and personnel locator obtained from individuals served by the FAC. These shall be maintained in an official Army database such as the Army Disaster Personnel Accountability and Assessment System (ADPAAS). All data gathered and maintained will be safeguarded per AR 340–21.
- (4) Annual testing of the FAC as part of the IEM exercises, and updating the Emergency Family Assistance Plan, as needed.
- (5) Documentation of emergency FAC activity and preparation of an AAR as required in paragraph 4–10.
- (6) Notification of the local Reserve Components upon activation of a FAC. (See para F–3 in app F.)
- (7) Ensuring access to the FAC, including plans for locating and transporting geographically dispersed Families to the FAC.
- (8) Developing an agency SOP indicating how community support services staff will be assigned, and what their roles and responsibilities will be in support of the FAC (see app G).
- (9) Ensuring that a POC and alternate from each agency will be on official orders, develop and obtain concurrences of agency MOAs, and an overall SOP for the FAC.

4–11. Family Advocacy Program

The Family Advocacy Program will be implemented to address child abuse and neglect, and spouse abuse (includes prevention, identification, reporting, investigation, and treatment) per AR 608–18.

4–12. Transitional compensation for abused dependents

- a. Transitional compensation payments and other benefits described in appendix H may be provided for dependents of Soldiers who are separated from active duty under a court-martial sentence resulting from a dependent-abuse offense, administratively separated if the basis for separation includes a dependent-abuse offense, or sentenced to forfeiture of all pay and allowances by a court-martial that has convicted the Soldier of a dependent-abuse offense.
- b. Congress established this entitlement for victims of dependent-abuse in the National Defense Authorization Act of FY 94 in order to reduce victim disincentives to reporting abuse. Codified in 10 USC 1059, as amended, the legislation authorizes temporary payments, at the rate specified for Dependency and Indemnity Compensation, to Families for not less than 12 months and not more than 36 months. The duration of payments for new applicants whose eligibility for payment commences on or after 21 January 2011 will be 36 months (see app H for further details).
- c. Recipients of monetary compensation are entitled to receive Family member identification cards during the entitlement period, have full access to commissaries and exchange stores, and are eligible to receive dental care through military facilities, and medical care, including mental health services, as TRICARE beneficiaries.
- d. Applicants must file DD Form 2698 (Application for Transitional Compensation) and documentation required in accordance with appendix H in order to receive benefits.
- e. Commanders should ensure that when a Soldier is separated as a result of a dependent-abuse offense that the victim and the offense are clearly specified in the separation action to document the basis for this entitlement (see app H for further details).

4–13. Emergency placement care service

An emergency placement care service will be established per AR 608–18.

4–14. Exceptional Family Member Program

The Exceptional Family Member Program will be implemented to provide community support, housing, personnel, educational, and medical services to Families with special needs per AR 608–75.

4–15. Army Family Action Plan Program

See appendix K for policy guidance on the AFAP Program.

4–16. Army Family Team Building Program

See appendix M for policy guidance on the AFTB Program.

4–17. Outreach services

See paragraph 1–10 for policy on outreach services.

Section III

Relocation Readiness

4-18. Purpose

Relocation assistance will be provided to reduce or eliminate problems arising because of frequent moves.

4-19. Installation Relocation Assistance Plan

An Installation Relocation Assistance Plan will be developed that addresses the functions of each installation agency in providing relocation assistance, training requirements for all relocation service providers, and an evaluation plan to ensure that relocation assistance is accessible, effective, and responsive to the needs of the Army. The plan will also address the establishment and operation of the Relocation Assistance Coordinating Committee or its equivalent. Committee members will include, as a minimum, representatives from ACS, Family housing (includes Residential Communities Initiative (RCI) when required to address specific RCI housing concerns), transportation, finance, military personnel division, civilian personnel advisory center, and medical treatment facility.

4-20. Relocation counseling

a. Relocation counseling will be provided on an individual or group basis. It will be available to both inbound and outbound transferees with primary focus on predeparture counseling and relocation planning. Transferees preparing for their first PCS move or first overseas PCS will be targeted, at a minimum, for counseling sessions.

b. Relocation counseling will include—

- (1) Assessment of client's individual or Family needs and particular relocation circumstances.
- (2) Information about the destination area (for items such as schools, housing, community resources and cost of living), entitlements, reimbursements, and household goods shipment.
- (3) Provision of referral, follow-up and advocacy in resolving relocation related problems.

4-21. Pre-arrival information

a. Accurate and current pre-arrival information on the installation and surrounding area will be provided through the Military INSTALLATIONS section of the Military HOMEFRONT Web site located at <http://www.militaryhomefront.dod.mil>, welcome packets where allowed, compact disks, and the installation home page. The Military HOMEFRONT is provided by the Under Secretary of Defense (Personnel and Readiness). The Military OneSource Web site located at www.militaryonesource.com, also provides a link to Military INSTALLATIONS.

b. Family Program Relocation Readiness personnel update installation data, and Military OneSource personnel update information regarding surrounding civilian communities. All data is officially updated per instructions from Department of Defense. Online updates occur when changes in the content of military installation files are warranted. The ancillary agencies and resources mentioned in Military INSTALLATIONS will be contacted to ensure accurate information.

4-22. Mandatory overseas orientation

In accordance with AR 600-8-11, all Soldiers departing installations for overseas assignment, will receive an orientation to provide essential information and guidance on preparing for the move. These overseas orientations will—

- a. Be conducted within 30 days of the Enlisted Distribution Assignment System cycle/Request for Orders date, or as needed, based on the number of Soldiers completing the reassignment briefing process per month. Family members will be strongly encouraged to attend these orientations.
- b. Be conducted in groups by country, such as Korea or Germany.
- c. Include the participation of other relocation-related activities only as needed (for example, military personnel division and housing).
- d. Be scheduled to encourage maximum participation of Family members with child care provided when possible.
- e. Be targeted, when possible, toward the particular audience (for example, those going overseas for the first time or those with some overseas experience who need only updates).
- f. All Soldiers going on unaccompanied tours, will be asked to provide voluntarily their Family's stateside address with a proper Privacy Act notice to meet requirements of paragraph 4-28 of this regulation.

4-23. Reentry workshops

Reentry workshops will be provided for transferees returning from overseas to the United States. These workshops will be designed to prepare Soldiers and Families for the often unexpected logistical, financial, and psychological adjustment of returning from an overseas tour.

4-24. Special workshops or support group sessions

These workshops and sessions will be organized for Families identified as particularly at-risk. Workshops will address methods of managing the emotional and situational stresses of relocation.

4-25. Postmove newcomer orientations

Installation-wide newcomer orientations will be provided, and will include information on the community, cultural adaptation, and area tours as required. Where newcomer orientations are conducted at the unit level, minimum orientation content standards will be developed as well as a list of required participating agencies and information sources.

4-26. Lending closet

A lending closet will be administered to provide basic housekeeping items for temporary loan to incoming and outgoing Families, and in other cases determined appropriate. ACS personnel will stock the lending closet with good quality items. At a minimum, these items will include (for example, basic kitchen equipment, high chairs, child car seats, play pens, cribs, ironing boards, irons, and transformers if appropriate).

4-27. Services to multicultural Families

Families with foreign-born spouses will receive support and assistance to include—

- a. A comprehensive, multilevel language program developed with the cooperation and active participation of existing military program elements and civilian community resources.
- b. Cross-cultural training offered in conjunction with language programs to facilitate communication skills development in areas, such as interpersonal relationship building, career enhancement, obtaining citizenship or driver's license, financial management, service utilization, adapting to military lifestyles, and basic survival skills.
- c. Cultural mediation services to assist multicultural Family members in dealing with problems that arise during the immigration and cultural adaptation processes and language skills development.

4-28. Hearts Apart Services for Waiting Families

Support services will be provided to Families residing on post or in the surrounding community who are living separately from the military and civilian sponsor because of mission requirements. Such circumstances include unaccompanied tours, extended temporary duty, and field training exercises.

- a. Efforts will be made to identify and contact these Families to—
 - (1) Provide information on community services.
 - (2) Assess the need for services and information.
 - (3) Provide crisis intervention services.
 - (4) Act as liaison with military and civilian agencies to ensure provision of required assistance.
- b. Support groups will be organized for identified waiting Families, as appropriate.
- c. Families will be identified who are departing the installation for a stateside location while the sponsor serves an unaccompanied tour. An effort will be made to inform the Family of the services available in their destination area, and with the consent of the Family notify the gaining ACS center of the Family's arrival in the area.
- d. Predeparture briefings will be provided to address coping with stress factors, and the practical aspects of separation and relocation.

4-29. Sponsorship support

Sponsorship support will consist of—

- a. Training for unit sponsorship trainers or designated sponsors upon unit requests.
- b. Training for youth sponsors.
- c. Providing a Web address for a sponsor to send before a transferee's arrival (<http://militaryhomefront.dod.mil>).

4-30. Citizen Immigration Services liaison

Citizen Immigration Services liaison assistance will be provided to Families seeking guidance for the citizenship and residency application process. Upon request, the Family's documentation will be reviewed for accuracy to facilitate the citizenship process for Families.

Section IV

Employment Readiness

4-31. Purpose

Employment assistance will be provided to assist individuals in acquiring skills, networks, and resources that will allow them to participate in the work force and to develop a career/work plan (see para 1-8).

4-32. Resource information

Comprehensive, accurate, easily accessible, and up-to-date information will be provided on available employment opportunities, education and volunteer resources and support services which help customers make informed decisions on seeking employment. Employment readiness services should provide a menu of local resources available for job seeker's use. These services include:

- a. Employment and volunteer opportunities.
- b. Support services to help customers make informed decisions.
- c. Education resources (scholarships, grants, student aid, tuition assistance, points of contact, and education partners).
- d. Resources for job seeker's use (computers with web and printer access, fax machines, telephones, copiers, and resource center).
- e. Job fairs.

4-33. Job search assistance

Classes, programs, workshops, seminars, or individual sessions will be conducted or sponsored to empower job seekers for effective job searches.

- a. Job search skills classes include—
 - (1) Resume writing.
 - (2) Applications, cover letters, transcripts, and letters of reference.
 - (3) Interviewing.
 - (4) Dress for success.
 - (5) Salary negotiations.
 - (6) Job/employer, market research.
 - (7) Career exploration.
 - (8) Goal setting.
 - (9) Marketing yourself.
 - (10) Federal employment process.
 - (11) Entrepreneurism.
 - (12) Portable careers.
 - (13) Volunteerism.
 - (14) Licensing and certification information.
- b. Job skills are basic skills needed for most forms of employment—
 - (1) Basic computer skills.
 - (2) Word processing.
 - (3) Customer service.
 - (4) Utilizing career assessment tools.

4-34. Career counseling and coaching

Individual and group counseling will be provided for assessing job skills and developing and implementing career goals. The counseling will help individuals in developing and implementing realistic career goals by identifying job strengths and weaknesses, career/educational goals and providing information about opportunities available in the local area for personal and professional development (requires an assessment tool).

- a. Counseling and coaching by employment service staff can be provided one-on-one or in group counseling or coaching sessions. These sessions include:
 - (1) Assessment of customer characteristics.
 - (2) Providing information on training, education, and occupations.
 - (3) Assisting customers in use and operation of resources.
 - (4) Helping customers set long-term goals.
- b. Customer self-assessments are conducted by the individual with guidance and/or assistance of simple materials/tools.

4-35. Employment opportunity development

- a. Employment partnerships with private industry will be developed to increase domestic and foreign private sector career opportunities for spouses, and connect spouses with portable jobs, and other methods of pursuing lifetime career goals. Any agreements entered into with non-Federal entities are required to have legal review.
- b. Outreach will be provided to employers and will consist of developing employment opportunities and maintaining a private sector job bank. The private sector job bank will consist of—
 - (1) Current job listings on the installation or in the local community.

- (2) Full-time and part-time private sector employment needs.
- (3) Non-Federal summer and part-time employment.
- (4) Non-Federal seasonal employment vacancies.
- (5) Regional employment opportunities.
- (6) National employment opportunities.
- (7) Existing home business opportunities.
- (8) A job skills bank of individuals who indicate a desire to share their skills for pay with community organizations.

4-36. Marketing

The Employment Readiness Program will effectively market services to individuals and command leadership (see para 1-8). This will be accomplished through—

- a. Web sites.
- b. Standard flyers posted on the Web (to be printed and posted on the installation).
- c. Surveys.
- d. E-mails.
- e. Installation newspapers, publications, and broadcast and electronic media.
- f. Success stories.
- g. Award ceremonies and other forms of recognition.
- h. Word of mouth.
- i. Outreach by direct contact/networking, interface with commanding officers, executive officers, noncommissioned officers, and spouses. Outreach will also include—
 - (1) Press releases.
 - (2) Open houses.
 - (3) Installation marquee.
 - (4) MWR/Director of Community Activities.
 - (5) Focus groups.
 - (6) Booths (add to other events).
 - (7) Human resource contacts.
 - (8) Organizations/clubs/groups.
 - (9) In-service training.
 - (10) Partnerships.
 - (11) Employment councils.
 - (12) Chamber of Commerce.
 - (13) Installation housing.

Section V

Financial Readiness

4-37. Purpose

Services will be provided that—

- a. Support commanders in maintaining unit financial readiness to sustain deployments.
- b. Counsel and educate Soldiers and Families on financial self-sufficiency.

