

Family Readiness Group Leader's Command Information Pocket Guide



*By Training and Doctrine Command Public Affairs Office
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Cover: Cpl. Williams of 1st Battalion, 77th Field Artillery, Fort Sill, Okla., is reunited with his wife and daughter after his unit's deployment to Kuwait. Family members met their soldiers at a reception center set up in Goldner Fitness Center on post.

is a loss to all.

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Introduction

As you know, our country's warfighters have been called to war in a long-term international campaign to eradicate terrorist networks around the world and the regimes that support them. The terrorists are a draconian threat to the democratic principles and way of life not only of our country but also of other freedom-loving world citizens.

Although our country is in a time of war, Training and Doctrine Command continues its mission to train soldiers and develop leaders – in addition to our daily missions, we must also support current military operations. These are challenging times for family readiness group leaders to maintain a healthy quality of life for the families for which they're responsible.

Information flow is key in this. Leaders, soldiers, soldiers in training, civilians and families must be kept informed about our military operations in the Global War on Terrorism and their role in those operations. They must be informed about key developments that affect our nation, the armed forces and the Army. So your challenge as leaders is to provide up-to-date information to families

of soldiers assigned to your unit. To be effective, you must explain in clear terms what is happening to give them accurate and timely information.

This *Family Readiness Group Leader's Command Information Pocket Guide* is provided as a tool to help you keep the families in your "chain of concern" informed. They will look to you for information. They'll be more secure when they know what's going on.

Work with your unit commander in informing families about homeland security, how the Global War on Terrorism affects them, how their support of their soldier plays an important role in the Army's success – and other important concerns. This guide provides tips, quotes, websites and frequently asked questions/answers.

Please visit another tool that TRADOC Public Affairs is providing: the Operation Iraqi Freedom website, www.tradoc.army.mil/pao/IraqFreedom.html. This website will include defense, Army and other news-source items on current operations as well as related news. Also included is a family news/information section, which will update information contained in this guide as well as provide new information and sample articles for possible inclusion in your family readiness group newsletter.

Our goal is to provide you information tools to help you in this important, tough responsibility you have, so please let us know how else we can serve you.



Outline of command information program

I. Family readiness command information mission

- Conduct an aggressive campaign to inform and educate the Army family by providing accurate and timely information about the framework and context of the present conflict with Iraq, as well as the larger framework and context of the Global War on Terrorism generated by the events of Sept. 11, 2001
- Keep spouses, children and parents of soldiers informed on key developments as they affect the Army, the armed forces and our communities
- Provide clear, accurate and current information in a timely manner
- Establish family readiness group leaders, commanders and Public Affairs professionals as reliable, trusted and credible sources of timely and relevant information
- Maintain credibility and confidence in the Army

II. Elements of an effective communications program

- Themes and talking points
- Target audiences
- Communication venues
- Feedback (measures of effectiveness)

III. Themes and talking points

THEME I: The Army is fully prepared and capable of executing its mission. The Army's leadership is also prepared and capable of taking care of Army families; the Army cares about its families and their well-being.

TALKING POINTS: The Army is well prepared to deal with the

challenges that confront our nation; America can confidently depend on its Army for national security. The Army family can depend on its leadership, which has a professional plan to protect you and your family members. Army families, for their part, must stay steady and "hang in there."

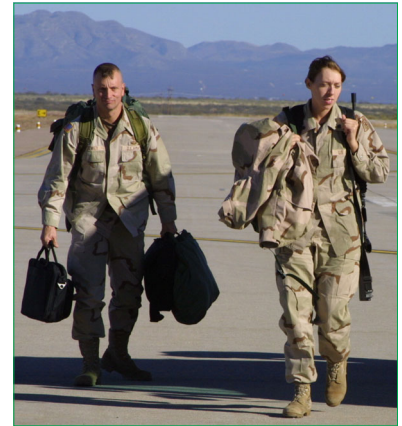
LEADER QUOTES:

"The only way to shorten the war now being fought in Iraq is to apply decisive force. This will not be a campaign of half-measures. It is a fight for the security of our nation and the peace of the world, and we will accept no outcome but victory." (President George W. Bush, 3/22/03)

"The U.S. military will use every measure needed to win a war. Americans understand the costs of conflict because we have paid them in the past. War has no certainty except the certainty of sacrifice." (Bush, 3/17/03)

THEME II: The Global War on Terrorism is a complex, long-term campaign that requires a focused international effort; there is no quick fix.

