

**FAMILY READINESS GROUP (FRG) COMMANDERS' AND FRG LEADERS'  
HIP POCKET HANDBOOK**



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## INTRODUCTION

This handbook was compiled by the Family Resource Center (FRC). It is designed as a resource manual for Family Readiness Group (FRG) leaders, volunteers, commanders, chaplains, and FRC staff.

The purpose of a unit FRG is to establish an environment whereby members will gain skills and knowledge necessary to maintain and sustain one another, encouraging self reliance and group growth. This will enhance family preparedness and serve as a combat multiplier.

This handbook provides guidance for establishing and sustaining FRGs within units. Use this handbook in conjunction with *DA PAM 608-47, A Guide to Establishing Family Support Groups*. The handbook outlines local policies, responsibilities, and procedures for establishing, operating, and supporting FRGs.

The FRC staff wishes to acknowledge all who contributed to the revision of this handbook and we are interested in your comments and suggestions for future updates. Updates are scheduled annually. Please send your comments and suggestions to the following address:

Family Resource Center  
MS 112, Box 339500  
Fort Lewis, Washington 98433-9500

Realizing that phone numbers are very important, we have included some in this handbook that may be useful to you. If a number changes after this publication is printed, please contact the Fort Lewis operator at 967-1110 for assistance.

# COMMANDERS' AND FRG LEADERS' HANDBOOK

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# CHAPTER 1

## RESPONSIBILITIES

Guidance for establishing and sustaining FRGs within units is given in *DA PAM 608-47, A Guide to Establishing Family Support Groups, dated 16 August 1993*. “The military chain of command is responsible for identifying and addressing the needs of soldiers and families within their command, especially those arising from frequent separations. The incorporation of family member involvement (in FRGs) is one method commanders can use to establish this atmosphere within their command.” Basic responsibilities have been prescribed in *AR 600-20, Army Command Policy*. Some of these include:

- **COMMANDERS** at all levels provide an environment which encourages an effective family program. At a minimum, commanders will:
  - Provide command emphasis to family support programs.
  - Ensure soldier and family member access to entitlements, family programs, and family services.
  - Ensure the proper documenting and monitoring of personal affairs readiness of soldiers.
  - Ensure inclusion of single soldiers in all quality of life programs/initiatives.
- **UNIT LEVEL COMMANDERS:**
  - Anticipate and address the temporary separation needs of unit soldiers and their families through orientation programs, FRG command letters, predeployment briefings, letters, family assistance handbooks (Fort Lewis Family Readiness Guide), and social functions.
  - Facilitate, prior to and during deployment, the organization of a community network and mutual assistance system to include the FRG and chain of command.
  - Provide unit information systems, facilities and resources to FRGs. These may include unit rosters, administrative supplies, equipment, transportation (when available and applicable), training from unit and installation professional resources, and recognition.
  - Involve community resources in planning and implementing the deployment family support plan; examples include Army Community Service (ACS), Staff Judge Advocate, medical, dental, chaplain, Red Cross, and finance.
  - Ensure that new family members receive a Family Readiness Guide. (Guide available through the FRC for unit to make appropriate copies at Defense Printing).

- Designate a point of contact (POC) to coordinate deployment family assistance plans.
- Include soldiers in predeployment briefings and provide child care whenever possible.
- Ensure that the necessary regulations and standard operating procedures are in place prior to deployment, to include family information sheets.

- ***SOLDIERS:***

***Soldiers are responsible for preparing themselves and their families for deployment!***

Families must be prepared to carry on without the presence of the soldier. This means they should be able to conduct daily activities to include transportation, medical appointments, grocery shopping, child care, bill paying, all activities that continue during the service member's absence. At a minimum, soldiers are expected to:

- Keep the command informed of any change in family status (e.g., marriage, births, deaths, divorce, etc.).
- Keep appropriate mobilization/deployment documents (e.g., family care plans) and required emergency data updated in their personnel files.
- Keep themselves and their families informed concerning key (unit) personnel information, benefits, programs, etc.
- Encourage family members to support the programs, services and activities designed to maintain and enhance the quality of life and well-being of all members of the Total Army Family. Many of those programs, services, and activities are primarily dependent upon volunteers to ensure their success and continued effectiveness.

- ***FRC:***

The FRC will provide commanders, FRG leaders and members education/training, assistance, support and resources. The program offers information and referral; training and leadership skill development; technical computer assistance; and coordinated support for commanders during deployment. FRC operation hours are 9:00 a.m.-5:00 p.m., Mon-Fri.

- Education/Training: An FRG leader's training is scheduled bi-yearly. Selections of core FRG subject areas are presented. This includes basic areas such as: Organizing and Managing a Unit FRG, Command Letter Development, Volunteer Management, Money Management and Fundraising, and Communication Skills. *Commanders are encouraged to arrange specialized briefings and trainings for military.*

- Production/Computer Space: The FRC is equipped with state-of-the-art computer hardware and software, printers and copier. Staff/volunteer technical assistance supports FRG related projects and newsletter editors. Four computer stations are available for use by FRG representatives and military. A formatted diskette and standard white paper will be supplied by

the FRC. Due to safety concerns, children are not allowed in the production area. FRGs may leave outgoing mail for daily (Mon-Fri) pickup from the FRC.

- FRC Facility Reservation: The FRC is available for day and evening use. Reservations are made in person only. Each FRG has equal status in terms of space reservation. Depending on type of function, two groups may occupy the facility at the same time. FRGs may request use of the conference room or kitchen/dining room area. The FRG leader/unit commander must pickup the key and security checklist the day of the evening event before 5:00 p.m., or Friday prior to weekend event. Key drop box outside the dining room door.

- The facility has been designed to support FRG events such as meetings, training, projects, etc. Training aids such as TV/VCR, view graph, and slide projector are available for your use. Some advance coordination is necessary for use of available technology such as computer/TV connection for PowerPoint slide presentations, etc. Staff is not present during evening hours or on weekends.

- Child Care: A small room in the FRC has been designed for the care of children during FRG meetings, training, and special events. FRGs that use the FRC for meetings/functions and are scheduled to use the child care room must have certified babysitters at all times. To set up Short Term Alternative Child Care (STACC) or Volunteer Child Care in a Unit Setting (VCCUS) training call 967-2494. Use of this space is dependent on the arrangement of approved caregivers.

- Kitchen: A fully equipped kitchen is available for your convenience. It contains equipment, i.e., dishes, glasses, silverware, coffee pots, servers, beverage containers, microwave oven, dishwasher, etc., for your use. You are encouraged to bring with you all the necessary food items and/or other needed supplies. Adjacent meeting room capacity is 25-30.

## **CHAPTER 2**

### **HOW TO ESTABLISH AN FRG**

The focus for FRGs is the company level. The individual unit members should decide whether the meetings are managed at the company/battery detachment level. The chain of concern operates most effectively when it is coordinated at the company level. At this contact level, friendship and mutual support are more readily established. The advantage of battalion level support is the ready access to information that is vital to communication with families.

### **GETTING STARTED**

Planning is essential to a successful group. Benefits include: improving performance, stimulating forward thinking, clarifying future direction, solving organizational problems, and reducing crisis management. You are hoping to create some kind of vision for your group and set some goals for your organization. First steps:

- Organize a planning team. The best place to start is with a small group of people who want to help mold the FRG
- Establish requirements
- Create procedures and explain those procedures
- Put planning information into writing

The next step is to delegate what the planning committee should be doing. Together with the commander the following things need to be accomplished.

- Establish goals and objectives
- Develop survey
- Establish first meeting time and place
- Mail invitation letter
- Establish first meeting agenda

**FRG SURVEY**

**Please complete and turn in to your FRG leader/representative or unit commander. This information will be used for FRG purposes only.**

**Name** \_\_\_\_\_  
**Birth Date** \_\_\_\_\_  
**Military Sponsor's Name** \_\_\_\_\_  
**Sponsor's Birth Date** \_\_\_\_\_  
**Anniversary Date** \_\_\_\_\_  
**Home Address** \_\_\_\_\_  
**Home Phone** \_\_\_\_\_  
**Work Phone** \_\_\_\_\_

**Print Children(s) names**

1) \_\_\_\_\_ **Birth Date** \_\_\_\_\_  
2) \_\_\_\_\_ **Birth Date** \_\_\_\_\_  
3) \_\_\_\_\_ **Birth Date** \_\_\_\_\_  
4) \_\_\_\_\_ **Birth Date** \_\_\_\_\_

**A vehicle is/is not available to me at this time.**

**I will/will not use public transportation as my primary source of travel.**

**English is my second language. My language of origin is:** \_\_\_\_\_

**Other family members living with us:** \_\_\_\_\_

**Special needs family members:** \_\_\_\_\_

**In case of an emergency, in addition to my spouse, you should notify:** \_\_\_\_\_  
\_\_\_\_\_

**I am/am not expecting a baby at this time.**

**Due Date:** \_\_\_\_\_ **Hospital** \_\_\_\_\_

**I am/am not interested in assisting other family members in my unit by being a part of a FRG.**

**I would be able to assist in:**

\_\_\_\_\_ **Telephoning**      \_\_\_\_\_ **Babysitting**      \_\_\_\_\_ **Emergency child care**  
\_\_\_\_\_ **Occasional transportation in my area**      \_\_\_\_\_ **Planning unit activities**  
\_\_\_\_\_ **Newsletter**      \_\_\_\_\_ **Other (list your ideas)** \_\_\_\_\_

Skills and talents that I would be willing to share with a small group are: \_\_\_\_\_

How often would you like the FRG to meet?

