

# The HELP Guide to Guard & Reserve Family Readiness



A Key Component of Mission Readiness

## Table of Contents

	Page
Family Readiness – A Key Component of the Total Force .....	1
The Challenge – Impact of family readiness on morale, effectiveness, and retention – the spouse’s perspective .....	2
The DoD Response – A Strategic Plan, Ongoing Initiatives .....	3
Family Readiness Programs .....	4
Best Practices and Model Family Readiness Components .....	5
Pre-deployment Checklist .....	6
Family Resource Directory .....	7
A Guide for Family Separations .....	8
LIFELines & Ombudsman Modules .....	9
Commander’s Readiness Guide .....	10
Family Readiness Program Questionnaire for Newcomers .....	11
Electronic Newsletter .....	12
Key Volunteers Network Information .....	13
Family Readiness Analysis System .....	14
Model Programs and Practices Addresses .....	15
Family Readiness Paradigm .....	16
Useful Web Sites for Reference or Assistance .....	17

**“We do find a lower probability of retention among the more experienced reservists who experienced increased family problems as a result of being mobilized. The Reserve Components need to pay attention to this and extend their current efforts to provide increased support to families when reservists are deployed”**

1998 RAND study  
The Effect of Mobilization on Retention of Enlisted Reservists after Operation Desert Shield/Storm

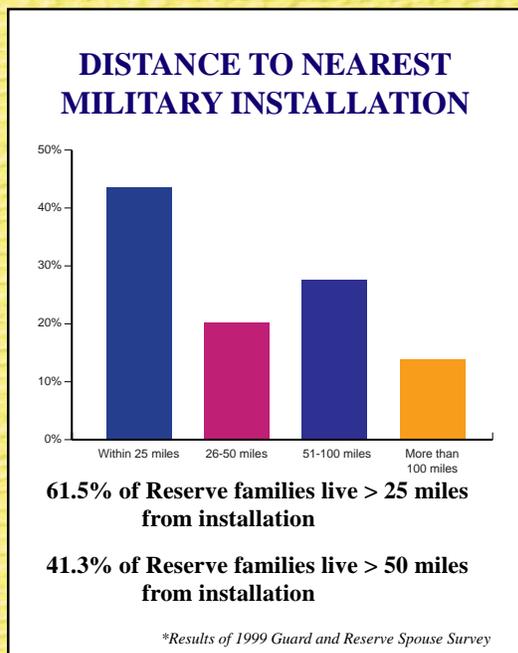
## Family Readiness – A Key Component of the Total Force:

It is no longer rhetoric. Defense officials recognize the vital role that families play in supporting military readiness, and they are enhancing programs, forming partnerships, and resourcing programs to directly support family readiness. The stakes are high. Reservists are a critical part and a full partner of the Total Force. Frequent deployments and high OPTEMPO are a reality for some Guard and Reserve Service Members and families. Nearly 1.28 million reservists serve in the Army National Guard, the Army Reserve, the Naval Reserve, the Marine Corps Reserve, the Coast Guard Reserve, the Air Force Reserve, and the Air National Guard. Guard and Reserve members deploy as units and individually serve with service members in the Balkans – Bosnia and Kosovo, and in Southwest Asia. Ongoing missions for Guard and Reserve members include: humanitarian and support services; training throughout the nation and other countries; enhancement of regional security; and reinforcing democratic values around the world.

With over 50 percent of the force married, family separation is common and the need for self-reliant families is crucial. Defense leaders are committed to helping families and enhancing family readiness. Commanders and service members do not want families just to survive deployments and separations, but want family members to know how to access and utilize military quality of life services and support. Family readiness and self-reliant families are linked with the goal of having families function successfully within the military support network and to seek assistance during the challenges of separation.

In the Guard and Reserve, distance and isolation from military installations make it more difficult for commanders and Family Readiness Group Program Managers to reach the family members needing information, support, and access to resources. Reserve families are geographically dispersed in communities across the nation, and service members can be assigned to units one or more states away. Commanders and leaders have discovered that many Reservists do not share information with their families. When these Reservists are deployed or separated by duty requirements, their families are unable to easily secure the services and support they need.

This booklet is designed to provide Reservists, family members and those responsible for their support a clear understanding of the importance of family readiness, the challenges family members face during deployments, and how some elements of the Total Force have responded to those challenges through innovative programs. It is not intended to be a complete answer to the family readiness needs of the Total Force, but rather an introduction to those needs and an overview of how those needs are being met. For commanders and others responsible for family readiness and support, this booklet is a vision of how some have promoted family readiness and a mandate to examine their own programs with the goal of applying the best practices of others in combination with their own new initiatives.



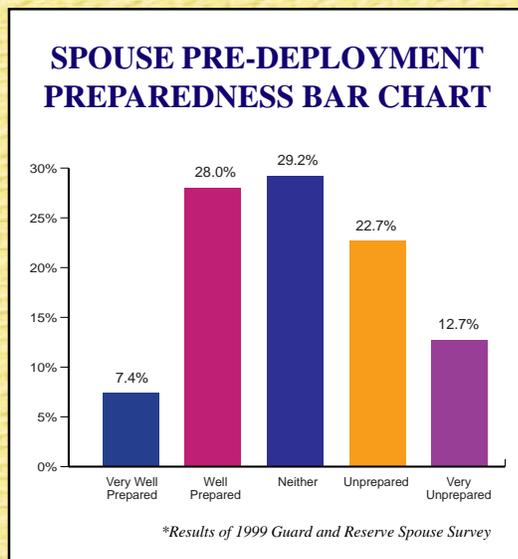
## The Challenge – Impact of family readiness on morale, effectiveness, and retention – the spouses’ perspective

Research and history have proven that the quality of life experienced by Reserve component members and their families directly impacts on unit readiness, mission accomplishment and the retention of experienced and skilled Reservists. While active duty families often have easy access to established family readiness programs and robust resources at their local military installation, spouses of Reservists are not so fortunate. Necessary resources and service providers are often located far away, and many spouses may not know how or where to get needed information and services.

In September 1999, a 34-question survey was sent to all spouses of Guard and Reserve members who were deployed under the three separate Presidential Reserve Callups (PRCs) in Southwest Asia, Bosnia, and Kosovo. The survey results revealed less than 36% felt they were well prepared and that they needed timely and accurate information. When family

members have the information they need, they feel more supported during times of separation and deployment. Both Active and Reserve components have long understood the critical role of the family in the reenlistment decision. That understanding has been validated by a post-Gulf War RAND Study, which clearly demonstrated that experienced Reservists whose families experienced mobilization-related problems were less likely to reenlist. The link between family readiness and mission readiness is clear. Spouses want information on mobilization preparation, benefits and entitlements, military support services, and a point of contact from their sponsor’s military unit or Family Readiness Program office. When they do not get the information and support they need, retention, morale, and readiness suffer.