TALKING POINTS: Sept. 11, 2001, began a new type of war that poses a new set of challenges; these demand that we bring to bear all elements of our national might and strength. The Global War on



Terrorism is an international effort – a coalition of “the willing” led by the United States.

LEADER QUOTES:

“The danger is clear: using chemical, biological or nuclear weapons, obtained with the help of Iraq, the terrorists could fulfill their stated ambitions and kill thousands or hundreds of thousands of innocent people in our country or any other. The United States and other nations did nothing to deserve or invite this threat, but we will do everything to defeat it. Instead of drifting along toward tragedy, we will set a course toward safety. The United States of America has the sovereign authority to use force in assuring its own national security. In the 20th Century, some chose to appease murderous dictators whose threats were allowed to grow into genocide and global war. In this century, when evil men plot chemical, biological and nuclear terror, a policy of appeasement could bring destruction of a kind never before seen on this earth. Terrorists and terror states do not reveal these threats with fair notice in formal declarations. And responding to such enemies only after they have struck first is not self- defense, it is suicide.” (President George W. Bush, 3/17/03)

“The attacks of Sept. 11, 2001, showed what the enemies of America did with four airplanes. We will not wait to see what terrorists or terrorist states will do with weapons of mass destruction. It’s important that the American people understand it’s as important to deal with the proliferation of weapons of mass destruction as it is to fight al-Qaeda.” (Bush, 3/6/03)

“The Sept. 11, 2001, terrorist attacks on America changed this country in ways far beyond the deaths of 3,000 people. We learned a harsh lesson, and that is oceans can no longer protect us from those

who hate America and what we stand for.” (Bush, 2/26/03)

“We have a new and unique set of circumstances we’re trying to deal with. The nation had to deal with different threats in the 20th Century – large states, significant military forces and intercontinental ballistic missiles – the kinds of threats we dealt with throughout the Cold War. All of that changed Sept. 11. Since that time, we’ve had to deal with the proposition that truly deadly weapons could be delivered to the United States by a handful of terrorists. We saw on 9-11 19 men hijack aircraft with airline tickets and boxcutters and kill more than 3,000 Americans in a couple of hours. That attack would pale into insignificance compared to what would have happened if they detonated a nuclear weapon in the middle of one of our cities. Or if they had unleashed weapons of mass destruction – biological weapons, smallpox or anthrax – in a major attack on the United States. I’m confident that if terrorist organizations do acquire that capability, they’ll use it. There’s absolutely nothing to restrain them from doing that. How do you deter terrorists when they’re prepared to sacrifice their own lives in their effort to kill Americans? In doing everything possible to protect the homeland, defense isn’t enough, you’ve got to have a good offense.” (Vice President Richard B. Cheney, 3/16/03)

“Just because the war on terrorism isn’t in the headlines doesn’t mean it’s not a priority. The Global War on Terrorism is like an iceberg. Ninety percent of what’s going on is below the water, and all that is visible is a much smaller 5 percent or 10 percent.” (Defense Secretary Donald H. Rumsfeld, 3/5/03)

“The specter of terrorists allied with democracy-hating regimes – like Saddam Hussein’s Iraq – seeking weapons of mass destruction

presents a danger America cannot afford to ignore. Bloodthirsty terrorists and aggressive nations hostile to the American way of life desire indiscriminate weapons of mass murder. This makes for the most dangerous situation the United States has faced in 50 years.” (Air Force Gen. Richard B. Myers, chairman of the Joint Chiefs of Staff, 2/26/03)

“The war against global terrorism will be a long struggle. It’s not just about one man or one terrorist network. It’s about intersecting networks of terrorists – and the support they get from terrorist states. Disarming Iraq and hunting down al-Qaeda terrorists are not two separate issues. Disarming Saddam’s weapons of mass terror is a second front in the war on terrorism.” (Deputy Defense Secretary Paul D. Wolfowitz, 3/11/03)

“Should there be any doubt in anyone’s mind that if Osama bin Laden or other terrorists ... had access to chemical or biological or nuclear weapons they would use them – if there was any doubt in anyone’s mind, that should have been erased on 9-11. Now is the time to go after these rogue nations that proliferate, led by leaders who would strike us and who have shown in the past they will strike their own neighbors, strike their own people, do anything to stay in power to pursue their own agenda.” (Secretary of State Colin Powell, 3/6/03)