\_\_\_\_\_ Times/Month    \_\_\_\_\_ Monthly    \_\_\_\_\_ Quarterly    \_\_\_\_\_ Every Other Month

Would you need child care in order to attend FRG meetings? If so give ages of children.

Issues that I would like more information on are: \_\_\_\_\_

Program subjects that I would be interested in are:

- |                                 |                                     |
|---------------------------------|-------------------------------------|
| _____ Health/First Aid Training | _____ A Day in the Field            |
| _____ Community Resources       | _____ Coping with Separation        |
| _____ Parenting                 | _____ Pre-deployment Issues         |
| _____ Stress Management         | _____ Self-development              |
| _____ Financial Planning        | _____ Emergency Planning            |
| _____ Military Pay/Benefits     | _____ Spouse Employment             |
| _____ Relocation Planning       | _____ Educational Opportunities     |
| _____ Army Community Service    | _____ Volunteer Opportunities       |
| _____ Youth Activities          | _____ Alcohol/Drug Abuse Prevention |
| _____ Recreational Information  | _____ Domestic Abuse                |

Trips or activities that I would be interested in are \_\_\_\_\_

What can your FRG do to help you and your family? \_\_\_\_\_

What are your expectations of your FRG? \_\_\_\_\_

**Privacy Act Statement**

**Authority: 10 U.S.C., Section 3013**

**Principal Purpose: Information will be used to provide support, outreach and information to family members prior to and during periods of family separations.**

**Routine Uses: None**

**Mandatory or Voluntary Disclosure and Effect on Individual Not Providing Information: Disclosure is voluntary. Nondisclosure could affect the speed in which necessary services are provided to the family member by community resource agencies.**

## FRG ORGANIZATION

FRGs are authorized to exist as “Informal Groups.” The type and scope of activities in which the FRGs become involved depends on the needs of the soldiers and their families, and the availability of FRG volunteers. Certain FRG activities are essential and common to all groups. These include maintenance of family rosters, chain of concern, publication of FRG command information letters and meetings. FRGs sponsor, coordinate, or participate in other activities to directly or indirectly foster unit family support goals. Some of these activities are family sponsorship, newcomers orientation, unit functions, deployment briefings, etc.

***Chain of Concern*** -- The FRG volunteer chain of concern contains names, addresses and phone numbers of unit representatives and contact people. This information will be shared in welcome meetings, command information letters, etc. The FRG roster must be used with discretion. It is important that this be updated regularly. This roster is the source of addresses for the *FRG Command Information Letter*. *Chain of concern* is to be activated by the leader/co-leader in each unit.

***Unit command*** --Can help FRG volunteers set up the chain of concern so that no one person has more than five others to call. The unit should keep FRG rosters up-to-date, making sure that each family is included. Use the chain of concern occasionally during nondeployment to test it and during any deployment to ensure families receive correct information. It is recommended that families be contacted at least once every two weeks during separation.

***FRG Command Information Letter*** --The battalion/company FRG command information letter is intended to reach all family members assigned to the unit. FRGs are encouraged to publish the letters on a periodic basis to enhance communication among the unit’s family members. It is recommended that it be printed at least quarterly. Include information that is current, objective, pertinent, and complete; also include information about community resources to help families take advantage of all services available to them.

Company/battery level ***FRG meetings*** should be held regularly. The purpose of the meeting is to provide a forum for sharing unit information, ideas, concerns and to assist in educating FRG leaders and volunteers. All family members from the unit should be encouraged to attend. This will allow unresolved issues to be surfaced and will invite informal sharing and networking. Minutes should be recorded for each meeting.

## FRG REGISTRATION

FRGs must request approval to exist as a private organization under the category “Informal Funds” at Fort Lewis. The Directorate of Community Activities (DCA) is the proponent of FL Reg 210-14, Private Organizations on Department of the Army (DA) installations. To register your FRG you must have chosen or elected at least a chairperson, secretary and treasurer. Interested volunteers should fill these positions, not active duty military as they could deploy. Use SAMPLE 4-1 to guide you in preparing your request for approval to exist as an FRG. If you have questions call Private Organizations, 967-3910.

## FRG VOLUNTEERS

FRGs are primarily run and maintained by *VOLUNTEERS*. These individuals are valued resources. Because of their unique function prior to and during deployments, they are often in a position to be the best person to evaluate how a family is coping or going to cope with the separation and to arrange for early intervention to prevent a crisis situation from developing.

In order to perform this role effectively, FRG volunteers should receive training. Examples of training that will help FRG volunteers perform their functions more effectively include effective communication, active listening, problem solving, crisis intervention, group dynamics, etc.

Responding to the training needs of FRG volunteers is one very concrete way in which the command can show its support of FRG involvement. The command has many unit and community resources available and these resources should be fully used to support FRG initiatives.

*Volunteers* should be actively recruited, trained, supervised, recognized, and rewarded. Commanders should get the volunteers actively involved and support their decisions. Volunteers are not paid employees, but their job contributes to the success of your group. Commanders are encouraged to recognize them frequently by presenting awards, certificates of appreciation, etc. Have your volunteers fill out a volunteer registration form which can be picked up at the Family Resource Center.

Commanders who work closely with their volunteers increase their effectiveness in motivating and maintaining a team. Encourage your group to work as a team. This can be both fun and challenging.

## CHAPTER 3

### **Advice, Innovations, and Ideas in Preparation for FRG Involvement and Leadership**

What follows is specific advice for those who are about to become involved in the FRG. We hope this information will also prove valuable for commanders as they put into place their FRG program. This information was compiled from comments given during an FRG conference.

#### **Individual Focus**

- One main item to keep in mind is that what worked for one group may or may not work with your group. You have to work with the people and resources available and have the best program that your group is comfortable with.
- Don't do anything that you don't want to do. You should not be in charge of the FRG, or even participate a great deal, if you are not interested and committed. Doing otherwise has a detrimental effect and the entire group suffers. Be prepared to live with your decisions.
- There are many people in the unit willing and able to help—they just need to be given the opportunity. Make them feel important and you will discover a wealth of energy and ideas.
- Remember the old adage-try and try again. If one thing doesn't work in a group, try something else. Keep trying different approaches until you find what works for you and your group.
- An important piece of advice is to involve everyone in the FRG program. There are many people within the unit who are willing to participate and help, whether they are officers or enlisted, spouses or sponsors. Many of them are very talented and can contribute a great deal to the success of the program. The challenge is to get them involved.
- Remember, don't take it all upon yourself. The FRG is a commander's program and it takes active involvement by all members of the chain of command to make it work. Establish a good rapport with everyone in the unit and it will go a long way to establishing a "Feeling of Family".
- It is essential that groups operate at the lowest possible level. In "normal" times, training is essential for leaders and spouses at company and platoon level, officer and NCO. Learn about listening skills and making effective referrals. Know when and how to bring in others to a situation.
- Set realistic expectations for yourself and others. Especially in forming new groups, small turnouts are the essential first step. Start out on a small scale. Don't force the issue—some people will never "catch the spirit" of unit participation. While they may in fact have a sense of belonging, they just choose to socialize in other circles like neighborhood, church, work, hobby/interest groups, etc.

- You can't please everyone. Try to be calm as well as positive. People do notice and your demeanor is more important than you may think. It is possible to be human and realistic at the same time.
- Troublemakers: There are extreme cases. If it is not possible to seek the advice of a senior person, find a community professional who could help figure out an approach that might work. If the person's problem is not explained well or understood, refer to appropriate military/community representative.
- Make it quite clear that anyone associated with an FRG is a volunteer and will be doing his/her best. Don't expect everything to be perfect. If there is a criticism, make it known to the leadership and have a constructive alternative in mind. Gossip is hurtful and unnecessary.
- If people try to put a problem on you, put it back on them—ask what they think and how they feel it should be handled. You don't have to know all of the answers.

### **Commanders**

- Define where volunteer's role begins and ends—provide complete job descriptions for all volunteers with proper referral resources. Military agencies must know their support roles so that personnel can get support for problems. FRG leaders need to meet regularly with commander or rear detachment. Problems need not always be discussed but policies need to be established. Because we all have different personalities, we deal with issues in varying ways.
- Commanders need to have each level of authority from CSM, CO, ISG, chaplain and rear detachment trained together so each person has a clear understanding of the commander's FRG intent.
- Company commanders understand that part of their command responsibilities include responsiveness to their FRG representatives. They are to remain accessible and offer as much assistance as possible. After all, the FRG presumably makes the company commanders' job easier because the task of FRG must be accomplished with or without the volunteers.
- Volunteers: --Need to be thanked --Need to feel appreciated --Are needed to make family support work. Set the example to make your FRG work.
- Training for FRGs is so vital that spouses should receive information beginning at first association with the service. Provide basic training on practical ways to deal with unreasonable and difficult people.
- Inform spouses from the beginning and continually thereafter that only official, verified information will be sent over the phone tree.

### **Getting Started**

- Find out what has happened in FRG previously. Meet with CO spouse and ISG spouse. What worked? What didn't? Get suggestions from them—make your FRG a joint effort by unit leadership—set goals.

- Ask the commander for a complete list of soldiers and family members. Make sure lists are updated periodically.
- FRGs are a joint effort of family members and military side—You must work together—Keep commander updated.
- Find out who and what resources are available.