DoD is accepting the challenge by proactively enhancing family readiness programs and outreach to Guard and Reserve families. DoD initiatives endorsing the integrated Total Force Concept and family readiness emphasis are increasingly prevalent. A striking example is the effort to improve the availability of health care. DoD is seeking ways to maintain uninterrupted health and dental care for National Guard and Reserve personnel. The expanded TRICARE Dental Program took effect February, 2001. DoD listens to the spouses’ perspective and is committed to quality of life issues for Guard and Reserve members and their families.



## The DoD Response – A Strategic Plan

In September 1999, the National Guard & Reserve Family Readiness Strategic Planning conference developed a vision and a Strategic Plan for family readiness programs. The themes, goals and strategies of the plan are:

- Support mission readiness through Reserve component family readiness
- Develop family readiness programs and services that improve quality of life
- Provide Guard & Reserve members equitable and accessible benefits and entitlements
- Standardize family readiness programs
- Utilize technology
- Work together (joint) to share ideas
- Develop a Total Force approach for access to family readiness programs across services



## Ongoing Initiatives:

- A “Guide to Reserve Family Benefits” was developed and is downloadable from the Internet at <http://www.defenselink.mil/ra/>. This useful reference has been downloaded from the Web Site over 200,000 times. The booklet provides general information on how to access benefits and reach service providers.
- Recently held forums in 2000: DoD Military Family forum, DoD Senior Enlisted Advisors Forum, DoD Quality of Life Summit, DoD Quality of Life Technology Symposium, and the DoD Family Readiness Conference.
- Partnerships have been formed to share ideas and resources. The Department of Defense Office of Family Policy and Reserve Affairs formed a partnership to improve family readiness.
- A Reserve Affairs Executive Support Committee (ESC) consisting of representatives of each Services’ Family Program Office was established and meets regularly to address family readiness issues, share ideas, and forge a joint approach to Family Readiness.
- In September 1999, a 34-question survey was sent to all spouses of Guard and Reserve members who were deployed under the three separate Presidential Reserve Callups (PRCs) in Southwest Asia, Bosnia, and Kosovo.
- In August 2000, a survey was sent to 75,000 Reserve component members and 43,000 spouses with questions on a wide range of programs, policies, and issues affecting their quality of life. The results will allow OSD and the Reserve component leaders to better understand and address family readiness issues.

## Family Readiness Programs

Family Readiness Programs are the commander's tool for developing strong, self-reliant families that can withstand the rigors of deployments and support continued participation in the Reserves. While Family Readiness Programs are the commander's tool, it is a team effort that requires the active involvement of unit support staff, Family Readiness Program staff and volunteers, the Family Readiness Group (also referred to as Family Support Group), and, last but certainly not least, service members and their family members. Family Readiness Programs vary from unit to unit; however, most are built on a six step process that involves the following activities: (1) **inprocessing**, (2) **welcome briefing**, (3) **training and unit mission**, (4) **predeployment**, (5) **deployment**, and (6) **reunion**.

The classic process begins when the service member signs into a unit (**inprocessing**). The service member will complete a personnel form that includes questions on where they live, immediate family members and next of kin, home of record address, and other vital information. Accurate information gives the commander and the Family Readiness Team the data they need to communicate with and support families. To improve unit cohesion, retention, and family readiness, many units conduct a "**Welcome Briefing**" for new service members and family members. This briefing allows Reservists and their spouses to meet unit leaders and the Family Readiness Program Coordinators, learn the unit's mission, discuss entitlements and benefits, obtain key contact information, and learn about valuable resources. Commanders who personally conduct the Welcome Briefing demonstrate their commitment to families. Unfortunately for Guard and Reserve members due to the distance they live from the unit, family members are often not able to attend this briefing. This places more responsibility on the members to be proactive and communicate with their spouses. It also means leaders at all levels must ensure that members serve as effective communication links for their spouses.

Family readiness is not the product of a one-time effort. Throughout **training and unit mission** activities, the Family Readiness Team must continually work to maintain the flow of information and provide support

services. Commanders use Family Readiness Group meetings, newsletters, phone calls, e-mail, and even the Internet to disseminate information. The Family Readiness Group (FRG) plays a significant role in linking the commander, service member, and family member in the unit. The FRG is an organization of officers, enlisted service members, civilians, and family members that uses staff and volunteers to provide social and emotional support, outreach services, and information to family members. The FRG gives moral support to family members, service members, civilians, and military units during periods of normal military life and military deployments and crisis.

As deployments near, the need for family readiness oriented activities increases. Effective commanders use the **predeployment** briefing as a means of demonstrating the unit's commitment to support families during the sponsor's absence. Commands also increase their outreach to spouses and work with unit members to review family care plans and financial issues to ensure that deployability is maintained.

Family support activities hit full stride during **deployments** as the Family Readiness Program staff assists families to meet their informational and service needs. After deployment, the command uses **reunion** activities to ease the return of Reservists not only to their families but also to their employers. Units can capitalize on technology to link members, family members, commanders, and Family Readiness Program staff. E-mail, video teleconferencing (VTC), Internet sites, Family Readiness Group meetings, and command information newsletters all contribute to maintaining the flow of information and reducing the stress of family separation.

Ultimately, the goal of Family Readiness Programs is the development and sustainment of self-reliant families that are prepared for and capable of surviving the stress of deployment. Successful Family Readiness Programs are the product of four key factors: command emphasis; effective staff support; dynamic Family Readiness Program leadership; and proactive, communicating members and spouses.

## Best Practices and Model Family Readiness Components

Family Readiness Programs are not new to the seven Guard and Reserve components. Every unit has an active ongoing Family Readiness Program. In the fall of 2000, the Office of Reserve Affairs requested that each Guard and Reserve component provide data on their Family Readiness Programs to include the following:

- Standardized predeployment and mobilization checklists
- Newsletter and telephone tree examples
- Brochures on topics of interest to families
- Family support training activities
- Publicity protocols and sample press releases
- Parent education information
- Volunteer programs
- Legal requirements
- Family financial materials

This data collection was used to develop this book, *HELP Guide to Guard and Reserve Family Readiness*, and the newly developed *Guard and Reserve Family Readiness Toolkit*. The goal of the HELP Guide is to recognize and acknowledge the significant contributions and accomplishments of unit Family Readiness Programs, and to promote the active sharing of ideas and open communication between the services.

The HELP Guide (Historical, Energy, Leadership, and Process) highlights a small representation of some of the best practices and model family readiness components covering essential elements of all Family Readiness programs. An example is included in each model, and contact information is included. Technology has provided the ability to obtain ideas across Guard and Reserve components through e-mail and high-powered Internet sites. Rather than reinvent the wheel, the Office of Reserve Affairs encourages all Family Readiness Programs to share their vast resources and ideas.

Key elements of family readiness involve organizing personal, financial, employment, and family affairs. These essential elements are the same whether the military member is mobilized and deployed for a short duration or for an extended deployment.