“Sometimes we don’t shoot bullets [in a war]. We ‘shoot’ medical supplies. We ‘shoot’ hopes. We ‘shoot’ school supplies. To fight terrorism is to build a nation.” (Kuwaiti Army Lt. Col. Fahed Al-Shelaimi, chairman of U.S. Central Command headquarters’ Humanitarian Assistance Working Group in Tampa, Fla., 3/4/03)

THEME III: Our national leadership knows that the Global War on Terrorism involves personal losses as well as threats to our national security, and do not make their decisions lightly. The Army still takes care of its own, however, and provides resources to assist military family members in dealing with loss and grief.

TALKING POINTS: The “grassroots” example of the Army taking care of its own is the family readiness group, which gives spouses the support of other spouses who understand, or the unit’s rear detachment. Other resources for military family members include chaplains or the post’s Army Community Service office. The Army has also established a toll-free family assistance hotline for Operation Iraqi Freedom (1-800-833-6622), which provides referrals and information from 8 a.m. to 8 p.m. daily Eastern Standard Time for families of deployed or activated soldiers who have “exhausted all other resources.” (Emergency assistance kicks in between the hours of 8 p.m. and 8 a.m. EST.)

LEADER QUOTES:
“The mission of our family assistance hotline is to provide Army families caring support in the form of accurate information, useful resources and helpful referrals related to family issues. We will do everything we can to help each and every caller.” (Brig. Gen. Robert L. Decker, commander of the U.S. Army Community and Family Support Center, 3/21/03)

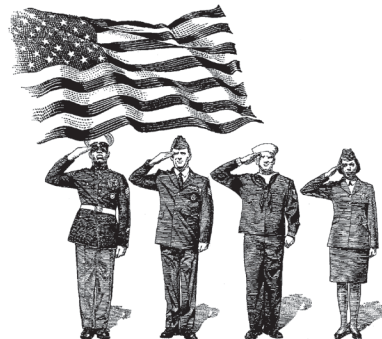
“The military’s casualty assistance officers do their best to comfort and assist the next-of-kin of servicemembers who’ve been wounded, killed or are missing in action. Assisting the families left behind is our No. 1 concern.” (John Molino, deputy undersecretary of defense for military community and family policy, 3/26/03; his office also oversees military mortuary affairs)

“America and her allies didn’t want a war with [Iraq]. But Americans and our allies will not live at the mercy of an outlaw regime that threatens the peace with weapons of mass murder.” (Bush, 3/22/03)

“Nobody likes war. The only thing I can do is assure the loved ones of those who wear our uniform that war is upon us because Saddam Hussein made that choice. We have the best equipment available for our troops, the best plan available for victory, and we will respect innocent life. The risk of doing nothing, the risk that somehow inaction will make the world safer is a risk I’m not willing to take for the American people.” (Bush, 3/6/03)

THEME IV: Continue to do your jobs well and protect the force.

TALKING POINTS: Force protection is everyone’s responsibility. Stay vigilant, alert for anything suspicious or out of the ordinary. Anticipate changing force-protection measures, since they are tailored to national threat assessments, and stay flexible. Those of us not on the frontlines have an important role in protecting the nation, providing a stabilizing force at home, continuing to do our jobs well and supporting our soldiers overseas.



THEME V: TRADOC’s continuing role is to train soldiers and develop leaders.

TALKING POINTS: Our role to the Army and the nation remains to train soldiers and grow leaders. The Sept. 11, 2001, tragedy suffered by our nation, and thus the necessity to wage war on terrorist cells and regimes that support terrorism, requires increased security of our forces, installations and people. Although we may provide support to civil authorities, we must continue mission on our core tasks. Remember that every soldier in the Army is a graduate of at least one TRADOC training center, and TRADOC continually seeks ways to better train soldiers and grow leaders.

THEME VI: Army families are the home vanguard.