4-38. Prevention education

Classes will be provided in personal financial management readiness and consumer affairs to Soldiers and Family members. These classes will include—

- a. Banking and credit union services (includes overview of services provided by financial institutions).
- b. Budget development and recordkeeping (planning for expenses based on income, planning for emergency expenses, importance of good personal and financial records, and methods of keeping these records).
- c. Support will be provided to unit commanders in establishing 8 hours of personal financial management readiness training for first term/initial term Soldiers within 3 months of arrival at first PCS.
- d. Credit (for example, use and abuse of credit, right to obtain credit regardless of sex, race, age, marital status or national origin, and credit cards).
- e. Consumer rights and obligations.
- f. Insurance.
- g. Personal financial readiness (for example, the military pay system—pay, entitlements, and how to read Leave and Earnings Statements, wartime pay systems, and the Sure-Pay Program using TC 21-7); checkbook management; financial counseling resources and procedures; Soldier's financial responsibility to themselves, Family members and

creditors; financial planning for Family separations; short notice deployments; extended absence financial plan; and permanent change of station moves.

h. Instruction and information materials that assist Soldiers and Families with critical life stages impacting personal finances (for example, marriage, parenthood, college, and retirement).

4-39. Mandatory training

- a.* Refresher classes will be conducted for personnel who have abused and misused check-cashing privileges.
- b.* Financial planning classes and counseling will be conducted for all junior enlisted Soldiers (E-4 and below) who are scheduled for their initial PCS move.
- c.* Support will be provided to unit commanders in establishing personal financial management readiness training for first term/initial term Soldiers.

4-40. Financial counseling services

These counseling services will be provided for Soldiers and Family members in areas such as budget development and financial planning, developing a spending plan, managing personal finances, and evaluating assets and liabilities.

4-41. Prescreening and counseling for the Family Subsistence Supplemental Assistance Program

- a.* Soldiers will be pre-screened to determine Family Subsistence Supplemental Assistance (FSSA) Program eligibility (see 37 USC 402A). Pre-screening will consist of reviewing paperwork, assisting Soldiers in completing application, estimating amount of FSSA, and assisting certifying officers.
- b.* During the application process, Soldiers will be counseled on the purpose of FSSA and how participation in FSSA can affect other entitlements and recertification.
- c.* Eligible Soldiers will be referred back to unit to complete FSSA process.

4-42. Debt liquidation assistance

To assist commanders, Soldiers, and Family members with problems of financial indebtedness, the following debt liquidation assistance will be provided:

- a.* Facilitate resolution of financial crisis by—
 - (1) Assisting clients in analyzing their assets and liabilities and enrolling them in a debt liquidation program, if appropriate.
 - (2) Assisting clients in developing a repayment plan to liquidate debts.
 - (3) Assisting clients in contacting their creditors.
 - (4) Notifying each enrollee's creditors by mail that they are enrolled in the debt liquidation program.
- b.* Follow clients through counseling until the following occurs:
 - (1) Client's debts are liquidated.
 - (2) Counselor is assured that client can manage independently.
 - (3) Client withdraws from the program.
 - (4) Assist client in transferring to debt liquidation program at new duty station.

4-43. Consumer advocacy service

- a.* Information will be provided to help Soldiers and Family members make educated decisions.
- b.* Feedback will be provided to commanders on consumer issues affecting Soldiers and Families.

4-44. Consumer complaint resolution

Soldiers and Family members will be assisted in handling consumer complaints.

- a.* DA Form 5184 (Consumer Complaint) will be used to record consumer complaint assistance.
- b.* The following services will be provided:
 - (1) Information on resolving consumer complaints, consumer rights, and protection laws.
 - (2) Referral to military and civilian resources responsible for resolving complaints.
 - (3) Coordination with Staff Judge Advocate, Inspector General, and Armed Forces Disciplinary Board on issues requiring their assistance.
 - (4) Assistance to clients in drafting consumer complaint letters, and contacting agencies and businesses in reference to consumer issues.
 - (5) Publicizing agencies and businesses that employ unfair business practices in accordance with AR 190-24.
- c.* Feedback will be provided to commanders on recurring consumer problem areas affecting Soldiers and Family members.

4-45. Emergency assistance

Soldiers and Families will be provided emergency assistance to help prevent privation. This assistance will include—

- a. Consideration of Army Emergency Relief loans and grants for eligible individuals per AR 930-4.
- b. The procurement, storage and handling of food locker items must meet requirements of AR 40-5. In the case of vouchers, financial accountability, safeguards, and record keeping must exist to prevent fraud and theft.

4-46. Classes or seminars for youth and teens

Upon request, provide age appropriate classes or seminars to youth and teens as part of their school age or youth education classes, or activities at installation youth or child development facilities.

Chapter 5 Volunteers

Section I Introduction

5-1. Purpose

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

5-2. Types of volunteers

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

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

Section II Statutory Volunteers

5-3. Applicability and scope

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

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

5-4. Accepted voluntary programs

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

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

5-5. Special circumstances to accept volunteers

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

b. The Military Departments are authorized to accept voluntary services; however, DOD and organizational entities within the DOD may accept voluntary service by going through one of the military departments (see para 5-3a). When one of the DOD components, other than another military department, is located on an Army installation, that

DOD component may accept voluntary service only by going through the Army or through any military department with which such arrangements have been made. In accepting such voluntary services, the other DOD component involved shall follow the rules and procedures of the Military Department through which the voluntary services are accepted. Such arrangements may also be made with the Army when the DOD component is not located on any installation.

5-6. Who may volunteer

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

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

5-7. Exclusions from authority to accept voluntary service

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

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

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

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

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

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

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

5-8. Status of volunteers

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

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

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

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

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

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

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

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

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

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

5-9. Standards for acceptance of voluntary service

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

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

- (1) All volunteer documentation is complete.
- (2) Personnel records are maintained.
- (3) Awards and recognition are planned and executed.
- (4) Costs of reimbursable expenses and organization awards are budgeted.
- (5) A representative serves on the Volunteer Council.

(6) The Volunteer Management Information System on the Army OneSource Web site is utilized to record volunteer positions, awards, training, hours, and so on.

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

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

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

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

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

h. Background checks. Volunteers may be subject to a background check in accordance with DODI 1402.5, AR 608-10, and AR 608-18. Volunteers who work with children and youth must have a background check in accordance with the above regulations. The organization accepting the volunteer may contact the Family Advocacy Program Manager or the AVCC to obtain guidance on procedures for obtaining background checks and points of contact at required agencies.

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

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

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

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

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

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

(2) Each position description will make specific mention as to whether or not the regular use of a motor vehicle, private or Government-owned or Government-leased, is required and, if required, the specific volunteer duties that

will be performed while using the vehicle. Incidental uses of a privately owned vehicle (for example, to run an occasional errand) should not be described in the job description.

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

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

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

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

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

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

5-10. Authorized volunteer support

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

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

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

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

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

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

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

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

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

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

g. Reimbursement of incidental expenses.

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

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

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

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

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

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

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

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

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

5–11. Recognition

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

Section III

Gratuitous Service

5–12. Individuals providing gratuitous service

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

5–13. Acceptance of gratuitous service

a. Gratuitous service may be accepted under certain conditions.

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



DEPARTMENT OF THE ARMY
ORGANIZATION
STREET ADDRESS
CITY STATE ZIP

GRATUITOUS SERVICE AGREEMENT

I desire to volunteer my services to (name of organization or unit and so on).

I expressly agree that my services will be performed without pay and that I will not, solely because of these services, be considered an employee of the U.S. Government or any instrumentality thereof. I expressly agree that that I will neither expect nor demand any present or future salary, wage, or related benefits as payment for gratuitous service. I agree to participate in whatever training may be required in order to perform the gratuitous work for which I am providing.

(Signature)
(Typed or printed name and signature of
individual providing gratuitous service and
date)

(Signature)
(Typed or printed name and signature
of accepting official and date)

Figure 5-1. Sample of gratuitous service agreement



DEPARTMENT OF THE ARMY
ORGANIZATION
STREET ADDRESS
CITY STATE ZIP

GRATUITOUS SERVICE PARENTAL PERMISSION AGREEMENT

I, Lisa Oliff, parent, give my permission for my daughter, Louise Oliff, to provide gratuitous service at (name of organization) during the week of 12-16 August 2001, from 12:00 noon to 4:00 p.m.

I understand that the service will be performed, without pay and that she (or he) will not, solely because of the service, be considered an employee of the U.S. Government or any instrumentality thereof. I expressly agree that that I will neither expect nor demand to receive any present or future salary, wages, or related benefits on my child's behalf as payment for gratuitous service.

(Signature of parent or guardian and date)

(Typed or printed name and signature
of accepting official and date)

Figure 5-2. Sample of gratuitous service parental permission agreement

(2) Individuals providing gratuitous service will agree in writing to waive any and all claims against the Government that may arise from the performance of their services. Sample agreements are provided in figure 5–1 for adults (or married Family members under the age of 18 years) and figure 5–2 for unmarried Family members under the age of 18 years. The organization in which the services are provided will maintain these agreements until determined no longer required.

(3) Individuals receive no pay, and the performance of service does not qualify them as an employee of the U.S. Government. They provide gratuitous service on their own initiative.

(4) Individuals providing gratuitous service cannot be reimbursed with NAFs or APFs for their incidental expenses incurred as a result of their service.

b. Provisions of paragraphs 5–6a, 5–7g, 5–9c, 5–9d, 5–9g, 5–9h, 5–9m, 5–9n, and 5–9r apply to gratuitous servants.

Section IV

Private Organizations

5–14. Private organization volunteers

Individuals providing service to a private organization are volunteers of that organization and are not Army volunteers. Volunteer management is conducted according to the guidelines established by the private organization.

5–15. Private organization volunteer benefits

Volunteers for private organizations are covered only by those benefits provided by that private organization and are not eligible for any benefits from the Army to include workers' compensation, tort claims, and reimbursements of incidental expenses from APF or NAF. Private organizations may participate in training sponsored by the AVCC and request consultation on volunteer management issues. A representative from private organizations may be a Volunteer Council member. Private organizations are encouraged to provide volunteer hours to the AVCC to show the total impact of all volunteers on the installation.

5–16. Private organizations

Private organizations (PO) authorized to operate on the installation are strongly encouraged to participate in Volunteer Management Information System for the purpose of recruitment, recordkeeping, and recognition. Participation in Volunteer Management Information System will facilitate inclusion of authorized PO volunteers in installation awards and recognition ceremonies.

Section V

Student interns

5–17. Student voluntary services

Services may be accepted from students, with the permission of the institution at which the student is enrolled, as part of an agency program established for the purpose of providing educational experiences for the student (see 5 USC 3111).

5–18. Guidance

Organizations should contact their local personnel office for applicable Office of Personnel Management guidance on this program. Volunteer student internships do not fall under the office of the AVCC.

Section VI

Army Volunteer Corps Coordination

5–19. Purpose

Army Volunteer Corps coordination will promote the effective use of volunteers, identify and develop meaningful volunteer opportunities, and ensure compliance with regulatory guidance.

5–20. Volunteer Council

The Volunteer Council will meet at least quarterly to discuss current volunteer issues and share program plans, successes and proposed events. The AVCC will chair council meetings. The council will include, at a minimum, representatives from all agencies having volunteers, appropriate command spouses and community representatives. The AVCC will prepare and forward a copy of council minutes to the installation (garrison) and member organizations.

5-21. Services to organizations utilizing volunteers

a. A comprehensive and up-to-date resource library will be established that includes, at a minimum, volunteer regulations, legislation, DA, IMCOM, Army commands, Army service component commands, and direct reporting units installation guidance, forms, materials on volunteer management and program organization, and information about training opportunities for volunteers and volunteer managers.

b. Training will be provided for volunteer managers, both paid and volunteer, on volunteer management issues such as recruitment techniques, interviewing skills, orientation requirements, record keeping, recognition, evaluation, dismissal and position descriptions. The AVCC will assist volunteer agencies in determining types of training needed.

c. Assistance may be provided in evaluating the effectiveness of an organization's volunteer service.

d. The AVCC will act as an impartial mediator in issues concerning volunteers, volunteer organizations, and the chain of command.

5-22. Recruitment, referral, and recognition

a. *Recruitment methods.* Volunteer recruitment will be conducted using a variety of media and informational briefings. A volunteer job bank will be established and maintained that will include information on all current volunteer positions, programs, and agency requests.

b. *Referral.* Volunteers will be referred to agencies based on their interests, skills, and agency needs.

c. *Transitions.* Volunteers wanting to transition to another position will be given assistance in identifying and transferring to another position.

d. *Recognition.* Volunteers will be recognized for their service at the installation volunteer recognition event. Volunteers will be recognized with appropriate military and civilian awards (see app I).

Appendix A References

Section I Required Publications

AR 1–100

Gifts and Donations (Cited in para F–5, and J–8 through J–10.)

AR 25–400–2

The Army Records Information Management System (ARIMS) (Cited in para 2–27*b*(2).)

AR 40–5

Preventive Medicine (Cited in para 4–45*b*.)

AR 190–24/OPNAVINST 1620.2A/AFI 31–213/MCO 1620.2D/COMDTINST 1620.1E

Armed Forces Disciplinary Control Boards and Off–Installation Liaison and Operations (Cited in para 4–44.)

AR 215–1

Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities (Cited in paras 2–11*r*(2), 3–2*a*, 3–2*e*, 3–2*f*, 5–10*f*, 5–10*g*(2), 5–10*g*(3)(c), app I, and app J.)

AR 230–1

Department of the Army Welfare Fund (Cited in para F–5.)

AR 340–21

The Army Privacy Program (Cited in para 2–27*a*.)

AR 608–18

The Army Family Advocacy Program (Cited in paras 4–11, 4–13, and 5–9*h*.)

AR 608–75

Exceptional Family Member Program (Cited in para 4–14.)

AR 930–4

Army Emergency Relief (Cited in para 4–45*a*.)

DA Pam 608–17

Instructions for Implementing Army Community Service Accreditation Program (Cited in paras 2–4*a*, 2–10*m*, 2–12*l*, and 2–14*e*.)

DA Memo, 13 Sep 11

Army Family Action Plan Memorandum of Agreement (Cited in para K–1*b*.)

DOD 5500.7–R

Standards of Conduct (Cited in paras J–2*c*, J–4*c*, J–7*a*(1), J–7*d*, J–11.)

