

## DRAFT

Headquarters  
Department of the Army  
Washington, DC  
(Date \_\_\_\_\_)

Department of the Army  
Regulation 608-XX

Effective: \_\_\_\_\_

Personal Affairs

Army Family Action Plan (AFAP)

---

History: This publication is a new Department of the Army Regulation.

By order of the Secretary of the Army:

Summary: The regulation provides guidance for the establishment and administration of the Army Family Action Plan (AFAP), a mechanism to identify well-being concerns raised by Army members and policy for the management and administration of those issues at appropriate command levels.

Applicability: The regulation applies to the Active Army, the Army National Guard, the U.S. Army Reserve, U.S. Army Recruiting Command, retirees, Department of the Army Civilian Personnel, and the family members of each group.

Proponent and Exception to policy authority: The proponent of this regulation is the Assistant Chief of Staff for Installation Management (ACSIM). The ACSIM has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Approval of exceptions is delegated to the Commander, U.S. Army Community and Family Support Center (USACFSC).

Suggested Improvements: Users of the regulation are invited to send comments, suggested improvements on DA Form 2028, (Recommended Changes to Publications and Blank Forms) directly to:

Commander, U.S. Army Community and Family Support Center  
ATTN: CFSC-FP-O (Army Family Action Plan)  
4700 King Street  
Alexandria, VA 22302-4418

Distribution: Distribution of the regulation is made in accordance with the requirements on DA Form 12-09-E, block # 2362, intended for command levels A, B, C, D, E, of the Active Army, Army National Guard, and U.S. Army Reserve.

Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from CFSC-FP-O, Alexandria, VA, 22302-4418.

# DRAFT

## CHAPTER 1

### Purpose, Authority, and Responsibilities

#### 1-1. Purpose

a. This regulation establishes the policies and procedures for implementation of the Army Family Action Plan (AFAP) and directs major Army command commanders (MACOM) to appoint AFAP program managers, monitor AFAP issues, appoint steering committees, and conduct annual forums within their respective commands.

b. This regulation also establishes the AFAP General Officer Steering Committee (GOSC) as a continual committee. Chapter 6 outlines the purpose, composition, authority, and control of the GOSC.

*(For the purpose of this regulation, when reference is made to installations, the subordinate commands of the U.S. Army National Guard, U.S. Army Reserve Command, U.S. Army Recruiting Command, and all commands whose subordinate organizations are not located at traditional installations, they will be referred to as "regional or local commands, locations and communities." It is understood that the USARNG and USAR are included when the term "Major Army Commands (MACOMs)" is referenced. Additionally, there are non-traditional MACOMs who are not configured in the standard installation make up. These MACOMs have units/organizations who are tenants, as they are physically located on an installation, but their chain of command is located elsewhere. Chapter 3, paragraph 4, outlines the AFAP requirements for these non- traditional MACOMs.)*

#### 1-2. References

Required and related publications are listed in Appendix A.

#### 1-3. Explanation of Abbreviations and Terms

## DRAFT

Abbreviations and special terms used in this regulation are listed alphabetically and defined in the glossary.

### 1-4. Authority

a. The AFAP program was established in 1984, as a result of the Chief of Staff, Army 1983 White Paper, "The Army Family". The history and background on the White Paper, the Chief of Staff, FY 01 Posture Statement, and the formation of the AFAP program are located in Appendix B.

b. Department of the Army Memorandum 15-32, Boards, Commissions, and Committees, Army Family Action Plan General Officer Steering Committee, 12 June 1989.

### 1.5. Responsibilities

a. The Chief of Staff, U. S. Army (CSA) will designate the Army Family Action Plan (AFAP) as a CSA program and have overall executive authority for the program.

b. The Vice Chief of Staff of the Army (VCSA), through the AFAP (GOSC), will:

(1) Guide the AFAP process to ensure that the unique needs of the Army community are addressed.

(2) Chair the AFAP GOSC *semiannually* and review AFAP issues.

c. The Assistant Chief of Staff for Installation Management (ACSIM) will serve as the proponent of the AFAP program.

d. The Chief, National Guard Bureau (NGB) will ensure AFAP is implemented through National Guard Bureau Family Programs.

e. The Chief, U.S. Army Reserve (CAR) will ensure AFAP is implemented through the U.S. Army Reserve (USAR) Family Readiness Program.

## DRAFT

f. The Commanding General, U.S. Army Community and Family Support Center (CFSC), will:

- (1) Implement and monitor the HQDA AFAP program as directed by the VCSA.
- (2) Develop and review new AFAP policy for the Assistant Chief of Staff for Installation Management (ACSIM). Set baseline program standards for the AFAP that are measured throughout the Army and reported to Army leadership.
- (3) Implement the accreditation program per this regulation and DA Pamphlet XXXX (Instructions for Implementation ACS, AFAP, and AFTB Accreditation Programs). Use DA Form EEEE (AFAP and AFTB Accreditation Report) and DA Form 7419 (ACS, AFAP, and AFTB Accreditation Checklist) to accredit the programs.
- (4) Implement AFAP program and conference training for AFAP managers.
- (5) Provide direction and support to major commanders, the National Guard Bureau (NGB) and the US Army Reserve (USAR) concerning the AFAP program, and disseminate program information through them for distribution to their subordinate installations and regional commands.
- (6) Review, monitor and provide guidance on all active AFAP issues at least semiannually and determine the agenda for the HQDA AFAP GOSC.
- (7) Conduct an annual AFAP planning and training conference.
- (8) Coordinate and submit AFAP resource requirements through the appropriate budget channels.

g. The Judge Advocate General (TJAG) will provide advice, instruction, guidance, and assistance for the legal aspects of the AFAP.

h. Commanders, major Army commands will:

- (1) Implement AFAP policy and operational guidance and resource the program to ensure an acceptable and consistent delivery of service.

## DRAFT

(2) Appoint an AFAP program manager to oversee MACOM, installation, and regional command AFAP programs year-round.

(3) Conduct an annual MACOM AFAP conference whereby a demographic cross-section of the command's soldiers, retirees, DA civilians, family members, and tenant organization convene on-site at one location to evaluate, prioritize, and report issues of well-being concern to leadership.

(4) Ensure that issues developed at the local level are forwarded through the local commanders for resolution and, if not resolvable locally, are forwarded to the MACOM.

(5) Task proponent agencies to develop action plans and resolve issues that can be addressed at MACOM level.

(6) Appoint the membership of and chair a Commander's AFAP Steering Committee to monitor the progress of MACOM issues, provide guidance and direction, and approve/disapprove completed and unattainable issue status recommendations. Note: If the number of MACOM AFAP issues is ten or fewer, the steering committee meeting is optional. If a steering committee is not convened, the issues will be managed via staff actions that are subject to the commander's approval. (Examples of appointment Documents are in Appendix E).

(7) Ensure the AFAP Annual Report, DA Form 7255-R is completed and submitted in accordance with direction from the HQDA AFAP office.

(8) Execute the accreditation process per this regulation and DA Pam **XXXX** (Instructions for Implementing ACS, AFAP and AFTB Accreditation Programs). Complete DA Form EEEE (AFAP Accreditation Report) and DA Form 7419. Completion of DA Form 7419 is considered a key management control.

## DRAFT

(9) Support the annual HQDA AFAP training and planning conference by sending delegates and facilitators, recorders, transcribers, and issue support persons (FRTI) to represent the MACOM.

i. MACOM AFAP program managers will:

(1) Monitor installation and regional AFAP programs and assist in the implementation and management when necessary, advocate for MACOM and installation AFAP program resources to ensure consistent program delivery, ensure that AFAP managers receive HQDA AFAP Program Manager and Conference training.

(2) Host a MACOM AFAP training and planning conference annually.

(3) Obtain and collate data submitted by installation AFAP offices for consolidation and submission to HQDA.

(4) Ensure that DA Form 7255-R, AFAP Annual Report, is submitted for installations, regional locations, and the MACOM per this regulation and USACFSC AFAP Office instructions.

(5) Establish and manage a MACOM Commander's AFAP steering committee to oversee the progress of issue resolution. If the number of MACOM issues is 10 or fewer, a MACOM AFAP Commander's Steering Committee meeting may be waived and the issue resolution progress may be managed through staff actions that are subject to the commander's approval.

(6) Ensure the AFAP baseline program standards and accreditation standards are promulgated and implemented command-wide. Execute the accreditation process per this regulation and DA Pamphlet XXXX (Instructions for Implementing ACS, AFAP and AFTB Accreditation Programs). Complete DA Form EEEE (AFAP Accreditation Report). Completion of DA Form 7419 is considered a key management control.

## DRAFT

j. Commanders, installation, garrison, state area command (STARC), Regional Support Command (RSC) and Army Reserve Command (ARCOM) will:

(1) Implement, monitor, and resource AFAP programs in their communities to ensure quality and consistent program delivery.

(2) Appoint an installation/regional AFAP manager to oversee the process.

(3) Conduct an annual AFAP conference whereby a demographic cross-section of local/regional community soldiers, retirees, DA civilians, family members, and tenant organizations convene on-site at one location to evaluate, prioritize, and report issues of well-being concern to Army leadership.

(4) Appoint the membership of and chair the local AFAP Commander's Steering Committee. The committee will review issues generated at the installation/regional level and ensure they are worked toward resolution or submitted to the MACOM for resolution at that level. (Examples of appointment documents are in Appendix E).

k. Installation and regional AFAP program managers will:

(1) Manage the local AFAP program establishing official local procedures IAW this regulation to ensure quality program delivery.

(2) Implement and manage an installation AFAP commander's steering committee.

(3) Monitor and manage the progress of all issues submitted locally until they reach resolution, and maintain an ongoing historical record of issues and their progress (Issue Update Book).

(4) Host an annual AFAP training and planning conference.

(5) Establish a non governing advisory committee to include, but not be limited to, senior officer and noncommissioned officer spouses.

## DRAFT

(6) Collect installation or regional information, data, and complete annual reports (DA Form 7255-R); provide data and reports to MACOM AFAP program office as required.

(7) Solicit issues from the local community 2- to 4- months in advance of an AFAP conference; conduct an aggressive campaign to ensure community understanding of the AFAP issue process and provide every opportunity for input from community members.

(8) Solicit conference delegates from the community beginning 4 months prior to the conference; conduct an aggressive delegate solicitation campaign to ensure community understanding of AFAP results to attract capable, committed, representatives.

(9) Ensure that delegates selected for the conference represent a demographic cross-section of installation/community soldiers, retirees, DA civilians, family members, and tenant organizations as prescribed in this regulation and outlined in the AFAP Program Managers' Handbook.

(10) Provide AFAP overview, process and issue development training for facilitators, recorders, transcribers, issue support persons (FRTIs), subject matter experts (SMEs), delegates, volunteers and conference staff prior to the AFAP conference.

(11) Develop, prepare and track annual operating budget. In order to track execution of funds by program, ensure correct Army management structure code (AMSCO) is utilized when obligating funds DFAS 37-100, Financial Management The Army Management Structure Fiscal Year \*\*.

## DRAFT

(12) Identify and request adequate physical resources such as a work area, ADP equipment, telephone, meeting space, and contractor support services, if applicable.

(13) Maintain a resource library to include DA regulatory policy, guidance, operating procedures, historical documents and reports, training tools and materials, and MACOM and local AFAP policies, and standing operating procedures.

(14) Develop, establish, and implement an AFAP marketing and publicity plan to reach, inform, educate, and energize the community at large to include tenant organizations, commanders and leaders, spouses, teens, and retirees.

(15) Report AFAP issue progress -- local, MACOM, and HQDA, to the local community.

(16) Solicit volunteers for the AFAP program and establish procedures and systems to manage the volunteers to their advantage as well as to the advantage of the AFAP, ensuring compliance with prescribed policy and law.

(17) Obtain AFAP program manager and conference training as well as other training required to implement and manage the AFAP program.

(18) Ensure compliance with baseline program standards and AFAP accreditation standards; execute the accreditation process per this regulation and DA Pamphlet XXXX (Instructions for Implementing ACS, AFAP, AFTB Accreditation Programs). Complete DA Form 7419.

(19) Maintain effective communication with commanders and other community leaders regarding the progress and requirements of AFAP.

# DRAFT

## CHAPTER 2

### Structure and Administration

#### 2-1. Reporting Requirements

Installations will submit DA Form 7255-R, Army Family Action Plan Report, annually in December to the MACOM AFAP program manager who will consolidate the data for submission to HQDA annually in January. The MACOM AFAP program manager will include one copy of each installation report with the consolidated installation/regional data and the MACOM AFAP Annual Report when submitting the information to: Commander, U.S. Army CFSC, ATTN: CFSC-FP-AFAP, 4700 King Street, Alexandria, VA 22302-4418.

#### 2-2. Electronic Filing Options

DA Form 7255-R is available through the HQDA AFAP home page and may be submitted electronically by the installation to the MACOM AFAP program manager. DA Form 7255-R is an account of compliance with AFAP program components, a statistical record of the number and composition of delegates, and a listing of issues prioritized during the annual forum. The report information is used to:

- a. Assess program implementation and effectiveness for training and command briefings.
- b. Aid in the development of strategic and operational plans.
- c. Analyze trends in issues occurring within specific commands, at specific locations, and Armywide.

#### 2-3. Commander's Steering Committee

- a. AFAP program managers will establish commanders' steering committees at installation/regional and MACOM levels for the purpose of reviewing AFAP issues; monitoring the progress of those issues; and providing guidance and direction until the

## DRAFT

issues are resolved, forwarded to the next higher level, or declared unattainable. The committee mirrors the HQDA AFAP GOSC. The committee will meet on a regular basis, at least semiannually.

b. The commander will chair the committee. The commander may designate a deputy to chair the committee. Other members will include, but not be limited to, key installation directors, regional organizations or units, family members, retirees, and other local officials as required. (i.e., MACOM/installation command sergeant major, director of resource management for the installation/MACOM, chaplain, staff judge advocate, medical and dental Commanders, local school superintendent(s), director of public works and environment, etc) . The commander will appoint membership and representation to the committee via a written document (Figure 5-7).

c. The AFAP office will publish steering committee meeting results and the status of ongoing issues in a report to be approved by the commander and retained locally.

### **2-4. Program Resource Accountability**

#### a. Funding

(1) MACOM and installation AFAP program managers will participate in the budget planning process.

(2) Appropriated fund (APF) resources for the AFAP program should be considered with all other installation/community requirements and MACOM annual Program Analysis and Resource Review submissions.

(3) APF is not authorized for volunteer awards other than official certificates of recognition.

(4) In accordance with AR 215-1, available APF may be used to reimburse the approved incidental expenses for volunteers in performance of their volunteer duties, such as childcare, telephone calls, actual mileage, and travel.

## DRAFT

b. Nonappropriated funds (NAF) may be used to support nominal AFAP expenditures. See AR 215-1, chapter 4, for authorized expenditures.

c. Commercial Sponsorship

(1) The Department of Defense has approved use of commercial sponsorship for AFAP. Policy and procedures contained in DODI 1015.10 and AR 215-1, Chapter 7-47 apply to AFAP.

(2). Commercial sponsorship initiatives must be handled by the designated commercial sponsorship representative, at all levels.

(3) Funds generated by commercial sponsorship may be used to purchase promotional items and incentives.

(4) Funds generated by commercial sponsorship may be used to reimburse AFAP volunteer expenses as outlined in AR 215-1, chapter 4.

d. Gifts and Donations

In accordance with AR 1-100 and AR 215-1, paragraph 7-39, gifts and donations may be accepted by the AFAP program when voluntarily offered by private individuals or groups and a determination is made that the AFAP program needs the proposed gift, a cost may or may not be incurred in accepting, and any conditions by the donor can be met.

### **2-5. Measuring Results**

a. There are four baseline program standards for AFAP that are measured by the MACOMs and reported to the Morale, Welfare, and Recreation Board of Directors (MWR BoD) annually:

(1) *A designated AFAP Program Manager.* An AFAP program manager is officially appointed to administer the AFAP program. This is a year-round responsibility and may be a collateral duty. The job description will include detailed AFAP responsibilities.

## DRAFT

(2) *Annual installation AFAP conference.* An annual installation AFAP conference will be conducted in the fall or winter that includes a demographic cross-section of local community soldiers, retirees, DA civilians, family members and tenant organizations who convene on-site at one location to identify, prioritize, recommend solutions and report to leadership well-being issues they consider important to Army standards of living.