### **Getting Participation**

- Emphasis must come from command- if soldiers see no importance to FRGs they will ignore it and communication will not be there.
- Communication is paramount. The word needs to go out through phone trees and newsletters. There needs to be a unit POC to make sure all get the word.
- Make FRG meetings enjoyable, no one enjoys boredom. Use them as avenues to education—invite resource people to speak. Have sign up sheets available to locate volunteers. Use resource people within unit. Invite commander to answer questions. Offer babysitting so people with children may come.
- Leave an after-action report for the incoming FRG leader.
- Let the members of the FRG show just how capable they are. Let them share in planning the work, and the rewards!
- Encourage people to exercise their recognized abilities and interests if you are the FRG leader.

### **Advice**

- Remember over involvement in others' needs can produce dependence, not healthy independence. A good example is the spouse who has financial problems, housing or other problems. Keep this a community or green-suit issue. Know your limits.
- Stress what the family's responsibilities are so there is no confusion. Keep in mind what support means. You are not, nor are the other volunteers, substitute mothers or husbands.
- Phone calls can become very time consuming and overwhelming. Keep a running phone log by the phone. Record name, date, time, nature of call, return phone number and action to be taken.
- There are two sides to every story and you will probably only hear one side. You can't make judgments based on what you hear. Just refer information to the proper person.
- Recruiting contact people is easy if you guarantee them that all they will have to do is make phone calls to 8-10 families. You will need as many as possible. To deal with distance, organize representatives by neighborhood and company.

- Stress to families that they need to have someone they can call on to babysit their children on a short notice or emergency basis. If possible, have a couple of people who would volunteer to take children in for an emergency, but keep their names confidential so they are not abused.
- Acknowledge key volunteers in public unit functions by explaining to others how important these volunteers are to the unit.
- Learn how the unit chaplain deals with problems. They can be a solid source of guidance and a great sounding board. They are in the people business with a lot of training.
- The leadership of a particular FRG must be developed in a way to best serve the particular needs of the group. It should be a strong vital group effort.

### Innovations, Ideas & Comments

- Place a bulletin board in battalion or company area with a display of photos. Promote accomplishments of each company and the FRG (fun times that would make spouses want to attend) and a small section for a flyer of latest FRG happenings.
- Conduct a family survey to determine type of get-together preferred, guest speaker ideas, time of get-togethers.
- Key to success in a leadership role is to know the people you are trying to provide leadership for. Communication is very important. Even if the spouse does not attend the meetings, they are contacted with information.
- Do not forget the single soldier. Include geographically distanced families in whatever you can. Single soldiers can get actively involved in planning and executing special events such as holiday programs, organizational day, etc.
- Invite speakers to present to FRGs and talk them through each of the deployment periods—sustainment, predeployment, deployment, and homecoming—letting them know that what they are feeling is normal and how they can cope with each of these periods.

### Summary

- Know how to work with volunteers. NEVER turn one away, and don't take them for granted. Be perceptive enough to realize each person's strengths, and steer them in that direction. They will be more fulfilled, stay with you longer, and things will run much smoother allowing you to delegate easier. If they are not a "people person," encourage them to participate in training, and give them a different job in support of the unit.
- Constantly ask questions—how, where, who, etc. Have specific goals in mind and a job description to follow. At all times you must remember that you are a part of the commander's FRG program - you are not the entire program, there are others all working together- sharing, delegating, and caring for the families and soldiers of the unit. **BUT THE PROGRAM IS THE COMMANDER'S**—you are all working for the benefit of all the soldiers in the unit and their families. Enjoy meeting and getting to know some of the most fascinating,

infuriating, friendly, happy, unhappy, and wonderful people in the world. This is a time when you will learn more about yourself and others, the system and the unit.

## CHAPTER 4

### FRG MONEY MANAGEMENT

All FRGs must have permission to exist (See SAMPLE 4-1) through the DCA Private Organization Office, located in Building 2013, room 326, (253) 967-3910.

FRGs are authorized to raise, use, and maintain funds if they have received approval to exist as an informal fund and are registered with the Private Organization Office. The supervision of fundraising, use, and maintenance of FRG funds is the responsibility of the UNIT COMMANDER who will require that the FRG maintain a *non-profit organization* checking or savings account.

FRGs are required to apply for an Employer Identification Number (EIN). To apply you submit a Form SS-4, Application for Employer Identification Number, to the IRS. Forms may be obtained from the Private Organization's office or the IRS. You will need your approval letter from DCA and the EIN to open your bank account. FRGs are exempt from filing Federal Income Tax Returns as they qualify as a non-profit organization.

#### **BANK ACCOUNTS**

There are two financial institutions at Fort Lewis that will open an account for your FRG -- the Fort Lewis Community Federal Credit Union and Armed Forces Bank. To open an account you must be registered through DCA and be able to present the letter of approval to exist as a private organization (FRG) on Fort Lewis. This letter is issued by the Private Organization Coordinator. For information on the services available to your FRG, call the Fort Lewis Community Federal Credit Union at 967-6685/5381 or Armed Forces Bank at (253) 964-9266. You may establish an account at an off-post financial institution; however, we recommend on-post banking for convenience and continuity for office holders. At the time you open your account you should state that you want a *non-profit organization* account.

<b>ALL ACCOUNTS MUST BE OPENED UNDER THE FRG/UNIT NAME, NOT AS AN INDIVIDUAL OR PERSONAL ACCOUNT.</b>
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#### **BOOKKEEPING**

Any recognized bookkeeping system may be used. It is suggested that the commander or his/her designee meet with the FRG treasurer on a quarterly basis. It is recommended that FRG leaders utilize the "STATEMENT OF FINANCIAL PROGRESS" (See SAMPLE 4-2) to prepare quarterly statements. This will also provide an easy way to review accounts with outgoing and incoming commanders and new leadership.

## YEARLY REVALIDATION

Annual reports are required for re-certification to ensure that all funds are being accounted for and that informal funds are below the \$1,000 threshold by the end of their audit year. Revalidation date is determined by the date on which the organization was originally approved to exist (one "Request to Exist" letter). The following documentation must be submitted for revalidation:

- "VERIFICATION STATEMENT" (See SAMPLE 4-3)
- "STATEMENT OF NET WORTH AND OPERATIONS" - Quarterly statements by each treasurer will facilitate the completion of this annual statement. (See SAMPLE 4-4)
- "INTERNAL AUDIT" - Must be conducted and signed by three members who did not hold office during the reporting period. (See SAMPLE 4-5)
- "PRIVATE ORGANIZATION REFERENCE" - A list of current office holders and pertinent information for contact purposes. (See SAMPLE 4-6)

The above completed forms must be submitted along with meeting minutes to the Private Organization Coordinator, building 2013, room 326

Keeping complete records that may be turned over to the next leadership is of **utmost importance**.

*Changes in FRG office holders or unit command should be reported within 10 working days to the FRC and to the Private Organization Coordinator. (See SAMPLE 4-6)*

If a unit is deactivated, or the CDR feels there is no longer a need for an FRG, a "REQUEST TO DISSOLVE" should be submitted (See SAMPLE 4-10).

## USE OF FRG FUNDS

FRG funds may be expended for limited purposes which are consistent with *DA Pam 608-47*, *AR 600-50*, and *FL Reg 210-14*. Funds generated or received will not be used for personal gain or “expended in a way that is, or appears to be, improper or contrary to Army interests”. *All expenditures must be voted on by FRG members and noted in the minutes.*

The FRG fund net worth must not exceed \$1,000 at the end of the 12 month reporting period. If each company has a separate bank account, it is recommended that the battalion not maintain an account.

## FUNDRAISING FOR FRGs

This material contains operating procedures and guidelines for conducting fundraisers by FRGs registered to exist as “informal groups” on post, regulated by *FL Reg 210-14*.

Most FRGs raise funds to support activities, child care, and materials. All fundraisers must have a specific purpose (special event, volunteer recognition, child care, support for training, meeting, etc.). On-going resale activity of any kind is not authorized (e.g., T-shirts).

The DCA is the approving authority for fundraisers conducted on post. All fundraisers must be approved through the office of the Private Organizations Coordinator, with the exception being bake sales or pie in the face auction held in the unit area. Those may be approved by the unit commander. FRGs are only authorized to hold fundraisers on the installation.

Submit a written request according to (SAMPLE 4-7), Request to Conduct Fundraiser. The request should contain the purpose for which the funds will be used, and specific details concerning the nature of the event to include where and when it will be held. Requests should be submitted at least two weeks in advance to allow time for the approval process.

The typical events managed or approved by DCA are:

Bake Sales: Arranged for at the Post Exchange (PX) or Commissary. Call Private Organizations Office for available dates, then submit written request.

If you plan to sell hot food e.g., chili/hot dogs at your event you need to submit a request to the Private Organizations Office for approval. Anyone handling hot foods must first obtain food handlers certificate from Environmental Health at 968-4327.

### **Car washes are no longer authorized to be held on Fort Lewis.**

Submit a final report within ten (10) working days after the completion of the event. Report will indicate gross revenue expenditures and details of the disposition of any remaining funds (See SAMPLE 4-8, Final Report of Fundraiser).

Several yearly post-wide events offer excellent visibility and fundraising potential: Officers Spouses Bazaar, Armed Forces Day in May, and Freedom Fest on July 4<sup>th</sup>. Contact 967-3910, Private Organizations Coordinator, for information on these events and suggested opportunities for food and game booths.