DOD Memo, 14 Apr 08

Exceptional Eligibility for Transitional Compensation for Abused Dependents (Cited in para H–1*c*.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read a related publication to understand this regulation. DOD publications are available at <http://www.dtic.mil/whs/directives>. The United States Code and the Code of Federal Regulations are available at <http://www.gpo.gov/fdsys/>. Executive orders are available at <http://www.archives.gov/federal-register/executive-orders/disposition.html/>.

AR 1–101

Gifts for Distribution to Individuals

AR 5–20

Competitive Sourcing Program

AR 11–2

Managers' Internal Control Program

AR 15–1

Boards, Commissions, and Committees-Committee Management

AR 25–30

The Army Publishing Program

AR 25–55

The Department of the Army Freedom of Information Act Program

AR 58–1

Management, Acquisition, and Use of Motor Vehicles

AR 190–24

Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations

AR 210–14

The Army Installation Status Report Program

AR 210–22

Private Organizations on Department of the Army Installations

AR 385–10

The Army Safety Program

AR 415–28

Real Property Category Codes

AR 525–13

Antiterrorism

AR 525–27

Army Emergency Management Program

AR 600–8–8

The Total Army Sponsorship Program

AR 600–8–11

Reassignment

AR 600–15

Indebtedness of Military Personnel

AR 600–20

Army Command Policy

AR 600–29

Fundraising within the Department of the Army

AR 600–55

The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing)

AR 608–10

Child Development Services

AR 672–20

Incentive Awards

AR 690–11

Use and Management of Civilian Personnel in Support of Military Contingency Operations

AR 930–5

American National Red Cross Service Program and Army Utilization

DA Pam 5–20

Competitive Sourcing Implementation Instructions

DA Pam 690–47

DA Civilian Employee Deployment Guide

DFAS–IN Manual 37–100

Providing for Enhancement and Coordination of Federal Consumer Programs, 26 September 1979 (Available at <http://www.asafm.army.mil/>.)

NGR 600–12

National Guard Family Program (Available at <http://www.ngbpdc.ngb.army.mil/default.htm/>.)

TC 21–7

Personal Financial Readiness and Deployability Handbook

CTA 50–909

Field and Garrison Furnishings and Equipment

CTA 50–970

Expendable/Durable Items (Except Medical, Class V, Repair Parts, and Heraldic Items)

DOD 4525.8–M

DOD Official Mail Manual

DOD 7000.14–R

Department of Defense Financial Management Regulation (FMRs)

DOD Memorandum, 14 Apr 08

Exceptional Eligibility for TC Abused Dependents

DODD 1020.1

Nondiscrimination on the Basis of Handicap in Programs and Activities Assisted or Conducted by the Department of Defense

DODD 1030.1

Victim And Witness Assistance

DODD 2000.12

Family Policy DOD Antiterrorism (AT) Program

DODD 5030.56

DOD Consumer Affairs Program

DODD 5400.11

DOD Privacy Program

DODD 6400.1

Family Advocacy Program (FAP)

DODD 6495.01

Sexual Assault Prevention and Response (SAPR) Program

DODI 1010.13

Provision of Medically Related Services to Children Receiving or Eligible to Receive Special Education in DOD Dependent Schools Outside the United States (Available at http://www.dodea.edu/foia/iod/pdf/i1010_13.pdf/.)

DODI 1015.10

Programs for Military Morale, Welfare, and Recreation (MWR)

DODI 1015.15

Establishment, Management, and Control of Nonappropriated Fund Instrumentalities and Financial Management of Supporting Resources

DODI 1100.21

Voluntary Services in the Department of Defense

DODI 1315.19

Authorizing Special Needs Family Members Travel Overseas at Government Expense

DODI 1342.12

Provision of Early Intervention and Special Education Services to Eligible DOD Dependents

DODI 1342.14

Monitoring of the Provision of Related Services to Handicapped Children in the DOD Dependents Schools (Available at http://www.dodea.edu/foia/iod/pdf/i1342_14.pdf/.)

DODI 1342.22

Military Family Readiness

DODI 1342.24

Transitional Compensation for Abused Dependents

DODI 1344.7

Personal Commercial Solicitation on DOD Installations

DODI 1402.5

Criminal History Background Checks on Individuals in Child Care Services

DODI 2000.16

DOD Antiterrorism (AT) Standards

DODI 2000.18

Department of Defense Installation Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Emergency Response Guidelines

DODI 6055.7

Mishap Notification, Investigation, Reporting, and Recordkeeping

DODI 6055.17

DOD Installation Emergency Management (IEM) Program

DODI 6400.3

Family Advocacy Command Assistance Team

DODI 6400.5

New Parent Support Program (NPSP)

DODI 6495.02

Sexual Assault Prevention and Response Program Procedures

5 CFR 2635.101(b)

Standards of Ethical Conduct for Employees of the Executive Branch

32 CFR 80

Provision of Early Intervention Services to Eligible Infants and Toddlers with Disabilities and Their Families, and Special Education Children with Disabilities Within the Section 6 School Arrangements

Executive Order 12160

Providing for Enhancement and Coordination of Federal Consumer Programs, 26 September 1979

JFTR, Appendix E

Invitational Travel Authorizations (Available at <http://www.defensetravel.dod.mil/site/travelreg.cfm/>)

P.L. 97-291

Victim and Witness Protection Act of 1982 (Available at <http://thomas.loc.gov/>.)

P.L. 101-647

Crime Control Act of 1990 (Available at <http://thomas.loc.gov/>.)

UFC 4-730-01

Family Service Centers (Available at <http://www.wbdg.org/>.)

5 USC 552a

Records Maintained on Individuals

5 USC 552b

Open Meetings

5 USC 3111

Acceptance of Volunteer Service

5 USC 8101 through 5 USC 8152

Compensation for Work Injuries

10 USC 801 through 10 USC 940

Uniform Code of Military Justice

10 USC 1056

Relocation Assistance Programs

10 USC 1059

Dependents of Members Separated for Dependent Abuse: Transitional Compensation; Commissary and Exchange Benefits

10 USC 1073

General Military Law, Administration of this Chapter

10 USC 1148

Relocation Assistance for Personnel Overseas

10 USC 1408(h)

Payment of Retired or Retainer Pay in Compliance with Court Orders

10 USC 1588

Authority to Accept Certain Voluntary Services

10 USC 1788(b)

Additional Family Assistance

10 USC 1794

Child Abuse Prevention and Safety at Facilities

10 USC 2164

Department of Defense Domestic Dependent Elementary and Secondary Schools

10 USC 2733

Property Loss; Personal Injury or Death: Incident to Noncombat Activities of Department of Army, Navy, or Air Force

18 USC 201 through 18 USC 225

Bribery of Public Officials and Witnesses

18 USC 1512 through 18 USC 1514

Obstruction of Justice

20 USC 921

Defense Dependents' Education System

20 USC 1231e

Joint Funding of Programs

20 USC 1400

Education of Individuals with Disabilities

26 USC 501(c)(19)

Exemption From Tax on Corporations, Certain Trusts, etc.

28 USC 2671 through 28 USC 2680

Definitions/Exceptions

29 USC 504

Prohibition Against Certain Persons Holding Office

29 USC 701

Vocational Rehabilitation and Other Rehabilitation Services: Findings; Purpose; Policy

31 USC 1341

Limitations on Expending and Obligating Amounts

31 USC 1342

Limitation on Voluntary Services

31 USC 1345

Expenses of Meetings

37 USC 402

Basic Allowance for Subsistence

37 USC 402A

Supplemental Subsistence Allowance for Low-Income Members with Dependents

38 USC 1311

Dependency and Indemnity Compensation to a Surviving Spouse

38 USC 1313

Dependency and Indemnity Compensation to Children

41 USC 351

Required Contract Provisions; Minimum Wages

42 USC 4151
“Building” Defined

42 USC 5101
Office on Child Abuse and Neglect

42 USC 5102
Advisory Board on Child Abuse and Neglect

42 USC 10601
Crime Victims Fund

42 USC 12101
Equal Opportunity for Individuals with Disabilities: Findings and Purpose

Section III

Prescribed Forms

Unless otherwise indicated, DA forms are available on the APD Web site (<http://www.apd.army.mil>); DD forms are available on the OSD Web site (<http://www.dtic.mil/whs/directives/infomgt/forms/index.htm/>).

DA Form 3063
ACS Management Report (RCS ACS–001) (Prescribed in paras 2–10*k*, 2–14*h*, 2–27, 2–29, 2–30, and 4–2*h*.) (The DA Form 3063 is within the ACS Staff portal located at URL: <https://www.acsstaff.org>. The ACS Staff portal is a permissions and role based Web site; therefore, only ACS personnel can access the DA Form 3063.)

DA Form 4162
Volunteer Service Record (Prescribed in para 5–9*o*.)

DA Form 4713
Volunteer Daily Time Record (Prescribed in para 5–9*n*.)

DA Form 5184
Consumer Complaint (Prescribed in para 4–44*a*.)

DA Form 5671
Parental Permission (Prescribed in para 5–9*l*.)

DA Form 5897
Army Community Service (ACS) Client Case Record (Prescribed in paras 2–27, and 4–2*h*.)

DA Form 5900
Army Community Service (ACS) Group Sessions Log (Prescribed in para 2–27.)

DA Form 7418
Army Community Service (ACS) Accreditation Report (RCS ACSIM—003) (Prescribed in para 2–10*m*.)

DA Form 7419
Army Community Service (ACS) Accreditation Checklist (Prescribed in paras 2–10*m*, 2–14*e*, 2–25*a*, N–2, and N–3.)

DA Form 7419–1
Family Advocacy Program (FAP) (Prescribed in paras 2–10*m*, 2–14*e*, 2–25*a*, N–2, and N–3.)

DA Form 7419–2
Exceptional Family Member Program (EFMP) (Prescribed in paras 2–10*m*, 2–14*e*, 2–25*a*, N–2, and N–3.)

DA Form 7419–3
Army Family Action Plan (AFAP) Program (Prescribed in paras 2–10*m*, and 2–14*e*.)

DA Form 7419–4
Army Family Team Building (AFTB) Program (Prescribed in paras 2–10*m*, and 2–14*e*.)

DA Form 7631

Deployment Cycle Support Checklist (Prescribed in para 4-4.)

DA Form 7700

Family Assistance Center (FAC) Situation Report (SITREP) (Prescribed in para 2-12y.)

DD Form 2698

Application for Transitional Compensation (Prescribed in paras 4-12d, H-1c, and H-9b.)

DD Form 2793

Volunteer Agreement for Appropriated Fund and Nonappropriated Fund Instrumentalities (Prescribed in para 5-9k.)

Section IV**Referenced Forms**

Unless otherwise indicated below, the following forms are available as follows: DA forms are available on the APD Web site (<http://www.apd.army.mil>); DD forms are available on the OSD Web site (<http://www.dtic.mil/whs/directives/infomgt/forms/index.htm>); Standard Forms (SF) are available on the GSA Web site (<http://www.gsa.gov>).

DA Form 11-2

Internal Control Evaluation Certification

DA Form 2028

Recommended Changes to Publications and Blank Forms

DD Form 2648

Preseparation Counseling Checklist for Active Component Service Members

DD Form 2648-1

Preseparation Counseling Checklist for the Reserve Component Service Members Released from Active Duty

SF 1199A

Direct Deposit Sign-up Form

Appendix B

Statutory and Regulatory Authorities and Executive Orders

B–1. Statutory authorities and executive order impacting Department of Defense operations

a. Title 10, United States Code, Section 1059 (10 USC 1059), states that the Secretary of Defense, with respect to the Armed Forces, may establish a program to pay monthly transitional compensation to dependents or former dependents of a member of the armed forces who is convicted of a dependent-abuse offense and whose conviction results in the member being separated from active duty pursuant to a sentence of a court-martial; or forfeiting all pay and allowances pursuant to a sentence of a court-martial; or who is administratively separated from active duty.

b. 10 USC 1148 requires development of a program specifically to assist members of the armed forces stationed overseas who are preparing for discharge or release from active duty, and the dependents of such members, in readjusting to civilian life.

c. 10 USC 1588 defines volunteers; describes requirements and limitations; gives authority to recruit and train persons providing services; provides provisions of law relating to compensation for work-related injuries, claims for damages or loss and maintenance of records on individuals in both APF and NAF organizations; and addresses reimbursement of incidental expenses.

d. 10 USC 1794 provides for a special task force to respond to allegations of widespread child abuse at a military installation. The task force is composed of personnel from appropriate disciplines, including, where appropriate, medicine, psychology and childhood development. In the case of such allegations, the task force provides assistance to the commander of the installation, and to parents at the installation, in helping them deal with such allegations. Also maintenance of a national telephone number is required to report suspected child abuse and regulations are prescribed requiring the commander of a military installation to seek the assistance of local child protective authorities. The term “child abuse and neglect” has the meaning provided in section 3(1) of the Child Abuse Prevention and Treatment and Adoption Reform Act (42 USC 5101).

e. 10 USC 1056 requires that a program be carried out to provide relocation assistance to members of the armed forces and their Families.

f. 10 USC 2164 requires Department of Defense Domestic Dependent Elementary and Secondary Schools to provide programs designed to meet the special needs of students with disabilities in specific locations in the United States and certain territories, commonwealths and possessions of the United States.

g. 20 USC 1231e prohibits discrimination based on disability in programs and activities receiving Federal financial assistance.

h. 20 USC 921 requires Department of Defense Dependents Schools (DODDS) to provide programs designed to meet the specialized needs of students with disabilities in locations outside the United States.

i. 20 USC 1400 requires free appropriate public education for all children with disabilities, to include special education and certain related services.

j. 37 USC 402A authorizes a supplemental subsistence allowance for service members which is designed to remove the member’s household from eligibility for benefits under the food stamp program.

k. 42 USC 4151 requires certain Federally-owned, Federally-leased, or funded buildings and facilities to be accessible to persons with disabilities.

l. 42 USC 5102 establishes a National Center on Child Abuse and Neglect to make recommendations on national policy to reduce and prevent child and youth death and to specific changes needed in Federal laws and programs to achieve an effective Federal role in preventing child and youth deaths.

m. 42 USC 12101 guarantees equal opportunity for individuals with disabilities in employment, public accommodation, transportation, and telecommunications.

n. Executive Order 12160 establishes a Consumer Affairs Council, consisting of representatives of Federal agencies, to include DOD. The Executive Order requires that the Council provide leadership and coordination to ensure that agency consumer programs are implemented effectively.