(3) *Annual MACOM AFAP Conference.* An annual MACOM AFAP conference will be convened in the spring or early summer, following installation conferences. The MACOM AFAP conference will include installation or regional delegates, with prior AFAP experience, who comprise a demographic cross-section of the command's soldiers, retirees, DA civilians, family members, and tenant organizations who convene on-site at one location to evaluate, prioritize, recommend solutions, and report to leadership well-being issues that have been submitted from installations or communities.

(4) *AFAP Steering Committee.* The installation AFAP steering committee reviews issues, provides guidance and direction, and approves or disapproves closing issues as completed (resolved) or unattainable (unable to resolve due to cost, manpower, etc). Before an issue is declared unattainable, the lead agency must show that all attempts to resolve the issue have been unsuccessful.

### b. AFAP Program Accreditation and Assessment

(1) Accreditation is a HQDA process for recognizing ACS centers, AFAP and AFTB as having a high level of performance, integrity and quality. It ensures that soldiers, families, civilians, and retirees receive consistent levels of quality support regardless of assignment, thus contributing to well-being and mission readiness.

## **DRAFT**

(2) The accreditation process will be conducted IAW DA pamphlet XXXX (Instructions for Implementing ACS, AFAP, and AFTB Programs).

(3) The ACS, AFAP, and AFTB will each be rated independently.

(4) An annual internal assessment and evaluation process for all AFAP programs will be established to validate compliance with Army standards.

a. The DA Form 7419 will be used for the assessment and evaluation process.

b. The assessment will be organized and conducted by the AFAP program manager and conducted by a representative of the command.

c. A copy of the completed DA Form 7419 and EEEE will be provided to the appropriate installation management team. (Internal Controls)

d. MACOM points of contact and DA staff will conduct staff assistance visits upon request, using DA Form 7419 as a baseline.

## **CHAPTER 3**

### **THE AFAP PROCESS**

#### **3-1. General**

a. The AFAP program provides a mechanism for all the individuals who compose the Army's global force: (soldiers [active and Reserve component], retirees, DA civilians, and family members, including surviving spouses) to identify issues of concern that impact the well-being of Army members. Through this process, issues requiring action are prioritized, an action plan established to achieve desired change, and assigned to a lead agency for resolution. The issues are monitored through a formal process that

## **DRAFT**

dictates leadership review, guidance, direction, and approval. The AFAP process operates at three distinct levels: installation/regional, MACOM, and HQDA.

b. The AFAP provides a means for Army constituents to address and report issues of well-being concern to leadership at regular intervals. The AFAP further establishes a protocol to manage the issues and report their progress to leadership until they are resolved. Through these means, AFAP provides real-time information on the satisfactions and well-being concerns of Army members and allows leaders to take immediate action to support resolving and safeguarding issues and benefits that constituents have validated as critical to Army standards of living. The AFAP is to be implemented at HQDA, the U.S. Army National Guard (USARNG), the U.S. Army Reserve Command (USARC), Army MACOMs, installations and regional locations and communities worldwide.

### **3-2. Installation/Regional Command Level**

a. The AFAP program process begins at the installation or community level under the direction of the installation/regional commander and the AFAP program manager. The AFAP program manager markets the program to the community and to the chain of command, ensuring that the program is well understood and that up-to-date information on local and Army-wide issues is publicized to illustrate the power of the process.

b. The AFAP office queries the community for issues of concern and begins publicizing the upcoming AFAP forum 2- to 4- months prior to the event. The AFAP program manager ensures that delegates and the work group management team, referred to as FRTIs (facilitators, recorders, transcribers and issue support persons), receive AFAP process and issue development training. Delegates to the forum must

## DRAFT

represent a cross-section of community demographics, including tenant organizations (see Chapter 4-2, b for specific delegate selection guidelines.)

c. Delegates evaluate, identify, develop, prioritize, and recommend solutions for issues of well-being concern. The issues may be specific to the installation and resolvable at the local level. Issues that require local level authority are assigned to the office tasked with responsibility for resolving the issue. Issues may also be more global in scope and require a higher level of authority to resolve. The installation AFAP program manager forwards these issues to the MACOM.

d. Installation/regional AFAP program managers coordinate with proponent agencies assigned to work issues retained at the installation/regional command, track their resolution, and coordinate the commander's steering committee meeting (see paragraph 2-3).

### **3-3. Major Command Level**

A MACOM AFAP program manager oversees the MACOM AFAP program and conducts an annual MACOM AFAP forum to review and prioritize issues forwarded by the installations. Delegates to the MACOM AFAP conference represent a demographic cross-section of the command's members and are selected from installations/regional commands. (See Chapter 4-paragraph 2b for specific delegate selection guidelines.) The AFAP program manager coordinates the assignment of issues that can be resolved at this level, liaisons with proponent agencies assigned to work issues retained at the MACOM, tracks issue resolution and coordinates the MACOM Commander's Steering Committee. Issues requiring a higher level of authority are forwarded to HQDA. Figure 5-1, Appendix E, shows the format for MACOM issue papers that are forwarded to HQDA.

## DRAFT

### **3-4. Nontraditional Major Commands**

a. Nontraditional MACOMs refers to those who are not configured in the standard installation make up. The units/organizations that comprise the non-traditional MACOM are tenants on an installation belonging to another MACOM.

b. Nontraditional MACOMs, may have an AFAP program manager, who oversees the command's AFAP program. These major commands may convene a MACOM AFAP conference to provide command cohesion and leadership focus on command-specific well-being concerns. They may also choose to forego a MACOM AFAP conference due to the fact that installations and MACOMs who host tenant organizations are directed by this regulation to include tenant organization representatives in their AFAP conferences.

c. If a nontraditional MACOM chooses to operate a command AFAP program, they may solicit issues from the members of its command, convene an AFAP conference with command delegates from various locations, and execute associated responsibilities as described in Chapter 3-paragraph 3, of this regulation.

d. Non-traditional MACOM commands will market and publicize the AFAP program, and provide feedback to their members regarding issue progress and resolution. They will support the HQDA AFAP conference by providing delegates and FRTIs (facilitators, recorders, transcribers, and issue support persons).

### **3-5. Headquarters Level**

a. The MACOM AFAP program manager submits issues requiring Department of the Army, Office of the Secretary of Defense, or congressional action to USACFSC for presentation at the annual HQDA AFAP training and planning conference.

## **DRAFT**

b. The AFAP training and planning conference is an annual conference convened on-site at one location, attended by delegates representing all components of the Army (see Chapter 4- paragraph 2, sub-section b, (1)-(8) for specific delegate selection guidelines). The goals of the conference are to provide information on the implementation of AFAP issues and to identify and prioritize issues that reflect the well-being needs of Army members for leadership.

c. At the AFAP training and planning conference, delegates create an issue paper listing the issue title, scope, and end product for each new issue they identify, develop, and prioritize. End products allow development of an action plan that will resolve the issue. End products include, but are not limited to:

- (1) Legislative change.
- (2) New regulation or policy.
- (3) Revised regulation or policy.
- (4) Improved or new program or service.
- (5) Construction.
- (6) Automation.
- (7) Information.

New issues must meet issue criteria outlined in chapter 5-paragraph 1b, of this regulation. The format for new conference issue papers and slides is contained in Appendix E.

d. Issues advanced at the HQDA AFAP training and planning conference are forwarded to the Chief of Staff, Army, for acceptance into the HQDA AFAP. All new AFAP issues are automatically assigned an active status.

## **CHAPTER 4**

## DRAFT

### ANNUAL AFAP CONFERENCES

#### 4-1. HQDA Annual Conference

a. HQDA will conduct an annual conference; issues will be submitted in accordance with the guidelines contained in Chapter 5, paragraph 1.

b. Demographic makeup of the conference delegates will represent a cross-section of the Army community with soldiers, family members, retirees, surviving spouses, DA civilians, and tenant organization representatives serving as the pool from which delegates are nominated by their installations to their MACOM AFAP program managers. The MACOM then selects the delegates for attendance at the HQDA conference. See Chapter 4, paragraph 2b, for specific delegate selection guidelines.

c. Duties and Responsibilities:

(1) HQDA Staff are responsible to:

a. Provide MACOM program managers deadlines and the criteria for submission of issues.

b. Prepare nomination packets for FRTIs and delegates, and provide submission dates to MACOM program managers.

c. Inform MACOM program managers of their responsibilities to delegates and guests during the conference.

d. Develop and manage a system to track work group progress and ensure the conference outcomes are met.

e. Provide training to FRTIs and delegates concerning their roles and the AFAP process; be supportive and responsive to the needs of the participants.

## DRAFT

f. Inform MACOM program managers of the status of issues and ensure the web site information is up to date; prepare a conference brochure that explains the AFAP process and the results of the conference and disseminate to all MACOMs.

g. Ensure issues selected to enter the HQDA process are assigned to the appropriate HQDA directorate or agency for resolution (*referred to as the "lead directorate or agency" or the "proponent office or agency"*), return appropriate issues not selected by the HQDA AFAP delegates to the appropriate MACOM along with the work group disposition.

h. Select issues for presentation to the GOSC, notify action officers of proponent offices to update issue action plan progress via issue papers.

i. Prepare briefing books for the GOSC meeting.

(2) MACOM program managers are responsible to:

(a) Brief MACOM delegates on the of AFAP purpose and process, the conference, and their roles as delegates or FRTIs.

(b) Ensure MACOM participants (program manager, delegate, FRTI, commander, CSM, observer) have all conference information required to make travel and billeting arrangements to include dates, duration, location, and hotel reservation deadlines.

(c) Submit MACOM issues, FRTI applications and delegate registrations to CFSC on time.

(d) Ensure MACOM issues, delegate and FRTI applications & registrations, are submitted to CFSC on time.

(e) Advise installation AFAP program managers to inform delegates and FRTIs how to manage travel arrangements; ensure they are aware that they pay "*up front*" and will be reimbursed *later* for lodging, meals, and local transportation.

## DRAFT

- (f) Function as a member of the conference staff.
- (g) Be available and prepared to clarify MACOM issues.
- (h) Inform CFSC of MACOM VIP attendees – escort VIPs.
- (i) Attend the entire HQDA AFAP conference.
- (j) Be responsible for MACOM conference participants, obtaining medical care, assisting to resolve financial problems, assisting in the event of emergencies, etc. Solicit and provide back-up delegates and FRTIs as required to replace drop-outs.
- (k) Assist CFSC to chaperone teen delegates.
- (l) Market AFAP by distributing the HQDA conference summary brochures, the AFAP GOSC summaries, and other program related information at the MACOM level and to installations/regional locations in a timely fashion.

### **4-2. Delegations to AFAP Conferences**

Delegations to AFAP conferences include delegates and FRTIs (facilitators, recorders, transcribers, and issue support persons).

(a) The FRTIs comprise the conference work group management team members. They are volunteers who have training and background experience that uniquely qualify them to provide optimum support for AFAP conference work groups. FRTIs agree to provide volunteer services within the Army community incidental to the training they receive at AFAP conferences. FRTIs also serve as MACOM and installation representatives and AFAP marketers, networking and providing feedback and information upon returning to their local communities. Application and selection guidelines follow:

- (1) FRTIs at MACOM and HQDA level must have previous AFAP experience.

## DRAFT

(2) FRTIs at all levels must have knowledge and background experience regarding working and living within the Army.

(3) Facilitators must be trained and experienced in facilitation skills.

(4) Recorders must have experience in recording at meetings, in class rooms, or other gatherings requiring the ability to quickly synthesize a group's discussion and ideas.

(5) Transcribers must have computer and software skills as well as background experience in recording meeting minutes.

(6) Issue support persons must have strong organizational and writing skills.

(7) FRTIs complete applications provided by HQDA or MACOMs and are selected via application of above criteria.

(8) FRTIs may serve at installation, regional command, MACOM, and the HQDA AFAP conferences on a repeat basis, if there is a lack of qualified applicants. Otherwise, other individuals should be given the opportunity to receive training and participate in the AFAP process – the rationale is to expand the volunteer base and introduce the opportunity for new skills and skill levels.

b. Delegates to AFAP conferences represent the interests of the individuals who comprise the Army's constituency as they evaluate and prioritize well-being issues for adoption into the AFAP. Delegates will represent a general demographic cross-section of an installation or regional command's members for local conferences; a general demographic cross section of a command's members for MACOM AFAP conferences; and a general demographic cross section of the Army's members for the HQDA AFAP conference. Referenced members include soldiers, retirees, DA civilians, and family members (spouses and teens). Army wide the following guidelines apply:

## DRAFT

- (1) Military members and spouses comprise the greatest portion of delegates, unless there is a compelling demographic reason otherwise.
- (2) Military member and spouse conferees do not greatly outnumber one another.
- (3) There are more enlisted military member and spouse delegates than officer and officer spouse delegates.
- (4) Married and single soldiers are represented.
- (5) Active duty, National Guard, Reserve, retirees, teens and DA civilians are represented.
- (6) Dual military parents, sole parents, and surviving spouses are represented.
- (7) Tenant organizations are represented at installation, MACOM and HQDA AFAP conferences.
- (8) In order to have background knowledge of the AFAP conference process, delegates to the HQDA AFAP conference should have participated in an installation or MACOM level conference. To the extent possible, MACOMs should also seek AFAP-experienced delegates to MACOM conferences; however, the pool of applicants is smaller for many MACOMs, which could make it difficult to locate AFAP-experienced delegates.
- (9) Each year, forums should be attended by new delegates to that particular level. While it is desirable to have delegates who have had installation AFAP experience attend the MACOM conference, for example, it is not desirable to have the same delegates attend conferences over and over. A broader scope of the Army's members should have the opportunity to participate, in order to maintain equity, fresh ideas, and balance.

## DRAFT

b. A MACOM may request delegates with AFAP experience from installations or regional commands for the MACOM AFAP conference. Delegates to the HQDA conference should have prior AFAP experience at the installation or MACOM level. The rationale is that delegates who have background knowledge of the AFAP conference process will be better prepared to execute the conference mission than a delegate to whom the process is new.

c. Work Group Team Members. AFAP Conference work groups function as a team. Work groups are composed of delegates, FRTIs, subject matter experts (SMEs), and observers.

(1) Delegates are described in paragraph 4-2.b. above. Delegate responsibilities include:

a. Attend all sessions of the conference, employ effective communication skills during the work group proceedings, actively participate in the group process.

b. Represent the best interests of Army members as they prioritize issues for adoption into the AFAP; vote on the top conference issues, the most critical active issues, and the most valuable services.

c. Report the work group outcomes to the Vice Chief of Staff of the Army and to the chain of command and community groups upon return to their home station.

(2) FRTIs are described in paragraph 4-2.a. above. FRTI responsibilities include attending all sessions of the conference including training modules, support team members to achieve work group and conference goals and objectives, ensure work group equipment is secured, network with members of the Army community, provide AFAP information and feedback to the chain of command and community groups upon returning to home station.

## DRAFT

(3) Subject matter experts are an integral part of each AFAP work group. SMEs are responsible for submitting a read-ahead information paper on issues assigned to them and for providing pertinent, detailed information and suggestions to the work groups regarding issues and plans to resolve issues.

(4) Observers are individuals who are interested in observing the AFAP issue prioritization and development process. Their responsibilities are to avoid disrupting the work groups, provide feedback to the military community, and support the AFAP program.

### **4-3 Non-governing Advisory Group**

a. A non-governing advisory group will be established to serve as a liaison with the community, an advisory council to the AFAP program, and an adjunct working body for AFAP conferences, commander's steering committee meetings, and enterprises that support the AFAP mission and enhance the program.

b. Its membership may include, but not be limited, to officer and non-commissioned officer spouses to include senior leader spouses, volunteers, Better Opportunities for Single Soldiers (BOSS) representatives, Army Teen Panel representatives, Retiree Services Office representatives, AFTB representatives, MWR representatives, and other key community representatives who can provide input regarding commercial sponsorship, marketing, legal issues, funding, child care and logistics. The core advisors of the group may collaborate with the AFAP staff in a broad spectrum of program planning and implementation such as but not limited to:

(1) Developing a marketing and publicity plan for the program and for the conference.

## DRAFT

- (2) Recruiting and working with volunteers.
- (3) Developing and delivering training.
- (4) Designing a home page.
- (5) Planning and executing the annual AFAP conference.
- (6) Soliciting issues, delegates, and FRTIs for the conference.
- (7) Educating the community on AFAP
- (8) Integrating efforts between AFAP and proponent groups such as BOSS and Army Teen Panel.
- (9) Serving on and assisting with the commander's AFAP steering committee.
- (10) Providing issue feedback to the community

### **4.4. AFAP Volunteers**

- a. Volunteers are critical to the AFAP program: they expand the work base, the knowledge base, the networking capability, and the liaison and cohesion with the community.
- b. Volunteers will be recruited to help support the AFAP mission.
- c. Volunteers will be properly placed, evaluated, and recognized to ensure that their needs and the needs of the AFAP program are met.
- d. Volunteers will be supervised by a government employee (military, civil service, nonappropriated fund staff members) or by another volunteer who is so supervised. Contract personnel cannot supervise volunteers.
- e. A written job description will be maintained for AFAP volunteers. The job description will be mutually agreed upon by the volunteer and the program manager; and will be updated and revised to reflect changing program needs, as applicable. A sample

## DRAFT

AFAP job description can be found in the AFAP Program Managers' Handbook. The job description should be tailored to meet community needs.