Approval will be granted on a case-by-case basis provided the general intent of *FL Reg 210-14* is met such as: funds are not amassed by any organized group beyond what is needed to defray immediate needs; funds generated will be used for morale and welfare programs; and sales activities are conducted only occasionally and do not compete with the exchange system or other non-appropriated fund programs.

Evaluation of all requests will consider the potential disruptive influence generated by fundraisers in heavily congested areas such as the PX, Commissary, etc. As a general policy, fundraisers will not be held on scheduled paydays. Fundraisers held by units within the unit area are subject to the same requirements as FRGs. One exception is active duty may not fundraise during duty hours.

**REQUEST FOR INFORMAL FUND TO EXIST**

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

DCA MS 20  
ATTN: Private Organization  
Box 339500  
Fort Lewis, Washington 98433-9500

Under the provisions of AR 210-22 and Fort Lewis Regulation 210-14, request  
permission for \_\_\_\_\_ to exist and operate  
(Name of Organization)

as an informal fund on Fort Lewis. The activities of the organization and its fund will  
be conducted in compliance with AR 210-22 and Fort Lewis Regulation 210-14.

A fund, not to exceed \$1,000 net worth, will be maintained.

The purpose of the organization is:

The officers are:

_____	_____	_____
Printed Name/Title	Printed Name/Title	Printed Name/Title
_____	_____	_____
Address	Address	Address
_____	_____	_____
Phone/E-mail Address	Phone/E-mail Address	Phone/E-mail Address

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name and Title

\_\_\_\_\_  
Organization

\_\_\_\_\_  
Home Phone                      Work Phone

**STATEMENT OF FINANCIAL PROGRESS**  
(Name of Private Organization/Informal Fund)  
Fort Lewis, Washington

\_\_\_\_\_, \_\_\_\_\_ to \_\_\_\_\_, \_\_\_\_\_  
(Date) (Year) (Date) (Year)

**1. INCOME/EXPENSE STATEMENT:**

a. INCOME

Fundraising/Sales \$ \_\_\_\_\_  
Donation \_\_\_\_\_  
Other \_\_\_\_\_

**TOTAL INCOME FOR THE QUARTER** \$ \_\_\_\_\_

b. EXPENSES

Child Care \$ \_\_\_\_\_  
Awards/Recognition \_\_\_\_\_  
Refreshments \_\_\_\_\_  
Reproduction/Postage \_\_\_\_\_  
Other \_\_\_\_\_

**TOTAL EXPENDITURES FOR THE QUARTER** \$ \_\_\_\_\_

**2. NET INCOME OR NET LOSS (+, -)** \$ \_\_\_\_\_

**3. RECONCILIATION:**

a. Beginning Balance (Ending balance from previous quarter) \$ \_\_\_\_\_

b. Add Income (or subtract net loss) (2) \$ \_\_\_\_\_

**TOTAL AVAILABLE FUNDS AT END OF THIS QUARTER** \$ \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Street Address

\_\_\_\_\_  
Printed Name/Title/Rank

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

\_\_\_\_\_  
Phone Date

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

**VERIFICATION STATEMENT**

\_\_\_\_\_  
(Name of Private Organization/Informal Fund)  
Fort Lewis, Washington

\_\_\_\_\_, \_\_\_\_\_  
(Date) (Year)

This statement verifies that the activities and operations of \_\_\_\_\_  
have been conducted in compliance with AR 210-22 and Fort Lewis Regulation 210-14  
for the period \_\_\_\_\_ through \_\_\_\_\_ and have been  
conducted only for the purpose for which the organization was formed.

Permission is requested to continue operations for the next calendar year in  
compliance with AR 210-22 and FL Reg 210-14 for private organizations.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name and Title

\_\_\_\_\_  
Street Address

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

\_\_\_\_\_  
Home phone

\_\_\_\_\_  
Unit phone

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

**STATEMENT OF NET WORTH AND OPERATIONS**

\_\_\_\_\_  
(Name of Private Organization/Informal Fund)  
Fort Lewis, Washington  
\_\_\_\_\_, \_\_\_\_ to \_\_\_\_\_, \_\_\_\_\_  
(Date) (Year) (Date) (Year)

1. INCOME/EXPENSE STATEMENT:

a. Income:

Fund raising/Sales	\$ _____	
Donations	_____	
Other	_____	
<b>TOTAL INCOME FOR THE YEAR</b>		\$ _____

b. Expenditures:

Child Care	\$ _____	
Awards/Recognitions	_____	
Refreshments	_____	
Parties/Decorations	_____	
Speakers/Materials	_____	
Reproduction/Postage	_____	
Other	_____	
<b>TOTAL EXPENDITURES FOR THE YEAR</b>		\$ _____

c. **NET INCOME/NET LOSS** (a-b) \$ \_\_\_\_\_

2. STATEMENT OF NET WORTH:

a. Assets:

Cash in Checking	\$ _____	
Cash on Hand	_____	
<b>TOTAL ASSETS</b>		\$ _____

b. Liabilities:

Accounts Payable	\$ _____	
Outstanding Bills	_____	
<b>TOTAL LIABILITIES</b>		\$ _____

c. **NET WORTH** (a-b) \$ \_\_\_\_\_

3. RECONCILIATION:

a. Net Worth at Beginning of Year (ending net worth from previous year)	\$ _____
b. Add Net Income (subtract net loss) (1c)	\$ _____
c. Ending Net Worth (must be same as 2c)	\$ _____

Signature \_\_\_\_\_ Street Address \_\_\_\_\_  
 \_\_\_\_\_  
 Printed Name/Title/Rank \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 \_\_\_\_\_  
 Phone \_\_\_\_\_ Date \_\_\_\_\_ E-mail address \_\_\_\_\_ **SAMPLE 4-4**

**INTERNAL AUDIT STATEMENT**

\_\_\_\_\_  
 (Name of Private Organization/Informal Fund)  
 Fort Lewis, Washington

\_\_\_\_\_, \_\_\_\_\_  
 (Date) (Year)

DCA MS 20  
 ATTN: Private Organization  
 Box 339500  
 Fort Lewis, WA 98433-9500

I/we have examined the financial statements of \_\_\_\_\_  
 (Organization)

at Fort Lewis, Washington. I/we find them to be in order (or list deficiencies).

Signed,

\_\_\_\_\_  
 Signature Signature Signature  
 \_\_\_\_\_  
 Printed Name/Title Printed Name/Title Printed Name/Title

- **Informal Fund audits must be signed by three (3) non-office holder group members.**
- **Type II and III Private Organizations may be signed by three (3) non-office holder group members or a qualified auditor.**
- **CDR or 1SG may not audit.**

**PRIVATE ORGANIZATION REFERENCE**

\_\_\_\_\_  
(Name of Private Organization/Informal Fund)  
Fort Lewis, Washington

\_\_\_\_\_, \_\_\_\_\_  
(Date) (Year)

DCA MS 20  
ATTN: Private Organization  
Box 339500  
Fort Lewis, WA 98433-9500

This statement verifies the name, address, phone number and e-mail address (if applicable) of current office holders. (Please print legibly)

Leader

\_\_\_\_\_  
Name  
\_\_\_\_\_  
Street or POB City Zip  
\_\_\_\_\_  
Phone E-mail

Co-Leader

\_\_\_\_\_  
Name  
\_\_\_\_\_  
Street or POB City Zip  
\_\_\_\_\_  
Phone E-mail

Secretary

\_\_\_\_\_  
Name  
\_\_\_\_\_  
Street or POB City Zip  
\_\_\_\_\_  
Phone E-mail

Treasurer

\_\_\_\_\_  
Name  
\_\_\_\_\_  
Street or POB City Zip  
\_\_\_\_\_

Phone

E-mail

**SAMPLE 4-6**

**REQUEST TO CONDUCT FUNDRAISER**

DCA MS 20  
ATTN: Private Organization  
Box 339500  
Fort Lewis, Washington 98433-9500

1. Request permission for \_\_\_\_\_ to conduct a  
(Organization)

\_\_\_\_\_ on Fort Lewis.  
(Type of fundraiser)

2. Member(s) have Food Handler's Certificate \_\_\_\_YES \_\_\_\_NO

3. Funds realized from this sale will be used for \_\_\_\_\_.

4. The sale will be conducted \_\_\_\_\_, at \_\_\_\_\_.  
(Date and Time) (Location)

5. Person(s) responsible for supervising this sale: \_\_\_\_\_  
\_\_\_\_\_ who may be contacted at \_\_\_\_\_.

6. Final report depicting gross revenues, receipts for expenditures and disposition of any remaining funds will be **submitted within 10 working days** following the event.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name, Title, and/or Rank

\_\_\_\_\_  
Organization/Unit

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
Date

---

E-mail Address

**SAMPLE 4-7**

**FINAL REPORT OF FUNDRAISER**

1. Income

Sales Revenue \$ \_\_\_\_\_

Donations \_\_\_\_\_

Other \_\_\_\_\_

**TOTAL** \$ \_\_\_\_\_

2. Expenditures

Cost of Goods \$ \_\_\_\_\_

Labor \_\_\_\_\_

Purchases \_\_\_\_\_

Other Expenses \_\_\_\_\_

**TOTAL** \$ \_\_\_\_\_

3. Net Income (A-B) \$ \_\_\_\_\_

4. Unexpended Funds to be used for: \_\_\_\_\_

---

Signature

---

Printed Name and Title

---

Organization

---

Telephone Number/E-mail Address

---

Date, Type and Place of Fundraiser

**SAMPLE 4-8**

### **OFF POST SOLICITATION**

FRGs are not authorized to fundraise off post; however, donations of goods or services may be solicited. When doing so, it is important to inform the public that FRGs are private entities and are not an extension of the Army. It should be made clear that the Army is not endorsing or sponsoring their activities. Army letterhead (or unit letterhead) may not be used for the disclaimer or any other written material that is distributed. FRGs should design their own letterhead for all reports, letters, and other correspondence. (See SAMPLE 4-9).