B–2. Regulatory authorities for Army Community Service and related activities

a. Section 80, Title 32, Code of Federal Regulations (32 CFR 80), requires provision of early intervention services to eligible infants and toddlers with disabilities and their Families and special education and related services to children with disabilities within the Department of Defense Domestic Dependent Elementary and Secondary Schools arrangements.

b. DODD 1020.1 prohibits discrimination based on disability in programs and activities receiving Federal financial assistance disbursed by the Department of Defense in programs and activities conducted by the Department of Defense.

c. DODD 1030.1 updates DOD policies and assigns responsibilities for providing assistance to victims and witnesses of crimes committed in violation of the Uniform Code of Military Justice and implements 42 USC 10601, and 18 USC 1512–1514, by providing guidance for assisting victims and witnesses of crime from initial contact through investigation, prosecution and confinement.

- d.* DODI 1344.7 requires military departments to provide education programs on credit and personal financial management.
- e.* DODD 5030.56 updates responsibilities and guidelines for the DOD Consumer Affairs Program.
- f.* DODD 6400.1 provides internal DOD guidance to protect and assist actual or alleged victims of child and spouse abuse, and updates the responsibility to use the programs established by PL 101–647 and PL 97–291.
- g.* DODD 6495.01 establishes comprehensive DOD policy on prevention and response to sexual assault.
- h.* DODI 1010.13 establishes policies and procedures to provide medically related services to children receiving or eligible to receive special education. It requires that, if medically related services are likely to be required or considered, military assignments be pinpointed to areas where resources are available and that medical centers be established in consultation with DODDS within designated areas of geographic responsibility outside the U.S. capable of providing necessary medically related services to support the needs of eligible beneficiaries. It also promotes the development of a coordinated network for health care provider training and delivery of medically related services.
- i.* DODI 1100.21 implements policies, responsibilities, and procedures for the acceptance and use of voluntary services in DOD programs, as authorized by 10 USC 1588 describes the conditions under which voluntary services may be accepted, the responsibilities of accepting officials, and the Government support of authorized volunteers when performing their official duties; and authorizes the Military Departments and through them, the Office of the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Inspector General of the Department of Defense, the Defense Agencies, the DOD Field Activities, and all other organizational entities within the Department of Defense to accept voluntary services pursuant to 10 USC 1588.
- j.* DODI 1315.19 provides guidance, assigns responsibilities and prescribes procedures for authorizing Family member travel at Government expense for active duty Service members who are assigned overseas and who have Family members that meet DOD criteria for identifying a Family member with special needs, and processing civilian employees who have Family member with special needs for an overseas assignment.
- k.* DODI 1342.12 establishes policies and procedures for providing a free appropriate public education for children with disabilities who are eligible to enroll in DODDS; early intervention services for infants and toddlers, birth through age 2 years who, but for their age, would be eligible to enroll in the DODDS; and a comprehensive and multidisciplinary program of early intervention services for infants and toddlers with disabilities and their Families.
- l.* DODI 1342.14 establishes policies and procedures for monitoring the provision of related services.
- m.* DODI 1342.22 establishes policy, assigns responsibilities, and establishes procedures for the provision of Military Family Readiness.
- n.* DODI 1342.24 implements policy, assigns responsibilities and prescribes procedures under 10 USC 1059 for the payment of monthly transitional compensation to dependents of members separated for dependent-abuse.
- o.* DODI 6400.3 establishes policy, assigns responsibilities and prescribes procedures under DODD 6400.1 for implementation and use of the DOD Family Advocacy Command Assistance Team.
- p.* DODI 6400.05 implements policy, assigns responsibilities, and prescribes procedures for the New Parent Support Program, a standardized Family Advocacy Program secondary prevention program for parents who are at risk for engaging in child abuse.
- q.* DODI 6495.02 implements policy, assigns responsibilities, provides guidance and procedures and establishes the Sexual Assault Advisory Council for the DOD Sexual Assault Prevention and Response Program.

Appendix C

Army Community Service Volunteers

C-1. Status

- a. ACS volunteers are one example of the many statutory volunteers authorized by 10 USC 1588 and must comply with all laws, regulations, and guidance outlined in Chapter 5 of this regulation.
- b. Individuals volunteering in ACS services within the United States Army Recruiting Command are considered ACS volunteers and subject to the rules and regulations governing ACS volunteers.

C-2. Roster

Each ACS must have an accurate roster of active ACS volunteers that includes, at a minimum, the following information: complete name, telephone number, volunteer position, and identification of minors.

C-3. Volunteer records

- a. The ACS volunteer supervisor will ensure a volunteer service record is established for each volunteer in the Volunteer Management Information System.
- b. Each volunteer will maintain a record of hours worked in Volunteer Management Information System. Hours earned will be entered in Volunteer Management Information System for the appropriate day and month that the volunteer worked per paragraph 5-9n.
 - (1) Credit will be given for each hour of voluntary service performed, hours spent in orientation and other ACS training activities. Temporary duty at conferences or workshops will be credited at 24-hours per day.
 - (2) Volunteers performing on-call duties will be awarded two hours of credit for each 24-hour period spent on call in addition to any voluntary service performed during the on-call period.
 - (3) Extra credits will be awarded and entered into the monthly column of the daily time record for volunteers who serve in the following capacities:
 - (a) Volunteer supervisor (10 hours per month).
 - (b) Assistant volunteer supervisor (5 hours per month).
 - (c) Upon transferring, the volunteer's record will remain in the Volunteer Management Information System.
 - (d) Army volunteers may work with Family services activities of the U.S. Air Force, U.S. Navy, U.S. Marine Corps, U.S. Coast Guard, or other uniformed service volunteer activities, including the Reserve Components and Family Readiness Groups. Such volunteers can transfer the hours worked to ACS to apply for awards. When they return to ACS, appropriate totals will be entered in Volunteer Management Information System under "Other Services" with the appropriate organization, position, dates, and hour information. Requests will be honored when volunteers from other services working in ACS want their hours credited to their own Family service program.

C-4. Army Community Service recognition

- a. An ongoing system of recognition for volunteers will be established for ACS volunteers in accordance with appendix I.
- b. The ACS name tag will be awarded after 50 hours of service. The ACS pin may be awarded after 50 hours of service.
- c. The Emma Marie Baird Award for Outstanding Volunteer Service consists of a lapel pin and citation signed by the Chief of Staff, Army. It represents HQDA recognition of volunteers who have contributed outstanding service to ACS. Volunteers will be nominated for this award per instructions from IMCOM (IMCOM G-9, Family and MWR Programs). The nomination of volunteers whose contributions are believed to merit this recognition, will be made by installations on an annual basis, forwarded by a memorandum signed by the garrison commander, and received by the IMCOM regions or specified Army commands by 1 September of each year. Regions/Army commands will review the nominations, preferably by committee, to ensure they meet the criteria. When a nomination does not fully meet the criteria, region/Army command review should focus on recommending an alternative recognition that would be more appropriate. One copy of each nomination considered appropriate for receipt of the award will be forwarded by a cover letter signed by the region/Army command endorsing the nominations to IMCOM by 1 November of each year. Consult <http://www.myarmyonesource.com> for detailed instructions.

Appendix D

Central Intake Methodologies

This material is used with permission from the Alliance of Information and Referral Systems, Inc., and the United Way of America.

D-1. Interviewing and assessment

Interviewing will be limited to obtaining sufficient information to make an assessment to provide accurate information or referral. The assessment will consist of an accurate understanding of the problem as identified by the client and the staff.

D-2. Information giving

Simple or complex information will be provided in response to inquiries. Simple information is that which requires a limited response, such as an organization's name, telephone number, and address. In such cases, it is not necessary to obtain additional information from the client to answer the question and no problem is presented. No outgoing calls are made in relationship to the inquiry and there is no follow-up. Complex information consists of providing detailed information about community service systems, agency policies and procedures for application. No problem requiring referral to an agency is presented. Outgoing calls may be made to validate information but no follow-up is made.

D-3. Referral

For the client who presents a problem, an assessment is made to provide a referral. Referrals may be simple or complex. Simple referral is made when there is reasonable assurance that the client is competent enough to follow the referral without assistance and that service is available at the level required and in the necessary time frame. Otherwise the request is considered as a complex referral. An outgoing call is made on behalf of the client and follow-up occurs.

D-4. Follow-up

a. Follow-up will consist of contacting the referral agency and the client to find out whether or not contact has been made and if the service is being provided. Follow-up will be carried out, at a minimum, in complex referral cases.

b. If linkage has not occurred, the staff will offer advocacy on behalf of clients to assist them in obtaining a needed service when they cannot effectively represent themselves or when they have a complaint about a service.

Appendix E

Resource File Specifications

This material is used with permission from the Alliance of Information and Referral Systems, Inc. and the United Way of America.

E-1. Resource file

The resource file will contain the following components:

- a.* An alphabetical index of all local public, private, and voluntary agencies and organizations with a reference to more detailed information contained in each service provider's file.
- b.* An alphabetical index of service headings with cross references.
- c.* Detailed information about agencies and organizations and the services those agencies and organizations provide.

E-2. Service provider file

Each service provider's file will include the following: legal name, common name, or an acronym; address; telephone number; name of agency or organization administrator; intake point of contact; hours and days of service; services provided; eligibility requirements and intake procedures; cost of service; TRICARE network provider (yes or no); TRICARE Standard provider (yes or no); area served; branch offices; and known barriers to accessibility and restrictions on facility use.

E-3. File update

The resource file will be updated annually. Procedures will be established for responding to interim information changes.

Appendix F

Family Assistance Center

F-1. Staying prepared

Local and military agencies in the community should develop written plans, test those plans, and have strong working relationships. Catastrophic events should not be the first time organizations get to know each other. Essential key personnel should be identified to support Family assistance center operations with logistical support and necessary equipment identified beforehand. A solid network of proactive collaboration and interservice communication is essential to know how to coordinate the many military and civilian agencies. Also important is the need for uniform guidelines, interservice agreements, “smart” books, and standardized protocols. Baseline procedures for resolving common issues must be clearly established to ensure Joint responses to military disasters, mobilizations and deployments, and provide consistency in their response.

F-2. Family Assistance Center activation

The Garrison Commander, the Emergency Operations Center (EOC), or the point of contact (POC) identified in the installation EM Plan will direct the installation ACS Director to activate, sustain, and deactivate a FAC. For garrisons without direct ACS support, and where coordination with the nearest ACS is impractical due to geographic separation, the Garrison Commander will identify a FAC director to activate, sustain, and deactivate a FAC. A FAC will be activated as follows—

a. Phase I.

- (1) ACS is put on alert, and will be prepared to expand into phases II through III within 24-hours if necessary.
- (2) Transportation is made available to FAC staff and customers to and from the FAC, or Mass Care locations/facilities, a school, childcare, or daycare facility to a Local Safe Haven or collection point due to the emergency, or assigned tasks as detailed in the installation EM Plan.
- (3) A 24-hour emergency-telephone capability is activated.
- (4) An ACS representative will be on call.
- (5) Community support services 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 (see app G-2).
- (7) The Garrison IEM Plan is reviewed and validated, equipment is checked, and staff and support agency training is completed (see app F-6).
- (8) An ACS staff member will be designated as a member of the EOC.

b. Phase II.

- (1) As customer volume or conditions warrant, FAC hours of operation may increase up to 18 hours per day, and an ACS representative trained in FAC operations will be required to be present in the FAC.
- (2) Depending on the situation and customer needs, essential agencies and services move to the FAC. These agencies and services include, but are not limited to, information and referral, behavioral health services, chaplain support, child care assistance, housing, transportation, casualty support, translators, medical triage, security, personal locator assistance, Defense Enrollment Eligibility Reporting System (DEERS) access, finance, Identification (ID) cards, legal, referral services, and tri-service medical care (TRICARE).
- (3) In accordance with the validated installation Emergency Family Assistance Plan, the ACS director, commanders, or supervisors of the supporting agencies will initiate staffing patterns for extended operations.
- (4) In accordance with the installation Emergency Family Assistance Plan, supporting agency personnel will staff the FAC during the increased hours of operation.

c. Phase III.

- (1) The FAC begins 24-hour operations.
- (2) At the direction of the Senior Army or Garrison Commander, support agencies may be required to staff the FAC for 24-hour operations.
- (3) To ensure a support structure is in place for Family members during emergency situations and deployment, the Garrison Commander may place the FAC on 24-hour operation during—
 - (a) A natural disaster or other local crisis situation impacting garrison personnel and/or the affected military community (to include Reserve Component Personnel).

(b) A mobilization or deployment related event requiring crisis intervention and emergency communication to Soldiers Families, including but not limited to, unscheduled mobilization or deployment, rapid mobilization and deployment, in-theater mass casualty incident or hostage incident, or short notice deployment extension.

(c) Repatriation or Noncombatant Evacuation Operations (NEO).

d. Phase IV. The Senior Army or Garrison Commander will decide when to begin FAC deactivation procedures based on the recommendation of the ACS/FAC Director. FAC hours of operation and staff may decrease based on

customer volume and mission requirements until the workload can be absorbed by normal ACS and support agency operations. The FAC will implement a transition plan for impacted Soldiers/Families requiring long term support in order to assimilate them back into their community or a designated location. Once this is achieved, the FAC will completely shut down. The FAC director with assistance from the supporting agencies will complete an AAR and, after obtaining the appropriate command concurrences, forwards it through the IMCOM region, to IMCOM (see app F-7).