- f. The AFAP program manager will work with the installation volunteer program manager (IVC) to ensure that the AFAP volunteer program complies with law and DOD policy.
- g. Volunteers will be contacted regularly, kept apprised of program changes and progress, and accorded the consideration of a valued staff member.
- h. A listing of AFAP volunteers will be maintained.
- i. Volunteer meeting minutes, recruitment materials, job descriptions, agreement forms, and work products will be maintained in AFAP office files, service records and time records.
- j. Guidelines for volunteer management are provided in AR 608- 1, Chapter 5, Army Community Service.

### **4.5. AFAP Marketing, Command Information, Feedback to the Community**

A marketing plan and ad campaign will be developed and implemented at all levels, to educate the community on the AFAP program. The plan will include:

- a. Outreach, publicity, AFAP program and issue information to the general community.
- b. Briefings to commanders and unit leaders.
- c. Briefings to senior leader spouses and spouse groups.
- d. Information and outreach to BOSS councils, teen groups, Retiree Services Offices, chaplains, family readiness groups, mayoral programs, and other community offices, groups, and organizations.
- e. AFAP conference publicity and AFAP issue feedback and publicity.

## DRAFT

f. Conference results will be widely publicized via after-action report brochure and other means such as post newspaper, Soldier's Radio and Television, etc.

g. Articles, flyers, briefings, presentations, skits, etc. featuring AFAP issue successes both local and Army-wide.

h. Local Issue Update Book available electronically in the library and on the web site home page.

i. HQDA Issue Update Book available in hard copy and via link to the USACFSC AFAP Office web site.

## CHAPTER 5

### ISSUE DEVELOPMENT AND MANAGEMENT

#### 5-1. Issue Development and Criteria

a. An issue is a problem that affects the readiness and well-being of the Army. At the AFAP conference, each work group is asked to prioritize and develop a set number of issues\* to present to the AFAP GOSC and conference delegates at the report-out (\*the number of issues is based on the overall number of issues submitted from MACOMs and the number of conference work groups). Issue development involves identifying the most important issues and developing them into a format that will communicate a title, scope, and recommendation.

b. To be accepted into the HQDA AFAP program, proposed issues must meet the following criteria.

(1) Issue must have Army-wide implications, must address the components of the global force, including soldiers (active and Reserve component), retirees, DA

## DRAFT

civilians, and family members (including youth and surviving spouses) and be within the ability of Army installations/regional commands, MACOMs, and HQDA to resolve.

(2) Issue must have an attainable outcome, after considering current political and resource environment.

(3) Issue has a measurable end product.

(4) Issue does not duplicate an active AFAP issue or one that has been determined unattainable in the past three years.

### **5-2. Categories of Issues**

Issues accepted into the AFAP program are identified, by number and one of the subject area groups listed below:

a. Childcare: issues affecting the care of children from infants to 12 years.

b. Consumer services: financial and consumer issues; morale, welfare, and recreation issues; AAFES; commissary; legal.

c. Dental care: dental insurance, treatment, and facilities.

d. Education: youth education, school curriculum, standards, scholarships (Soldier education issues are in Force Support, and spouse education is in Family Support.)

e. Employment: family member and civilian employment.

f. Entitlements: pay and allowance benefits.

g. Family support: family readiness groups, spouse education, other family programs and services.

h. Force support: uniforms, soldier education, personnel, and military training.

i. Housing: construction and maintenance of barracks and Army family housing.

j. Leadership: non program issues of command interest.

k. Medical: physical health, TRICARE, and medical facilities.

## DRAFT

l. Medical Command: programs with medical components that are command-driven (alcohol and drug abuse programs, family advocacy program, suicide prevention, and mental health).

m. Relocation: transition, temporary lodging, and household goods.

n. Volunteers: volunteer programs and individuals acting as volunteers.

o. Youth: youth service programs, teen programs, and teen counseling.

### 5-3. Issue Format

Issues consist of 3 parts:

a. **Issue title** should be short, simple, and clear enough to identify the issue; it should **not** be a sentence.

b. **Issue scope** is written in paragraph form. The scope is a clear, concise statement that summarizes the well-being concern and focuses on only one subject. The scope must be at least three (3) sentences: the first states the current situation, the middle sentence provides validation (facts), and the last sentence states the impact of the issue. The scope states a problem but does not offer a solution. It answers, “ what is the problem, and why is it a problem?” A scope must meet these criteria or be revised.

c. **Recommendations** are the end product that will resolve the problem identified in the scope. The recommendation is a clear, concise statement that says what needs to be done. An issue should have no more than three recommendations, and cannot duplicate existing active issue recommendations. Recommendations will not contain lead agency identification or timelines. Each should begin with a measurable verb such as *change, publish, establish* followed by the desired result, (e.g., “Institute a career

## DRAFT

management program for enlisted personnel that mirrors the programs available to officers”).

### **5-4. Tracking and Managing Issues**

Issues are to be managed/tracked at all levels of the AFAP program. Following an annual AFAP conference/forum:

- (a) Issues are assigned to a lead directorate for resolution.
- (b) An action officer within the lead directorate/agency is assigned to develop and implement an action plan to resolve the issue.
- (c) Support agencies may be assigned to assist the lead in completing the issue’s action plan. This should be based on the area of responsibility and the scope of the issue.
- (d) A transfer of the responsibility for an issue may be requested by the lead directorate; however, all directorates involved must concur with the transfer. The action is then processed through the AFAP Program Manager. If a transfer is not mutually agreeable, the steering committee chair has the authority to appoint the lead directorate.

### **5-5. Resolving Issues**

a. At each level (installation/region, MACOM, and HQDA), where issues are developed, one of three statuses is assigned:

- (1) Active: issues with developed action plans assigned to a lead directorate/agency and in the working phase of resolution. (Issues with objectives that are incorporated into another active issue may be placed in a “combined” status, which

## **DRAFT**

means that the issues are literally combined – the combined status is used for an audit trail and to track the number of issues adopted into the AFAP.)

(2) Completed: issues with completed action plans (resolved issues).

(3) Unattainable: issues that did not meet the requirements for validation or effectiveness, or could not be resolved because of cost, manpower, or concurrence of other organizations/services and were deleted by the steering committee.

b. Issues must remain active until the steering committee has determined the issue is complete or unattainable.

### **5-6. Reporting Issue Status to HQDA**

Administrative and reporting requirements are explained in Chapter 2, Administrative Matters.

## **CHAPTER 6**

### **The AFAP Steering Committee**

#### **6-1. Purpose**

a. The AFAP General Officer Steering Committee (GOSC) at HQDA level will meet semiannually to:

(1) Receive status reports from proponent agencies on the progress of active AFAP issue action plans.

(2) Discuss the issues with input and perspective from OSD and Army staff principals, MACOM representatives, representatives from the CSA's Retiree Council and non profit private organizations that support military interests, and family members.

(3) Provide guidance and direction through the Vice Chief of Staff of the Army to the Army staff and to proponent agencies on resolving AFAP issues.

## DRAFT

(4) Establish priorities for resourcing issues and pursuing congressional action.

(5) Review action plans for relevancy and viability.

(6) Establish priorities for researching AFAP issues to ensure feasibility and viability of recommended solutions.

(7) Create new issues, reopen old issues, or refocus active issues, as indicated.

(8) Determine through the Vice Chief of Staff of the Army if an active issue recommended by the proponent agency as completed is resolved.

(9) Determine through the Vice Chief of Staff of the Army if an active issue recommended by the proponent agency as unattainable is unattainable.

(10) Submit a review of the GOSC discussion and actions to the Chief of Staff, U. S. Army for approval.

b. The MACOM level commander's steering committee will:

(1) Mirror the AFAP General Officer Steering Committee in its function and composition, and will be chaired by the Commander, who may designate a deputy as chair, if necessary.

(2) Ensure the issues prioritized by the delegates at the annual conference are entered into the MACOM tracking system, worked by MACOM proponents, and are tracked to resolution.

(3) Meet at least semiannually to review active MACOM issues, provide guidance and direction, and decide on issue disposition. If a MACOM has fewer than 10 AFAP issues, the commander's steering committee is optional and the issues may be worked through staff actions that are subject to the commander's approval.

c. Installation/regional command commander's steering committee will:

## **DRAFT**

(1) Mirror the AFAP GOSC and MACOM commander's steering committee in its function and composition, and be chaired by the commander.

(2) Ensure the issues prioritized by the delegates at the annual conference are entered into the installation tracking system, worked by proponent offices, and are tracked to resolution.

(2) Meet at least semi-annually to review active installation/regional issues, provide guidance and direction, and decide on issue disposition.

(3) Forward issues beyond the installation's scope to the MACOM.

### **6-2. Composition**

a. The GOSC at the HQDA level shall consist of the individuals occupying the following positions:

1. Deputy Assistant Secretary of Defense for Military Communities and Family Policy.
2. Vice Chief of Staff of the Army, who will serve as the committee chair.
3. Assistant Secretary of the Army for Manpower and Reserve Affairs.
4. Director of the Army Staff, who will serve as the chair in the absence of the Vice Chief of Staff.
5. Sergeant Major of the Army.
6. Chief of Engineers.
7. The Surgeon General.
8. Deputy Chief of Staff for Intelligence.
9. Director of Information Systems for Command, Control, Communications, and Computers.
10. Deputy Chief of Staff for Personnel.

## DRAFT

11. The Inspector General.
  12. Deputy Chief of Staff for Operations and Plans.
  13. Chief, Army Reserve.
  14. Deputy Chief of Staff for Logistics.
  15. Director of Program Analysis and Evaluation.
  16. The Judge Advocate General.
  17. Chief, Public Affairs.
  18. Deputy Assistant Secretary of the Army for Budget.
  19. Director, Army National Guard.
  20. Chief of Legislative Liaison.
  21. Chief of Chaplains.
  22. Assistant Chief of Staff for Installation Management.
  23. Commander, U. S. Total Army Personnel Command.
  24. Director, Department of Defense Education Activity.
  25. Chief, Army Retirement Services, DCSPER.
  26. Chief, Family Liaison Office, ACSIM.
  27. Deputy Assistant Secretary of the Army for Civilian Personnel Policy.
  28. Commander, U.S. Army Community and Family Support Center, who will host GOSC meetings.
  29. MACOM commanders.
  30. MACOM and Corps command sergeants major, as guests.
- b. MACOM and installation commander's steering committee will mirror the composition of the HQDA General Officer Steering Committee and be representative of the MACOM or installation staff and community. The commander will chair the committee. The commander may designate a deputy to chair the committee, if

## DRAFT

necessary. Other members will include, but not be limited to key installation directors, regional organizations or units, family members, retirees, and other local officials as required. (i.e., MACOM/installation command sergeant major, director of resource management for the installation/MACOM, chaplain, staff judge advocate, medical and dental commanders, local school superintendent(s), director of public works and environment, etc) . The commander will appoint membership and representation to the committee via a written document for military and DA Civilian employee participants. Family member representatives may be issued a memorandum of invitation or may be invited by other means at the commander's discretion. (Figure 5-7 in Appendix E).

### **6-3. Authority, Direction, and Control**

a. The GOSC will meet twice annually. Changes in the GOSC membership listed in paragraph 6-2 may be made only when approved in writing by the VCSA.

b. For the GOSC held at HQDA level, only a general officer or civilian at the NF6 or SES level will brief AFAP issues to the GOSC. Exceptions to this policy, when appropriate, may be granted by the Director of the Army Staff (DAS).

c. The DAS/Commander will assign AFAP issues to the appropriate agency/office for research and resolution. More than one agency may be assigned responsibility for a single issue. The DAS/Commander may also transfer responsibility for an issue from one office or agency to another if conditions warrant such a change.

d. The command to which each committee member is assigned will pay any necessary travel and per diem costs for the member to attend the scheduled meetings.

e. CFSC will hold an in-process review semiannually, prior to the HQDA GOSC meeting, to review the progress and recommended disposition of active issues. The lead

## **DRAFT**

agency points of contact or assigned action officers shall brief the CFSC commander on each active issue. (Appendix E contains the proper format for issue papers and slides.)

f. At the MACOM and installation level, the purpose, authority, and control are the same as at the HQDA level. The MACOM or installation commander has the authority to appoint members to the steering committee, task issues to the staff for resolution, and convene the steering committee at least semi-annually.

## **CHAPTER 7**

### **TRAINING**

#### **7-1. Training**

a. AFAP paid and volunteer staff, as appropriate, will be provided on-the-job training, in-service training, and the opportunity to attend appropriate military and civilian professional conferences.

b. AFAP managers, volunteers as appropriate, and support service contractors, as appropriate, will attend the DA-sponsored AFAP Program Manager and AFAP Conference Training Courses at least every three years.

c. AFAP managers, volunteers, and support service contractors should also receive training in the following areas as required and appropriate:

- (1) AFAP orientation to include AFAP overview.
- (2) Local administrative procedures.
- (3) Standards of conduct.
- (4) Standing operating procedures that are relevant to their positions.
- (5) Job performance and quality standards.
- (6) Sexual harassment.

## **DRAFT**

- (7) Equal employment opportunity.
- (8) Facilitation skills.
- (9) Public speaking and briefing techniques.

## **CHAPTER 8**

### **RESEARCH AND EVALUATION**

#### **8-1. Purpose**

CFSC uses available research tools to inform the Army leadership about AFAP issues that are having positive effects on families and on soldier readiness and retention; to identify program strengths, needs, and weaknesses, provide a data base to measure progress; and validate the need for resources to continue to support issues or confirm the need to shift resources for maximum benefit.

#### **8-2. Sources of Research Findings**

AFAP uses numerous sources to support the tasks identified above, including, but not limited to, the Sample Survey of Military Personnel, Survey of Army Families, DOD Active Duty Survey, DOD Guard and Reserve Survey, and research conducted by such organizations as the Rand Corporation, Caliber Associates, The Army Research Institute, and the Military Family Institute.

## **CHAPTER 9**

### **PHYSICAL PROPERTY**

## DRAFT

### 9-1. Standing Operating Procedures

Authorized procedures will be in place to control inventory of physical property such as furnishings, equipment, supplies, and reference/training materials. Property will be inventoried at least annually and tracked when reassigned, replaced, and disposed.

### 9-2. Program requirements

a. AFAP will have office/workstation space, equipment, supplies, funding, and logistics support provided by the agency designated by the commander to provide management oversight for the program.

b. The AFAP will have adequate meeting room space for planning and advisory meetings, the commander's steering committee meetings, AFAP conferences and other meetings and gatherings as applicable.

c. The AFAP facilities (office, meeting, and conference rooms) will be accessible to individuals with disabilities, per the Architectural Barriers Acts, as amended and Section 504 of the Rehabilitation Act of 1973, as amended.

d. The AFAP facilities will meet occupational health and safety standards (AR 385-10) and fire protection standards (AR 420-90).

e. Hours of operation will be posted and adhered to.

f. The AFAP office/facility will be easily identified.

g. The AFAP logo will be permanently displayed outside the office/facility so that it will be easily recognizable to individuals who wish to access the program.

h. Identification signs, IAW local engineer standards, will be prominently displayed on main roads on the installation.

i. The Army National Guard and Army Reserve should meet as many of above listed requirements as possible within the constraints of their configurations.

## Appendix A: References

### A-1. Related Regulations and Directives:

AR 608-1, Army Community Service

AR 608-XX, Army Family Team Building

DFAS 37-100, Financial Management The Army Management Structure FY \*\*

Department of Defense Instruction 1015.10

### A-2. Information/operations guidance:

An Issue Update Book, prepared every six months following each HQDA GOSC meeting, contains a description of all of the issues in the AFAP, and the status of each issue. The issues are also contained on the CFSC/MWR Web Site: [www.armymwr.com](http://www.armymwr.com).

**A-3. Operating procedures** and “how-to” information are provided in the “AFAP Program Managers’ Handbook.”

**A-4. Issue Development** is provided in the AFAP Issue Development video and training slides available on the AFAP web site and through the USACFSC AFAP office.