(FRG LETTERHEAD)  
(Do Not Use Army Letterhead)

Dear Business Owners,

The \_\_\_\_\_ is a non-profit volunteer organization of military family members. The purpose of our organization is to help families meet the challenges of military life by organizing educational, informational, and social activities. Funds are generated to support these programs. This organization is not affiliated with the Department of the Army nor is it supported with taxpayers dollars.

The \_\_\_\_\_ is requesting donations of items or services to support our fundraising efforts. The generous contribution from your business will enable our organization to make a positive difference for the Fort Lewis community. Our Tax I. D. number will be provided upon request. I would be pleased to answer any questions you may have regarding our major fundraiser.

Sincerely,

Your Name  
Your Title and FRG Name  
Your Address  
Your Phone Number

**REQUEST TO DISSOLVE**

\_\_\_\_\_  
(Name of Private Organization/Informal Fund)  
Fort Lewis, Washington 98433

\_\_\_\_\_, \_\_\_\_\_  
(Date) (Year)

MEMORANDUM FOR Directorate of Community Activities,  
ATTN: AFZH-PAW MS 20, Fort Lewis, WA 98433-9500

SUBJECT: Dissolution of Private Organization/Informal Fund

1. \_\_\_\_\_ requests permission to dissolve.
2. All organizational liabilities have been satisfied, and all accounts have been closed. A financial statement, including all transactions from the date of our last annual statement, is enclosed.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name and Title

\_\_\_\_\_  
Work Phone

\_\_\_\_\_  
Home Phone

## **CHAPTER 5**

### **PRODUCTION OF A FRG COMMAND INFORMATION LETTER**

#### **Contents of the Command Information Letter**

Contents of the command information letter should be current, objective, pertinent, and complete. The command information letter should begin with a letter from the unit commander and include information from the command about unit activities and resources helpful to your particular group. Seek suggestions on subjects the families are interested in reading. The letter could also include:

- Comments from the FRG leader (recruitment of volunteers, solicitation of ideas and information, announcement of awards, correcting rumors, etc.,).
- Upcoming unit events and FRG meetings/activity dates.
- An “answers section” for those questions or problems that occur frequently.
- A letter from the senior NCO.
- Information concerning special Fort Lewis or community resources (i.e., changes in hours for child care, pharmacy operation, PX access, etc.).

When a unit is deployed, family members may be interested in changes in security posture, (both at home and abroad). They may also benefit from tips on home security; dealing with the media; sending messages, letters, or packages to a soldier; and reducing the stress and strain on families separated by deployment. Information on emergency telephone numbers may also be helpful.

The reference for DOD policy on the mailing of unit FRG command information letters is DOD Mail Manual 4525.8M (Ch 3, para d.). This policy authorizes mailing to home addresses and provides guidelines on content under the definition for official business.

Commanders have the responsibility to determine the kinds of information their soldiers and families need. Commanders should apply the following guidelines in determining whether the content of FRG command information letters is official:

- Information regarding service members and families which promote unit cohesion and help strengthen the ongoing esprit among family members within the unit such as command sponsored organizational day activities and other special events.
- Commanders are reminded that strictly personal and social information and information concerning private organizations and commercial ventures is expressly prohibited.

However, FRG fundraising information is allowed.

- When using *copyrighted* material, permission of the source must be obtained prior to the use of the material. This includes any published artwork or articles. *Advertising items "For Sale" or the printing of recipes is not authorized.*

### **Preparation of the FRG Command Information Letters**

FRG command information letters will be limited to five (5) sheets, ten (10) pages, in order to minimize postage charges.

It is effective to recruit volunteers or military family members with journalism, newspaper, and/or computer experience to assist. Consider assigning other volunteers to write short articles.

An attractive, consistent format encourages readership! It may take several issues to settle on a format appropriate for your group. Consider the following when determining format:

The unit "Commander's Message" should appear on the first page and must include the commander's signature. The appearance of the signature block attests that the content of the FRG command letter being "official" and thereby qualifying for the government paid printing and postage.

- Plan a letter heading (also referred to as a "masthead") which gives a name to your FRG command information letter. Artwork like the unit crest is permissible. Clearly include the name of the unit, the words "FRG COMMAND INFORMATION LETTER," and the date, including the year.
- The following statement must be printed beneath the heading and signed by the commander on each issue:

<p>This FRG Command Information Letter is provided to all spouses of soldiers within _____(Unit) with the sole purpose of providing for the well being of family member of (Unit) _____, as authorized by DA PAM 608-47 and verified by my signature. (Name) _____ (Commander) _____ (Unit) _____</p>
---

- Place the same types of information in the same sections of each issue. Readers like consistency.
- Define each section by the use of titles, special headings, or representative graphics.
- The FRG command information letter should also contain a statement of the purpose and frequency of publication. A good location for this is on the bottom of the second page.

<p>Commander' Name: _____ Editor: _____ FRG Coordinators: _____ _____</p>
---

Staff: \_\_\_\_\_

Opinions expressed by writers and other unofficial material in this command information letter are not an official expression of the Department of the Army.

- The FRC production space has computers and software available for your use to help ensure that your FRG command information letter can be made to look very professional. Readers enjoy graphics and artwork! A laser printer is also available so that your command information letter has “letter quality” print.
- The FRC has a copier/collator available for the reproduction of your command information letter. Standard bond, white, 8-1/2 x 11 paper is available from the FRC. One copy of your command information letter must be provided to the FRC.
- *Please do not staple*, newsletter must be put in envelopes to mail.

### **Mailing Procedures for FRG Command Information Letters**

The command information letter should be tri-folded to fit in a legal size envelope for mailing. Computer printed or typed address (in all capital letters) labels are required (your unit will supply these). See sample 5-1.

FRC mail is picked up daily Mon-Fri. You may leave mail at the FRC for pickup or deliver the sorted letters to your unit mail clerk. Coordinate with your unit commander to ensure procedures for FRG command information letters to be included with outgoing mail.

**(Unit Address)**

**SAMPLE MAIL ADDRESS**

**COMMANDER  
HHC I CORPS  
BOX 339538 MS (Unit mail stop number is required)  
FORT LEWIS WA 98433-9538**

**OFFICIAL BUSINESS**

**(ALL ADDRESSES MUST BE ALL CAPS NO PUNCTUATION)**

**MARY JANE DOE  
1920 GRAY STREET  
TACOMA WA 98498**

**SAMPLE 5-1**

**NOTE: Units may have envelopes pre-printed with unit return address by submitting a request to Defense Printing Service.**

## **CHAPTER 6**

### **RELATIONSHIP BETWEEN THE REAR DETACHMENT AND FRGs**

The rear detachment is responsible for remaining personnel, equipment, and for assistance to families of deployed soldiers. This information focuses on the family support portion of the rear detachment mission. The rear detachment is the focal point for all family support matters that require official actions or approval. This establishes rear detachments as the core family assistance element at the unit level.

The Rear Detachment Command (RDC) works closely with FRGs to stay abreast of matters that require expeditious handling by the rear detachment. Rapid and effective resolution of problems encountered by families has a significant impact on the morale of soldiers and families.

The RDC is usually designated when an active Army unit deploys or goes on extended exercises as a primary POC for family members who have questions or need assistance prior to and during the separation. The needs of the family during this stressful period of separation require that the RDC be more than an authority figure. It is best if the RDC is someone who is compassionate and sympathetic to the needs of family members. Commanders must be cognizant of the importance of the mission of rear detachment personnel in relation to the selection process.

It is important that the commander, with upcoming deployment, closely coordinate with the FRG. Coordinated efforts are essential to:

- Ensure FRG integration into the unit's deployment family support plan.
- Clarify the roles and responsibilities of FRG volunteers, the RDC and any other key resource people that may be involved.
- Set an early precedent for the importance of all FRG support components working together.

The deployed soldier's effectiveness, and hence your unit's mission accomplishment is contingent upon the state of morale of his/her family members. Just as with soldier morale, family member morale is not solely financial security, food, and lodging. As with soldiers, family members must receive respect, be kept informed, and be made to feel that the sacrifices they are enduring are necessary and to a greater good.

The best means through which family members can feel respected, be kept informed, and feel their sacrifice is worthwhile is through contact with family members of other deployed soldiers. This mutual contact provides moral support, as a minimum. When structure is added to this body, much more becomes possible.

## **ROLES AND RESPONSIBILITIES**

During deployments, FRGs assist the rear detachment in sustaining families of deployed soldiers by exchanging support and transmitting accurate information between families and the RDC. FRGs need unit support before deployment and rear detachment support while forces are deployed.

Once the FRG is organized the command must patiently allow it to function. The people who will best understand the needs of the families are the families themselves. The FRG can act as an information agency, using telephone contacts and a monthly newsletter to disseminate information. The FRG identifies issues and questions of concern to the family members.

The RDC should identify representatives from installation service agencies to respond to issues and concerns. The FRC is the coordination and synchronization center that will assist the RDC as a referral and information resource.