F-3. Family Assistance Center Staffing

a. FAC staffing requirements for each activation phase will be identified, and included in the Garrison IEM Plan. Garrison Commanders at large installations with frequent deployments may have enough baseline requirements to consider establishing a full time FAC. Garrison Commanders should consider using the following personnel:

(1) Civilian employees of organizations, such as education centers that may not have their normal number of customers. This includes surge-support personnel.

(2) Contractors, after receiving approval of the appropriate contracting officer that the contract has been amended and funded, whose contract allows them to support the FAC.

(3) Local retirees.

(4) Non-deployable personnel.

(5) Overhires. (Position descriptions should be prepared and ready to fill.)

(6) FAC specialists from the Army National Guard.

(7) Army Reserve Family Programs staff.

(8) Staff duty officers stationed at the FAC after normal hours of operation.

(9) Community support listed in appendix G.

(10) Volunteers.

b. The FAC is a liaison with community support services. When the FAC director activates the community-support service personnel assigned on orders will report to the FAC.

c. Agency POCs are expected to attend regularly scheduled FAC training listed in appendix F-6, and meetings. Staff will be screened, pretrained for their respective roles, and will be designated as emergency essential personnel in accordance with with IEM Plan. Non-military personnel must agree to be designated as emergency essential personnel.

d. Army Reserve Family Programs will identify the ACS Center nearest to their staff, and provide the ACS director with Army Reserve Family Program staff contact information and an Army Family Reserve Family Programs FAC POC. The Army Reserve Family Program FAC POC will serve as a liaison between the FAC and Army Reserve Family Programs leadership, and will assist ACS in providing information and referral services to the affected military community.

e. The Army National Guard (ARNG) Soldier and Family Support Family Programs branch will provide a listing of all FAC locations, phone numbers, FAC Specialists, and FAC coordinators to the ACS directors. The FAC coordinators in the state will serve as a liaison between the FACs and will assist the ACS in providing information and referral services to the affected military community.

f. When the FAC is activated, the FAC director will ensure that staff duty officers have the name and telephone number of the on-call FAC representative. All data gathered and maintained will be safeguarded per AR 340-21, and applicable disclosure rules. When the FAC operates on a 24-hour basis, a trained ACS representative will be available at all times. A reference smart book must be available at the FAC, and the on-call ACS representative will have a copy of the smart book with him/her at all times. The smart book must include—

(1) POC rosters for FAC personnel.

(2) POC rosters for and information papers from the community support services listed in appendix G.

(3) POC rosters for available translators for German, Italian, Korean, Spanish and/or other languages, as appropriate for the specific location/population.

(4) Telephone numbers and directions to host-country, hospitals, regional Army Medical Centers, sister Services, ACS regional staff, and other emergency response agencies.

(5) Established donation management, public affairs, and security procedures (see app F-5).

(6) Locations and contact information for Army National Guard FACs located within the state.

(7) POC and information regarding the Army Reserve Family Programs staff.

F-4. Family Assistance Center Requirements

Upon request, written situation reports must be provided to the Emergency Operations Center detailing Family assistance center activities, key information on benefits and services delivered, and issues surfacing that required resolution. During the first 30 days, a report needs to be filed twice daily, as information changes quickly. Families of victims should receive the attention of the most senior members of the Army staff through personal visits to the Family assistance center.

a. Adequate intake areas, phone lines, meeting rooms, private counseling space, child and youth services areas,

refreshment space, rooms for work centers, command centers, a briefing room, donation collection area, information display areas, and operationalize a 24/7 hotline.

- b. An appropriately furnished child-friendly play area.
- c. Audio-visual equipment with satellite hook-up.
- d. Fax machines.
- 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. Office copiers.
- i. Private areas for individual interviews (to include, non-medical clinical counseling and chaplain support).
- j. Telephones with worldwide civilian and Defense Switched Network (DSN) access.
- k. Vehicle support, as defined in the Installation Emergency Family Action Plan.
- l. Workstations for supporting agency representatives equipped with personal computers, Internet access, word processing, and e-mail.
- m. Linkage with the installation EOC, and representation within the Mass Care Branch of the EOC.
- n. Secure information collection, customer tracking and personnel locator, such as ADPAAS procedures.
- o. Briefing room.
- p. FAC staff "To Go" kits, as defined in the Installation Emergency Family Assistance Plan.
- q. Internet access.
- r. 800 megahertz (MHz) radios, Satellite Phones, weather radio, flashlights, and state maps.
- s. Administrative supplies (for example, pens, pencils, paper, folders, and paper clips).
- t. Unit POC contact information.
- u. Contact information for television, radio, local newspapers, and other forms of social media.
- v. An activation equipment and materials checklist.
- w. Proper security measures in place throughout the duration of the emergency response. Controlled access to the FAC with FAC staff identified by distinctive badges, lanyards, and clothing.

F-5. Donations Management

All donations activities will conform with AR 1-100, AR 230-1, AR 600-50, the Joint Ethics Regulation, and 10 USC 2601. The goal of donations management is to efficiently and effectively manage the overall influx of unsolicited offers of goods and monetary donations.

a. Early coordination with private nonprofit, community support organizations that can provide specific disaster-related services is vital. Participating in preparedness activities, including planning and establishing appropriate roles and responsibilities, will contribute to the successful execution of donations management.

b. DA Personnel are prohibited from soliciting any type of donations (to include monetary or in-kind). However, in response to an appropriate inquiry, may inform potential donors of needs and available process for giving.

c. DA personnel will consult the Joint Ethics Regulation, and may not endorse the fundraising activities of non federal entities (NFEs).

d. There are two categories of donations most commonly encountered and each type will be handled differently. Procedures to process each type include:

(1) In-kind donations are tangible goods (for example, clothing, food, and consumables (paper products)).

(a) All offers of in-kind donations should be referred to NFEs that provide community support (for example, Red Cross, and United Services Organization (USO)).

(b) Garrisons should not accept in-kind donations, as they are not prepared or experienced to accept, store, manage, and disburse the magnitude of goods that may be donated.

(2) Monetary donations include cash, checks, money orders, cash cards (for example VISA, MasterCard, American Express, and Discover).

(a) Family and Morale, Welfare and Recreation (FMWR) may accept monetary donations, but may only provide goods and services to Soldiers and Families (for example, food, phone cards, local store gift cards, commissary, and Army and Air Force Exchange Service (AAFES)).

(b) FMWR may not make cash payments to individuals (for example, Soldiers and/or Family members).

(c) The most efficient way to accept monetary donations is to refer the donor to the "Gifts To Army" Web site where donors may make donations to Soldier and Family Programs up to \$10,000 via a credit card. The link for online donations is <http://giftstoarmy.army.mil/SoldiersFamilies.aspx>.

(d) Checks should be written payable to the Installation FMWR Fund (IFMWRF), and deposited into the FMWRF local account.

(e) Donations not given online will be processed as gifts to the Nonappropriated Fund Instrumentality (NAFI) Supplemental Mission Fund. Donation offers of \$1,000 or greater must be reviewed for legal sufficiency by the local

Staff Judge Advocate (SJA) office. Donation offers of \$10,000 or greater require a written legal opinion prior to approval and/or acceptance by the official acceptance authority (Director of Family and MWR, if delegated by the garrison commander, or the garrison commander). All donation offers greater than the garrison commander's acceptance limit (\$100,000) must be referred for acceptance by IMCOM, CG/DCG-S.

(f) Expenditures from the donated funds may be for quality of life items, services, and supplies to support the needs of affected personnel for which appropriated funds (APF) are not authorized.

(3) Accurate records for receipt and disbursement of donated funds must be kept to ensure the donors' intent for are met.

(4) Garrisons will establish processes for managing and executing donated funds, to include needs determination, validation, and approval processes for executing funds.

(5) Authorized Garrison Family and MWR personnel will make purchases using the NAF Government Purchase Cards (GPC).

F-6. Training

a. *General.* FAC training raises the awareness of all participating staff, and prepares them to be more responsive in an emergency event. Training will be conducted to provide the various groups of responders an awareness of accepted response methods and follow on procedures.

b. *Training Requirements.* Training methods may take the form of established classroom presentations, distance learning or correspondence type programs and classes, or practical exercises. AR 525-27, training table 4-1, provides a breakout of potential installation partners and their respective training program. In addition, a training plan will be developed requiring FAC training to be conducted prior to the annual training event, and will include some of the following topics:

- (1) ACS mobilization and deployment FAC operations (then and now).
- (2) Ready Army information and program, disaster and emergency preparation (from rain to radiation).
- (3) Stress management during an emergency, applied suicide intervention skills training, grief and bereavement training, and other support services in an emergency.

(4) Management of Soldier and Family member administrative actions in an emergency (to include insurance issues, personal property, official Family documents, and other key areas of a personal nature impacted by an emergency).

c. *Training Exercise.* In accordance with AR 525-27, there will be an annual Emergency Management training exercise held in conjunction with other incident response evaluations. The extent of this exercise will be the determination of the garrison commander. However, at a minimum, it will include a complete review of the Emergency FAC operations based on a typical critical situation or incident. Given the variety of program areas within the ACS and diverse nature of the staff, installations should consider instituting a quarterly training program as a lead up to the annual event. This will also ensure all ACS staff members have a basic knowledge and awareness of Emergency FAC operations, the variety of incident types, coordination with EOC and Garrison organizations and activities, and First Responder type actions given the different incident types. The goal is to build a solid frame of reference through a systematic training program. (See proposed topics below).

d. *Proposed Army Community Service training topics.* A quarterly training plan may include some of the following topics:

- (1) Overview of ACS FAC operations over the last two decades and emergency FAC operations based on recent support actions.
- (2) ACS mobilization and deployment FAC operations (then and now).
- (3) Ready Army Information and Program, Disaster and Emergency Preparation (from rain to radiation).
- (4) Stress management during an emergency, applied suicide intervention skills training, grief and bereavement training, and other support services in an emergency.
- (5) Management of Soldier and Family member administrative actions in an emergency (to include insurance issues, personal property, official Family documents, and other key areas of a personal nature impacted by an emergency).

F-7. After Action Reporting and Evaluation

One of the main actions to be completed after any type of exercise is an after action report (AAR) on the exercise to identify lessons learned and improve performance. An AAR will include:

- a. Emergency management exercise requirements and evaluation.
- b. Scenario evaluation and consideration.
- c. Participation and formalization of participants.
- d. Schedule evaluation and coordination actions.
- e. Emergency management evaluation.

Appendix G

Community Support

G-1. Concept and Purpose

Garrison staff elements and other agencies that should be considered as part of the FAC are listed below. Other staff elements and agencies may be added as needed.

- a. ACS.
- b. American Red Cross, and other non-profit organizations under a supporting memorandum of agreement (MOA).
- c. Army Emergency Relief.
- d. Army Substance Abuse Program.
- e. Child, Youth and School Services.
- f. Department of Defense Dependents Schools pupil personnel office (school counselors or school psychologists).
- g. Directorate of Logistics.
- h. Directorate of Public Works.
- i. Installation Senior Chaplain.
- j. Finance Office.
- k. Directorate of Plans, Training, Mobilization, and Security.
- l. In-and-out Processing Center.
- m. Information Management Office.
- n. Patient Liaison Office or TRICARE.
- o. Provost Marshal Office/Directorate of Emergency Services.
- p. Public Affairs Office.
- q. School Liaison Office.
- r. Office of the Staff Judge Advocate (OSJA).
- s. Social-work Services.
- t. Military Family Life Consultants (MFLCs)*.
- u. Casualty Support.
- v. Military OneSource*.
- w. Army OneSource.
- x. Community Support Coordinators.
- y. Other local, county, State and Federal organizations.
- z. Army National Guard Family Assistance Centers.
- aa. Directorate of Human Resources, Military Personnel.
- ab. Army Reserve Family Programs staff.

Note. *MFLCs and Military OneSource resources provide only confidential, nonmedical counseling. MFLCs and Military OneSource will not be used as regular staff, they may not carry a beeper to be on-call, they may not be used as 24/7 emergency personnel, may not staff a 24-hour emergency telephone number, and must always operate within the scope of their respective contracts.

G-2. Reporting requirements

Garrison staff elements and other agencies identified in paragraph G-1 will assist the FAC Director with the completion of an AAR, and identify any lessons learned after any type of exercise or emergency management evaluation.

Appendix H

Transitional Compensation for Abused Dependents

H-1. Eligibility

a. Transitional compensation payments are authorized for dependents of Soldiers who have been on active duty for more than 30 days and who, after November 1993 are—

(1) Separated from active duty under a court-martial sentence that convicted the Soldier of a dependent-abuse offense;

(2) Administratively separated from active duty if the basis for separation includes a dependent-abuse offense; or

(3) Sentenced to forfeiture of all pay and allowances by a court-martial which convicted the Soldier of a dependent-abuse offense.

b. Payments to abused Family members are made as follows:

(1) If the Soldier was married when the offense occurred, payment will be made to that spouse or former spouse to whom the Soldier was married at that time, including an amount for each, if any, dependent child of the Soldier who resides in the same household as that spouse or former spouse.

(2) If there is an eligible spouse or former spouse and if there is a dependent child or children of the Soldier who do not reside in the same household as the spouse or former spouse, payments will be made to both the eligible spouse and each such dependent child of the Soldier who does not reside in that household.

(3) If the spouse is ineligible to receive payment under the forfeiture provisions of paragraph H-5, (that is remarriage, cohabitation with the Soldier separated for the dependent-abuse offense, or active participation in the dependent-abuse offense), payments will be made to each dependent child of the separated Soldier who does not reside in the household of the separated Soldier or spouse.