**A-5. Conference summary brochure**, prepared following each HQDA AFAP

## **DRAFT**

conference, contains an overview of the AFAP program and the results of the most recent conference. It is distributed to MACOM AFAP offices. MACOM AFAP program managers ensure the brochures are distributed to their installation/regional commands.

**A-6. A Commander's Handbook** on MWR and Family Programs available through the USACFSC MWR Academy contains a comprehensive section on AFAP.

**A-7. A Senior Managers' Handbook** on MWR and Family Programs available through the USACFSC MWR Academy contains a comprehensive section on AFAP.

## **APPENDIX B**

### **History and Philosophy**

#### **B-1. The Beginning**

a. The Army Family Action Plan's genesis is the dual product of Army leaders and Army spouses. The Chief of Staff, Army's philosophy that, "The Army's readiness is inextricably linked to the well-being of its people – soldiers, civilians, veterans, and their families...(and that) The most significant investment in the Nation's security is investing in them..." is an ideology that has been evolving for many years. During the Vietnam conflict, Army leaders recognized a direct link between the performance of soldiers and the welfare of their families. As a result, the Army began to develop doctrine to address the well-being of its people. Army Community Service (ACS) was the first of a number of programs developed to meet the needs of soldiers and families.

## DRAFT

b. During the same time frame, groups of Army spouses, in their long-standing tradition of community involvement, initiated actions to identify issues of adverse impact to soldiers and families. They brought the issues to the attention of commanders, and recommend solutions to resolve them. The effectiveness of these actions lead to three national "Army Family Symposia" in 1980, 81 and 82, which were the precursor to the Army Family Action Plan. In 1983, the Chief of Staff, Army issued a white paper, The Army Family, that established a strong commitment to soldiers and families, centering on partnership, wellness and a sense of community. (The white paper is contained in Appendix C to this regulation.)

c. Leadership's newly evolved focus to make the Army a better place to live and work converged with the actions being taken by Army spouses to convene forums where Army constituents identified issues that they considered critical to a satisfactory and acceptable way of life. The AFAP program was officially established as a result of these dual movements to improve Army standards of living.

d. Since the White Paper, the focus on the support of families and its relationship to the success of the Army mission has not diminished. The Chief of Staff of the Army published an FY 01 Posture Statement devoting Chapter 5 to the Community and Well Being. The chapter integrates the importance of family programs within the Army Transformation, ensuring their viability in the future. The Posture statement and offshoot "Well Being initiatives" recognize the importance of the "AFAP program as a feedback process that identifies and resolves issues of concern to soldiers (AC, RC, and retired), Army civilians, and family members." It further defines the crucial role of the commander in this decision making tool, to ensure continuous improvements to the well being of the Army family as a whole. The AFAP program has a diverse history, from its inception with military spouses to its visibility with leadership, AFAP has served as a change-agent

## DRAFT

bringing about legislative and policy changes, new or improved programs and services for all components of the Army as well as other services.

### **B-2. The Program.**

a. Based on the premise that satisfactory standards of living and personal and family well being are among the critical factors required to recruit, retain and make ready a superior armed force, the Army Family Action Plan program directs actions to improve soldier and family programs, benefits, and entitlements for the individuals who compose the Army's global force: soldiers (active duty and Reserve component), Department of the Army civilians, retirees, family members, and surviving spouses.

b. The AFAP provides real-time information for leaders regarding the concerns of the force and the opportunity to take immediate action toward resolving well-being issues. This is accomplished by convening annual forums at installations, MACOMs and HQDA through which constituents of all the Army's components prioritize issues of well-being concern. The AFAP dictates leadership involvement and approval as issues are adopted, monitored, guided, directed, resolved and implemented. AFAP stands as evidence of the Army's commitment to provide its members a standard of living that is comparable to the American society at large. Well-being is defined as the personal – physical, material, mental, and spiritual -- state of soldiers (Active, Guard, Reserve, Retirees, Veterans), civilians and their families that contributes to their preparedness to perform the Army's mission.

c. AFAP is one of the Army's key and critical programs to sustain well-being for soldiers and families – it makes a significant contribution to the corporate

## **DRAFT**

competitiveness of the Army, to the retention of soldiers and families, and to the readiness of the force as it upholds the Army's mission.

### **Appendix C: White Paper**

#### **Chief of Staff White Paper 1983, The Army Family**

**C-1.** Text of GEN John A. Wickham, Jr, CSA, cover letter for the CSA White Paper, 15 August 1983, addressed to the soldiers, civilians and family members of the U.S. Army.

(Appendix C was edited to remove charts that were in the original 1983 CSA White Paper and was reformatted for electronic publication.)

a. The Constitution of the United States calls for raising and maintaining an Army for the purpose of national defense. As a consequence the Army's first priority must be to execute the missions entrusted to it by political authority. While this priority is clear, the Army can and must assure within available resources and commitments adequate care for families of its members.

b. Although we now have the smallest Army in 30 years, improvements are underway to strengthen the Army's capabilities for deterring war and for winning war should deterrence fail. During this decade several hundred new systems of equipment will be distributed to the Active Army and Reserve Components. Through tough, realistic training such as that at the National Training Center, readiness of the Army has increased. Manning initiatives including the Regimental System, coupled with the high quality of recruits and re-enlistees, continue to strengthen the human dimension of the Army.

c. The Army Goals have become the management tools for the planning and programming necessary to move our Army to the future in the most effective way balancing constrained resources and force improvement requirements.

## DRAFT

d. Since the Army's strength lies in its people, the Human Goal undergirds the other Army Goals and realization of their full potential. A crucial component of the Human Goal is our objective of fostering wholesome lives for our families and communities. Policy reviews of this goal led to the need for formally articulating a basic Army philosophy for families. The purpose would be to direct in a comprehensive way our current and future efforts to foster Army Families of Excellence within available resources and in concert with other Army Goals.

e. The purpose of this paper is to assure that all of us--family members, sponsors, the chain of command, and planners/programmers--understand the direction we are headed in development of an Army Family Action Plan.

f. Our stated philosophy is--

(1) A partnership exists between the Army and Army Families. The Army's unique missions, concept of service and lifestyle of its members--all affect the nature of this partnership.

(2) Towards the goal of building a strong partnership, the Army remains committed to assuring adequate support to families in order to promote wellness; to develop a sense of community; and to strengthen the mutually reinforcing bonds between the Army and its families.

g. The basis of this statement is the understanding that the Army is an institution, not an occupation. Members take an oath of service to the Nation and Army, rather than simply accept a job. As an institution, the Army has moral and ethical obligations to those who serve and their families, they, correspondingly, have responsibilities to the Army. This relationship creates a partnership based on the constants of human behavior and our American traditions that blend the responsibility of each individual for his/her own welfare and the obligations of the society to its members.

## DRAFT

h. Our unique mission and lifestyle affect this partnership in ways rarely found in our society. Since we are in the readiness business, we are concerned not only with the number of people in the force but also with their degree of commitment-- their willingness to not only train, but also to deploy and, if necessary, to fight--their acceptance of the unlimited liability contract. The need for reciprocity of this commitment is the basis of the partnership between the Army and the Army Family.

i. As a result, adequacy of support must be based on this unique partnership. The Army will never have all the sources it needs. Therefore, we must balance our dollars spent for family programs with those spent to discharge our moral responsibilities to give our soldiers the equipment, training, and leadership they need to have the best chance for survival (from a family perspective) and victory (from a societal perspective) on the battlefield. This is why we have targeted "Wellness" and "Sense of Community" as the major thrusts of our efforts.

j. In promoting family wellness, we must also find ways to transfer the skills, experiences, attitudes, and ethical strengths of the many healthy Army families. Despite the pressures the vast majority of families manage and grow through their involvement with Army life. We know that most Army families find military lifestyle exciting; enjoy the opportunities for travel and cultural interaction; and most importantly, have positive feelings about the Army and its place in our society. While the needs of families experiencing stress must be considered, we must research and promote the positive aspects of Army families as our primary goal.

k. The strength of a community lies in the contributions and talents of its members. If the right elements are together in the right environment, the end product is often greater than what would otherwise be expected from the elements functioning independently.

l. Our concept of the Army-Family community is such a relationship. The family is linked to the unit by the service member and those unit programs in which the family wishes to participate. The family and unit are linked also by common community

## DRAFT

activities. Our goal is to increase the bonding between the family unit and the Army community--create a sense of interdependence.

m. In fostering interdependence between the family and the Army, we are again looking at the Army as an institution. The Army has a responsibility to its members and the members have a responsibility to the Army and each other. If for the greater good resources must be used now for modernization or other programs, Army families, communities, and the chain of command must through their own efforts insure that the reciprocity of commitment remains. It is not a we/they situation it is us--U.S. as in U.S. Army.

### **C-2. The CSA White Paper**

a. Need for a philosophy.

(1) The Army's need to articulate a philosophy for its families has become an institutional obligation. It is now generally recognized that families have an important impact on the Army's ability to accomplish its mission. This is true with other societal institutions as well. The family life of members of organizations, once a private matter, is now an organizational concern. Geographic mobility, changing family structures and the recognition that competition between family and organizational needs can be destructive to both parties has led to the realization that family issues are no longer a private matter.

(2) The proliferation of family-oriented programs in the private sector is a recent phenomenon that demands increasing attention by organizational leaders. These programs are tacit acknowledgment that people belong to many interdependent groups and communities. What happens to individuals in one group affects their relationship with and productivity in others. There is a natural tension between groups to which people belong which leads to competition for time, commitment and other resources. The Army is no different from other institutions in its concern for families, but the unique nature of military service lends an urgency to the need to develop a coherent philosophy for the Army family.

## DRAFT

(3) Service members and their families should be able to enjoy the benefits of the society they are pledged to defend. Furthermore, the nature of the commitment of the service member dictates to the Army a moral obligation to support their families.

(4) The Army has not always acknowledged this obligation. Its current relationship to the family did not develop from a consistent rationale but, rather, from the historical evolution of piecemeal programs.

### b. Evolution of the partnership: Army and Family.

(1) Families have always been associated with the Army. But the Army's willingness to acknowledge the critical role families play in its mission has moved from studied neglect, through ambivalent and selective inclusion of families in the military communities, to a sense that the development of a family philosophy is an institutional imperative.

(2) In the earliest years of its existence, the tiny Army of the new republic avoided any reference to family issues in its formal regulations. Wives and children followed their husbands as the Army began its trek across the continent. The only regulation which could be interpreted as recognition of their presence concerned the status of "camp followers" and gave regimental or post commanders complete and arbitrary authority over all civilians. Attitudes toward officers' families were the result of the unwritten professional code of the 18th century European officer corps: officers took care of their own. This same outlook assumed that enlisted men never married, but recognized that many senior noncommissioned officers did. In this recognition lies the root of the Army's acknowledgement of an implied obligation to provide the basics of life, e.g., shelter, food, and medical care. Gradually the conditions of life on the pre-Civil War frontier led to a recognition that the obligation extended to officers' families as well. But its expression remained informal.

(3) By the late 1800s, several trends were evident. The obligation to provide for basic family needs received formal recognition in Army regulations. At the same time, the Army displayed a tendency to specify services and benefits and restrict eligibility to

## DRAFT

families of officers and senior noncommissioned officers. The early 20th century Army considered families of enlisted men below noncommissioned rank an unwanted burden. In fact, Army regulations, with exceptions, forbade the peacetime enlistment or reenlistment of men with wives and minor children until 1942. Housing, medical care in Army facilities, rations-in-kind, and other associated benefits were not formally available to enlisted families, although the Army continued to recognize an implied responsibility to them and frequently over-extended its limited resources to meet that requirement.

(4) Until World War I, the Army was small enough that most benefits were in-kind. Following World War I, acceleration during the build-up for World War II, and continuing to the present, the practice of authorizing monetary entitlements in lieu of goods and services in-kind began to expand. For example, today approximately 42 percent of soldiers live in the civilian community and receive Basic Allowance for Quarters.

(5) In 1940 the creation of a new civilian Army began as a result of the enactment of the Selective Training and Service Act. The tremendous Army expansion which followed the United States' entry into World War II found no agency prepared to assist young soldiers and their families experiencing problems of adjustment, financial straits, wartime separation, and emotional burdens. Heretofore, the Army dealt with families requiring emergency support formally through post funds, cooperation with local charitable organization, and referrals to the American Red Cross. The American Red Cross expanded their operations but resources were not enough to meet growing needs for assistance. This generated the need for Army members to have an agency of their own to which they could turn without resort to public charity or welfare. The Secretary of War directed the organization of Army Emergency Relief (AER) on 5 February 1942 as a private, nonprofit organization, the express purpose of which to collect and administer funds to relieve distress among Army members and their families. "The Army Takes Care of Its Own" was adopted as the AER slogan. The activities of AER and the Red Cross were carefully coordinated to prevent duplication of effort. AER also maintained close contact and cooperation with Federal, State, county, municipal, and private agencies to effectively utilize all resources to relieve distress among soldiers and their

## DRAFT

family members. After World War II, it was determined that AER should continue as a private, nonprofit organization.

(6) The manner in which AER came into existence typified the Army's ad hoc approach to dealing with families. Services and benefits came into existence piecemeal and evolved individually. Thus, housing and rations-in-kind fell under the prerogative of the old Quartermaster Corps; health benefits were administered by The Surgeon General; and management of Army Emergency Relief programs developed into another bureaucracy. This trend continued in the post-World War II and Korean War period.

(7) The maintenance of a large standing peacetime Army in the Cold War made it impossible to revert to the pre-World War II practice discouraging enlistment of married personnel. By 1960, family members outnumbered uniformed personnel in the active force. The existence of this large population led to the first attempt to establish an umbrella organization for family services--The Army Community Service (ACS) Program. The creation of the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) in 1966 to ensure "adequate" medical care for military families stationed at locations away from military treatment facilities was a big step toward direct, planned, formalized action for family support.

(8) The advent of the All Volunteer Force caused the Army's leaders to address military personnel policies from a new perspective, especially with respect to the enlisted ranks. With the growth of young enlisted families, leaders began to recognize that the Army recruits individuals but retains families.

(9) Today's active Army consists of approximately 780,000 soldiers: 13 percent officers and 87 percent enlisted. The enlisted corps is young--94 percent are between ages of 21 and 25; only 6 percent of the officers are that young. The majority of career soldiers are married. The total number of family members (1,082,000) increases the total population of the active Army force by one and a half times. About half this number (630,000) are children; one-third (384,000) are spouses, and the other 68,000 are dependent parents, etc. No aggregate numbers reflect the diversity of Army families--

## DRAFT

there is no stereotypical Army family; different families have different needs. But all Army families have needs civilian families don't have.

(10) Another look at Army family statistics reveals that more than 80 percent of the active duty officers' corps is married; 78 percent of the enlisted career force and 28 percent of first-term enlistees are married. In sum, over 50 percent of the Army's active duty force is married. The size of Army families varies according to rank and time in service. Another significant demographic development for Army families is the percentage of soldiers married to other soldiers. There is a relatively high percentage of "first-termers" who are married to other soldiers.

(11) The Family Life Cycle provides another view of the Army Family. The Family Life Cycle comprises the following stages: pre-family or single, couple without children, couple with small children, couple with teens, couple with children gone, and couple retirement. Family needs and development stages change as a family goes through each stage. These stages raise different issues for providing family services and for developing personnel policy. For example, our enlisted force will probably be more concerned with day-care centers, while our officers will be more concerned with youth activities.

(12) Another revealing demographic statistic regarding the Army family is that, more than 21 percent of Army spouses speak English only as a second language. The corresponding difficulty these spouses encounter in communicating needs and securing family support services exemplifies other issues Army leaders must address in providing for the Army family.

(13) The total Army Family includes more than the active force. The Reserve Components add another dimension. National Guard members total over 418,000; with Army Reservists comprising 476,000. Family members of Reserve Component (RC) soldiers experience problems unique to the RC environment and require special consideration by Army planners. Another important part of the Total Army is the Department of the Army's civilians. There are over 322,000 U.S. citizen civilians serving the Army worldwide. Of these, 36,000 Army civilian employees and their 12,000 family

## DRAFT

members serve with and are part of overseas Army communities. Finally, retired service members (499,000) and their families (683,000) must be included.

### c. The family of the future.

(1) In the late 1950s, the vast majority of Americans expected to be married. Wives expected to play a supportive role to their husbands' careers, and to center their lives around a traditional concept of family, homemaking, and childbearing. These attitudes persisted into the 1960s, when 80 percent of all Americans believed that being unmarried was an unnatural state for a man or a woman. These attitudes have undergone radical revision.