The model practices highlighted in this book are:

### **Predeployment checklist**

U. S. Coast Guard, Maine Air National Guard

### **Family Resource Directory**

Texas National Guard – Task Force Eagle, 49<sup>th</sup> Division

### **A Guide for Family Separations**

U. S. Army Reserve, 88<sup>th</sup> Regional Support Command

### **Family Readiness Program Questionnaire for Newcomers**

Air Force Reserve, Selfridge ARS, ANG

### **Lifelines and Ombudsman Modules**

COMNAVRESFOR, U. S. Navy

### **Commander's Readiness Guide**

U.S. Army Special Operations Command (USASOC)

### **Electronic Newsletter**

U. S. Army Reserve, 70<sup>th</sup> Regional Support Command, 10<sup>th</sup> Region

### **Key Volunteers Information and Training**

U. S. Marine Corps

### **Family Readiness Analysis System**

Army National Guard

## Pre-deployment Checklist

### U. S. Coast Guard/Air National Guard

Predeployment and preparation for mobilization is a time of high energy, mission focus, and anxiety. Both Reservists and family members experience anxiety as they face separation, leaving employment, concern about finances, children, and general well-being. Preparation is key for smooth deployment and separation. The following topics should be considered:

- Training
- Command Guidance
- Rear-Detachment Mission
- Predeployment Briefing
- Outreach
- Family Care Plans
- Finances
- Resources

- Family Readiness Group (also known as Family Support Group) Activities
- Technology Links between Command, Members, and Family Members

Predeployment checklists are proactive readiness tools whose usefulness cannot be overstated. The checklist provides a valuable juncture for the Commander and most importantly the Reservist and family members to determine which areas need more attention or support. The checklist serves as a contingency plan so that when problems do arise, support is more readily available. The unit will usually provide training in various subject areas, such as financial management, and will provide access and referrals for counseling, legal services, and other specialized needs.

The U.S. Coast Guard and the Maine Air National Guard have thorough predeployment checklists. The Maine Air National Guard checklist (1 page shown below) includes the essential emergency hotline telephone number. This toll free hotline empowers family members to seek assistance in emergency and nonemergency situations. This valuable asset assists the family members, service members, and commanders to provide resources, promote family readiness, and encourages self-reliant families. An Air National Guard spouse was the author of the Maine Air National Guard

checklist. She is a volunteer who was recognized by the National Military Family Association (NMFA) as a 2000 winner of the Very Important Patriot award. She was cited for developing and implementing Maine's Family Support Program as its volunteer state coordinator.

Maine National Guard Family Readiness Checklist	
<p><b>FAMILY BUDGET (PAYMENTS, ADDRESSES, DUE DATES)</b></p> <p>___ MORTGAGE / RENT</p> <p>___ ELECTRICITY</p> <p>___ HEATING FUEL</p> <p>___ WATER &amp; SEWAGE</p> <p>___ TAXES</p> <p>___ TELEPHONE</p> <p>___ CAR LOANS</p> <p>___ INSURANCES</p> <p>___ CREDIT CARDS</p> <p>___ TRASH</p> <p>___ OTHER LOANS</p> <p><b>TRANSPORTATION / AUTOMOBILES</b></p> <p>___ ARE ALL DRIVERS INSURED?</p> <p>___ ARE ALL DRIVERS LICENSES UP TO DATE?</p> <p>___ ARE INSURANCE CARDS IN PROPER PLACES?</p> <p>___ WHERE ARE DUPLICATE KEYS?</p> <p>___ CAN YOU HANDLE EMERGENCY REPAIRS?</p> <p>(FLAT TIRE? DEAD BATTERY? OVER HEATING?)</p> <p>___ TOWING SERVICE NUMBER</p> <p>___ REPAIR GARAGE NUMBER &amp; REPAIRMAN'S NAME</p> <p>___ ARE VEHICLE REGISTRATIONS UP TO DATE?</p> <p>___ ARE VEHICLES INSPECTED?</p> <p>___ WHO CAN BE CALLED FOR EMERGENCY TRANSPORTATION?</p> <p>___ IF FAMILY MEMBERS CANNOT DRIVE, WHAT ARRANGEMENTS HAVE BEEN MADE?</p>	<p><b>HOUSEHOLD CHECKLIST</b></p> <p>___ LOCATION &amp; USE OF FUSE BOX / BREAKER BOX</p> <p>___ LIST OF REPAIRMAN NAMES &amp; PHONE NUMBER (PLUMBING, ELECTRICAL, HEATING, STRUCTURAL)</p> <p>___ YARD EQUIPMENT &amp; REPAIRMAN LIST</p> <p>___ LOCATION OF WATER VALVES &amp; MAIN WATER VALVE</p> <p>___ POWER OUTAGE SUPPLIES (FLASHLIGHTS, RADIO, BATTERIES, &amp; CANDLES)</p> <p>___ SNOW REMOVAL</p> <p>___ GAS CONTROL VALVE FOR EMERGENCY</p> <p style="text-align: center;"></p> <p style="text-align: center;"></p> <p style="text-align: center;"><b>EMERGENCY HOTLINE -</b> <b>1-800-581-9989 (TOLL FREE)</b></p>
<p><b>FAMILY MEDICAL INFORMATION</b></p> <p>___ HEALTH INSURANCE CARDS</p> <p>___ HOSPITAL CARDS (WHERE APPLICABLE)</p> <p>___ THECARE INFORMATION (WHEN APPLICABLE)</p> <p>___ FAMILY DOCTOR</p> <p>___ HEALTH &amp; DENTAL RECORDS</p> <p>___ IMMUNIZATION RECORDS (INCLUDING TETANUS)</p> <p>___ MEDICAL POWER OF ATTORNEY</p> <p>___ VETERINARY CLINIC AND DOCTOR</p> <p>___ ANIMAL SHOTS UP TO DATE?</p> <p><b>SAFETY DEPOSIT BOX</b></p> <p>___ WHO HAS ACCESS?</p> <p>___ WHERE IS THE KEY?</p>	<p><b>DEPLOYMENT / ACTIVATION CHECKLIST</b></p> <p>___ FULL NAME, RANK, SSN, BRANCH OF SERVICE</p> <p>___ FAMILY PROGRAM CONTACT NAME &amp; PHONE NUMBER</p> <p>___ WHAT'S NEXT/READINESS BOOK</p> <p>___ RED CROSS INFORMATION</p> <p><b>UNIT INFORMATION</b></p> <p>___ UNIT NAME</p> <p>___ UNIT CONTACT NAME &amp; PHONE NUMBER</p> <p><b>FINANCIAL INFORMATION</b></p> <p>___ WHAT IS YOUR BASE PAY?</p> <p>___ WILL IT SUPPORT THE FAMILY?</p> <p>___ NAME &amp; LOCATION OF BANKS</p> <p>___ NAME &amp; PHONE NUMBER FOR BANK CONTACTS</p> <p>___ ACCT NUMBERS &amp; BANK BOOKS (CHECKING, SAVINGS, ETC.)</p> <p>___ CREDIT CARD ACCT NUMBERS</p> <p>___ CAR LOAN PAYMENT BOOK, ETC.</p> <p>___ OTHER LOANS PAYMENT BOOKS, ETC.</p> <p>___ MORTGAGE, COMPANY, PHONE NUMBER, PAYMENT, ETC.</p> <p>___ CAN YOU BALANCE YOUR CHECKBOOK?</p> <p><b>INSURANCE PAPERS</b></p> <p>___ LIFE INSURANCE</p> <p>___ HEALTH INSURANCE</p> <p>___ CAR INSURANCE</p> <p>___ HOMEOWNER'S / RENTER'S INSURANCE</p>

## Family Resource Directory

Texas National Guard – Task Force Eagle 49<sup>th</sup> Division

### *Deployments = Organization of Personal and Family Concerns*

When faced with upcoming deployments, most units provide checklists, booklets, pamphlets, and a wealth of resource materials and information to the service members and family members. The more information that can be provided in meetings, in writing, electronically, and in person, the more prepared a family can be for the upcoming separation. The sharing of information is crucial to family well-being and to the readiness of the unit. If members feel that their family is taken care of, they are better able to perform their duties.