(4) If there is no eligible spouse for reasons other than those in paragraph H-5, (for example, the Soldier has no dependent spouse or the spouse has died), payments will be made to the dependent children of the Soldier who do not reside in the household of the Soldier.

(5) For paragraphs H-1b (2), H-1b (3) and H-1b (4), status as a “dependent child” is determined as of the date of the Soldier’s conviction of the dependent-abuse offense, or as of the date on which the Soldier is administratively separated from active duty, whichever is applicable.

(6) If a recipient is incapable of handling his or her own personal affairs, payments may be made to a court-appointed guardian on behalf of the recipient. In the case of a dependent child under 18 years of age, payments may be made only to a court-appointed guardian or a natural parent (who is not a spouse of the Soldier), if the natural parent has legal custody of the dependent child.

c. Dependents of Soldiers who have experienced a dependent-abuse offense, but who do not meet the criteria as outlined in H-1a , may qualify for exceptional eligibility. The 14 Apr 08 Department of Defense Policy Memorandum entitled “Exceptional Eligibility for Transitional Compensation for Abused Dependents” authorizes the Secretary of the Army to review and approve cases in which a Soldier was separated from the Army for a non-dependent abuse offense, even though the Soldier committed a dependent-abuse offense. The exceptional eligibility application package will consist of—

(1) DD Form 2698 completed by installation TC POC. The garrison commander must sign block 22a and include the words “Per the 14 Apr 08, DOD Policy Memorandum.” This authority cannot be delegated.

(2) A Memorandum requesting “Exceptional Eligibility” completed and signed by the garrison commander at the installation confirming that the former member engaged in a dependant-abuse offense consistent with the provisions of 10 U.S.C. 1059 and DODI 1342.24, and was separated from active duty other than as described under 10 U.S.C. 1059(b).

(3) A copy of the Soldier’s official Military Personnel Record or other documentation showing the Soldier’s date of entry on active duty and date of expiration of active obligated service.

(4) Official documentation confirming that the former member engaged in a dependent-abuse offense (such as, documentation of Case Review Committee (CRC) findings, law enforcement records and/or all other relevant documentation regarding the alleged abuse), and the basis for the Soldier’s separation (for example, court-martial conviction that did not include conviction of a dependent-abuse offense or administrative separation that did not include the dependent-abuse offense(s)). Documentation should provide details which enable Department of the Army authorities to understand how the Soldier was separated from the Army.

(5) A Standard Form (SF) 1199A (Direct Deposit Sign-up Form) completed by the applicant and the financial institution or a voided check/deposit slip with written authorization for direct deposit of payments. If the applicant does not have an account with a financial institution, the applicant may waive direct deposit of payments in writing.

(6) A copy of court orders for custody or guardianship of a dependent child in the case of the applicant being the non-parental legal representative of a dependent child eligible to receive TC benefits.

(7) As the approval authority is the Secretary of the Army, all applications for Transitional Compensation under

Exceptional Eligibility circumstances must be forwarded to Headquarters, DA for review regardless of any local recommendations for approval or disapproval.

H-2. Commencement and duration of payments

a. Eligibility for payment will commence on the date a court-martial sentence is adjudged if the sentence includes a dismissal, dishonorable discharge, bad conduct discharge, or forfeiture of all pay and allowances; or on the date the Soldier's commander initiates administrative separation action. Concurrent payment of transitional compensation and waived forfeitures is authorized for Soldiers receiving a punitive discharge. If the Soldier did not receive a punitive discharge, but did receive total forfeitures, transitional compensation is not authorized for the period in which forfeitures are waived.

b. For applicants whose eligibility for payment, as defined in paragraph a above, commences prior to 21 January 2011, the duration of payments will be 36 months unless the unserved portion of the Soldier's obligated active duty service is less than 36 months, as of the starting date of payment. In these instances, the duration of payment will be the greater of the unserved portion or 12 months.

c. For applicants whose eligibility for payment, as defined in paragraph a above, commences on or after 21 January 2011, the duration of payments will be 36 months.

d. No payment will be made for any period before 30 November 1993.

H-3. Monthly payment amounts

a. Monthly payments to a spouse will be at the rate in effect for the payment of Dependency and Indemnity Compensation under 38 USC 1311. If the spouse has custody of a dependent child or children of the Soldier, the amount of monthly compensation to the spouse will be increased for each child by the amount under 38 USC 1311. If payments are made to a child or children pursuant to paragraphs H-1b (2), H-1b (3) or H-1b (4) above, such compensation will be paid in equal shares at the rate in effect under 38 USC 1313.

b. Payments will be prorated for months when payments start or stop in the middle of a month.

(1) When calculating payments for dependent children, if the payment amount does not divide evenly, the youngest child will receive the odd cent.

(2) If the recipient dies, arrears of pay will not be paid.

H-4. Cessation of payments

a. Any payment of transitional compensation that started under H-2 above, will stop effective as of the first day of the first month following the month in which IMCOM notifies the recipient in writing that payment of transitional compensation will cease because—

(1) The court-martial sentence of the separated Soldier was remitted, set aside, or mitigated to a lesser punishment that does not include a dismissal or dishonorable or bad conduct discharge.

(2) The proposed administrative separation was disapproved by competent authority under applicable regulations.

b. The recipient will not be required to repay amounts of transitional compensation received before the effective date of cessation determined under paragraph a, above, except as necessary to recoup any amount that was erroneous when paid.

H-5. Forfeiture provisions

a. *Remarriage.* If a spouse receiving payments remarries, payments terminate as of the date of the remarriage. Payment will not be renewed if such remarriage is terminated. A dependent child not living in the same household as the remarried spouse or Soldier will remain eligible for transitional compensation payments and benefits.

b. *Cohabitation.* If the Soldier resides in the same household as the spouse or dependent child to whom compensation is otherwise payable under this section, payment will terminate as of the date the Soldier begins residing in such household. Once payment is terminated for this reason, payment will not resume if the Soldier subsequently moves out of the household. Compensation paid to the dependent spouse prior to the Soldier residing in such a household shall not be recouped.

c. *Active participant.* If the victim was a dependent child, and the spouse has been found by the garrison commander or designee in the rank of O-4 or higher to have been an active participant in the conduct constituting the dependent-abuse offense, or to have actively aided or abetted the Soldier in such conduct against that dependent child, the spouse or dependent child living with the spouse will not be paid transitional compensation.

d. *Notification.* The spouse is required to notify IMCOM and the Defense Finance and Accounting Service-Cleveland Center (DFAS-CL), Transitional Compensation Claims, PO Box 998011, Cleveland, OH 44199-8011, within 30 calendar days of remarriage or the date that the Soldier began to reside with the spouse or dependent child. Dependent children (or, if applicable, the individual receiving payment under paragraph H-1b (5)) are required to notify IMCOM and DFAS-CL within 30 calendar days after the Soldier or ineligible spouse begins to reside in the same household.

e. *Annual certification.* The spouse will be required to certify annually, through completion of a certificate of

eligibility issued by DFAS–CL to all recipients, that he or she has not remarried and is not residing with the Soldier. The certificate of eligibility is sent to the spouse to DFAS–CL annually. Dependent children (or, if applicable, the individual receiving payments under paragraph H–1b (5)) are required to certify annually through completion of the certificate of eligibility, that they are not cohabitating with the Soldier or ineligible spouse. DFAS–CL will notify IMCOM in a timely manner of the recipients who are no longer eligible to receive payments as a result of not completing the annual certification.

H–6. Commissary and exchange benefits

a. While receiving their payments, recipients are entitled to the same commissary and exchange privileges as a dependent of a member of the Armed Forces on active duty for a period of more than 30 days. For overseas installations, the use of commissary and exchanges is subject to host nation agreements in force.

b. If a recipient is eligible or entitled to use the commissary and exchange stores and is also eligible or entitled under another provision of law, eligibility and entitlement will be determined under the other provision of law and not in accordance with this paragraph.

H–7. Identification cards

The recipient of transitional compensation is entitled to receive a Family member identification (ID) card through a military ID card facility. The recipient should present the payment authorization letter from the IMCOM to the chief or designee of the ID card facility to request the issuance of the ID card for the purpose of eligibility. The Army Project Office maintains oversight of the issuance of ID cards for recipients of transitional compensation, and will address questions from the ID card facility chief or designee about policy and procedures for issuance of ID cards.

H–8. Medical and dental benefits

a. A dependent of a Soldier who has received a dishonorable or bad conduct discharge, was dismissed from a uniform service, or was administratively discharged from a uniform service as a result of a dependent-abuse offense, may receive medical or dental care in facilities of the Uniformed Services on a space available basis. In addition, dependents are eligible to receive medical care as TRICARE beneficiaries.

b. Eligible dependents of a member who is eligible for retirement, but who loses eligibility for retired pay because of dependent-abuse misconduct, may receive medical and dental care in accordance with 10 USC 1408(h).

H–9. Claims submission

a. The installation FAP manager or victim advocate or designee will assist the applicant in completing DD Form 2698 and obtain the required documentation. The application and documentation will be mailed or sent via facsimile to IMCOM G–9, Building 2266, 2455 Reynolds Road, Fort Sam Houston, TX 78234–7588.

b. The application package will consist of—

(1) DD Form 2698, on which the applicant will provide the information in section I and in section II, item 23. The applicant must sign and date item 12, Section I. The garrison commander or designee in the rank of O–4 or higher must complete section II and sign and date item 22 to certify the application.

(2) A copy of the Soldier's official military personnel record or other documentation showing the Soldier's date of entry on active duty and date of expiration of active obligated service.

(3) A copy of the court martial promulgating order or the memorandum of intent to initiate an administrative separation, whichever is applicable.

(4) A copy of the charge sheet in the case of a court-martial or in the case of an administrative separation documentation that clearly establishes the offense and the relationship between the offender and the victim.

(5) A SF 1199A, completed by the applicant and the financial institution or a voided check/deposit slip with a written authorization for direct deposit of payments. If the applicant does not have an account with a financial institution, the applicant may waive direct deposit of payments.

(6) A copy of court orders for custody or guardianship of a dependent child in the case of the applicant being the nonparental legal representative of a dependent child eligible to receive benefits.

H–10. Change of eligibility status

The garrison commander or designee in the rank of O–4 or higher will notify IMCOM (IMCOM G–9, Family and MWR Programs) immediately by memorandum or electronically when there is knowledge of any actions identified in paragraphs H–4a (1) and H–4a (2) or H–5a and H–5b that result in a change of eligibility status for a recipient of transitional compensation. IMCOM G–9, Family and MWR Programs will forward this information to DFAS–CL for appropriate action in accordance with H–4a and H–4b and H–5d.

Appendix I

Volunteer Recognition

I-1. Purpose

Appreciation and recognition are two key motivational factors important to volunteer programs. Volunteers need the same feedback and support systems as paid staff members if their needs for personal growth and job satisfaction are to be met. Recognition is not just a way to say thank you; it is a response to individual interests and reasons for being involved. Recognition and support systems need to be consciously designed and carefully implemented. They should include the range of volunteering from the one-time volunteer for Special Olympics or Make a Difference Day to volunteering regularly. There should be varied types of recognition, as people have diverse motivations.

I-2. General information

Recognition should be given by the agency for which the volunteer provides a service or by the garrison, State Area Regional Command, or Reserve Support Command commanders. Information on awards is available under volunteers at www.armycommunityservice.org or from the AVCC. Some types of recognition include—

- a. Informal recognition.
- b. Verbal expression of appreciation by staff supervisors for volunteer efforts.
- c. Increased responsibilities, involvement in program planning and evaluation, or the opportunity to train others.
- d. Letters of recommendation with accomplishments identified in terms that can be used in employment applications.
- e. Publicity and pictures in public media.

I-3. Formal recognition

a. Certificates of appreciation or plaques of appreciation to be presented or signed by the unit commander, installation or Army command, Army service component command, direct reporting unit, depending on the magnitude of the contribution.

- b. Special agency or installation award ceremonies.
- c. Incentives (AR 672-20) such as Certificates of Appreciation for Patriotic Civilian Service, Outstanding Civilian Service Award, and Commander's Award for Civilian Service.
- d. Military Outstanding Volunteer Service Medal is an award for active duty Soldiers for their volunteer contributions.
- e. Military affiliated awards such as Newman's Own Award for Excellent Military Community Service or the Very Important Patriot Award.
- f. National awards such as the annual President's Service Award or the Daily Points of Light Award.

I-4. Authorized funding

- a. Official recognition certificates may be purchased with APFs.
- b. NAFS are authorized for certificates, plaques, pins, badges, and food for volunteer recognition ceremonies. See AR 215-1 for additional guidance.
- c. Monetary awards are not authorized for volunteers.

Appendix J

Army Family Readiness Groups Operations

J-1. Concept and purpose

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

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

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

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

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

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

J-2. Family Readiness Groups roles and functions

a. The FRG mission is to—

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

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

- (1) The Commander's budget for FRG mission activities.
- (2) The identified needs of unit Soldiers, civilian employees, and their Families.
- (3) Command interest and emphasis.
- (4) The number of FRG members.
- (5) The time, energy, and creativity of FRG membership.

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

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

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

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

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

J-3. Resources

FRG mission-essential activities are supported using the unit's appropriated funds, excluding BA11/OPTempo. FRG mission-essential activities authorized appropriated fund support may not be supported with NAFs. FRG mission-

essential activities may not be augmented with private money. Such augmentation may be a violation of 31 USC 1345. FRG appropriated fund resources may not be used to support private organization activities, internal fundraisers, or commercial ventures.

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

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

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

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

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

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

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

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

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

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

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

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

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

J-4. Volunteers

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

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

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

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

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

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

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

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

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

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

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

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

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

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

J–5. Family Readiness Support Assistants

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

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

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

(2) Rear Detachment Commander Training.

(3) FRG Volunteer Leader Training.