(2) The "traditional family" has been joined in increasing numbers by other modes of family life: single parent families, couples without children, marriages of convenience, and couples "living together." The single lifestyle is increasingly seen as normal and viable. The divorce rate has skyrocketed in the last 20 years. It is predicted that by 1990 up to 50 percent of all children will have experienced divorce and remarriage in their families.

(3) Another significant change has been delayed or foregone childbearing. Birthrates in the United States have declined significantly over the past 18 years, with 22 percent fewer children being born now than were born in 1959. The "baby bust" which followed the Post-World War II "baby boom" has reduced the number of children enrolled in elementary school by approximately 10 percent in the same time period; this reduction is expected to reach 17 to 18 percent by the mid-1980s. In addition, we are seeing increases in life expectancy at birth from 70.8 in 1983 to 74.4 in 2033 for men; from 78.2 in 1983 to 82.7 in 2033 for women. The drop in population growth, coupled with increasing life expectancy, is expected to raise the median age from 30.9 years in 1983 to 41.1 years in 2033.

(4) Nontraditional families and delayed or foregone childbearing have been accompanied by changing expectations for spousal roles. Husbands are questioning the cost of traditional fathering, for example, extended separations from their families, long

## DRAFT

working hours, limited contact with wives and children and, in the case of divorce, unquestioned assignment of child custody to the mother. Wives' roles have undergone an even more dramatic change. Most noticeable is the greater tendency of wives to work outside the home and to view their jobs as genuine careers rather than supplementary family income.

(5) These changing roles and expectations, along with growing economic needs and aspirations, have affected the Army family. More than half of career soldiers' spouses work outside the home. As with families in the civilian population, the number of Army spouses working outside the home is increasing. More importantly, the financial contribution of working spouses is greater in military families than in civilian families. The military spouse's job contributes 33 percent of family income while the civilian spouse contributes only 19 percent.

(6) Employment of the spouse in a military marriage is often on a temporary or part-time basis and at lower pay, due to frequent and unpredictable military moves. However, career development (combining long and short-term goals, training, education and meaningful volunteer or salaried jobs) has become a frequent demand among Army spouses and military members. Increasingly, career development of spouses has forced military families to choose between one career or another.

(7) The rise in the number of military spouses who work outside the home directly affects the spouses' ability to become involved in social and volunteer activities. Army leaders must be alert to the stress placed on the military family with a working spouse and consider this when planning social and volunteer programs. Efforts are ongoing to educate and involve military spouses in Army family support programs. TRADOC schools now offer orientation classes for those spouses of military members attending career development courses on a permanent change of station. Such initiatives must recognize the "volunteer" aspect of spouse involvement in community activities and capitalize on the individuality and interests of each family member.

(8) Another significant change in families is their social and technical sophistication. Today's young families are a product of the computer and media age; they

## DRAFT

learn as well, if not better, from media (television, radio, and films) than from the traditional learning devices of prior generations (books and newspapers). Their children, who will be 17 to 20 by the year 2000, will be the "microkids" who will understand computers and software as their parents understood today's media. Today's families are also a product of the social movements of the 1960s and 1970s: the civil rights movement, the women's movement, and consumer activism. They have internalized the questioning, activist nature of these movements and have become adept at identifying their problems and advocating for their common needs.

(9) What do these trends mean for today's Army and the Army of the future?

(a) An increase in the percentage of soldiers who are married and who have families, particularly in lower ranks and among younger soldiers.

(b) An increase in stress caused by the perplexities of divorce, particularly among career military families. These problems include the needs of youth being raised in single parent homes, custody disputes and child-kidnapping, assurance of child support payments, settlement of military retirement funds, and the problems of displaced homemakers.

(c) An increase in nontraditional families, particularly single parents (including fathers raising children without the assistance of a wife).

(d) Presently there is a greater demand for quality childcare, education for youth, and youth activities. The tendency of today's families to delay childbearing and have fewer children will change the needs of Army families.

(e) An increase in the numbers of elderly dependents for Army families.

(f) An increased desire of the Army family to "own their own home" and the associated command complexities generated by larger numbers of families "living off-post."

## DRAFT

(g) Demands for "equal rights" for fathers--time off for childrearing and more stability in an otherwise unstable career.

(h) Demands for career development assistance for Army spouses, and accommodation of families in which the jobs of both husband and wife are considered equally important.

(i) Political sophistication of Army families that organize at the grassroots level to form self-help and advocacy groups. We are already experiencing this phenomenon. Beginning in the late 1970s throughout USAREUR, spouses began to meet informally with commanders to air problems and seek solutions. A Women's Symposium was held in Munich, Germany, in August of 1979 to give women representatives from VII Corps communities the opportunity to identify and prioritize issues and concerns. In 1980, the Officer Wives Club of the Greater Washington Area sponsored the First Army-Wide Family Symposium with the assistance of The Association of the United States Army. In 1981 and 1982, the Family Action Committee (FAC), a group composed of Army spouses in the Washington, D.C. area, held worldwide Army Family Symposia. All those efforts have spread through command channels and through informal grapevine. Family advisory/action groups have cropped up at several installations and are working with the Army to identify, prioritize, and resolve specific family problems.

### d. What families say they need.

(1) As a result of the Army Family Symposia of 1980, 1981, and 1982 dialogues have begun between the Army and its families and among families. Families say they need:

(a) Employment assistance--a referral service which responds to the special needs of the Army family.

(b) An educational model--establishment of minimum standards of acceptable education for children.

## DRAFT

(c) Health care--better medical and dental care.

(d) Volunteer recognition--documentation of professional development acquired as a volunteer.

(e) Expanded transportation--inclusion of off-post families.

(f) Improved youth activities--stronger emphasis on youth orientation programs.

(g) Improved sponsorship program, to include outspousing.

(h) Improved quarters termination procedures--revision of cleaning/clearing policies and a more standardized systems.

(i) Improved support of child care facilities and extended hours of operation.

(j) Recognition of and sensitivity to individuality of family members (particularly spouse's role).

(k) Centralization of activities which support family programs.

(2) Demographic data, analysis of future trends, and the opening of dialogues with families have highlighted the need to reevaluate existing programs and policies in terms of a cogent, consistent philosophy. Our databases can assist us in a target analysis for family programs to better deliver the help needed and properly utilize resources. For example, can we any longer afford to locate all of our family services on installations when the vast majority of users live in trailer parks isolated from the main post, camp, or station? Furthermore, our delivery systems need consistency and stability to assist the family in adapting from one installation to another.

e. Building an Army family philosophy.

## DRAFT

(1) The basis for developing any statement of philosophy for the Army Family is the fact that the Army is an institution, not just a job. This is the philosophical underpinning that will shape our statement of philosophy in a much different context than if it were based on market place forces.

(2) Because the Army is an institution, it has moral and ethical responsibilities to those who serve and those who serve have reciprocal responsibilities. Some are stated in policies and regulations and others are implied or, like retirement pay, are an informal contract. This relationship creates a partnership unique to our institution but still based on an understanding of the behavior of human beings, groups of human beings, called families, and communities. For our culture, this behavior has its basis in some well accepted constants:

a) Desire to upgrade (or retain) standard of living (better life) for family--especially children.

(b) Desire to reduce disruptions/mistrust--unpredictable hours, reassignments, separations, inadequate remuneration.

(c) Need to be needed--feeling of self worth:

1. Family--by servicemember.

2. Servicemember--by family.

3. Family and servicemember--by Army, community, nation.

(d) Confidence that basic needs will be recognized and fulfilled.

(e) Existence of opportunity to grow.

(f) Need to belong--sense of community.

## DRAFT

(g) Institutional support of quality family time (quantity time--impossible).

(h) Expectation of fair and equitable treatment.

(i) Desire to accumulate "wealth"--home, savings, property, belongings.

(j) Competing demands--family versus professional choices.

(k) Conflicting requirements--family versus job tasks.

(3) The impact at the societal levels is our American tradition of blending the responsibility of each individual for his/her welfare and the obligations of the community to its members.

(4) Our unique mission and resulting lifestyle affects this partnership in ways that are far different than other elements of our society, even those who have a similar service of life threatening mission such as policemen and firemen.

(5) The Army recognizes a moral obligation to its soldiers and their families. Because of this, soldiers and their families must be able to enjoy the benefits of the society which they are pledged to defend. Requirements of the unlimited liability contract of the service member mandate corresponding obligations of support for Army families. It is understood that a strong, positive relationship exists between soldier commitment and force readiness. This relationship makes support of Army families an organizational imperative.

(6) We are concerned not only with the number of people in the force, but with the degree of commitment--their willingness to not only train, but to deploy and, if necessary, to fight--and their acceptance of the unlimited liability contract. Such commitment is best engendered if soldiers view the Army as a total institution with a high purpose--fraternal organization where the welfare of its members has a high value.

## DRAFT

(7) Soldiers and their families gain through the Army institution a sense of common identity--a shared purpose and commitment to the overall mission. They come to view the Army as providing for their total basic needs in exchange for total commitment--their acceptance of the unrestricted liability contract. Total individual commitment through satisfaction of the family needs translates into readiness of the Total Army.

(8) It is this reciprocity of commitment that makes the family programs so important and justifies resource competition with other competing programs. The unanswered question is, "How much is enough?"

(9) The Army will never have all the resources it feels it needs. Therefore, we must balance those used for family programs with those spent to discharge our moral responsibility to give our soldiers the equipment, training, and leadership they need to have the best chance for survival (from a family perspective) and victory (from a societal perspective) on the battlefield. Unless we achieve an optimum balance, all of us become losers. Thus, we must determine what is adequate based on how we can get the most return on our investment.

(10) An analysis of what Army Families say they need and the demographics of the Army Family of the 1990s suggests two major thrusts for our programs: a focus on Wellness as a proactive way to reduce costs and grow families of excellence and a nurturing of a Sense of Community to promote the reciprocity of commitment.

(11) It is the job of the Army's senior leadership to create those policies and programs which support the Army family without being dictatorial. This is a challenging task, requiring the building of linkages between the family and the unit without destroying the integrity of either. We must recognize the innate tension existing between these two entities, and the conflicting demands they place on individual soldiers.

(12) At an organizational level, we must balance the three components of organizational excellence stressed by the Secretary of the Army and the Chief of Staff of the Army: productivity, stability and adaptability.

## DRAFT

(a) Productivity. For the Army, productivity equates to readiness. Our policies must recognize that soldiers cannot perform efficiently while distracted by overwhelming family concerns. Data support this assertion: studies of the 1973 Arab-Israeli war indicate that family stability promotes greater individual effectiveness. According to a recent examination of factors affecting retention, when a tug-of-war occurs between a military family and a military organization, the family usually wins. Of greater importance, we do not want to generate or add to any such personal conflicts. In short, we do not detract from organizational productivity by supporting Army families, rather, taking care of our families enhances both retention and readiness.

### (b) Stability versus Adaptability.

1. In striving for excellence, the Army's family policies must accommodate the seemingly conflicting factors of stability and adaptability. We develop standardized systems at the Headquarters, Department of the Army, that essentially stabilize family life throughout the Army. Examples are our efforts to extend command tours, standardize installation organization and delivery systems, and improve one station in-processing and out-processing. Additionally, efforts to build cohesive units and to move toward unit rather than individual replacement will enhance assignment predictability. However, our stabilizing efforts must not stagnate the Army of the future: we must incorporate adaptation in our Army-wide systems. We must plan for change through more sophisticated use of research and data on changing family demographics and through continued communication with Army family members.

2. Finally, we must recognize that the sheer diversity of Army families means that not all family needs will be responsive to Army-wide standardized systems. We have and must continue to promote individualized, community-unique projects and programs initiated at command and, especially, installation level. These are our best evidence of organizational adaptability.

### (13) Wellness.

## DRAFT

(a) Wellness is a key component of our thrust to reduce costs and grow families of excellence. In this context, wellness is a state of mind brought about by plans, programs, and policies that satisfy essential family needs or, more accurately, that reduce or eliminate stressful forces.

(b) There are numerous stressful events common to military and civilians families. The list below is not all-inclusive.

1. Death of a spouse.
2. Marital separation.
3. Death of a close family member.
4. Personal injury or illness.
5. Marriage.
6. Loss of job.
7. Retirement.
8. Gain of a new family member.
9. Change in financial status. Change to a different kind of work.
10. Purchase of a home with a big mortgage.
11. Change in work responsibilities.
12. Trouble with business superior.
13. Change in work hours or conditions.

## DRAFT

14. Change in residence.

15. Change in schools. Because of the unique lifestyle of the military, these events tend to be frequent and dramatic.

(c) Family problems caused by stress, and those conditions which produce stress, are cumulative--they become more severe over time--and are costly to correct. In the past, we have generally attacked the problems only after they have become severe and the impact obvious. For both humanitarian and readiness reasons, we need to shift the emphasis from a focus only on families already experiencing problems to programs designed to help families cope with stress by building better stability and adaptability.

(d) In promoting family wellness, we must also find ways to transfer the skills, experience, and attitudes of the many healthy Army families. Despite the pressures, the vast majority of families manage and grow through their involvement with Army life. We know that most Army families find military lifestyle exciting; enjoy the opportunity for travel and social interaction; and, most importantly, have positive feelings about the Army and its place in our society. While the needs of families experiencing stress must be considered, we must research and promote the positive aspects of Army Families as our primary goal.

(14) Sense of Community. A partnership has to exist between the Army as an institution and the individuals who are a part of it: the soldiers, civilians, and family members.

(a) This partnership must center on a genuine sense of "the Army Community" with all members offered the challenge and opportunity to work together for the common good. We must take care not to misinterpret the age-old slogan, "The Army takes care of its own." This is not a promise for the institution to provide all of the individual and group support requirements--to make the members of the community dependent upon the institution and the federally funded support structure. Rather the

## DRAFT

slogan is a challenge for all of us in "the Army Community" to work together, as equal partners, applying our talents, skills, creativity and time to taking care of our own and improving the community as a whole. Each of us has a special responsibility as a member of this worldwide community to work to make it a better place. This is not at all dissimilar from our responsibility toward the civilian communities in which we often live: you get out of the community what you put into it; if you want it to be better or more responsive you have to be willing to make a personal investment and commitment to it.

(b) In the past several years, many Army community issues have been surfaced through both internal and external forums. In addition, these forums have surfaced a wealth of good, new ideas to improve the Army community. What we must do now is establish a framework within which we can apply these good ideas and the talents of all of our community members to the problems/issues known today and those that will continue to surface in the future.

(c) In building this framework, we have to work with management tiers. We have to create a flexible structure remembering while some broad issues must have uniform treatment across the Army, each installation has its own unique community character, issues and solutions. Our management framework has to allow for installation-specific programs and recognize that the unique community character is the key to local issues and local solutions.

(d) We also need to recognize, up front, that the community character is not static--it changes continually as the community membership changes. Therefore, we should not try to put a static, formal program in place but try instead to establish a leadership philosophy and community environment that will encourage everyone to identify both the issues to be addressed and creative solutions to them. Simultaneously, the Army must insure that constant, Army-wide programs (housing, schooling, medical care) are both properly resourced and well delivered to all members of the community.

(e) The Army community of the future must be centered on the concept of interdependence between the Army and the family, with a responsibility on the part of the Army to its members and their families, and a reciprocal responsibility of service

## DRAFT

members and their families to the Army. This interdependence is the capstone that ties together the elements of partnership, adequacy of support, wellness, and development of a sense of community. It underscores the fact that it is our Army and if in the competition for resources higher priorities dictate fewer resources for family programs, then family members, communities, and the chain of command must through their own efforts insure a reciprocity of commitment. It highlights the role of volunteers working with the chain of command to develop local initiatives to promote wellness and sense of community. If the Army is to survive as an institution a true partnership must exist. It cannot become a we/they situation; it must be us/U.S., as in U.S. Army.

(15) The following lays an excellent foundation for a statement of the Army Family Philosophy:

(a) A partnership exists between the Army and Army Families. The Army's unique missions, concept of service and lifestyle of its members--all affect the nature of this partnership. Towards the goal of building a strong partnership, the Army remains committed to assuring adequate support to families to promote wellness; develop a sense of community; and strengthen the mutually reinforcing bonds between the Army and its families.

(b) This Army Family Philosophy gives clarity, direction, and cohesion to family programs and provides guidance to agencies responsible for developing and implementing those programs. In a larger sense the formal articulation of an Army Family Philosophy represents a break with the past. It recognizes that ad hoc programs established on a piecemeal basis, that treat the symptoms, but not the causes of family stress are no longer sufficient. It makes specific that which has been implied. It forms the basis for review of existing programs and sets the stage for the development of an Army Family Action Plan that will provide the roadmap to move us to the 1990s.