To support the families of deployed members, the 49<sup>th</sup> Division, Texas National Guard established a Family Readiness Center with E-mail and video teleconferencing capabilities (VTC). They used ongoing Family Readiness Group meetings, newsletters, telephone trees, and a web page help to build a sense of community.

When the 49<sup>th</sup> Division members deployed to Bosnia, a “Task Force Eagle Family Resource Directory” was prepared that was extremely comprehensive and an excellent example of the support provided to families. It is a 3-ring notebook with information organized in the following categories:

- Introduction including a map of Bosnia-Herzegovina and surrounding countries, Welcome Letters from the Adjutant General, 49<sup>th</sup> Armored Division Commander, Family Readiness Coordinator, and a Family Readiness Volunteer, and several inspirational sayings.
- Mission – Readiness. Included a book (Channing L. Bete), “A Personal and Family Guide for National Guard & Reserve Members”
- Pre-Deployment –Deployment
- Emergency Help
- Finances
- Glossary
- Guard Family Record
- Household Resources
- Insurance
- Legal Matters
- Other Helpful Information

Most importantly, the Family Resource Directory

serves as a guide for families and offers information and resources. There is room to personalize the guide with blank forms to record names and telephone numbers of Family Readiness Program staff and volunteers, and room for notes. The directory became each family’s personal record book for all-important information. One example from the notebook is the following Financial Checklist.

### FINANCIAL CHECKLIST

Check off before deployment:

- Appropriate allotment applied for
- Joint accounts for both checking and savings
- Spouse has the following:
  - Account numbers for checking and savings
  - Bank ledger for listing written checks
  - Checkbook(s) for all accounts
  - Automatic teller card(s)
- Spouse knows the following:
  - Amount due on loans (college tuition, child support, etc.)
  - Monthly payment dates
  - Addresses and phone numbers to loan companies
- Spouse is aware of routine monthly bills and budget
  - Rent or mortgage
  - Utilities
  - Cable TV/Newspaper/Magazine
  - Insurance payments
  - Grocery and family needs
- Spouse has access to copies of federal income tax and name of person who prepared them
- Spouse knows where to go for financial assistance in times of crisis: (Army Community Service, Army Emergency Relief, Rear Detachment, Family Assistance Center, Guard Family Program Coordinator)

## A Guide for Family Separations

U. S. Army Reserve, 88th Regional Support Command

Family separations are an unfortunate but unavoidable part of military life. Separations from family, job, church, friends, and the community are difficult for Guard and Reserve members. Members need to feel that there is a support system in place for their families. To be effective, service members must be able to understand and explain that support system to their spouses. Military units carry out their missions more effectively and successfully when members and their families are well prepared for separations. Family preparedness, like unit preparedness, requires planning and organization.

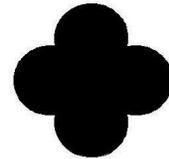
Separation brings change in the dynamics of the family. One parent or guardian becomes responsible for the well-being of the entire family. Individuals will go through many emotions before and during separation. Intense feelings are normal. Stability and traditions are especially effective and helpful during times of separation. Routines can provide a sense of comfort, and staying busy can provide structure and help the time pass more quickly. Separation is never easy, but it can be a positive growth experience, especially when resources and a support system are readily accessible.

Guard and Reserve families are fully integrated into civilian communities and are active contributing members of their neighborhood, workplace, schools, churches, and community. They have a unique role of fitting into two worlds, both civilian and military, and they often bridge the gap by educating their civilian employers, friends, and family about the military. Guard and Reserve families are less connected to military units and installations and may not fully understand their benefits, entitlements and resources that are available to them. The unit needs to reach out to the members and families, and the Family Readiness Program is the best vehicle for passing pertinent information between the command and family members.

The U.S. Army Reserve 88<sup>th</sup> Regional Support Command (RSC) has developed a

*Guide for Family Separations*, which is a comprehensive source of checklists (such as recurring expenses, unit information, and fill in the blank forms), resource contacts, and guidance on healthy ways to approach separation. The 88<sup>th</sup> RSC has full-time Family Program Directors available throughout the six geographical states. Family Program Directors are professionals who provide guidance and assistance to the Family Readiness Groups and command. The 88<sup>th</sup> RSC Family Readiness Division maintains a web page located at <http://www.usarc.army.mil/88thrsc/> and materials such as the *Guide for Family Separations* can be accessed through the Internet.

## WHERE THE FAMILY IS FIRST: A Guide for Family Separations



*United States Army*  
*88th Regional Support*  
*Command*

## LIFELines & Ombudsman Modules

COMNAVRESFOR, U. S. Navy

Communication is vital to family readiness for both the Active and Reserve components. Commanders and family readiness team members must be able to efficiently and effectively provide members and their family members with accurate and up-to-date information. Traditional paper-based methods and command briefings don't always deliver information to family members. This is particularly true with Reserve component families.

The Internet has provided the military services with an economical and highly efficient means of disseminating information. An excellent example of how the Internet can be used to improve family readiness is the U.S. Navy's innovative LIFELines Services Network, <http://www.lifelines2000.org/>. This Quality of Life network with multiple links, live web broadcasts, online chats, and broadcasts was recently selected as one of the 10 best "Year 2000 Best Feds on the Web" by *Government Executive Magazine Online*. The LIFELines home page provides information on twenty-six categories of services and links to information on critical items of interest such as housing assistance, medical, dental, and pharmacy services.

In addition to general information, LIFELines offers members of the Reserve components items of particular value. One link leads to the Navy's *Deployment Support/Return and Reunion Programs Virtual Magazine*. This online resource is designed to help members and family members prepare for and cope with the stress of deployment. LIFELines also provides a specific section devoted to the Reserves. This section contains relevant news stories and links to valuable Reserve oriented resources such as the Reserve Ombudsman system. The Navy Ombudsman program was created in 1970 to address Navy family issues and concerns. It is a volunteer program, designed to facilitate communication between families and Navy leadership. Ombudsmen are trained volunteers who are appointed by the command after an extensive interview process. The Ombudsman is the primary point of contact between the families at home and the command during deployment. The Ombudsman is not a counselor or a social worker, but is a trained caring volunteer who can show family members resources and the assistance they need.