The best position that a RDC can have in relation to an FRG is that of being an advocate and provider of resource support, with little or no involvement in the inner workings of the FRG. It is most important that the entire rear detachment project a positive image to the FRG. The NCOs who perform rear detachment duties will play an important role in helping to resolve family problems. To this end, they must become more sensitive to the mission and to family member issues.

Commanders must involve themselves in defining the scope of rear detachment duties and the training needed to produce the standards of performance expected of them. DA guidelines state that FRGs should NOT:

- Become surrogate parents, guardians, or social workers.
- Become part of the casualty notification process.
- Become a baby-sitting service or lend money, cars, or expensive items.
- Divide into groups, such as enlisted versus officer spouses.
- Duplicate the services of other support agencies.

The rear detachment may need some skill which enables them to screen and identify the category of inquiries and calls they receive, such as:

- Information Calls: Unit information must be kept current, outdated information may create problems for the caller.

- Problem Calls: Record essential data, refer the caller or pass pertinent information to the appropriate agency. Follow-up to see that the problems are resolved.
- Crisis Calls: These can be difficult to identify. Use good judgment in the responses you give; be careful of making promises which you cannot fulfill. Be positive, suggest alternatives, help callers help themselves, remain responsive to their problems, and record essential data so that you can refer an appropriate counselor or support agency to them.
- Unnecessary Calls: Don't perpetuate rumors and unconfirmed reports; inform the caller that you're not interested in this type of information.
- Chronic Calls: Tactfully try to unmask an underlying problem, if possible. You may be able to bring out an unspoken issue that's troubling the caller which can be referred to an appropriate counselor or agency. Remain diplomatic.

***Refer also to Appendix B and C***

The focus of rear detachment training should be on refining their discernment and referral skills. FRGs work well with little formal training and even better when members and leaders receive continuing training and support. Identify the training needs of your staff and contact the FRC for information and registration of training.

FRGs foster an atmosphere of mutual support and togetherness in times of need. However, the extent of FRG support should be realistic. Family members may develop inappropriate dependency on FRG leaders who exceed their mandate for FRG operations. Commanders of deploying units and rear detachments should clearly define the operational boundaries of FRG activities for FRG leaders. FRGs without boundaries may be subjected to conflicts among volunteers and loss of mutual support within the group.

FRGs distribute pertinent information to families and provide a mechanism for family members to get assistance in dealing with common problems. Some assistance may come directly from the FRG or the FRG volunteer may refer the spouse or guardian to an agency especially equipped to handle specific problems.

Disseminating correct and timely information is very important. FRGs should assist or participate with the rear detachment in conducting periodic information briefings. FRGs may need help from RDCs in preparing newsletters. A reading file for families to review during the week is helpful if they are unable to attend scheduled information briefings. The data in the reading file must be kept current. Newsletters also become more important when soldiers deploy.

Rear detachments should assume primary responsibility for supporting FRGs after unit deployment. This includes maintaining rosters and assisting in the publication/ mailing of newsletters. It is not the responsibility of the FRG to obtain roster updates for the rear detachment.

Rosters are important tools for FRGs. They are more accurate when the information is gathered as part of unit inprocessing. In addition to names, addresses and phone numbers, rosters may contain information on language proficiency (e.g., does the spouse speak, read, write English; does a family member have a unique physical condition or special education requirement)?

Rosters should be transformed into useful “telephone trees” to provide verbal support to FRG members or to transmit valuable information rapidly. Telephone tree contacts form positive support relationships by bonding together families of service members in the same company/battery.

FRGs perform an important function by helping rear detachments and military communities keep track of family members. During deployments, some families may leave the area to go home while others visit relatives or friends and then return to the area. This makes 100% accountability of family members very difficult for rear detachments. Rear detachment should query soldiers for family plans prior to deployment.

FRGs can be very effective in facilitating a unified effort for the command, especially when commanders are unmarried without families. Some may be less focused on, or have less appreciation for family support issues. A functioning FRG could be very effective in ensuring that the command is kept abreast of family issues and concerns which may not have previously occurred to him/her. This relationship would foster reciprocal feedback and shared understanding.

## APPENDIX A

### EXPLANATION OF ABBREVIATIONS

AAFES	Army and Air Force Exchange Service
ACS	Army Community Service
AER	Army Emergency Relief
AG	Adjutant General
ANCOC	Advanced Noncommissioned Officer's Course
APF	Appropriated Funds
APO	Army Post Office
ARTEP	Army Training and Evaluation Program
AWOL	Absent Without Leave
BAS	Basic Allowance Subsistence (Separate Rations)
BAQ	Basic Allowance for Quarters
BDE	Brigade
BDU	Battle Dress Uniform
BN	Battalion
BNCOC	Basic Noncommissioned Officer's Course
BSEP	Basic Skills Education Program
CYS	Child & Youth Services
CFC	Combined Federal Campaign
CG	Commanding General
CID	Criminal Investigation Division
CIF	Central Issue Facility
CO	Commanding Officer
COMMISSARY	Grocery Store
CONUS	Continental United States
CPAC	Civilian Personnel Advisory Center
CQ	Charge for Quarters
DA	Department of the Army
DB	Daily Bulletin
DEERS	Defense Enrollment Eligibility Reporting System
DENTAC	Dental Activity
DEPLOYMENT	Leaving Installation on a Specific Mission
DOD	Department of Defense
DCA	Director of Community Activities
DPW	Directorate of Public Works
EDRE	Emergency Deployment Readiness Exercise
ESL	English as a Second Language
ETA	Estimated Time of Arrival
ETS	Expiration Time of Service
FA	Field Artillery
FORSCOM	Forces Command
FRC	Family Resource Center
FRG	Family Readiness Group
FY	Fiscal Year

GC	Garrison Commander
GED	General Education Development (Diploma)
GI	Government Issue
GT	General Technical Aptitude Test
HQ	Headquarters
IDF	Installation Detention Facility
IG	Inspector General
ITT	Information, Tours & Travel
IVC	Installation Volunteer Coordinator
JAG	Judge Advocate General (Lawyers)
LEC	Law Enforcement Command
LES	Leave & Earning Statement
LOI	Letter of Instructions
MEDDAC/MEDCEN	Medical Activity/Medical Center
MILPERCEN	Military Personnel Center
MOS	Military Occupational Specialty (Job)
MP	Military Police
MWR	Morale, Welfare & Recreation
NCO	Noncommissioned Officer
NCOER	Noncommissioned Officer Evaluation Report
NAF	Nonappropriated Funds
OER	Officer Evaluation Report
PA	Physician's Assistant
PAC	Personnel Administration Center
PAO	Public Affairs Officer
PBO	Property Book Officer
PCS	Permanent Change of Station (Duty)
PLDC	Primary Leadership Development Course
PMO	Provost Marshall's Office (Top Cop)
POC	Point of Contact
POM	Preparation for Movement
POV	Privately Owned Vehicle
PT	Physical Training
PX/BX	Post Exchange/Base Exchange
RDC	Rear Detachment Command
RIF	Reduction in Force
S-1	Brigade or Battalion Level Personnel Office
SDNCO	Staff Duty Noncommissioned Officer
SDO	Staff Duty Officer
SJA	Staff Judge Advocate
SOP	Standard Operating Procedures
SQT	Skill Qualification Test
SRP	Soldier Readiness Processing
STACC	Short Term Alternative Child Care
TA-50	Field Clothing & Equipment
TDY	Temporary Duty
TMC	Troop Medical Clinic
TOC	Tactical Operations Center
TRADOC	Training & Doctrine Command
USACFSC	US Army Community & Family Support Center

USAR  
USNG  
VCCUS  
XO

US Army Reserve  
US National Guard  
Volunteer Child Care in a Unit Setting  
Executive Officer

*NOTE: It is recommended that you keep a journal of phone calls requiring your assistance. Keeping clear notes will help you identify problem areas and also serve as a reference should you need them later for clarification or verification of information. Sample form provided below.*