### f. Developing an Army Family Action Plan.

(1) Family Advocates. Several agencies already exist and have responsibility for family policy and programs. Advice to policy makers is provided by the Family Liaison

## DRAFT

Office located within the Office the Deputy Chief of Staff for Personnel (DCSPER). The Family Liaison Office also facilitates coordination between Army staff elements. The Director of the Human Resources Directorate is the DCSPER proponent for the Army Family Program. The Adjutant General is responsible for implementing most existing Army Family support programs. The Surgeon General plans health services support for families and has a major advisory role for Army fitness. The Chief of Chaplains' Office provides programs in support of religious and moral development as well as pastoral family member counseling. The Judge Advocate General's Office oversees legal service programs which affect family members.

### (2) Enhancing Quality of Life for Families.

(a) The Army's Quality of Life (QOL) Program directly affects the Army's ability to man the force and improve near-term readiness. The QOL Program addresses the Army's obligation to provide adequate housing, health care, education, pay, facilities maintenance, safe and healthful working conditions, and essential community morale, welfare, and recreation activities.

(b) We are making steady progress increasing funding for many of the QOL Programs which directly affect living and working conditions for soldiers and family members. Funding for our Army Community Services (ACS) Programs has increased substantially as a result of the growth in new and improved facilities and services for family members. The Army has programmed 14 new child care centers for construction during fiscal years 1984 and 1985. We are implementing several new programs such as the Exceptional Family Member Program, Consumer Affairs and Family Advocacy to assist Army families. In short, we recognize that family support programs must be based on families' needs.

(c) We are making gains in increasing the amount of family housing for families stationed overseas. Post Exchanges and commissaries are also programmed for increases in facilities construction. We are conducting a vigorous campaign to build more libraries, chapels, skill development centers, youth activities centers and bowling alleys with appropriated and non appropriated funds.

## DRAFT

(d) Your Army leadership is working with the Department of Defense to ensure that no Army family pays tuition for public schooling for children who attend school off-post. We are committed to provide quality health care to soldiers and family members. The number of Army physicians has grown 23 percent from 1978 to 1982. This results in the availability of more physicians to treat soldiers and family members. The Army Medical Department is working on several innovative approaches for health care delivery. One such program is "Family Practice" in which a military physician becomes the family doctor for specified families. This program has been enthusiastically received by family members, and plans exist to continue to develop more innovative programs for health care delivery.

### (3) Pay and Allowances.

(a) Pay is an important factor affecting a soldier's decision to enlist or reenlist. In recent years, we made progress in restoring comparability of our soldiers' and, therefore, their families' purchasing power.

(b) We are advocating increased funds for Permanent Change of Station (PCS) entitlement to diminish the impact of out-of-pocket costs of families' moves. These include a proposal to reimburse service members for fees associated with the sale and purchase of homes and to extend existing tax relief upon sale of principal residence when a member is stationed overseas or occupies Government-provided quarters. The Army supports proposed legislation to fund student travel for families stationed overseas. Likewise, we advocate the passage of legislation to cover storage costs for automobiles of families assigned to countries which prohibit the importation of service members' privately owned vehicles. In 1981, Congress authorized a Temporary Lodging Expense (TLE) for CONUS moves but has not funded the program. TLE will cover a maximum of 4 days of lodging costs (up to \$110 a day) for a member and family in conjunction with a move from anywhere to a U.S. duty station, and 2 days for a CONUS to overseas move. The Army continues to advocate funding of this important legislation.

## DRAFT

### 4) Other Initiatives.

(a) In addition to the aforementioned on-going programs, the Army is implementing several initiatives designed to promote partnership, wellness, and a sense of community. Our Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) has been expanded to include education, treatment referral, prevention, and intervention for all family members. The Army's Exceptional Family Member Program will focus on consideration of exceptional family members' needs during the assignment process as well as providing health related services Army-wide. The Child Care Program is undergoing dynamic change as we work to upgrade existing facilities, plan for construction of new physical plants, develop separate career fields for child care professionals and refine job standards and training. We are developing a sponsorship program for those personnel newly assigned to or leaving a command. Our Family Assistance Mobilization Handbook will provide Army Reserve families with information on how and where to obtain family support services in the event of mobilization.

(b) The high cost of raising children has not gone unnoticed. An average American family can expect to spend \$226,000 to rear a firstborn son to age 22, or \$247,000 for a first-born daughter. With each additional child, these costs drop as various items are shared. Your Army leadership favors legislation, which would provide for the transfer of educational benefits from service members to their children.

(c) At the local level, there are several innovative and exciting programs working to achieve WELLNESS, PARTNERSHIP, and a SENSE of COMMUNITY. Fort Hood has developed programs such as "We Care Days," Unit Family Awareness Programs, and responsive engineer repair teams for quarters maintenance. Currently, there are 12 mayoral programs in existence on various CONUS posts. Mayoral programs provide family members with the opportunity to participate in the managerial decision-making process for those programs, policies, and procedures which directly affect their way of life, on and off post. Fort Belvoir has established a Spouse Education and Employment Resources Center in addition to In-Home Child Care Centers. Fort Bragg's brigade-sponsored on and off post communities program, and its handicapped children's activities demonstrate that post's concerns for partnership and sense of community. To

## DRAFT

complement military programs, many civilian personnel offices have established special job counseling, educational and referral services targeted at family members. Fort Knox provides welcome and information packets to families, hosts evening employment seminars and airs weekly "How to apply for Federal employment" films on installation cable T.V. These ongoing programs and initiatives underscore the need for an Army Family Plan which will provide Army-wide unity, and direction for the Army Family Philosophy in the 1980s.

### g. The Army Family Plan.

(1) The Army is fully committed to supporting families, but we must be realistic enough to recognize that we will not have unlimited resources as we develop our plan for the rest of the 1980s. We must avoid the "shotgun" approach by identifying specific needs and prioritizing them to ensure that we spend our money where it will make the greatest difference. To do this, the Army must continue to sponsor forums from which we can receive direct responses from family members, and analyze their perceived problems to identify how they can be met most efficiently. In addition, we must define areas where research and studies are necessary to target effectively resources and programs. There is a pressing need for basic research on the role of Army families and the effect, both positive and negative, of Army life on those families. While we have made progress in this area, reliable data are still rare. We must have more information on stress factors, needs of single soldiers with children, ways to build bridges between heterogeneous family groups, ways to train families for wellness, and a myriad other factors. Without this information, we will be groping in the dark and will never approach the maximum possible level of effectiveness.

(2) Once a target list of needs has been developed, we must divide them into two groups: those that can be addressed with few, if any, additional resources; and those, which will require major expenditures of new resources. The first group of requirements can be met by replicating throughout the Army low cost/high payoff programs that currently exist at individual installations. At most posts, innovative leaders have developed new methods of employing existing assets to extend the amount of support available to families. A good example is the assignment of a family support

## DRAFT

mission at Fort Bragg to the Rear Detachment commander of the Sinai Peace Keeping Force. The Rear Detachment commander coordinates support services for the families of the overseas troops, distributes information from the Sinai Force, and responds to any unusual situation that affects family members. This type of effort strengthens the bonds between the families and the unit, provides peace-of-mind for the soldiers in the field, and helps to make the most efficient use of Fort Bragg's community service resources. This program has had a major impact on the quality of life of the families of the Sinai Force with a negligible increase in resource requirements. We have to do a better job of identifying similar low cost but effective programs and implementing them throughout the Army.

(3) Of course, not every legitimate family need can be met by changing the way we do business at the installation. There are some problems, which will require additional funding, for which we will fight, in spite of tight budgets. In contrast with the low cost initiatives, which deal with assistance to individual families, most of our high cost requirements are generated by systemic problems, which affect a very large percentage of our soldiers. As noted earlier, Army families have clearly identified those problems, which need to be addressed. Improved medical and dental care, more and better on and off-post housing, a more equitable reimbursement system for expenses incurred on PCS moves, financial assistance for higher education of our children, and similar issues, have been repeatedly cited by family members as areas where improvement is needed. Most of these problems affect the basic needs of families. Failure to meet these needs can generate severe dissatisfaction with Army life. For example, even a young soldier who is dedicated to the Army may decide not to stay if his or her family must face continued financial hardship.

(4) Responsibility for resolving these issues rests with the Department of the Army. The solutions require obtaining congressional support for major new funding. Although difficult, the potential result in improved retention and readiness is correspondingly great. We must convince the Congress of the necessity of these programs.

## DRAFT

(5) Replicating low cost programs and allocating new resources on high payoff projects must be priority efforts, but we must also make sure that we get the most out of what is already available. In the immediate future, there are two areas which require attention:

(a) The structure of the Army family support system. Because our family support system developed piecemeal over the long history of our service, there is no standard "Family Support System." The services available, and the system for delivering those services, change from installation to installation. A program which is operated by the Adjutant General at one post, may belong to the Chaplain at a second and the DPCA at a third. As a result, duplication of effort and confusion exist among consumers. We need to examine our system, realign functions where required and standardize it so that everyone knows who to see for help.

(b) Policy review. While the support structure is being examined, we will also review policy in areas with a direct effect on families. The range of questions to be considered must include such basic issues as quarters clearing procedures; our allocation of resources, such as the percentage of our family housing units allocated to various grades; as well as major shifts in direction for our family support system, such as seeking legislation to allow the Army to employ more volunteers as staff for the Army Community Services program. In all cases, we must strive to streamline the system to provide more effective service, and to eliminate "red tape."

(6) The Army recognizes its responsibility to work with families to promote a partnership, which fosters individual excellence among sponsors and family members, as well as maximizing their contribution to maintenance of national security. Simply stated, the Army intends to meet this responsibility by capitalizing on low cost programs to assist families by promoting wellness and by building a sense of community, by seeking additional resources when required to correct major systemic problems, and by reorganizing our management structure to maximize efficiency.

h. Summary.

## **DRAFT**

(1) This white paper describes the evolution to the Army family: its history, present status, and future. It is the first time that information about the Army family has been systematically gathered and consolidated. In that regard, this paper is only the first step of our needs assessment. Future months will be devoted to a continuing analysis in needs and the development of solutions. It will be a time-consuming process; but, given the long history of the Army family and the piecemeal planning to date, our time will be well spent. The Army will articulate a well conceived strategic plan for the Army family.

(2) It is important the Department of the Army proceed to implement and institutionalize the programs, plans, and other solutions identified through our needs assessment. However, this plan will not work if it is fed only by Department of the Army initiatives. Each component of the Army, be it unit, installation, or activity, and all members of the Army community -- active duty, civilian, reservist, or family member -- must understand and embrace the philosophy articulated in this paper. All need to contribute to make it a reality.

(3) This plan envisions family members as true partners in an Army which is seen as a way of life, not a job. The family responsibility in this partnership is to support soldiers and employees and participate in building wholesome communities. The Army's responsibility is to create an environment where families and family members prosper and realize their potential. Each of us has a part to play in this partnership.

### **Chief of Staff, Army Posture FY 01 Statement**

#### **CHAPTER 5**

##### **The Community and Well Being**

(The Army: Excellence and Service, A Diverse Community, Meeting the Recruiting and Retention Challenge, More Than Just Numbers: Maintaining Quality, Sustaining Values, The Community and Well Being Conclusion)

Just as the Army's diversity requires mechanisms that inculcate shared values among soldiers, the diversity of the Army family—its soldiers, civilians, veterans, and

## DRAFT

family members--requires facilities, programs, and activities that meet a broad range of needs. Army communities provide housing, health care, child care, shopping, recreation, religious support, and law enforcement for installations ranging in size from small outposts to major bases. By enhancing the well being of the Army family, these communities preserve organizational effectiveness, support reenlistment, and are an important component of readiness.

Army communities provide a range of services that support a stable family environment and meet the needs of single soldiers as well. Fifty-five percent of the AC, approximately 263,000 soldiers, are married. Approximately 36,500 more are single parents. These soldiers are concerned with the security, happiness, and support of their loved ones. Knowing that the Army community effectively provides for these needs enhances morale and duty performance.

Initiatives for the nearly 216,500 single soldiers foster camaraderie by providing facilities and programs that support positive, cohesion-building activities during soldiers' free time. For both married and single soldiers, community facilities, programs, and activities that enhance well being mitigate the turbulence that can accompany high OPTEMPO, frequent relocations, and separations.

There is a saying in the Army that goes, "We enlist soldiers, but we reenlist families." Soldier well being is clearly a significant factor for reenlistment. For soldiers with families, well being is closely linked to the health and happiness of their family members. For single soldiers, the well being they experience for themselves and see in their married co-workers shapes their perception of whether the Army can meet their long-term goals. Sustaining the Army community and the well being it engenders is instrumental to retaining soldiers with the experience, skills, and leadership necessary in the 21st century Army.

## **DRAFT**

Recognizing the importance of the well being of soldiers for current and future readiness, the Army leadership carefully monitors programs, trends, and indicators associated with it. The semiannual Sample Survey of Military Personnel (SSMP) supports this oversight. The SSMP measures soldiers' levels of satisfaction with different aspects of their environment. Survey results thus contribute to the development of strategies for taking care of our people. These results consistently indicate that compensation, along with Army family and single soldier housing, are important elements of the well being of soldiers and their families. Since compensation and housing were discussed at length in Chapter 4, the following discussion will focus on other important contributors to the quality of life of soldiers and their families; healthcare; commissary and exchange privileges; family programs; and MWR programs are all important contributors to the well being of soldiers and their families.

### **Medical Care**

The DoD completed implementation of the TRICARE program in the last of 13 TRICARE regions in June 1998. The TRICARE program offers three options for obtaining health care to beneficiaries formerly eligible under CHAMPUS: TRICARE Prime, Extra, or Standard. Active duty personnel are automatically enrolled in TRICARE Prime, continue to have their health care needs managed in military medical treatment facilities and pay nothing out of pocket for referrals to civilian providers. Based on the rank of their sponsor, the families of active duty enrollees pay co-payments of \$6 or \$12 for each outpatient visit to nonmilitary medical care facilities. The FY2001 budget request includes provisions to eliminate these co-payments for active duty families. The annual enrollment fee for retirees in TRICARE Prime is \$460 per family (or \$230 dollars for the retiree alone) in addition to co-payments. TRICARE Extra or Standard benefits are the same as under the

## DRAFT

CHAMPUS program, with the exception that TRICARE Extra offers cost shares for beneficiaries who use providers from the preferred provider network.

TRICARE Prime Remote was implemented October 1, 1999. It offers the TRICARE Prime benefit through managed care support contractors for active duty service members with duty assignments in remote locations. In four of the 13 TRICARE regions, TRICARE Prime Remote provides the remote benefit to active duty family members as well. The FY2001 budget request includes provisions for expanding the remote benefit to active duty families nation wide. Medicare-eligible retirees are currently ineligible for TRICARE coverage, but DoD began a demonstration program in September 1998, to test inclusion (subvention) of dual-eligible beneficiaries. The 1997, Balanced Budget Act authorized the Health Care Financing Administration to reimburse DoD, (ensuring access to quality medical care for soldiers and their families is an important well being issue for the Army), medical facilities for care, above their historical level of effort, provided to military Medicare-eligibles who participate in this demonstration program. Upon completion of the demonstration, which is scheduled to end December 31, 2000, DoD will evaluate the merits of implementing subvention.

The level of enrollment in TRICARE indicates the high priority military members place on the benefit of high quality medical care for themselves and their families. This benefit reassures deployed soldiers that their families will receive quality care. Thus far, the level of satisfaction with TRICARE is mixed. The Spring 1999 SSMP results show that less than half of the officers surveyed expressed satisfaction with TRICARE. Surveys targeted specifically for TRICARE beneficiaries show higher levels of satisfaction. To improve customer satisfaction, the standards for resolving claims were raised last year, and the Army Health Advisory Council was established to inform senior Army leaders of health care issues and develop ways to address those issues. The Army

## **DRAFT**

aggressively supports the TRICARE managed care program and managed care support contracts, and continues to work with the Office of the Assistant Secretary of Defense (Health Affairs) to tailor TRICARE to better suit service readiness and beneficiary health needs.

Active duty dependents receive dental coverage through the TRICARE Family Member Dental Plan (TFMDP) that covers a significant portion of dental procedures. Soldiers pay monthly premiums of \$8.53 for one family member and \$21.33 for more than one family member for coverage under this plan. As of February 1998, retirees and their family members began enrolling in the newly established TRICARE Retiree Dental Program (TRDP), with premiums ranging from \$9.41 to \$15.08 for single coverage and \$30.53 to \$48.02 for family coverage, based upon geographical region.