LIFELines includes the Reserve Ombudsman Online system, which helps to connect Reserve Ombudsman throughout the Navy and has six new

Reserve Ombudsman Orientation training modules. There is a link to the Navy Family Ombudsman Training Participant Coursebook that encompasses thirteen training modules. These comprehensive training modules cover:

- Introduction and Overview of the Ombudsman Program
- Ombudsman's Code of Ethics
- Establishing Effective Working Relationships
- Obtaining and Maintaining the Command Roster
- Using Active Listening
- Developing Written Communication
- Information and Referral: Identifying Resources
- Principles and Processes
- Command Emergencies and Natural Disasters
- The Ombudsman Role in Deployment
- Planning and Budgeting
- Continuous Development

As a testament to the success and effectiveness of the Ombudsman Program, the Air Force developed the Air Force Ombudsman Program, which was modeled on the Navy program and tailored to the Air Force mission. The Air Force Ombudsman program has been pilot tested at five Air Force bases.

The Internet is a powerful tool for family readiness. The Navy LIFELines web site is an excellent example of how the Web can be used to meet the needs of the Total Force. As effective as Web-based information services can be, nothing can replace the human touch in times of crisis. The Navy Ombudsman system capitalizes on the Internet as a means of communication and training to improve its ability to meet the needs of Navy families through direct and personal contact.



## Commander's Readiness Guide

U.S. Army Special Operations Command (USASOC)

Mission Readiness is a commander's first priority. The tie between family readiness and mission readiness is well documented. When families are informed and prepared for their sponsor's deployment, the unit is insulated from morale and readiness detractors. Studies of leadership have shown that possibly the most important responsibility a commander has is to clearly articulate his intent. As important as family readiness is to mission readiness, commanders seek tools they need to effectively plan and execute initiatives to build self-reliant families.

The military services provide commanders at all levels with training in family readiness-related areas such as legal affairs and family advocacy programs. The services also use regulatory and policy documents to provide commanders the guidance they need. But commanders are busy and must deal with a daunting variety of issues and problems. This is especially true in the Reserves where commanders have their civilian jobs to worry about as well. Commanders need tools that are consistent with policy and regulatory documents but are also easy to use.

The U.S. Special Operations Command has developed a unique and comprehensive Commander's Readiness Guide on a CD-ROM. The Guide is distributed in Adobe Portable Document Format (PDF) that enables the efficient use of the CD-ROM's capacity. Users can view thumbnail views of document pages and print or read only those that are important. The CD-ROM is portable and can be used on any computer.

The Guide is comprehensive and provides almost every resource a commander would need and is particularly useful for new commanders. It contains relevant informational resources including policies and regulations governing such vital initiatives as the Family Advocacy Program and the Army Community Service Program. The Guide also provides developmental tools to improve a commander's mastery of readiness-related issues, including communication drills and a glossary of acronyms and terminology. Finally, to give commanders a quick start on the development of

their own programs, the Guide provides sample documents such as a Standard Operating Procedure (SOP) for a Family Support Group. Sample documents can be easily modified to fit individual unit situations. The Commander's Readiness Guide is technology at its finest: small, versatile, consolidated, comprehensive, and easily accessible.



### USASOC COMMANDER'S READINESS GUIDE

July 2000

United States Army Special Operations Command  
Deputy Chief of Staff for Personnel, Family Readiness Branch  
(910) 432-4103 or DSN 239-4103 or 1-800-525-6846

**Soldier and Family Readiness Begins With YOU!**

- Commander's Desk Guide
- USASOC Family Advocacy Program Policy, Memo by LTG Tangney
- USASOC Policy or Precedent 17-95, USASOC Policy for the Army Family Advocacy Program (FAP)
- USASOC's Family Advocacy Program Training Guidance
- AR 608-1, Army Community Service Program
- AR 608-18, The Army Family Advocacy Program
- Family Support Groups, Memo by LTG Tangney
- DA Pam 608-47, A Guide to Establishing Family Support Groups

## Family Readiness Program Questionnaire for Newcomers

Air Force Reserve, Selfridge ARS, ANG

Essential to every unit is a strong, viable personnel system that tracks each member, their address and telephone number, and information about their family. This information is vital and is usually obtained when a member enters the unit. Feeling welcome and understanding the mission of the unit, having access to other spouse's names and numbers and unit Points of Contact (POC's) is essential for family readiness. It is important for a welcome letter, telephone call or face-to-face contact to be made with newly arrived family members as soon as possible. It is human nature to feel anxious when transition or change takes place, and contact with someone from the unit can make all the difference in easing that apprehension. The more informed and supported that spouses feel, the more involved they become in Family Readiness Programs and other activities.

Feeling welcomed and a part of a group cannot be understated. It is directly tied to personal well-being and quality of life. The recent 1999 Survey of Families of Deployed National Guard and Reserve Component Members clearly indicated that junior, newly married couples with small children, and those with little or no prior military experience want and need information and support. Other studies and DoD Family Programs support the theory that how welcome and supported the family members feel directly impacts military retention and readiness.

The Selfridge Air Force Reserve Command Family Readiness Program developed a Family Readiness Program Questionnaire for Newcomers, which captures important information that is extremely

relevant to family readiness. It provides key topic areas for family members to consider while their spouse is away for training and deployments. When completed, the questionnaire will provide relevant feedback to the Family Readiness Program on the areas for education and training. Like most units, they also send out welcome letters to newly assigned family members with vital unit and point of contact (POC) information. Below is a copy of their Questionnaire for Newcomers:

MONTH \_\_\_\_\_ YEAR \_\_\_\_\_

**FAMILY READINESS PROGRAM  
QUESTIONNAIRE FOR NEWCOMERS**

  
"Family and Personal Readiness is Mission Readiness"

**Section 1: Demographics** Please answer the following questions. (Ignore the numbers in parentheses. They are simply codes for entering the information into our database.)

A. Are you: \_\_\_\_\_ Single (1) \_\_\_\_\_ Married (2) \_\_\_\_\_ Military Married to Military (3)

B. Do you have children: \_\_\_\_\_ Yes (1) \_\_\_\_\_ No (0) If yes, how many children do you have: \_\_\_\_\_

C. Are you: \_\_\_\_\_ Male (1) or \_\_\_\_\_ Female (2)

D. Is your current age \_\_\_\_\_ 18-22 (1) \_\_\_\_\_ 23-29 (2) \_\_\_\_\_ 30-39 (3) \_\_\_\_\_ 40-49 (4) \_\_\_\_\_ 50+ (5)

**Section 2: Issues During UTA Weekend** Please rate the importance to you of the following issues during UTA weekend.

**Section 3: Issues During Deployment/Mobilization/Exercise** Please rate the importance to you of the following issues during Deployment/Mobilization/Exercise.