(4) Operation READY FRSA Training.

b. Other recommended FRSA training includes:

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

(2) Virtual Family Readiness Group System Training.

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

d. The FRSA deployment assistant works for the unit commander, who will have day-to-day operational direction of the assistant's activities. The duties of the FRSA deployment assistant will not conflict with the duties of the volunteer FRSA leadership. The FRSA deployment assistant will not be involved in FRSA informal fundraising activities, casualty assistance procedures, suicide prevention activities, teaching Family readiness training, Family counseling, or other non-FRSA official administrative support duties.

e. The Army National Guard may hire FRSA assistants to assist the State Family Program Directors at Joint Force Headquarters, and the U.S. Army Reserve may hire mobilization and deployment assistants to assist the Family programs directors at regional readiness commands.

J–6. Budget process

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

b. Family Readiness Groups budget standard operating procedures. Commanders will approve an SOP that describes the support available for FRG mission activities and the procedures for FRG leaders and volunteers to request

support. FRG leaders must be familiar with the SOP. A sample SOP is included in Operation R.E.A.D.Y training materials.

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

J-7. Family Readiness Groups informal funds

a. Authorization.

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

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

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

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

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

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

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

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

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

(1) The FRG name.

(2) A description of the FRG's informal fund purpose and functions and a summary of its routine activities. For example, "The FRG's informal fund purpose and function are to provide support and recognition to FRG members during the following life events: births, birthday parties, new member welcome parties, departing member farewell parties, holiday parties, and so on."

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

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

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

(1) An Army organization—including, but not limited to, units, installations, and FRG—may officially fundraise from its own community members or dependents and from all persons benefiting from the Army organization. (For example, an installation may benefit from the brigade or unit FRG, thus permitting a brigade or unit FRG to fundraise

throughout the installation.) Fundraising must be for the organization's informal fund, as opposed to a private charity, a particular military member, or a similar cause, and be approved by the commander with cognizance over the organization and coordinated with the commander with cognizance over the location of fundraising if different from the organization area. Commanders will consult with their Staff Judge Advocate or ethics counselor and avoid all conflicts with other authorized fundraising activities.

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

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

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

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

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

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

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

J-8. Family Readiness Groups external fundraising

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

J-9. Unsolicited donations to the active component

a. Appropriate gift acceptance authorities may accept unsolicited gifts and donations made to the Army intended for FRG support; these donations will be added to the garrison's FRG supplemental mission account, pursuant to paragraph 3-2a of this regulation and AR 215-1 after consultation with an ethics counselor. The director, MWR (DMWR) will assign these donations intended for FRG use to program code SA, department code "9J," to prevent disbursing donations intended for FRG use into another ACS mission or for any other purpose. These supplemental mission donations do not expire at the end of the fiscal year, and balances automatically roll over into the following fiscal year.

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

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

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

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

d. Supplemental mission NAFs are not informal funds. The provisions concerning informal funds contained in this

regulation are inapplicable to supplemental mission NAFs. Supplemental mission NAFs will not be deposited into an FRG informal fund and will not impact the annual FRG informal fund income cap.

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

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

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

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

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

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

J-10. Unsolicited donations to a reserve component

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

J-11. Private organizations

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

J-12. Commercial sponsorship

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

J-13. Official information

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

Appendix K

Army Family Action Plan Program

K-1. Concept and purpose

a. The AFAP Program was established in 1983 as a result of the Chief of Staff, Army 1983 White Paper, "The Army Family."

b. The HQDA AFAP GOSC Charter establishes the HQDA AFAP GOSC as an interagency committee under the guidelines in AR 15-1, and DA Memorandum, 13 September 11, SUBJECT: Army Family Action Plan Memorandum of Agreement.

c. The AFAP Program provides a mechanism for all individuals who compose the Army's force - Soldiers (active Army and Reserve Component), retirees, DA civilians, and their Family members to identify quality of life concerns to leadership at regular intervals. Through this process, issues are selected, assigned to a lead agency for resolution, and an action plan is established to achieve desired change. The issues are monitored through a formal resolution process that dictates leadership review, direction, and approval. The AFAP process is implemented at three distinct levels - garrison and/or unit, midlevel, and HQDA.

K-2. Army Family Action Plan Program execution

a. Garrison and/or unit level—

(1) The AFAP Program process begins at the garrison and/or unit level during the 1st quarter of the fiscal year under the direction of the garrison and/or unit level commander and the AFAP program manager or liaison.

(2) Army garrisons are required to designate an AFAP Program manager. The program manager manages the AFAP process, conducts an annual AFAP conference, reports the status of AFAP issues at quarterly steering committee meetings, and selects and provides support to delegates and workgroup team members attending midlevel and HQDA AFAP Conferences. The AFAP Program manager implements baseline and accreditation standards in accordance with this regulation.

(3) An installation Action Council/Commander's AFAP Steering Committee is established to address the results of the various garrison customer feedback processes to ensure progress is made to resolve community issues. The garrison commander establishes membership and chairs the quarterly meeting and signs the minutes. Members include, but are not be limited to, key garrison or unit level directors, organizations or units representatives, senior spouses (by invitation), Family members, retirees, and other garrison and/or unit level officials.

b. Midlevel—

(1) The midlevel AFAP liaison or program manager executes the midlevel AFAP conference; accepts elevated issues and requests Subject Matter Expert support for the conference.

(2) Issues requiring higher level resolution are forwarded to HQDA with general officer or equivalent approval. Each issue must be accompanied with a staff position paper in the correct format.

K-3. Army Family Action Plan conferences

a. AFAP Conferences are conducted annually at garrison and/or unit, midlevel, and HQDA with representation from all constituent groups to identify and prioritize issues that reflect the quality of life needs of Army members and to elevate prioritized issues to senior leadership for resolution.

b. Uniforms will not be worn in workgroups nor will attendees identify their rank or position if serving as a delegate or workgroup team member.

c. AFAP conference delegates and workgroup team members will attend required training prior to the conference. Workgroup management team members must have prior AFAP experience to serve as a workgroup team member at midlevel and HQDA conferences.

d. Midlevel conferences—

(1) A midlevel AFAP liaison or program manager conducts an annual midlevel AFAP Conference during the 2nd or 3rd quarter of the fiscal year. Delegates to the midlevel AFAP Conference represent a demographic cross section of the midlevel's members.

(2) IMCOM AFAP liaison or program manager assist midlevels in the execution of the midlevel conferences as requested.

e. Headquarters level conference—

(1) The HQDA AFAP conference is conducted annually by OACSIM with delegates representing a demographic cross-section of the Army.

(2) Issues prioritized at the HQDA AFAP conference are forwarded to the VCSA for entry into the AFAP.

K-4. Criteria for Army Family Action Plan issues

a. There are no limits on the number of issues forwarded to midlevel or HQDA for consideration at AFAP Conferences.

b. Issues that do not meet issue criteria will not be considered at AFAP conferences and will be returned to the submitting organization.

c. AFAP issues must meet the following criteria to be considered at a conference:

- (1) Issues must identify a problem that affects readiness or quality of life and requires action to resolve.
- (2) Issues can have no more than two recommendations.
- (3) Issues must be within the purview of garrisons, commands, HQDA, or DOD to resolve through tasking authority. Sister service specific issues, states rights or issues that fall under the purview of agencies such as the Veterans Affairs or Department of Homeland Security do not meet AFAP criteria.
- (4) Issues must identify a measurable end product and the specific demographic group impacted.
- (5) Issues must address one topic and require a single functional proponent for resolution.
- (6) Issues can not duplicate an active HQDA AFAP issue or one that has been closed in the past 3 years.
- (7) Issues can not duplicate existing programs, services, policies or legislation which already address the issue recommendation.

K-5. Tracking and managing issues

a. All issues are managed and tracked at all levels of the AFAP Program (garrison and/or unit; midlevel; HQDA) by the corresponding AFAP Program manager or liaison and results are communicated to their constituents, following conferences and steering committee meetings.

b. An action officer within the functional proponent is assigned to develop and implement an action plan to resolve the issue. Support agencies may be assigned to assist the lead in completing the issue's action plan. Action officers will provide updates on the status of issue resolution, as required, at all levels.

c. A transfer of the responsibility for an issue may be initiated by the functional proponent. If a transfer is not mutually agreeable, the Steering Committee chair will determine the functional proponent. At HQDA, the Director of the Army Staff may determine the functional proponent.

K-6. Resolving issues

a. AFAP issues are assigned a status—

- (1) *Active*. Issues with an action plan and in the working phase of resolution.
 - (2) *Combined*. Issues that are incorporated into another active issue because they have the same objective.
 - (3) *Elevated*. Issues that are elevated to a higher headquarters for review and/or resolution.
 - (4) *Completed*. Issue is resolved; recommendation or "best solution" attained.
 - (5) *Unattainable*. Issue cannot be resolved at this time because of absence of support or resources.
- b. Issues remain active until the Steering Committee or HQDA AFAP GOSC determines the issue is elevated, completed, combined, or unattainable. After a 3-year hold, completed or unattainable issues may be addressed again.

Appendix L

Soldier and Family Assistance Center

L-1. Soldier and Family Assistance Center services

a. Human resources assistance consists of helping Soldiers and their Families navigate Federal, state, and private benefit systems and linking them with selected human resource, financial, educational, employment, legal, and medical resources.

b. Social services uses a broad range of diverse and complex techniques and methods in a variety of settings and environments to include screenings and evaluations for referral, crisis intervention, and referral services for treatment as appropriate (includes substance abuse prevention education and suicide prevention education). Additional social service transition requirements in support of the WT and their Family members may be identified and required by the Warrior Transition Command or WTU.

c. Information, referral, and follow-up consists of assessing individual and Family needs, providing information, making service referrals, and conducting client follow-up to ensure issues are resolved.

d. Financial counseling services include assistance with personal budgeting, spending plan, and assets/liabilities for long-term planning as well as predatory lending, estate planning, Heart Act entitlements, Traumatic Service Members Group Life Insurance benefits, custodian planning, and living wills.

e. Transition and employment assistance provided by ACAP includes a detailed explanation of transition benefits and services, coordination with other installation transition service providers, employment assistance training, and Soldier preparation for the Federal and civilian employment market.

f. Educational counseling is on-site education support and counseling services to Soldiers and their Families (includes counseling on GI Bill benefits). Where available, Soldier and Family Assistance Center Counselors may also provide General Technical Score Improvement classes, learning center type facilities, and academic or military testing through local education centers. The Soldier and Family Assistance Center may also assist with accessing Federal, state, county or local education benefits or information.

g. Child, Youth and School Services support WT Families to include the designated WT non-medical attendants. Services include hourly care in Soldier and Family Assistance Centers, short-term alternative child care, Child, Youth and School Services Kids on Site Program, and other Child, Youth and School Services programs in multiple delivery options.

h. Defense Finance and Accounting Services consists of military pay support/education, travel advances, and travel settlements.

i. Outreach services are the broad spectrum of support services provided outside the Soldier and Family Assistance Center. They include:

- (1) Coordination and attendance at WTU meetings, functions, and events.
- (2) Deployment of Soldier and Family Assistance Center services to WT and their Families at inpatient, remote, or other non-facility locations.
- (3) Coordination with community support agencies, including Federal, state, local, and nonGovernmental agencies.

L-2. Soldier and Family Assistance Center staff

Soldier and Family Assistance Centers are authorized staff commensurate with the size of their WTU population and an approved U.S. Army Manpower and Analysis Agency manning requirement. The IMCOM staff will be augmented at installations with large WTUs populations by liaisons from the VA Office, DFAS, staff judge advocate, and Warrior Transition Command who will be co-located in the Soldier and Family Assistance Center and coordinate delivery of services with the Soldier and Family Assistance Center Director, but be accountable to their own chain of command.

L-3. Facilities

With appropriate funding, facility elements in an Soldier and Family Assistance Center, at a minimum, include an inviting space for Families to gather, a kitchen area to provide healthy snacks or host meals, a computer bank for client use, reception and information area, and private offices. Services will be delivered at a site convenient and accessible to the WT or Family member.

L-4. Virtual Soldier and Family Assistance Center

Services to geographically dispersed WT assigned to community based WTUs can receive information on Soldier and Family Assistance Center services through accessing the Virtual Soldier and Family Assistance Center at <http://www.myarmyonesource.com>.

Appendix M

Army Family Team Building Program

M-1. Concept and Purpose

a. Army Family Team Building (AFTB) program is a modular training program designed to provide Family members with the skills and tools necessary to successfully maneuver through the Army system, understand the military environment and way of life, and access the many resources and services available. The AFTB program empowers individuals, maximizing their personal growth and professional development through specialized training, transforming our community into a resilient and strong foundation meeting today's military mission. The AFTB garrison staff includes a paid program manager and a volunteer program manager along with volunteer instructors.

(1) For the ARNG, AFTB is the responsibility of the state Family Program Coordinator.

(2) For the USAR, AFTB is the responsibility of the Family Programs Directorate.

(3) For non-garrison based commands AFTB is the responsibility of the appropriate Family support program section.

b. The AFTB Program policy memorandum issued on 16 December 1994 and signed by the Chief of Staff of the Army (CSA) and the Sergeant Major of the Army (SMA) announced the AFTB Program as an official Army program. In a memorandum dated 17 April 1996, the CSA endorsed the AFTB Program as the primary Army program promoting self-reliance through education.

c. Attendance at AFTB courses is open to eligible active duty, ARNG and USAR Family members, Soldiers, retirees, DA civilians, APF and NAF employees, and contract program support personnel.

d. The AFTB Program is a valuable asset in providing support to Army Families and enhancing unit readiness. The CSA and SMA designated 16 December as "Army Family Team Building Day."

e. Volunteers are critical to the implementation, management, and evaluation of the AFTB program. To ensure a successful program, it will include at a minimum the following volunteer training elements (for example, orientation, goals and objectives, on-going professional development, and a written volunteer recognition plan) See Chapter 5 in this regulation for more detailed information and guidance on volunteer management.