### **Commissaries and Exchanges**

[Army wide surveys indicate commissaries are a highly valued benefit for soldiers.]

Commissaries and exchanges continue to be a highly valued benefit among soldiers, retirees, and their families. Among 56 aspects of military life included in a recent SSMP (Spring 1999), commissary and exchange privileges were among the factors with the highest levels of satisfaction (over 70 percent) for both enlisted and officers.

Commissary privileges also held the highest level of satisfaction among officers (80 percent). Commissaries and exchanges are important contributors to military well being. These facilities offer an economical alternative to shopping in commercial grocery and department stores. Additionally, revenues generated by exchange profits contribute to installation MWR programs. The presence of commissaries and exchanges reduces the uncertainty of frequent relocations, particularly for soldiers and family members moving overseas for the first time. For many overseas, commissaries and exchanges offer the only practical access to American products.

## **DRAFT**

### **Morale, Welfare, and Recreation Programs**

Army MWR programs improve soldier readiness by promoting mental and physical fitness, increasing family wellness, and enhancing soldier and Army civilian well being. The programs offer a variety of recreational activities, including sports and fitness facilities, libraries, indoor and outdoor recreation centers, arts and crafts facilities, automotive skills facilities, and entertainment and leisure travel programs. Surveys indicate that most MWR programs are used by at least 30 percent of eligible soldiers. Some of the most popular programs, such as fitness centers and libraries, are used by more than half of eligible soldiers. The quality and availability of recreation services were among the top ten aspects of military life for which soldiers expressed satisfaction in the SSMP.

Civilian MWR professionals support major deployments by providing a range of MWR services for deployed soldiers and Army civilians. For instance, 138 professionals have voluntarily served in Operation Joint Endeavor/Guard/Forge, promoting the well being of deployed personnel and providing recreation, social and other support services. At the end of FY1999, 38 MWR specialists were serving at nine sites in Bosnia and Kosovo, supporting soldiers with DoD and United Services Organization entertainment programs, recreation programs, and special events.

### **Army Family Programs**

Army Family Programs provide support to help soldiers and their families balance the demands of military life, provide a forum for addressing well being issues, and help families to handle the stress of deployments. By increasing self-reliance, (community services such as child care affect the well being of soldiers, and hence, readiness), and

## **DRAFT**

making support available from within our communities, Army Family Programs are a "force multiplier" that enhance readiness.

Army Child and Youth Services (CYS) programs support Army families by making quality, affordable services accessible to soldiers. CYS provides a variety of age-appropriate programs for eligible children and youth, ages 4 weeks to 18 years. Child Development Services provide child care options for parents of infants and young children. Army child care is employer-sponsored care; the Army matches child care fees paid by parents with appropriated fund support. Family Child Care homes help meet specialized care requirements. School-Age Services programs provide before and after school activities, such as computer labs, homework centers, and summer camps. Youth Services include middle school/teen open recreation programs that go beyond traditional sports and recreation to provide supervised, positive activities. Supplemental Programs and Services address needs across the entire age spectrum. All of these programs help balance the demands of the Army with the needs of Army families.

### **Supporting Deployment Readiness**

Preparing soldiers and families for deployment is essential to force projection readiness. Operation READY (Resources for Educating About Deployment and You) has been instrumental in that preparation. The U.S. Army Community and Family Support Center conducts and supports Operation READY training for Army Community Service (ACS) staff, Family Readiness Group (FRG) leaders, and rear detachment commanders.

Operation READY materials familiarize soldiers, civilians, and family members with issues pertaining to all phases of a deployment. To enhance accessibility, the materials have been placed on the Internet and are being translated into German, Korean, and Spanish.

## DRAFT

Army Family Programs provide support to help soldiers and their families balance the demands of military life, provide a forum for addressing well being issues,, and help families to handle the stress of deployment. One of the innovative ways the Army harnesses the volunteer spirit of its members is through FRGs, which are voluntary organizations focused at the unit level. Composed of family members, soldiers, and civilians, FRGs, organize activities designed to provide social and emotional support among those affiliated with the unit. They act as information clearing houses to disseminate official command information while simultaneously providing feedback to the chain of command on the state of the unit's families. When a unit deploys, its FRG becomes a mechanism for leveraging community support for the families of deployed soldiers. The FRG leadership works closely with the rear detachment commander. Trained by ACS personnel, FRG volunteers provide outreach, information, and referral services to help solve problems at the lowest possible level. Family Assistance Centers (FACs), operated by Army units and installations during major deployments, work closely with FRGs to provide additional assistance, information, and referral to soldiers and family members. Within the FAC are specially trained points of contact from key community agencies, such as the Red Cross, the Judge Advocate General, Finance corps and the ACS. FRGs and FACs support unit readiness, providing peace of mind for deployed soldiers as well as for their families.

The Army Family Teambuilding program (AFTB) is another program that enhances personal and family preparedness for soldiers, civilians, and families. The AFTB's three tracks provide training on Army community resources tailored to specific audiences: soldiers, civilians serving in positions that might require deployment, and family members. It promotes self-reliance for people new to the Army by teaching them the "nuts and bolts" of Army life. This program also prepares those in leadership roles within

## **DRAFT**

FRGs and units to assist others with problems. Since 1994, more than 250,000 soldiers, family members, and Army civilians have attended AFTB classes taught by more than 3,500 volunteer trainers worldwide.

The Army Family Action Plan (AFAP) is a feedback process that identifies and resolves issues of concern to soldiers (AC, RC, and retired), Army civilians, and family members. It is a commander's decision-making tool for a continuous process of improvement. In its 16-year history, AFAP issues have led to 60 pieces of legislation, 126 policy changes, and more than 125 new or improved programs and services affecting all components of the Army as well as other Services.

Army Family Programs are an important resource for making the Army more than just the sum of its parts. By giving access to essential services and harnessing the spirit of volunteerism, these programs foster a spirit of sharing and caring that help make the Army a "family friendly" community.

### **Safety**

The Army's emphasis on safety helps protect the force in Army operations and insures that Army communities are safe places to live and work. Protection of its people and prevention of accidental loss of resources is a top priority for the Army's leadership. During the past few years, the Army has dramatically improved its safety record. Army safety activities protect the force and enhance warfighting capabilities through a systematic and progressive process of hazard identification and risk mitigation that is embedded in Army doctrine. Commanders use this risk management process to identify safety problems before they can degrade readiness or mission accomplishment. They then develop specific measures to address these problems. The Army integrates risk management into all its day-to-day processes, including CONOPS, training, maintenance, and supporting activities.

## **DRAFT**

Safety offices on Army installations are directly linked to the command structure. Safety managers advise installation commanders and are responsible for the design, development, and execution of a safety program tailored to the unique mission functions of the installation. Installation safety offices monitor safety trends identified by Department of the Army and MACOM safety offices.

### **Retired Soldiers**

The Army community includes 685,000 retirees, 80,000 "gray area" reservists (soldiers who have completed their 20-year obligation for retirement but are not eligible for retired pay until age 60), and 200,000 surviving spouses. These soldiers and spouses are a valuable part of our community because they are a tangible reminder of the service of countless soldiers throughout our Nation's history. Many retirees are active members of unit associations that participate in ceremonies commemorating past unit achievements, sponsor volunteer projects in local communities, and support recruiting efforts. For today's soldiers, retirees are a compelling example of Army values and an important reminder of our duty to something larger than ourselves.

Major Army installations conduct Retiree Appreciation Days annually to bring retired soldiers and their families up-to-date information on the Army and on changes in retirement benefits, privileges, and entitlements. They foster camaraderie and are extremely popular with the retired community. Installation commanders determine their own agenda for these events, which may include preventive medicine health fairs and featured speakers from Department of the Army Headquarters or military associations. More than 35 Retiree Appreciation Days were conducted at installations around the Nation last year. Honoring the service of retired soldiers enriches the entire Army community, and can help today's soldiers prepare for their own retirement.

**DRAFT**

**Appendix D**

**Army Family Action Plan  
Accreditation Checklist**

**10000.1** An AFAP program manager has been designated to manage the AFAP program on a year-round basis – may be a collateral duty. CAT 1 (Federal Managers' Financial and Integrity Act)

\*Review job description (includes AFAP program manager responsibilities).

- Interview program manager.

**10000.2** An annual installation AFAP conference is conducted that includes a general demographic cross-section of local community soldiers, retirees, DA civilians, family members and tenant organizations who convene at one location to evaluate, prioritize and report to leadership issues of well-being concern that have been solicited from the community. CAT 2 (5 points)

\* Review AFAP Annual Report to MACOM/HQDA and conference after-action report to determine that an AFAP conference is conducted annually. (2 points)

\* Review AFAP Annual Report to MACOM/HQDA and conference after-action report to determine that delegates represent a general cross-section of the community:

- Military members and spouses comprise the greatest portion of delegates, unless there is a compelling demographic reason otherwise. If so, state reason.

- Military member and spouse conferees do not greatly outnumber one another.

- There are more enlisted military members and spouses than officers and officer spouses.

- Married and single soldiers are represented.

## DRAFT

- Active duty, National Guard, Reserve Component, Retirees, Youth, and DA civilians are represented.

- Dual military parents, sole parents, and surviving spouses are represented.

- Tenant organizations are represented. (2 points)

- \* Review AFAP Annual Report to MACOM/HQDA and conference after-action report to determine that senior installation, unit commanders and/or garrison command staff are involved in the AFAP forum process. (1 point)

**10000.3** Issues/concerns are solicited from the community at least 2-4 months in advance of AFAP forum. CAT 2 (5 points)

- \* Review issue files/archives. (2 points)

- Review solicitation material. (1 point)

- \* Review local Standing Operating Procedure (SOP). (2 points)

**10000.4** Facilitators, recorders, transcribers, and issue support persons (FRTIs) and delegates are trained on conference process and issue development. CAT 2 (5 points)

- \* Review lesson plans/training materials. (2 points)

- Review evaluations from training sessions. (2 points)

- Review attendance sheets. (1 point)

**10000.5** An Installation Commander's Steering Committee that mirrors the HQDA AFAP General Officer Steering Committee is established to monitor, guide, direct and support the progress of local issues -- convenes at least semi-annually. CAT 2 (5 points)

- \* Review Commander's Steering Committee minutes that reflect discussion and decisions regarding the AFAP issues reported during the meeting. (5 points)

## DRAFT

**10000.6** The DA Form 7255-R, AFAP Annual Report is prepared annually and forwarded to MACOM and HQDA (CFSC AFAP Office). CAT 2 (5 points)

- \* Review copy of Annual Report submitted to MACOM/HQDA.

**10000.7** AFAP has adequate resources to manage the program. CAT 1 (Federal Managers' Financial and Integrity Act)

- \* Interview program manager to confirm that there is sufficient access to:
  - Equipment to include but not limited to computer and ADP equipment and internet access, telephone lines with DSN access, computer, fax machine, copier, and audiovisual equipment.
  - Workstation, space for AFAP advisory group meetings, Commander's Steering Committee meetings.
  - AFAP support services contractor, if applicable.

**10000.8** The AFAP manager prepares and tracks annual budget and spending plan, shortfall and unfunded requirements. CAT 2 (5 points)

- \* Review budget submission document. (2.5 points)
  - Review spreadsheets for execution of dollars. (2.5 points)

**10000.9** Marketing and command information programs and feedback to the community are established. CAT 2 (5 points)

- \*Review marketing plan. (1.5 points)
  - Review marketing materials and newspaper articles, flyers, announcements, posters, and other publications. (1 point)

## DRAFT

- An installation AFAP Issue Update Book is written and distributed to the community. (1.5 points)

- Review documents and other verification of feedback to the community on status/progress. (1 point)

### **10000.10** AFAP has a resource library. CAT 2 (5 points)

\*Resource library includes, at a minimum, the most recent HQDA AFAP Conference Brochure, AFAP Installation Handbook, and the HQDA Issue Update Book. (2 points)

- Issue development video, training slides and materials are available. (2 points)
- Local AFAP policy guidance/operating procedures and conference after action report are available. (1 point)

**10000.11** A non-governing advisory group is established that includes, but is not necessarily limited to, officer and non-commissioned officer spouses to include senior leader spouses. The advisory group collaborates with staff to implement initiatives that support AFAP program and accreditation standards. CAT 2 (5 points)

- \* Review roster of members. (1 point)
- \* Review minutes of meetings. (2 points)
- \* Review local AFAP SOP that includes Advisory Group specifics. (2 points)

### **10000.12** The AFAP program utilizes volunteers to support AFAP. CAT 2 (5 points)

- \* Review current list of AFAP volunteers and areas of responsibility. (1.5 points)
  - Interview, if available, volunteers to validate their participation. If no one is available, points should not be deducted. (1.5 points)
  - Interview program manager. (2 points)

## DRAFT

### Appendix E Formats

Examples are provided for use at the installation, MACOM, and HQDA levels. The following forms are included:

Fig 5-1. MACOM or Installation Issue Paper. Format to submit issues to a higher headquarters (installation issues to MACOM AFAP Conference or MACOM issues to HQDA AFAP Conference).

Fig 5-2. Conference Issue Paper. Paper completed in conference work group that will be staffed at installation, MACOM or HQDA level.

Fig 5-3. Conference Briefing Slide. Slide for Report Out, completed in conference work group)

Fig 5-4. New Issue Paper. Issue paper (prepared by Lead Directorate Action Officer) validating the merit of the issue, providing a cost analysis and establishing an action plan to resolve the issue.

Fig 5-5. Updated Issue Paper. Issue paper (prepared by Lead Directorate Action Officer) showing updated action plan and progress to resolve the issue.

Fig 5-6. Issue Briefing Slide. Slide (prepared by Action Officer) summarizes progress toward resolving issue. Submitted with New and Update Issue Papers.

Fig 5-7. Appointment Memorandum Commander's Steering Committee

Fig 5-8. Certificate of Appointment Commander's Steering Committee

Fig 5-9. DA Form 7255-R, Army Family Action Plan Report

**Figure 5-1. Issue submitted to higher HQ (Installation to MACOM or MACOM to HQDA)**

**DRAFT**

**MACOM (or Installation) Issue Paper** [Date]

**Issue:** [Title of issue]

**Scope:** [Clear and concise statement of the issue.]

**Recommendation:** [Measurable objectives with identified end product]

**Originating Installation or Command:** [Name and location of originating installation or command]

**Originating MACOM, Point of Contact, and PH:** [MACOM name, MACOM AFAP Program Manager's name and phone #)

**Staff Coordination:** [Name, office, phone number of action officer at MACOM or installation who reviewed/validated the issue.]

**Approval Line:** [General Officer]

Figure 5-2. Conference Issue Paper

**ARMY FAMILY ACTION PLAN**

**[Work group name]**

**[Date]**

**Issue:** [Title of issue]

**Scope:** [Clear and concise statement of the issue -- at least three sentences long.]

**Conference Recommendation(s):** [Measurable objectives with identified end product. Recommendations start with a verb.]

- 1.
- 2.

**Figure 5-3. Conference Briefing Slide**

**Army Family Action Plan**

**Issue:** [Title from the issue paper]:

**Scope:** [Scope from the issue paper. Can be paraphrased if necessary to keep slide on one page)

**Recommendation:** [Recommendation(s) from issue paper]

Figure 5-4. New Issue Paper

**ARMY FAMILY ACTION PLAN  
New Issue Paper**

[Office Symbol]  
[Date]

**Issue #468:** TRICARE Chiropractic Services [Assigned Issue # and Title]

**Scope:** [As written at AFAP conference] Chiropractic care is not an established TRICARE benefit. Soldiering is inherently a physically demanding occupation. Soldiers and other beneficiaries use chiropractic services at their own expense. The preliminary results from the recent Chiropractic Health Care Demonstration Program indicate there is a demand for chiropractic care and that participants consider chiropractic services valuable.

**Conference Recommendation:** [As written at AFAP conference] Institute chiropractic services as a TRICARE benefit to cover all categories of beneficiaries.

**Validation:** [Justification or merit of the issue (i.e., research data or studies on this topic), proponent organization's familiarity with the issue (i.e., field, leadership, Congressional or White House inquiries), and previous efforts to address the issue. Validation is written only for New Issue Papers. (when an issue enters AFAP)] The Office of the Surgeon General is very familiar with this issue as it has been involved with the Chiropractic Health Care Demonstration Program (CHCDP) since it was initiated in 1995. Army sites involved with the program include Fort Benning, Fort Carson, Fort Jackson, Fort Sill, and Walter Reed Army Medical Center. TRICARE

**DRAFT**

Management Activity (TMA) is also highly involved as that office has had the responsibility for oversight of the CHCDP, data analysis, and the publication and distribution of the final report to Congress. The final report was delivered to Congress 3 March 2000.