<p>NOT IMPORTANT = 1 VERY IMPORTANT = 5</p> <p>a. Day Care..... 1 2 3 4 5</p> <p>b. Elder Care..... 1 2 3 4 5</p> <p>c. Civilian Employer..... 1 2 3 4 5</p> <p>d. Personal Finances..... 1 2 3 4 5</p> <p>e. Legal Issues..... 1 2 3 4 5</p> <p>f. Survivor's Benefits..... 1 2 3 4 5</p> <p>g. Military Pay..... 1 2 3 4 5</p> <p>h. Educational Needs..... 1 2 3 4 5</p> <p>i. Personal Mail/Communication. 1 2 3 4 5</p> <p>j. Dependent I.D. Cards..... 1 2 3 4 5</p> <p>k. BX/Commissary Privileges..... 1 2 3 4 5</p> <p>l. Career Field Training..... 1 2 3 4 5</p> <p>m. Other (Please explain.) _____</p> <p>_____</p> <p>_____</p>	<p>NOT IMPORTANT = 1 VERY IMPORTANT = 5</p> <p>a. Day Care..... 1 2 3 4 5</p> <p>b. Elder Care..... 1 2 3 4 5</p> <p>c. Civilian Employer..... 1 2 3 4 5</p> <p>d. Personal Finances..... 1 2 3 4 5</p> <p>e. Legal Issues..... 1 2 3 4 5</p> <p>f. Survivor's Benefits..... 1 2 3 4 5</p> <p>g. Soldiers' and Sailors' Relief Act..... 1 2 3 4 5</p> <p>h. Military Pay..... 1 2 3 4 5</p> <p>i. TRICARE..... 1 2 3 4 5</p> <p>j. Educational Needs..... 1 2 3 4 5</p> <p>k. Personal Mail/Communication.. 1 2 3 4 5</p> <p>l. Dependent I.D. Cards..... 1 2 3 4 5</p> <p>m. BX/Commissary Privileges..... 1 2 3 4 5</p> <p>n. Other (Please explain.) _____</p> <p>_____</p> <p>_____</p>
---	---

**Section 4: Special Needs** Please answer the following questions as they apply to you.

a. If you or your family have any special needs, please explain. \_\_\_\_\_

\_\_\_\_\_

b. Any additional comments? \_\_\_\_\_

\_\_\_\_\_

c. If you want someone from the Family Readiness Office to contact you, please provide:  
Name: \_\_\_\_\_  
Home Phone: \_\_\_\_\_ Duty Phone: \_\_\_\_\_

Thank you for your time and cooperation!  
THE FAMILY READINESS TEAM

## Electronic Newsletter

U. S. Army Reserve, 70th Regional Support Command, 10th Region

Family readiness is built on a foundation of information and cohesion. To be self-reliant, Reservists and their spouses must have current information on relevant programs and service providers. To be confident, spouses must have the same sense of belonging to a unit that their sponsors gain through drills, annual training, and deployments. Newsletters can provide both an effective means of disseminating information and a strong force for promoting a sense of belonging for spouses. Since they can reach spouses directly, newsletters can reduce communication failures normally encountered when the sponsor is the sole channel of communications between the unit's family readiness team and the spouse. Finally, newsletters represent a relatively low cost means of effectively communicating with members and their families. They offer particular advantages to Reserve units whose members live within a wide area surrounding the unit. Moreover, newsletters can play a vital role during deployments when they can overcome the barriers of distance to keep family members fully informed of ongoing unit activities and plans. A Family Readiness Program newsletter represents one aspect of the family readiness outreach program and communication system. Its purpose is to:

- Promote cohesion among Reservists and their family members.
- Relay information from the command and family readiness program in an effort to reduce social isolation and convey the command's concern for the member and family.

- Inform family members about military installation or unit assistance programs and local agencies, which are available for both routine and emergency services.
- Bridge the communication gap between the military unit and family members, thus helping family members better understand not only what the unit is doing, but why.
- Afford the spouse an opportunity to realize that others may be experiencing the same challenges unique to military life.
- Provide up-to-date contact listings.
- Advise the family of unit-sponsored activities (e.g., upcoming Family Readiness Program meetings).
- Provide a communication link and information source during deployments, exercises, and mobilization.
- Notify family members of reunion plans.
- Provide information regarding scheduled education and training such as parenting classes, stress management, Ombudsman, Army Family Team Building, and family advocacy.

Newsletters have been a family readiness mainstay for many years and have usually been mailed monthly or quarterly requiring accurate address information and funds for mailing. In keeping with the power and speed of technology, many Guard and Reserve units are now producing an electronic newsletter. Newsletters on the Internet effectively reinforce the message that the unit cares about its service members and families and ensure that the most current unit information is available to everyone. Electronic newsletters are less expensive and time consuming since they do not require postage or the tracking of home addresses. Instead, the newsletters are incorporated into the unit homepage on the web. Family members who do not have personal computers may be able to access the Internet through friends, the public library, or through the unit.

The U.S. Army Reserve, 70<sup>th</sup> Regional Support Command (RSC), which covers Washington, Oregon, and Idaho, has produced a very professional and effective electronic newsletter which contains important information on family readiness and volunteer programs as well as weblinks to many other sites. You may visit the 70th RSC site at [www.nw.usar.army.mil/70rsc](http://www.nw.usar.army.mil/70rsc).

### FAMILY FOCUS

Washington, Oregon, Idaho  
A newsletter provided by the United States Army Reserve, 70<sup>th</sup> Regional Support Command (RSC) and the 10<sup>th</sup> Region Family Readiness Program of 1-800-677-3980  
OCTOBER-DECEMBER 2000

<p><b>FORT LEWIS AFTB CLASS SCHEDULE</b> Children are available for all classes. For more information, or to register, please call (253) 907-AFTB. <a href="http://www.70rsc.com">http://www.70rsc.com</a></p> <p><b>LEVEL I</b> 6-9 NOV 00 3-6 DEC 00 31-31 JAN 01</p> <p><b>Community Leader Advanced Training</b> A combination of the best of Level II and III conducted in two parts.</p> <p><b>PART I</b> - 26-29 NOV 00    <b>PART II</b> - 12-13 DEC 00</p> <p><b>LEVEL II (Instructor Training)</b> 6-9 FEB 01</p> <p><b>MASTER TRAINER</b> Instructor selected through the HP Reserve Family Readiness Office</p> <p>28 JAN-02 FEB 01 Springfield, VA (deadline 16 DEC 00) 23 FEB-02 MAR 01 Ansonia (deadline 12 JAN 01) 24 FEB-27 MAR 01 Phoenix, AZ (deadline 1 MAY 01)</p> <p><b>Senior Enlisted Spouse Leadership Seminar</b> SCM Academy, 67 FEB-04 FEB 01 (deadline 4 JAN 01)</p> <p><b>Senior Officer Spouse Leadership Seminar</b> Army War College, 21 MAR-22 MAR 01 (deadline 1 FEB 00)</p>	<p><b>FY01 Family Program Activities</b></p> <p>11 NOV 00 Veterans Day</p> <p>17-19 NOV 00 USAR Senior Spouse Training, Pittsburgh, PA</p> <p>19-26 NOV 00 Military Family Week</p> <p>16 DEC 00 Army Family Team Building (AFTB) Day</p> <p><b>15 JAN 01 Deadline for Awards and annual requirements</b></p> <p>26-28 JAN 01 Instructor Training, CA</p> <p>9 FEB 01 FEMA Volunteer Reception, Spokane</p> <p>9-11 FEB 01 Senior Volunteer Training, TBD</p> <p>9-11 MAR 01 HP Region FPAC Meeting, TBD</p> <p>23 MAR 01 FEMA Volunteer Reception, KC DDC</p> <p>27-29 APR 01 HP Region Family Program Academy</p> <p>28 MAY 01 Memorial Day</p> <p>16-20 JUN 01 Joint National Conference, PA</p> <p>10-12 AUG 01 FPAC Meeting, TBD</p> <p>17-19 AUG 01 Senior Volunteer Training, TBD</p>
---	--