M-2. Army Family Team Building Council

a. The AFTB Council serves as an advisory body to the local AFTB programs and will be established in accordance with AR 15-1, paragraph 2-3. The AFTB Council meets semi-annually at a minimum to review concept modules, establish goals and objectives, and develop action plans based on garrison training needs. The AFTB Program Manager/Coordinator will prepare and forward a copy of minutes to the garrison leadership and member organizations.

b. Its membership may include but not be limited to—

(1) Representatives from Joint Forces Headquarters Command and Reserve Components.

(2) AFTB program manager (paid/volunteer) and Family services coordinator/Family program director/state Family Program director/Family readiness/program liaison officers.

(3) AFTB advisors.

(4) Key AFTB volunteers.

(5) Key Army community personnel such as those persons who can provide accurate information concerning funding, marketing, child care, logistics, and legal issues.

c. Tasks of the AFTB Council include, but are not limited to—

(1) Establishing goals and objectives for the local AFTB Program.

(2) Developing action plans to achieve the established goals.

(3) Developing recruitment strategies to ensure that volunteers are involved at all levels.

(4) Developing plans for recruiting students.

(5) Reviewing overall AFTB Program operating procedures.

M-3. Elements of the Army Family Team Building Program

Elements of the AFTB training program are Levels I, II, and III.

a. *Level I, II, and III curriculum.* The Level I, II, and III curriculum consists of the following three levels of standardized instruction:

(1) Level I—Introduction training to meet the needs of Family members new to the Army.

(2) Level II—Intermediate training for Family members with several years of experience as Family members with goals to become more involved in unit and community programs as prospective leaders.

(3) Level III—Advanced training for Family members who have more experience with the Army, having goals of improving their leadership skills, both personally and professionally, and willing to share life experiences with more junior Family members.

(4) AFTB trainings are offered in accordance with current accreditation standards or the most recent community needs assessment.

(5) Levels I, II, and III do not equate to military rank, position, or age of Family member, but rather to the years of experience and knowledge one has as an Army Family member and the personal aspirations of each person.

(6) AFTB levels I, II, and III are taught by local AFTB instructors and/or via web-based training modules at "<https://www.myarmyonesource.com/FamilyProgramsandServices/FamilyPrograms/ArmyFamilyTeamBuilding/default.aspx>."

(a) AFTB instructors must complete the local ACS Instructor Training Course prior to teaching AFTB courses.

(b) AFTB instructors must attend the AFTB orientation prior to teaching. The orientation is conducted by the AFTB program manager.

b. Army Family Team Building Program Manager responsibilities.

(1) AFT Program Managers will attend the IMCOM-sponsored AFTB Program Manager Course within one year of assumption of duties, unless previously attended. The courses offered at the IMCOM training academy, and course schedules are found at <http://www.imcomacademy.com>.

(2) A needs assessment should be conducted bi-annually to ensure trainings are scheduled to meet the community needs

(3) The Enlisted Spouse Training Seminar prepares enlisted spouses for additional responsibility as their Soldier advances in their career. The series addresses three specific audiences to assist spouses of drill sergeants, recruiters, and first sergeants prior to assuming their new role.

Appendix N

Internal Control Evaluation Checklist

N-1. Function

The function covered by this evaluation process is the ACS Center.

N-2. Key internal controls

- a. Annual review.
- b. Completion of DA Form 7419, DA Form 7419-1, and DA Form 7419-2 as outlined in paragraph 2-25 of this regulation.

N-3. Internal control evaluation process

- a. The ACS director will conduct the annual review to substantiate compliance with DA Form 7419, DA Form 7419-1, and DA Form 7419-2, as indicated above.
- b. A copy of the completed DA Form 7419, DA Form 7419-1, and DA Form 7419-2, as indicated above will be provided to the appropriate installation internal control office.
- c. Findings, recommendations, and corrective actions will be maintained on file at the installation and provided to higher headquarters upon request.

N-4. Instructions

Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification). Evaluation test questions listed in paragraph N-5 are intended as a start point for each applicable level of internal control evaluation (for example, structure, service delivery model, strategic planning, record keeping, physical property). Answers must be based on actual testing of key internal controls outlined in paragraph N-2.

N-5. Test questions (structure, service delivery model, strategic planning, record keeping, physical property)

- a. Does the ACS center have a staff in accordance with the United States Manpower Analysis Agency (USMAA) staffing formula?
- b. Is a centralized intake established to conduct initial interviews, assess individual and Family needs, provide information and make referrals within the center and to external organizations?
- c. Does ACS have a Volunteer Management program?
- d. Does ACS conduct a specialized needs assessment using a variety of methods to identify local demographics, target risk populations, and determine service emphasis?
- e. Is all client data gathered safeguarded per AR 340-21?
- f. Are center-based services supplemented with outreach to Families identified as needing outreach services?
- g. Does a procedure exist that controls inventory of physical property (such as, but not limited to furnishings, copy machines, faxes, audiovisual equipment, and telephone systems) as required by the installation?

N-6. Supersession

This evaluation replaces the management control evaluation checklist previously published in AR 608-1, dated 19 September 2007.

N-7. Comments

Help make this a better tool for evaluating internal controls. Submit comments to Assistant Chief of Staff for Installation Management (DAIM-ZA), 600 Army Pentagon, Washington, DC 20310-0600.

Glossary

Section I Abbreviations

AAFES

Army and Air Force Exchange

AAR

after action report

ACAP

Army Career and Alumni Program

ACS

Army Community Service

ACSIM

Assistant Chief of Staff for Installation Management

ADP

automated data processing

AFAP

Army Family Action Plan

AFTB

Army Family Team Building

APF

appropriated fund

ARNG

Army National Guard

AR

Army regulation

ASA (FM&C)

Assistant Secretary of the Army (Financial Management and Comptroller)

AT/FP

anti-terrorism and force protection

AVCC

Army Volunteer Corps Coordinator

CAR

Chief, Army Reserve

CBRNE

chemical, biological, radiological, nuclear and high yield explosives

CG

commanding general

CMS

customer management services

CSA

Chief of Staff of the Army

CTA

common table of allowances

DA

Department of the Army

DAS

Director of the Army Staff

DCS

Deployment Cycle Support

DEERS

Defense Enrollment Eligibility System

DFAS

Defense Finance and Accounting Service

DMWR

Director, Morale, Welfare, and Recreation

DOD

Department of Defense

DODD

Department of Defense Directive

DODDS

Department of Defense Dependents Schools

DODI

Department of Defense Instruction

DSN

Defense Switched Network

DTM

Directive-Type Memorandum

EEO

equal employment opportunity

EFMP

Exceptional Family Member Program

EOC

Emergency Operations Center

FAC

Family Assistance Center

FAP

Family Advocacy Program

FEMA

Federal Emergency Operations Center

FP

force protection

FRG

Family Readiness Groups

FRSA

Family Readiness Support Assistants

FSSA

Family subsistence supplemental assistance

GOSC

General Officer Steering Committee

HQ

headquarters

HQDA

Headquarters, Department of the Army

ICS

Incident Command System

ID

identification

JAG

Judge Advocate General

JFTR

Joint Federal Travel Regulation

IMCOM

U.S. Army Installation Management Command

MC

mission critical

MDEP

management decision evaluation package

MEDCOM

U.S. Army Medical Command

MFLC

Military Family Life consultant

MHz

megahertz

MOA

memorandum of agreement

MOU

memorandum of understanding

MWR

morale, welfare, and recreation

NAF

nonappropriated fund

NAFI

nonappropriated fund instrumentality

NFE

Non Federal entities

NGR

National Guard regulation

OSD

Office of the Secretary of Defense

OSHA

Occupational Safety and Health Administration

Pam

pamphlet

PCS

permanent change of station

PO

private organization

POC

Point of Contact

RC

reserve component

RCI

Residential Communities Initiative

SITES

Standard Installation Topic Exchange Service

SMA

Sergeant Major of the Army

SOP

standard operating procedure

SSO

stability and support operations

TRICARE

tri-service medical care

USAR

United States Army Reserve

USACE

United States Army Corps of Engineers

USAG

United States Army Garrison

USAHRC

U.S. Army Human Resources Command

USAPHC

U.S. Army Public Health Command

USC

United States Code

USO

United Services Organization

VA

Veterans Affairs

VCSA

Vice Chief of Staff of the Army

WT

warriors in transition

WTU

Warrior transition unit

Section II**Terms****accepting official**

A military member or Government employee (appropriated fund and NAF) who accepts the services of volunteers at the organization where the volunteer provides service.

all-hazards

Any incident, natural or manmade, including those defined in DODI 6055.07 that warrants action to protect the life, property, health, and safety of military members, dependents, and civilians at risk, and minimize any disruptions of installation operations.

Augmentee

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

dependent-abuse offense

A dependent-abuse offense is conduct by an individual while a member of the Armed Forces on active duty for a period of more than 30 days that involves abuse of the spouse or dependent child of the member that is defined as a criminal offense in accordance with 10 USC 801–940 (reference b) or other criminal code applicable to the jurisdiction where the act of abuse is committed. Examples of dependent-abuse offenses are sexual assault, rape, assault, battery, murder, and manslaughter. (This is not an exhaustive or exclusive listing of dependent-abuse offenses but is provided for illustrative purposes only.)

dependent child

An unmarried child, including an adopted child or a stepchild, who was residing with the member at the time of the dependent-abuse offense, and who is:

- a.* Under 18 years of age;
- b.* Eighteen years of age or older and is incapable of self-support because of mental or physical incapacity that existed before the age of 18 and who is or was at the time of the punitive or adverse action dependent on the member for over one-half of the child's support; or
- c.* Eighteen years of age or older, but less than 23 years of age, and is enrolled in a full-time course of study in an institution of higher learning approved by the Secretary of Defense and who is or was when the punitive or adverse action occurred dependent on the member for over one-half of the child's support.

enlisted spouse training series

Supports enlisted spouses as they advance to roles with greater responsibilities. The training prepares enlisted spouses to assume additional responsibilities as their Soldiers advance through the ranks as drill sergeants, recruiters, and first sergeants. The three training experiences in the series include recruiter, drill sergeant, and first sergeant spouse seminars. The seminars are conducted in small groups (5–15 participants) and designed to encourage flexibility in

delivery: single day, two half days, three evenings. The seminars are conducted by the AFTB Program Manager or an ACS instructor.

exceptional Family member

A Family member with any physical, emotional, developmental or intellectual disorder that limits the individual's capability to engage in pursuit with peers and requires special treatment, therapy, education, training or counseling.

Family member

The following comprise definitions of a Family member:

- a. The spouse of a sponsor.
- b. Unremarried widow or widower of a member or former member of a uniformed service.
- c. Unmarried child of a sponsor, including an adopted child, stepchild, foster child, or ward, who either—
- d. Has not passed their 21st birthday.
- e. Is incapable of self-support because of a mental or physical incapacity that existed before that birthday and is (or was at the time of the member's or former member's death) in fact dependent on the sponsor for over one-half of their support.
- f. Has not passed their 23rd birthday, is enrolled in a full-time course of study in an institution of higher learning approved by a Secretary of an executive department specified in 10 USC 1073, and is (or was at the time of the member's or former member's death) in fact dependent on the sponsor for over one-half of their support.
- g. A parent or parent-in-law of a sponsor who is (or was at the time of the member's or former member's death) in fact dependent on the sponsor for one-half of their support and residing in the sponsor's household.

Family Readiness Groups

An organization of Family members (for example, both immediate and extended such as fathers, mothers, aunts, and uncles), volunteers and Soldiers belonging to a unit, that together provide an avenue of mutual support and assistance, and a network of communication among Family members, the chain of command and community resources.

Hearts Apart Services for Waiting Families

A relocation readiness supportive outreach service when needs of the mission require Soldiers to be separated from their Families. Hearts Apart, envisioned through a command-guided Army Family Action Plan issue to support Families remaining on installations or surrounding communities, now supports all Army Families, children, parents, grandparents, and relatives. Hearts Apart activities take place at ACS designated locations, along with National Guard armories and in military support organizations in home towns in all states and territories. It is particularly beneficial to Families of individual augmentees without supported units or rear detachment units. Many garrison FRGs, in addition to the command sponsored FRGs, also participate in Hearts Apart informal activities.

Incidents

Incidents can (for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, HAZMAT spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, medical and public health emergencies, and other occurrences requiring an emergency response).

lending closet service

The temporary loan of household items to assist Soldiers and their Families.

nonappropriated fund instrumentality

A U.S. Government organization and fiscal entity that performs essential Government functions. It is not a Federal Agency. It acts in its own name to provide, or assist other DOD organizations in providing MWR and other programs for military personnel, their Families, and authorized civilians. It is established and maintained individually or jointly by two or more DOD components. As a fiscal entity, it maintains custody of and control over its NAFs, equipment, facilities, land, and other assets. It is responsible for the prudent administration, safeguarding, preservation, and maintenance of those APF resources made available to carry out its function. With its NAFs, it contributes to the MWR programs of other authorized organizational entities, when so authorized. It is not incorporated under the laws of any State or the District of Columbia and enjoys the legal status of an instrumentality of the United States. NAFs are not "persons" subject to Federal trade and antitrust laws, and they are not subject to State regulation or control in the absence of specific authorization in a Federal statute."

sponsor

A person on active duty or who is retired from military duty, a member of the Army National Guard or U.S. Army Reserve when on active military duty, or a person employed by the Army as an APF employee.

unit services strategy

A service delivery approach to support Soldiers and Families through their units. Goals include connecting each military unit with ACS services; providing a visible ACS staff member for unit chain of command on ACS services; identifying and addressing Soldier and Family needs effectively and quickly; and enhancing unit skills on how to support Soldiers and Families.

Section III**Special Abbreviations and Terms**

This section contains no entries.

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