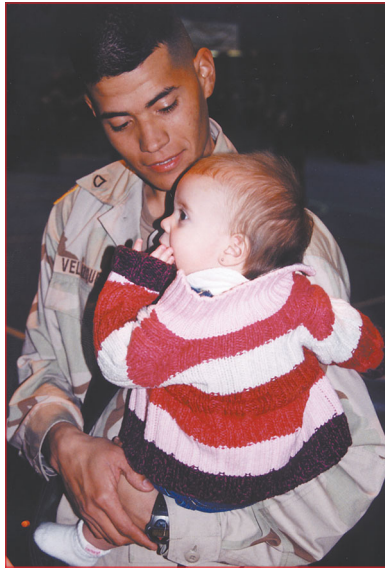
TALKING POINTS: Army families, support your soldier, since it enables him/her to his/her job; help your Army spouse stay focused on the mission and be resolute in your support. Stay in touch with your soldier by calling, writing or emailing. Make sure the rear detachment has accurate contact information so it can keep you informed. Support your fellow military families. Search out resources on your installation that provide assistance. Maintain continuous, open communications up and down the chain of command with all members of the extended Army family, but remember that due to operational security in military missions, there will be much information that cannot be discussed. Keep OPSEC secure and encourage other Army family members to do the same.

Family readiness group leaders may wish to ask counselors and clergy to participate in FRG meetings, giving advice and emphasizing the importance of communicating within the family. (It’s healthy to have family “talks” about what has happened in our nation and how it affects the family.) Subject-matter experts can give talks to stay-behind parents on how to demonstrate their concern and love for their family and how to “normalize” family life and struc-

tures (such as cuddling with their children to increase their sense of security; reducing their child's exposure to the war by turning off news coverage; changing the focus by going to a movie or doing some other enjoyable activity; or taking some positive action as a family such as giving blood, donating money or volunteering). Clergy and counselors can also cover these topics: 1) If you are religious, take your children to church to share in the comfort this can give. 2) If your children have become more concerned about death, discuss with them your personal beliefs concerning what happens after people die. 3) If your children have become more aggressive, talk to them about anger and more appropriate ways for anger expression. 4) If your children are making jokes about what is happening, consider that this is their way of coping. 5) If your young children are having nightmares, consider letting them temporarily, for a few days, sleep in your room, sleep with a sibling or sleep with the light on.

LEADER QUOTES:

"There is nothing better for the morale of our troops than to know that the people back home are taking care of their loved ones



and supporting the war effort." (David S. Chu, undersecretary of defense for personnel and readiness, 3/26/03)

"The whole nation appreciates the sacrifices made by military families. ... All families with loved ones serving in this war can know this: our forces will be coming home as soon as their work is done." (Bush, 3/22/03)

THEME VII: Children have special needs during this time.

TALKING POINTS: Remember the special needs of children; children want to understand what's happening and how it affects their family. Communication within the family is extremely important in challenging times. Reassure your children and listen to them, encourage them to tell you what they're experiencing and feeling. Reassure your children that the deployed parent loves them and they are important to him/her. Tell them not to worry about their soldier parent because the Army has trained them well and will take care of them; tell them that what their mother/father is doing for our country is very important to all people in our nation.

Teachers, youth directors and care providers play an important role in our children's lives; children will look to them as well as their parent for strength, guidance, compassion and understanding. Communicate with parents if you notice a child is experiencing difficulties or is displaying behavior unusual for them. Thank children for sharing their soldier parent with the Army and our country. Tell them that it's normal and OK for them to miss their mother/father while he/she is deployed, that the deployed parent also misses them and would love to get messages or email from them.

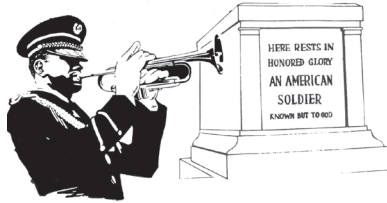
THEME VIII: The Army is an extended family; the loss of one is a loss to all.

TALKING POINTS: We are deeply saddened by the loss of our soldiers. Our hearts, thoughts, prayers and support go out to their families, friends and fellow soldiers during this time of grief and pain. Soldiers and their families are our No. 1 priority and our most valuable resource. We will do everything possible as an Army family to care for our families who have lost their loved ones. We ask that all Americans remember soldiers and their loved ones during these stressful times, always being mindful of the sacrifices soldiers and their families make for our nation. We remain resolved and resolute in our mission and our obligations to the American people, our soldiers, our allies and our friends. Our losses remind us this is serious business, and we will strive to do our best to defend our nation, carry forward our orders and accomplish the tasks at hand.