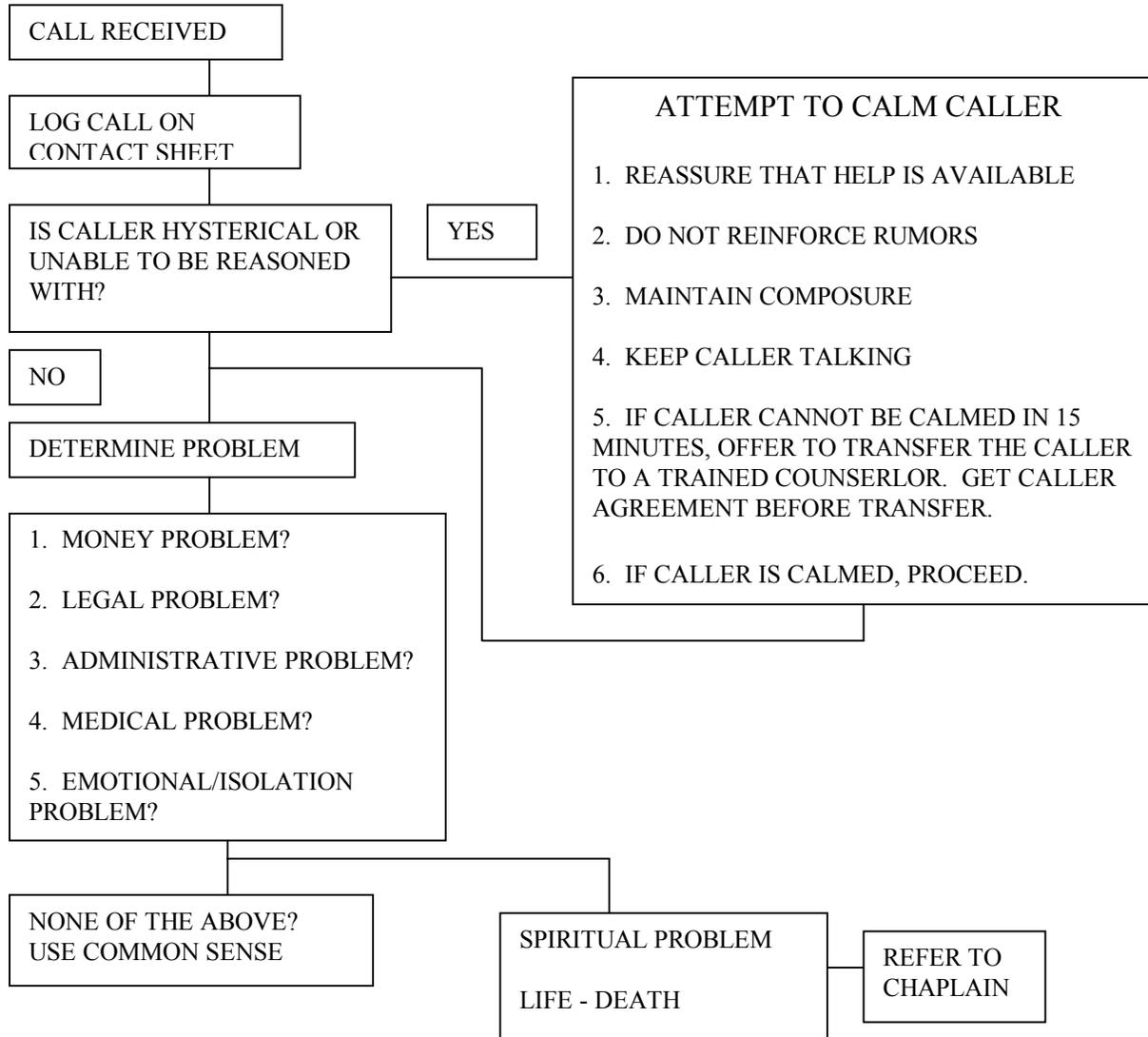
**APPENDIX B**

**FAMILY MEMBER CONTACT RECORD**

<b>SPOUSE/CALLER DATA</b>	<b>SERVICE MEMBER DATA</b>
<b>NAME:</b>	<b>NAME:</b>
<b>PHONE NUMBER:</b>	<b>RANK:</b>
<b>ADDRESS:</b>	<b>UNIT:</b>
<b>CALLER MOOD</b>	
<b>HAPPY</b>	<b>ABUSIVE</b>
<b>CALM</b>	<b>DEPRESSED</b>
<b>HOW CAN WE HELP YOU ?</b>	
<b>WHAT DO YOU WANT DONE?</b>	
<b>WAS THE CALLER REFERRED TO ANOTHER ARMY AGENCY?</b>	
<b>YES: _____ NAME OF AGENCY _____</b>	
<b>NO: _____ CLOSURE: _____</b>	

## APPENDIX C

### FLOW CHART FOR HELPING DISTRESSED CALLERS



KEY POINT TO REMEMBER: TREAT THE CALLER AS YOU WOULD WANT YOUR WIFE, MOTHER, GIRLFRIEND, FATHER, OR OTHER RELATIVES TREATED.

**APPENDIX D**  
**SAMPLE AGENDA FOR PREDEPLOYMENT BRIEFING**

A predeployment briefing is the unit's responsibility and not the FRG leader. The following is a sample agenda to assist you in getting prepared for your presentation:

- Welcome
- Commander's Remarks
- Introduce RDC
- Outline unit's missions/commitments for the deployment using windows of time for anticipated departures and returns.
- Introduce the FRG leaders; present activities planned for the FRG during the time frame of unit missions.
- Closing remarks.

**SUGGESTED HANDOUTS FOR PREDEPLOYMENT BRIEFINGS**

- Telephone Rosters
- Unit Command Information Letter
- Family Member Deployment Checklist
- AER Fact Sheet
- Fact Sheets about FRC, Child Care, Commissary, Schools
- Unit Information (schedules, flyers, etc.)

Notes: Have lists of names and addresses available for families to check and correct. Provide child care and refreshments. This will encourage participation.

**APPENDIX E**

**FAMILY MEMBER PREDEPLOYMENT CHECKLIST**

The following checklist should be completed and reviewed periodically **ESPECIALLY** prior to TDY or deployment:

PART I Medical

- 1) Immunizations updated? \_\_\_\_\_  
Next update due? \_\_\_\_\_
- 2) Health and dental records are located? \_\_\_\_\_  
\_\_\_\_\_
- 3) Medical assistance providers are? \_\_\_\_\_  
\_\_\_\_\_
- 4) Name, phone number, and address of babysitter? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 5) Nearest military medical treatment facility is located? \_\_\_\_\_  
\_\_\_\_\_
- 6) TRICARE cards for each family member are located? \_\_\_\_\_  
\_\_\_\_\_
- 7) Family members with special needs are? \_\_\_\_\_  
\_\_\_\_\_
- 8) Unit commander is aware of family members with special needs? \_\_\_\_\_  
\_\_\_\_\_
- 9) Army dental plan is? \_\_\_\_\_
- 10) Names/ages of all family members enrolled in DEERS? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

PART II Finance

Evaluate your present financial situation and anticipate future spending.  
Develop a budget before departure.

1) Name of bank,(checking/savings) and credit card account numbers, phone numbers, location and address? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Note: Notify credit card company immediately of any loss. MINIMIZE CREDIT CARD USE. Credit cards and bank accounts should be in both names.

2) An allotment in the amount of \_\_\_\_\_ has been initiated to be sent to my home address or directly to the bank? \_\_\_\_\_

\_\_\_\_\_

3) Anticipated total amount for household expenses? \_\_\_\_\_

Rent	Due Date	Amount
Electricity	Due Date	Amount
Phone	Due Date	Amount
Garbage	Due Date	Amount
Water/Sewer	Due Date	Amount
Car Payment	Due Date	Amount
Credit Cards	Due Date	Amount

Food	Per 2/week Period	Amount
Gas		Amount
Miscellaneous or Unexpected Expenses		Amount

4) Bank checking and/or savings books are located? \_\_\_\_\_

\_\_\_\_\_

5) The key to the safe deposit box is located? \_\_\_\_\_

6) If the allotment check does not arrive contact? \_\_\_\_\_

\_\_\_\_\_

7) AER can assist in a financial crisis, (i.e. rent, food, etc.). They can be reached at 967-7166.

8) My LES is a verification of my pay and will show how much I was paid and where the pay was sent. My LES will be sent to? \_\_\_\_\_

PART III Automobile/Transportation

1) My drivers license number is? \_\_\_\_\_

Valid for the state of \_\_\_\_\_

If I lose my driver's license, or it expires, the nearest place to go for replacement is? \_\_\_\_\_

\_\_\_\_\_

2) My Auto insurance carrier is? \_\_\_\_\_  
If I have an accident I should report it to my insurance company immediately by  
calling? \_\_\_\_\_  
The policy is located? \_\_\_\_\_

3) My auto is financed by? \_\_\_\_\_  
Payment in the amount of \_\_\_\_\_ is due to them on? \_\_\_\_\_

4) The vehicle's title and registration are located? \_\_\_\_\_

5) For renewal of vehicle registration go to? \_\_\_\_\_

6) The renewal date for the license plates/tabs is? \_\_\_\_\_

7) Family members who hold a valid license and are insured to drive my vehicle  
are? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

8) My automobile is/is not in good operating condition at this time. If repairs are needed  
go to? \_\_\_\_\_  
\_\_\_\_\_

9) Duplicates for all keys are located? \_\_\_\_\_  
\_\_\_\_\_

10) For emergency repairs on the car (overheating, flat tire, dead battery, etc.) you  
should? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11) My spouse is not licensed to drive, or I do not have a vehicle. Transportation arrangements  
are available through? \_\_\_\_\_  
\_\_\_\_\_

Amount budgeted for taxi and bus? \_\_\_\_\_

For an emergency ride, you should contact? \_\_\_\_\_  
\_\_\_\_\_

#### PART IV Housing

1) The location of the following:

a) Electrical control box (fuse/circuit breakers) to include provisions for replacing fuses  
when required? \_\_\_\_\_  
\_\_\_\_\_

b) Water control valve (for shutting off) in case of emergencies (broken pipes, leaking  
pipes, freezing weather)? \_\_\_\_\_  
\_\_\_\_\_

c) Gas control valve (for shutting off) in case emergencies (leaking gas, fire, etc.)? \_\_\_\_\_  
\_\_\_\_\_

d) Names and phone numbers to notify in case repairs are needed?  
Electrician \_\_\_\_\_  
Housing Office \_\_\_\_\_  
Plumber \_\_\_\_\_

2) Duplicate keys for the house are located? \_\_\_\_\_  
\_\_\_\_\_

3) While I am deployed my family is going to reside? \_\_\_\_\_  
\_\_\_\_\_

4) I am planning to apply for government housing on Fort Lewis, I am qualified. The approximate waiting time is? \_\_\_\_\_

5) I am currently residing in government quarters. The deployment will/will not affect my status? \_\_\_\_\_

6) Lease expires at my current location? \_\_\_\_\_

7) If problems occur with other tenants or landlord contact? \_\_\_\_\_  
\_\_\_\_\_

8) If problems occur with other tenants on post contact? \_\_\_\_\_  
\_\_\_\_\_

9) I have made arrangements to have my lawn mowed with? \_\_\_\_\_  
\_\_\_\_\_

10) The Fort Lewis Housing Office phone number and location are? \_\_\_\_\_

PART V Legal/Administration

1) Family's ID cards are all up to date and valid until after my return from deployment. Expiration Date? \_\_\_\_\_

2) If needed new ID cards may be obtained at? \_\_\_\_\_  
\_\_\_\_\_

3) Power of Attorney is located? \_\_\_\_\_  
(My family can take necessary action on important family matters during my absence.)