---

**REMINDER**

**DUE BY 15 JANUARY 2001 TO THE 10<sup>th</sup> REGION FAMILY READINESS OFFICE:**

1. Calendar Year 2000 Volunteer Forms dated May 1999, DA Form 4712, DA Form 4713 and DA Form 4162
2. Calendar Year 2000 Volunteer all Family Program award nominations. Memorandum and information packet mailed to units on what and how to do these awards.
3. Semi-annual Unit Informal Funds Report for APR 00-OCT 00 (Memorandum out to field)
4. Current Unit Family Care Plan (FCP) status report (Memorandum out to field)

## Key Volunteers Network Information

### U. S. Marine Corps

A successful family readiness program fosters a sense of belonging to the unit and community, and assures that family members receive reliable support when their spouse is away from home. Volunteers are the backbone of effective Guard and Reserve Family Readiness Programs. Volunteers are an important link in every unit's communication channel between the command, the service member, and the family. Volunteers help to create an enduring climate of mutual support and are often the most effective means of outreach. The success of a volunteer program is directly proportional to the amount of energy, resources, and time that the unit and command devotes to its volunteers. The unit must be fully committed to the use and value of volunteers from the top level down.

Marine Forces Reserve, headquartered in New Orleans, Louisiana provides a strong model for an effective family team building program which includes a key volunteer network. Many of the tens of thousands of Marines and Sailors, Active and Reserve, making up the Force have families. Understandably, family readiness is a priority. To achieve family readiness across the Force, Marine Forces Reserve depends upon the five pillars of the Corps Marine Corps Community Services (MCCS) Marine Corps Family Team Building (MCFTB) Program: Key Volunteer Network (KVN); Life, Insights, Networking, Knowledge, Skills (L.I.N.K.S.); Spouse Leadership Seminar (SLS); Chaplains Religious Enrichment and Development Operation (CREDO); and Prevention and Relationship Enhancement Program (PREP). These distinct family readiness programs focus on prevention and education to build self-sufficient Marine Corps families. They are a force multiplier and are directly related to combat readiness.

Critical to the family readiness program is the KVN, which serves as the communication link between unit Commanding Officers and unit families. These dedicated volunteers, typically the spouses or parents, proactively prepare families for the challenges of deployment and mobilization and are an initial point of contact for assistance. In return for their valuable service, members of the KVN are provided training,

resources to support their unit program, reimbursement for expenses (e.g. mileage, parking & tolls, child care) and are routinely recognized for their selfless contributions to mission readiness.

Marine Forces Reserve has developed a comprehensive two-day training program for all newly assigned Key Volunteer Coordinators (KVC—unit Coordinators within the KVN) and Family Readiness Officers (FRO), and a scenario-based course that builds on the basic course. The training is conducted throughout the year by family readiness staff. Once trained, these key family readiness personnel are ready to develop a unit family readiness program as well as recruit and train their own unit Key Volunteers. Another key component is the Peacetime-Wartime Support Teams (PWST), composed of drilling Reserve Marines. They are responsible for daily operation of the Reserve Center in the event of mobilization and are completely integrated into the Force family readiness training program.

In the Marine Corps, as in other services, the KVN and its link to family readiness is emphasized in all Reserve units. The family readiness program is part of the unit's ongoing routine mission preparation. Commanders support the key volunteers by incorporating family readiness into drill weekends and annual training, and families are encouraged to observe training, usually in conjunction with the unit Family Day. On Family Day, the unit family readiness team provides briefs on topics such as benefits and entitlements, finances, unit resources and points of contact, ID cards, DEERS enrollment, wills, and Powers of Attorney.

Maintaining a high state of family readiness is challenging and requires continuous attention from the individual Marine and family through all levels of leadership. The challenge is even greater when tackling the geographic dispersion aspect of the Reserve component. For more information about the Marine Forces Reserve family readiness program and key volunteer network, visit MCFTB at the Marine Corps Community Services link on the Force homepage at [www.mfr.usmc.mil](http://www.mfr.usmc.mil).

## Family Readiness Analysis System Army National Guard

Like the rest of the Total Force, Reserve component commanders and service leaders are responsible for monitoring and assessing readiness. To do this, they must capture data on a wide range of conditions such as unit vacancies, training, deployability, and retention. Family readiness has a direct impact on readiness, deployability, and retention. Effective family readiness programs require accurate and timely information. To do their job, commanders and leaders must be able to efficiently gather and analyze data on family readiness related issues.

A volunteer with the Army National Guard has developed an efficient Family Readiness Analysis system that allows unit commanders and administrative personnel to identify and track Family Readiness issues impacting on individual Guard members, their families, and their unit. The system allows them to gather standard data for official reports and supports family readiness by enabling commanders and leaders to identify critical

readiness issues. This innovative tool has been field-tested, and two units deploying to Bosnia used earlier versions. The Family Readiness Analysis System addresses the reasons for the lack of family readiness preparation both at the unit and family level, and it benefits service members, family members, unit commanders, and the unit Family Readiness Program.

The system is comprised of data collection and analysis worksheets. Examples of those worksheets include Family Readiness Classification Worksheet, Alert Roster/Mailing List Update Information, Family Readiness Planning Analysis Matrix, Table of Standard Guidance Codes and Titles, and Letters of Instruction (LOI) guidance.

The Family Readiness Analysis System (FRAS) is an innovative instrument that provides quick, objective results benefiting commanders, units, and family members, which directly impacts the vital mission readiness.