In large, the Army is a family. Those who have made this ultimate sacrifice are our comrades, friends and buddies. They are soldiers, and we will miss them. We strive to respect and safeguard the bodies of our fallen with the most dignity and honor possible. We seek to return our fallen comrades to their families as quickly as possible with all appropriate honors, respect and reverence possible.

IV. Family readiness audiences

- Spouses
- Children
- Parents of soldiers and spouses



- Teachers in on-post schools
- Youth directors
- Child-care providers
- Army Community Service personnel
- Unit leaders

V. Family readiness communication venues

- Family readiness group leader's face-to-face discussions
- Commander's face-to-face discussions
- Family readiness group newsletter
- Post newspapers
- Post television/cable announcements
- Commander's letters and/or videos
- Webpages
- Town Hall meetings
- Family readiness group meetings
- School classrooms of on-post schools
- Clergy in on-post chapels

VI. Feedback (measures of effectiveness)

To measure the effectiveness of your command information program, you must evaluate how well you:

- Keep audiences accurately informed
- Provide clear, accurate and current information in a timely manner
- Answer questions and solve problems
- Establish FRG leaders, commanders and Public Affairs professionals as reliable, trusted and credible sources of timely and relevant information

- Maintain credibility and confidence in the Army
- Maximize our communications resources

The measures of effectiveness provide you the feedback you need to evaluate your program success. These measures of effectiveness include:

- **Compliance with the guidance and instruction you communicated.** If, by their actions, your audience has complied with or acted upon the information you told them, you know you communicated successfully.
- **The content of the questions asked.** If you continue to receive questions concerning information you thought was disseminated and understood, you were *not* successful.
- **Surveys and questionnaires.** These are excellent tools for feedback. They provide those completing them the opportunity to tell you what else you need to communicate or what you missed.
- **Talk with your intended audiences.** Make the opportunity to talk to those you want informed – ask them questions that will give you an indication of what they know. Remember, effective listening is critical in evaluating communication and understanding.
- **Website visits.** Track how many “visits” you have to your organization websites. If the site provides quality, credible information, users will continue to refer to it for information.

VII. Websites

Make maximum use of established websites containing news releases, transcripts of news briefings, responses to frequently asked questions, fact sheets, etc., to include the following websites:

Official websites

- Department of Defense: www.defenselink.mil/news
- Central Command: www.centcom.mil
- U.S. Army Forces Central Command: www.arcent.army.mil
- Army homepage, with hyperlinks to Army public affairs products: www.army.mil
- Operation Enduring Freedom: <http://www.army.mil/endingfreedom/default.html>
- PERSCOM Online: <https://www.perscomonline.army.mil/>; PERSCOM casualty assistance: <https://www.perscomonline.army.mil/tagd/cmaoc/cmaoc.htm>
- TRADOC homepage: www.tradoc.army.mil
- For commanders: information about MWR personnel support in the deployment area, <http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/12-6/ch7.pdf>
- Army’s Operation Iraqi Freedom website: <http://www.dtic.mil/armylink/news/stories/>
- TRADOC’s Operation Iraqi Freedom website: www.tradoc.army.mil/pao/IraqFreedom.html
- Military transformation: <http://www.oft.osd.mil>

Of special interest to military family members:

- Army Community Service: www.goacs.org
- Army Family Liaison Office: www.aflo.org
- AFLO Smartbook: http://www.aflo.org/user/smb/smb_user_display.asp
- U.S. Army Community and Family Support Center: www.armymwr.com
- Operation Ready: http://www.aflo.org/data/modules/pbm/rendered/operation_ready.asp

- Online deployment globe, <http://www.hooah4health.com/environment/deployment/Globe.htm>; for other source of maps, also use CIA World Factbook 2002, <http://www.odci.gov/cia/publications/factbook/index.html>
- “The emotional cycle of deployment: a military family perspective,” <http://www.hooah4health.com/environment/deployment/emotionalcycle.htm>
- American Red Cross: <http://www.redcross.org/>
- Servicemember survivor benefits: <http://dod.mil/militarypay/survivor/index.html>

Refer to official websites, since unofficial websites may contain inaccurate or misleading information.