**Cost Benefit:** [Economic feasibility of resolving this issue – may be derived from a cost benefit analysis or cost estimate --- only required on New Issue Papers.] TMA estimates that \$70 million per year will be required to support chiropractic care offered in-house in military treatment facilities. Significantly more cost would be involved if chiropractic services are offered as a full TRICARE benefit. The additional cost of these services must be weighed against the fact that much of the scope of practice of the chiropractors offered under the CHCDP can be and is accomplished by assets already a fundamental part of the TRICARE system.

**Required Actions: [Numbered]**

**Milestones:**

[Action plan to resolve each Recommendation]

[Projected/completed date for each action]

1. Inform TMA of the AFAP concern.

1<sup>st</sup> Qtr FY 00  
Completed

2. Submit CHCDP report to Congress.

3 March 2000  
Completed

3. Await Congressional response to the CHCDP report.

4<sup>th</sup> Qtr FY 00

**Progress:** [Narrative on the results of the action plan (Required Actions) -- written in paragraph form. Paragraphs are numbered sequentially. Spell out acronyms, cite regulations, and identify date of legislative action.]

## DRAFT

1. TMA is aware of concerns regarding the demand for chiropractic care and had the lead on the formal CHCDP study.
2. TMA delivered the Final Report of the CHCDP to Congress on 3 Mar 00. The executive summary of the report states that the while implementation of chiropractic services within DoD is feasible, the incorporation of chiropractic care within the DoD is not advisable. It states, “(f)ull implementation of chiropractic care services for the DoD beneficiary population at this time would most likely require reducing or eliminating existing medical programs that are already competing for limited Defense Health Program dollars.”
3. Chiropractic services continue to be provided at Fort Benning, Fort Carson, Fort Jackson, Fort Sill, and Walter Reed Army Medical Center pending Congressional action on the report submitted by TMA.

**Status Recommendation:** Active

**Lead Agency:** DASG-XX

**Support Agency:** OTSG

**Approved by:** LTG XXX, The Surgeon General

**Action Officer/Phone:** COL XXX XXXXX/ (XXX) XXX-XXXX/ DSN XXX-XXXX

**Figure 5-5. Updated Issue Paper**

**Updated Issue Paper**

**DRAFT**

**[Office Symbol]**

**[Date]**

**Issue #XXX:** [Use original title. Title is written by the conference delegates and cannot be reworded.]

**Scope:** [Use original scope. The scope defines the problem and is written by the conference delegates. It cannot be reworded or rewritten.]

**Conference Recommendation:** [Use original conference recommendation(s).

The conference recommendations are the proposed solutions to the problem defined in the scope. They are written by the conference delegates and cannot be reworded.]

**Required Actions:**

1. [Action plan to resolve each conference recommendation. Required actions should be rewritten as issue progresses.]

2.

3.

**Progress:**

**Milestones:**

[Projected Qtr/FY to accomplish each action]

## DRAFT

1. [Narrative describing progress on action plan (required actions). Scope is written in paragraph form (numbered). Spell out acronyms and cite regulations, and provide date of legislation.]

2.

**Status Recommendation:** [Active, Completed, or Unattainable]

**Lead Agency:** [Office Symbol]

**Support Agency:** [Office symbol of any agency that assisted with the resolution of the issue]

**Approved By:** [General Officer level approval]

**Action Officer/Phone:** [Name and phone number]

**Figure 5-6. Briefing Slide for New or Updated Issue Paper**

### Army Family Action Plan

**Issue:** [Assigned number and title of issue]

**Status:** [Brief statements showing progress toward resolving the conference recommendations]

**Recommendation:** [Active, Completed, Unattainable]

**DRAFT**

*(Figures 5-7 and 5-8 are to be used by the commander to appoint members to the Commander's Steering Committee. MACOM/installations may choose format).*

**Figure 5-7. Memorandum of Appointment to Commander's Steering Committee**

DAAF-USA

01 Oct 01

MEMORANDUM FOR COL I. M. deBOSS, Director, Installation Services, Fort  
Wherever, USA 10001-1000

SUBJECT: Appointment to Commander's Army Family Action Plan Steering  
Committee

1. Appointment. Effective this date, you are appointed to membership on the Army Family Action Plan steering committee. Your appointment shall remain in effect throughout the term of your current position on Fort Wherever.
2. Purpose. The commander's steering committee will meet at least semi-annually to discuss the issues retained at the local level, review the status and determine the disposition. The purpose and composition mirror the HQDA General Officer Steering Committee.
3. Responsibilities. As a member of this committee, you are responsible to:
  - a. Attend all scheduled committee meetings,
  - b. Review status briefings on active AFAP issues,
  - c. Review issues for feasibility and measurable objectives,
  - d. Establish priorities for new issues,
  - e. Determine the appropriate issue status (active, completed, or unattainable),
  - f. Provide recommendations to the commander for approval.
4. Committee Composition. The AFAP steering committee will be composed of, but not limited, to the following members:
  - a. Installation/Garrison commander (chair)
  - b. DCSPER (deputy chair)

**DRAFT**

- c. DCSLOG
- d. Judge Advocate
- e. Medical/Dental Commander
- f. Director, Public Works and Environment
- g. Inspector General
- h. Mrs. Jane Sergeant, junior enlisted spouse
- i. Mrs. Susan Smith, officer spouse
- j. Mr. Toby Ironsides, family member (youth)
- k. Mr. Ben Thare, retiree

4. Authority. Your appointment as a committee member is made under the authority of AR 608-XX, paragraph xxx.

JONATHAN H. STRONG  
Lieutenant General, USA  
Commanding

**Figure 5-8. Certificate of Appointment to Commander's Steering Committee**

**DRAFT**

**CERTIFICATE OF APPOINTMENT**

Pursuant to the authority vested in the undersigned, and  
in accordance with, AR 608-XX, section XX

**COL. I. M. deBOSS**  
**DIRECTOR, INSTALLATION SERVICES**

is hereby appointed to the

**COMMANDER'S AFAP STEERING COMMITTEE**

to perform in accordance with the requirements  
and purpose as set forth in AR 608-XX,  
*Army Family Action Plan.*

This appointment will remain in effect  
for as long as the appointed individual named herein  
is assigned to this installation and remains  
in the capacity of Director, Installation Services.

JONATHAN H. STRONG  
Lieutenant General, USA  
Commanding

**Figure 5.9. Army Family Action Plan Annual Report (DA Form 7255-R)**

**DRAFT**

<b>ARMY FAMILY ACTION PLAN ANNUAL REPORT</b>		
For use of this form, see AR XXX; the proponent agency is the ACSIM		
<b>1. FORUM INFORMATION</b>		
A. Name of Installation	B. Name of Major Command	
C. Location Where Held (if off site)	D. Dates of Conference/ Forum	
E. Number of Participants:	F. Next Scheduled Conference/ Forum	
<b>2. DELEGATES IN EACH CATEGORY</b>		
A. Single soldiers (not single parents)	B. Married soldiers (not dual military)	C. Single soldier parents
D. Dual military	E. Civilians	F. Youth
G. Officers	H. Officer Spouses	I. Enlisted
J. Enlisted Spouses	K. Army Reserve	L. Army National Guard
M. Retirees	N. Total	
<b>3. AFAP PROGRAM INFORMATION</b>		
A. Is there a commander's steering committee to review issues? Yes ___ No ___		
B. Does it meet at least semiannually? Yes ___ No ___		
C. Name, mailing address, e-mail address, and phone numbers of AFAP manager:	D. Were conference/forum FRTIs, SMEs, and delegates trained? Yes ___ No ___	
	----- E. AFAP manager signature	
F. Name, title, and address of MACOM AFAP manager:	G: Name, title, and address of senior official at conference/forum outbrief:	
<b>4. AFAP CONFERENCE ISSUES</b>		
A. Number of forum issues:	B. Number retained locally:	C. Number sent to the MACOM
D: Number of duplicate or unclear issues	E. On plain paper, list title and disposition of issues retained locally (RL) and issues sent to the MACOM (MA) or HQDA (DA)	

**Appendix F**

**DRAFT**

## **Glossary**

### **Section I**

#### **Abbreviations**

#### **Glossary of Abbreviations and Terms Used in This Regulation and in Conjunction with the AFAP Program**

AAFES: Army and Air Force Exchange Service

ACAP: Army Career and Alumni Program

ACS: Army Community Service

ACSIM: Assistant Chief of Staff for Installation Management

ADCSPER: Assistant Deputy Chief of Staff for Personnel

AER: Army Emergency Relief

AFAP: Army Family Action Plan (ACS)

AFTB: Army Family Team Building (ACS): a volunteer-led organization designed to prepare Army families by educating and training spouses in knowledge, skills, and behaviors related to the Army

AMC: U.S. Army Materiel Command

AMEDD: Army Medical Department

APF: appropriated fund

ARNG: Army National Guard

ARSTAF: Army staff

ASD: Army simplified dividends

ASG: Area Support Group

ATEC: Army Test and Evaluation Command

AUSA: Association of the United States Army

BG: Brigadier General

BSB: Base Support Battalion

CAFAP: Consumer Affairs and Financial Assistance Program. This term is not longer used; see Financial Readiness Program (FRP)

CAR: Chief, Army Reserve

CBO: Congressional Budget Office

## DRAFT

CCH: Chief of Chaplains  
CFSC: [U.S. Army] Community and Family Support Center  
CHCS: Composite Health Care System  
CJCS: Chairman of the Joint Chiefs of Staff  
COLA: cost of living allowance  
CONUS: continental United States  
CNGB: Chief, National Guard Bureau  
CSA: Chief of Staff, U.S. Army  
DAS: Director of the Army Staff  
DCSINT: Deputy Chief of Staff for Intelligence  
DCSLOG: Deputy Chief of Staff for Logistics  
DCSOPS: Deputy Chief of Staff for Operations and Plans  
DCSPER: Deputy Chief of Staff for Personnel  
DDESS: domestic dependent elementary and secondary schools  
DeCA: Defense Commissary Agency  
DISC4: Director of Information Systems for Command, Control, Communications, and  
Computers  
DoDD: Department of Defense Directive  
DoDDS: Department of Defense dependent schools  
DoDEA: Department of Defense Education Activity  
DODI: Department of Defense Instruction  
DPW: Directorate of Public Works  
ECI: employment cost index  
EFMP: Exceptional Family Member Program (ACS): a mandatory enrollment program  
working in conjunction with other military and civilian agencies to provide support,  
housing, educational, medical, and personnel services to families with special needs  
ERMC: Europe Regional Medical Command  
EUSA: Eighth U.S. Army, Korea  
EXCOM: executive committee  
FAC: family assistance center  
FAP: Family Advocacy Program (ACS): a program dedicated to the prevention,  
education, prompt reporting, intervention, and treatment of spouse and child abuse

## DRAFT

FRP: Financial Readiness Program (ACS): a training program to educate soldiers and spouses in money management, financial planning, proper use of credit, and debt liquidation; now called Financial Readiness Service

FMERP: Family Member Employment Readiness Program (ACS): a program that assists members who are relocating as a result of a military or civilian sponsor's PCS; provides employment information and referral services; now called Employment Readiness Service

FRG: Family Readiness Group (ACS)

FOA: field operating agency

FORSCOM: U.S. Army Forces Command

FY: fiscal year

GAO: General Accounting Office

GEN: General of the Army

GOSC: General Officer Steering Committee

HAC: House Appropriations Committee

HASC: House Armed Services Committee

HBC: House Budget Committee

HHG: household goods

HQDA: Headquarters, Department of the Army

IDP: individual development plan

INSCOM: U.S. Army Intelligence and Security Command

Installation: land and improvements, under the control of the Department of the Army, at a fixed location at which functions of the Army are or may be carried on and which has been established by directive of DA or by an overseas command under delegated authority.

IPR: in-process review

ITO: installation transportation officer

MACOM: major command

MDEP: management decision package

MEDCOM: U.S. Army Medical Command

MHS: military health system

MMSO: military medical support office

MOCS: Military Occupational Classification and Structure

## DRAFT

MTF: military treatment facility  
MTMC: Military Traffic Management Command  
MWR: morale, welfare, and recreation  
MWR BOD: MWR Board of Directors  
NAF: nonappropriated fund  
NCO: noncommissioned officer  
NDAA: National Defense Authorization Act  
NGB: National Guard Bureau  
NMFA: National Military Family Association  
NPSP: New Parent Support Program (ACS): a child abuse and neglect prevention and education program mandated by the U.S. Congress; a part of FAP  
OCAR: Office of the Chief of Army Reserve  
OCONUS: outside continental United States  
OMA: operation and maintenance, Army  
OMAR: operation and maintenance, Army Reserve  
OMB: Office of Management and Budget  
OMNG: operation and maintenance, Army National Guard  
OPM: Office of Personnel Management  
OSD: Office of the Secretary of Defense  
OTSG: Office of the Surgeon General  
PAT: process action team  
PBC: Program and Budget Committee  
PBD: program budget decision  
PBG: program and budget guidance  
P/BS: program/budget system  
PCS: permanent change of station  
PERSCOM: U.S. Total Army Personnel Command  
POC: point of contact  
POM: program objective memorandum  
PPBES: program performance and budget execution system  
PPBS: planning, programming, and budgeting system  
QRMC: quadrennial review of military compensation

## DRAFT

RAP: Relocation Assistance Program (ACS): provides services necessary to support DA personnel and their families as they relocate; uses briefings, workshops, cross-cultural training, and orientations; now called Relocation Readiness Service

RC: reserve component

SAC: Senate Appropriations Committee

Senior Army Leadership: The Secretary of the Army; Chief of Staff, U.S. Army;  
Undersecretary of the Army; Vice Chief of Staff of the Army

SHAPE: Supreme Headquarters, Allied Powers Europe

SIO: standard installation organization

SITES (Standard Installation Topics Exchange Service) (ACS): worldwide relocation information on major military and associate installations

SMA: Sergeant Major of the Army

STARC: (National Guard) state area command

TAPS: training and programming specialists

TC: Transitional Compensation (ACS): monetary and other benefits payable to family members when the sponsor is separated from active duty as a result of a dependent abuse offense (a sub-element of FAP)

TCS: temporary change of station

TDA: table of distribution and allowances

TJAG: The Judge Advocate General

TLE: temporary lodging expense

TMA: TRICARE management activity

TOE: table of organization and equipment

TRADOC: U.S. Army Training and Doctrine Command

TRICARE: Department of Defense regional managed health care system

UFR: unfunded requirement

ULB: uniform and legislative budget

USAR: U. S. Army Reserve

USAREC: U.S. Army Recruiting Command

USAREUR: U. S. Army, Europe

USARJ: U. S. Army, Japan

USARPAC: U.S. Army Pacific

USASMDC: U.S. Army Space and Missile Defense Command

## **DRAFT**

USASOC: U.S. Army Special Operations Command

VCSA: Vice Chief of Staff of the Army

VGLI: Veterans' Group Life Insurance

VTC: video teleconference

WIC: Women, Infants, and Children program (ACS)

## **Section II**

### **Terms**

#### **Delegate**

A person selected to represent the interests and concerns of the Army's members, soldiers, families, retirees, DA civilians, active, National Guard and Reserves at an AFAP conference. Delegates prioritize issues and make recommendations for resolution.

#### **Facilitator**

A volunteer who manages the conference work group to review, prioritize and develop issues. The facilitator keeps the group focused, encourages participation by group members, and ensures products are submitted on time.

#### **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 –
  - (1) Has not passed his or her twenty-first birthday;
  - (2) 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 member's or former member's death) in fact dependent on the sponsor for one-half of his/her support: or
  - (3) has not passed his or her twenty-third 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 his/her support.

## **DRAFT**

d. A parent or parent-in-law of a sponsor who is (or was at the time of the member's or former's death) in fact dependent on the sponsor for one-half of his or her support and residing in the sponsor's household.

### **Issue Support Person**

A volunteer who ensures the group follows the established guidelines when developing the issues and preparing the disposition papers.

### **Recorder**

A volunteer who captures the work group proceedings on butcher paper and displays the notes to assist delegates track their ideas and decisions.

### **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 appropriated fund employee.

### **Subject Matter Expert**

A staff action officer or other person who provides information to conference work groups on issues within the SME's area of expertise. The SME provides information on the feasibility of the recommendations, may suggest alternative courses of action, and supports the intent of the work group.

### **Transcriber**

A volunteer who assists the group with the technical support needed. The transcriber takes computer notes of the day's discussions, to allow for review or clarification. The transcriber prepares draft and final copies of all products during the AFAP conference.