4) Birth certificates of all family members are located? \_\_\_\_\_  
\_\_\_\_\_

5) Marriage certificate is located? \_\_\_\_\_

6) Adoption papers are located? \_\_\_\_\_

7) Social security card numbers are located? \_\_\_\_\_

If needed, I can get an application from the Post Office located? \_\_\_\_\_

8) Copies of my federal and state tax records are? \_\_\_\_\_

9) All insurance policies are located? \_\_\_\_\_

10) Stocks, bonds, or securities are in a secured location? \_\_\_\_\_

11) Deeds or mortgages are in a secured location? \_\_\_\_\_

12) All important papers, including this document, have been safeguarded?

13) I understand the following regarding contracts:

- a) Never sign any contract without reading it—EVER!
- b) Ask a legal assistance officer to read any contract.
- c) Never believe verbal promises which are not written into the contract. Don't agree over the phone.
- d) Never buy on credit if you can obtain a cheaper loan elsewhere.
- e) Don't buy at all if the purchase is not necessary.

14) I have completed the necessary paperwork authorizing my spouse to sign for on-post housing, should it become available during my absence. \_\_\_\_\_

15) My spouse and I have wills that are up to date. They are located? \_\_\_\_\_

Every family should have a personal file with very important papers. The following documents should be readily available to family members at all times:

- Current Identification Card
- Marriage Certificate
- Birth Certificate
- Automobile Title/Registration
- Will(s)
- Power(s) of Attorney
- Insurance Policies
- Letters of Adoption
- Naturalization Papers

## APPENDIX F

There are lots of good websites to check out on Army and military life, including deployment issues. Some have links to other websites.

<http://www.lifelines2000.org/services/deployment/index.asp>

[http://www.lifelines2000.org/services/deployment/pre\\_deploy/7\\_stages.asp](http://www.lifelines2000.org/services/deployment/pre_deploy/7_stages.asp)

<http://www.relaxintuit.com/>

<http://www.drhelen.com/stress.html>

<http://www.vcn.bc.ca/rmdcmha/stressa.html>

<http://www.hooah4health.com/mind/stressexercise.htm>

<http://www.plainsense.com/Health/Stress/laughter.htm>

<http://www.mcmc.net/wellsource/stress/busters.htm>

<http://stressrelease.com/strssbus.html#build>

<http://www.soloops.com/> (for spouses of deployed soldiers)

<http://www.solo-ops.com/> (military family support forum)

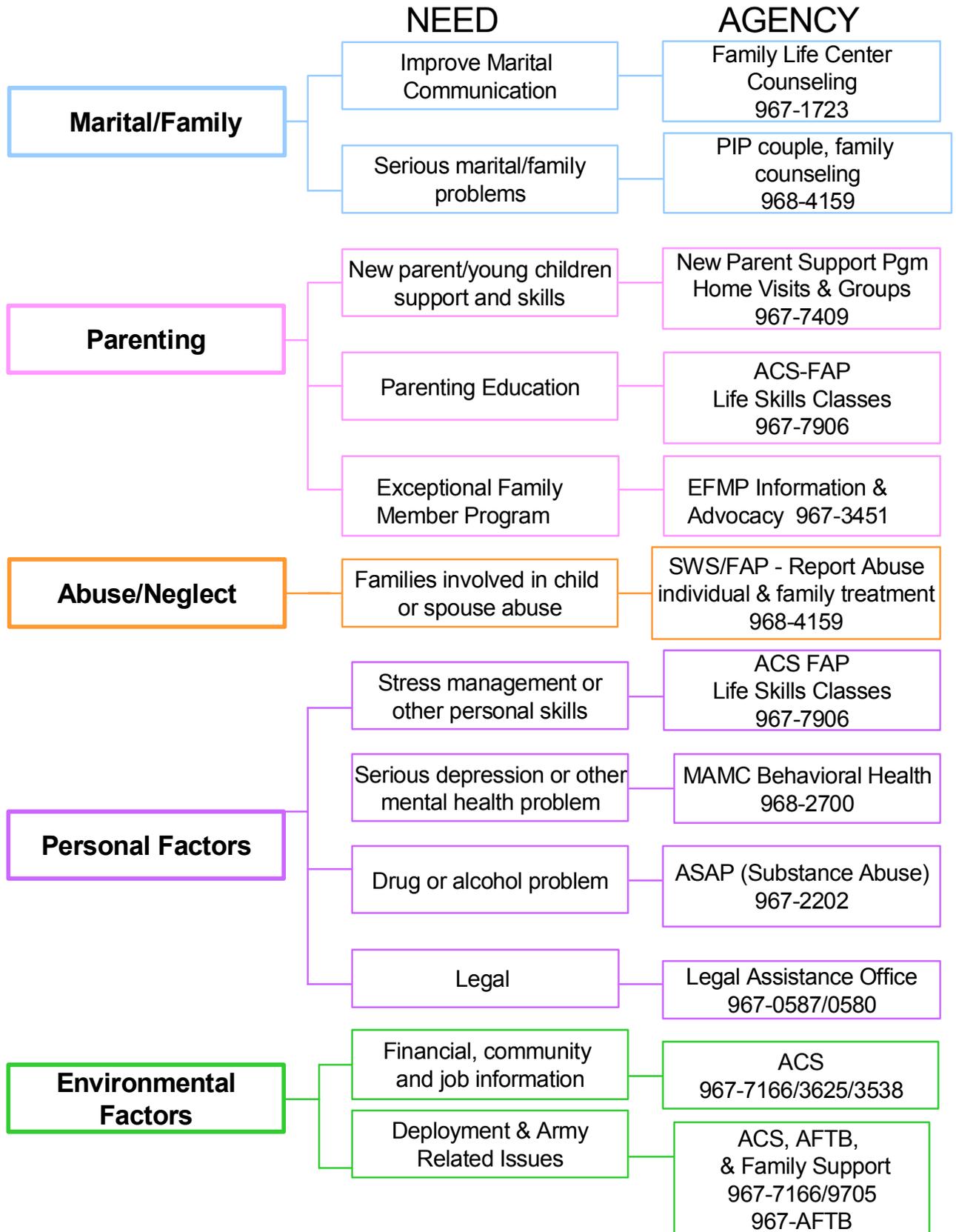
<http://www.soloops.com/ebook.html> (survival guide for military spouses)

[http://deploymentlink.osd.mil/deploy/info/info\\_intro.shtml](http://deploymentlink.osd.mil/deploy/info/info_intro.shtml)

<http://www.redcross.org/services/afes/deploytips/html>

<http://www.familybuzz.com>

# How to Find Help You Need at Ft. Lewis



# Who to call at Fort Lewis

- Legal: 967-0579/ 0587/ 0580
- ID Cards and DEERS: 967-5065
- Family Resource Center: 967-9496
- Inspector General (IG): 967-5181
- Madigan Information: 968-1110
- Behavioral Health Clinic: 968-2700
- Social Work Service: 968-4159/4161
  - Preventive Intervention Program (PIP): 968-4159
  - Spouse and Child Abuse Treatment: 968-4159
- Army Community Service: 967-7166
  - Financial Information: 967-3525/9917
  - Army Emergency Relief: 967-9852/9916/9787
  - Employment Assistance: 967-3538
  - Relocation, I&N: 967-3628/3633
  - Family Services: 967-9704
  - Deployment Issues: 967-9705
  - Exceptional Family Member Services: 967-3451
  - Family Advocacy (Spouse & Child Abuse Prevention & Education): 967-5940/5901
  - Life Skills Classes: 967-7906
  - New Parent Support Program: 967-7409
- Army Family Team Building: 967-2382
- Installation Volunteer Coordinator: 967-2324
- Child and Youth Services (Child Care): 967-2494
  - Family Child Care (FCC): 967-3039
  - Youth Fitness Zone: 967-4441
  - North Fort Youth Center: 966-7166

**APPENDIX H  
LOCAL NUMBERS OF INTEREST**

**FORT LEWIS**

Emergency	911
Ambulance (on or off post)	968-1396
Madigan Information	968-1110
Madigan Emergency Room	968-1390
Military Police Desk Sergeant	967-3107
Poison Control	1-800-732-6985

**OFF POST**

**POLICE**

Olympia	360-753-8300
Puyallup	253-841-5415
Lakewood	253-798-4200
Tacoma	253-798-4721
Lacey	360-459-4333
Dupont	253-964-8414

**FIRE**

Olympia	360-753-8348
Puyallup	253-845-6666
Tacoma	253-591-5737
Lakewood	253-582-4600
Lacey	360-491-2410
Dupont	253-964-7060

**HOSPITALS**

Allenmore	253-403-2323
Tacoma General	253-403-1000
Saint Joseph	253-426-4101
Good Samaritan (Puyallup)	253-848-6661
Providence Saint Peter (Olympia)	360-491-9480