### A small example of the FRAS:

**PERSONAL & FAMILY READINESS PREPARATION**

**COMMANDERS: HOW IS YOUR UNIT DOING?**

With the Family Readiness Analysis System, now you can:

- Educate and equip your soldiers with the tools they need to complete this area of their mission (on their own time!)
- Equip your unit's Readiness NCO to efficiently monitor unit member performance of required deployment readiness preparation tasks such as Family Care Plans.
- Equip yourself to move your unit to a higher level of personal and family readiness

The Family Readiness Analysis System is a screening and analysis system that standardizes this mission area into 2 forms for the soldier to complete. These forms require about 15 minutes of training time to complete. One form will allow a unit to efficiently set up a Family Program communications chain and telephone tree. The other forms consist of:

- 22 screening questions
- 12 critical readiness planing issues
- 19 bullets of standard guidance are available

Readiness Analysis Statistics for \_\_\_\_\_

1. Number of Analysis performed	_____	
2. Required Family Care Plans	_____	_____ %
3. Possible Family Care Plans	_____	_____ %
4. DEERS updates needed	_____	_____ %
5. Families needing ID Cards	_____	_____ %
6. Guard Member who would need a will in the event of deployment	_____	_____ %
7. SGLI Beneficial designation needs to be updated	_____	_____ %
Date of Analysis completion	_____	
Persons performing analysis	_____	

## Model Programs and Practices Addresses

U. S. Coast Guard- Pre-Deployment Checklist/  
ESGR information  
U. S. Department of Transportation  
2100 Second Street SW  
Washington, DC 20593  
(202) 267-0629

U. S. Army Special Forces Command (USASOC)  
– Commander’s Readiness Guide  
U. S. Army Special Operations Command  
Family Programs Specialist  
Fort Bragg, NC 29310  
(800) 525-6846 ext: 2-2093

Air National Guard – Family Readiness Checklist  
& Commander’s Family Program Checklist  
Maine National Guard  
State Program Coordinator/Family Support Program  
Department of Defense Veteran’s Emergency  
Management  
Family Program Office  
(207) 626-4410

Selfridge ARS, ANG – Family Readiness Program  
Questionnaire for Newcomers  
927 MSS/DPF  
43087 Lake Street, Building 301  
Selfridge ARS, ANG, MI 48045-5247  
(877) 981-8711 ext: 5092  
or (810) 307-5247  
E-mail: FamilyReadiness@tcm.afrc.af.mil

Texas National Guard – Family Resource Directory  
Family Readiness Coordinator for Task Force Eagle:  
Family Readiness Program  
Adjutant General’s Department  
P.O. Box 5218  
Austin, TX 78763-5218  
(888) 443-2124, (512) 465-5691  
State Family Program Coordinator  
(800) 252-8032, (512) 465-5527

U. S. Army Reserve 70<sup>th</sup> Regional Support  
Command- Electronic Newsletter  
Ft. Lawton, WA  
Family Program Director  
(800) 677-3980

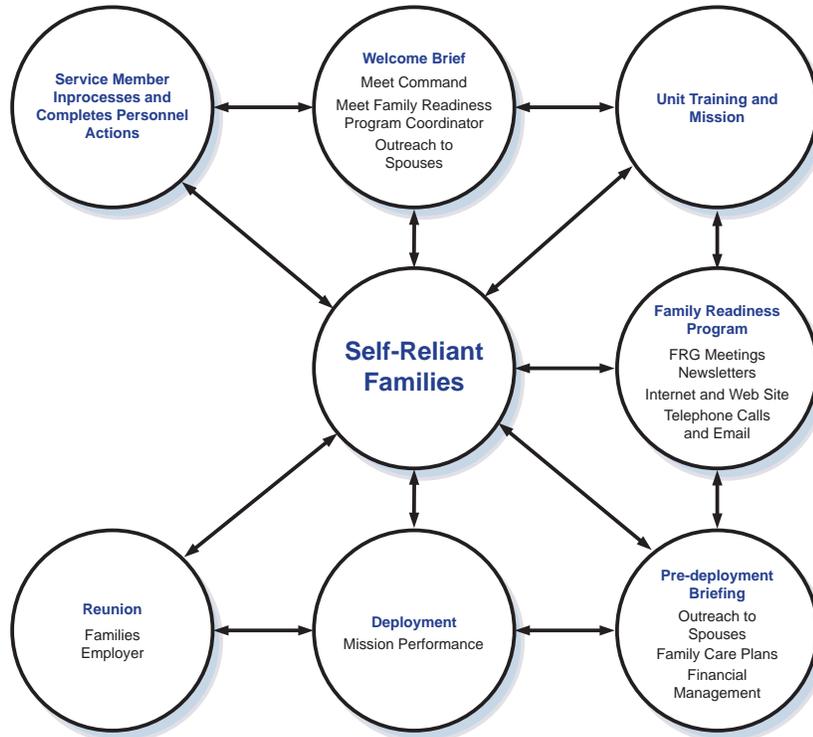
U. S. Army Reserve 88<sup>th</sup> Regional Support  
Command- A Guide for Family Separations  
506 Roeder Circle  
Fort Snelling, MN 55111  
Family Program Directors  
(800) THE-ARMY ext: 3955

U. S. Marine Corps Marine Forces Reserve– Key  
Volunteer Network Information  
Marine Corps Family Team Building  
4400 Dauphine Street  
New Orleans, LA 70146  
(504) 678-0340

U. S. Navy - Ombudsman Training Modules  
& Lifeline  
COMNAVRESFOR  
Ombudsman Training Coordinator  
(800) 675-5728

Pennsylvania Army National Guard –  
Family Readiness Analysis System  
Department of Military and Veterans Affairs  
Family Program Office  
Fort Indiantown Gap  
Annville, PA 17003  
(800) 634-1790

## Family Readiness Paradigm



**Victory in battle requires planning and preparation.  
The families of those who are willing to fight for their  
country deserve no less effort.**



“The National Guard and Reserves are a vital part of America’s national defense”

“[They] display values that are central to our nation: character, courage and sacrifice, [and demonstrate] the highest form of citizenship.”

“And while you may not be full-time soldiers, you are full-time patriots”

*President George W. Bush*

**M i s s i o n • F a m i l y**

## Useful Web Sites for Reference or Assistance

### **Air Force Crossroads**

<http://www.afcrossroads.com>

### **Air Force Reserve**

<http://www.afreserve.com>

### **Air National Guard**

<http://www.ang.af.mil>

### **Army National Guard (ARNG)**

<http://www.arng.army.mil>

### **Army Reserve**

<http://www.army.mil/usar>

### **Coast Guard Reserve**

<http://www.uscg.mil/hq/reserve/reshmpg.html>

### **Department of Defense (DoD)**

<http://www.defenselink.mil>

### **Employer Support of the Guard and Reserve**

<http://www.esgr.org>

### **LIFELines**

<http://www.lifelines2000.org>

### **Marine Reserve**

<http://www.mfr.usmc.mil>

### **MAPsite**

(Military Assistance Program)

<http://dticaw.dtic.mil/mapsite>

### **MFRC**

(Military Family Resource Center)

<http://mfrc.calib.com>

### **National Guard**

<http://www.ngb.dtic.mil>

### **Naval Reserve**

<http://www.navres.navy.mil/navresfor>



### **Operation Ready**

[http://trol.redstone.army.mil/acs/virtual2/depmob\\_orm.html](http://trol.redstone.army.mil/acs/virtual2/depmob_orm.html)

### **Reserve Affairs**

(Office of Assistant Secretary of Defense)

<http://www.defenselink.mil/ra/>

### **TRICARE**

<http://www.tricare.osd.mil>

### **United Concordia**

<http://www.ucci.com>

### **Virtual Army Community Service Link**

<http://trol.redstone.army.mil/acs/virtual2/>

# Ensure Total Force Family Readiness



## Reserve Component Families - Always Ready

Office of the Assistant Secretary of Defense  
for Reserve Affairs  
1500 Defense Pentagon  
Washington, DC 20301-1500