“Contact” websites

Since “any servicemember” mail has been discontinued worldwide because of security and logistical concerns, anyone wishing to correspond with “any servicemember” or to help servicemembers stay in touch with their families may do so using these websites:

- Donate a calling card to servicemembers in theater through Operation Uplink at <http://www.operationuplink.org/>
- Send a greeting via email through Operation Dear Abby at www.operationdearabby.net
- Sign a virtual thank-you card at the Defend America website at <http://www.defendamerica.mil/>

Donation websites

Make a donation to one of the military relief societies:

- Army Emergency Relief, <http://www.aerhq.org/>
- Navy/Marine Relief Society at <http://www.nmcrs.org/>

- Air Force Aid Society at <http://www.afas.org/>
- Coast Guard Mutual Assistance at <http://www.cgmahq.org/>

Donate to “Operation USO Care Package” at <http://www.usocares.org/home>

Support the American Red Cross Armed Forces Emergency Services at <http://www.redcross.org/services/afes/>

Country profiles

For any country, see CIA World Factbook 2002, <http://www.odci.gov/cia/publications/factbook/index.html>

Iraq: <http://www.odci.gov/cia/publications/factbook/geos/iz.html>

Countries bordering Iraq:

- Iran: <http://www.odci.gov/cia/publications/factbook/geos/ir.html>
- Jordan: <http://www.odci.gov/cia/publications/factbook/geos/jo.html>
- Kuwait: <http://www.odci.gov/cia/publications/factbook/geos/ku.html>
- Saudi Arabia: <http://www.odci.gov/cia/publications/factbook/geos/sa.html>
- Syria: <http://www.odci.gov/cia/publications/factbook/geos/sy.html>
- Turkey: <http://www.odci.gov/cia/publications/factbook/geos/tu.html>

Also of interest in the Middle East:

- Bahrain: <http://www.odci.gov/cia/publications/factbook/geos/ba.html>

- Israel: <http://www.odci.gov/cia/publications/factbook/geos/is.html>
- Oman: <http://www.odci.gov/cia/publications/factbook/geos/mu.html>
- Qatar: <http://www.odci.gov/cia/publications/factbook/geos/qa.html>
- United Arab Emirates: <http://www.odci.gov/cia/publications/factbook/geos/tc.html>
- Yemen: <http://www.odci.gov/cia/publications/factbook/geos/ym.html>

Other “fronts” in Global War on Terror:

Afghanistan: <http://www.odci.gov/cia/publications/factbook/geos/af.html>

Other useful resources

- What to do in case of a biological, chemical or nuclear emergency: <http://www.911guide.com/>
- MyPay: <https://emss.dfas.mil/mypay.asp>; “*Tax forms to be available on-line*,” <http://www.dtic.mil/armylink/news/Oct2002/a20021018mypay.html>; “*New Online Pay Site Features Improved Customer Service*,” http://www.defenselink.mil/news/Nov2002/n11012002_200211011.html; and “*MyPay improves services to America’s armed forces; customers can continue to use existing E/MSS PIN*,” http://biz.yahoo.com/prnews/021011/phf050_1.html
- Pet fostering: NetPets, <http://www.netpets.org/> and click on “military pets foster project”; Feline Rescue, <http://www.felinerescue.net/> and click on “Operation Noble Foster” box; Humane Society of the U.S., <http://www.hsus.org/ace/>

11822; and 4MilitaryFamilies, <http://www.4militaryfamilies.com/pets.htm>

VIII. FAQs

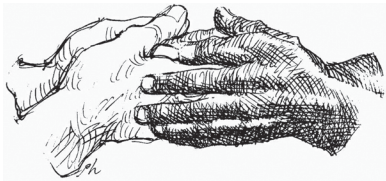
Army family member FAQs and answers

SOMEONE IN MY FAMILY IS CRITICALLY ILL. HOW DO I GET WORD TO MY DEPLOYED SOLDIER?

Contact the rear detachment commander and the Red Cross office at the hospital treating your family member. If there is no Red Cross office at the hospital, call the local office in your community. The number will be listed in the local telephone book. The Red Cross will contact your family member’s doctor, then will contact the unit and request that the soldier be sent back. However, it’s a good idea to contact the rear detachment commander to explain the situation and that the Red Cross has begun the procedure.

I HAVE A PROBLEM. WHERE DO I GO FOR HELP?

Army family members should seek help from the nearest local Army Community Service or Reserve Component family assistance resource. Army families may also contact the toll-free hotline (1-800-833-6622) established by the Army’s Community and Family Support Center, in conjunction with the Army Family Liaison Office. The hotline provides referrals and information from 8 a.m. to 8 p.m. daily Eastern Standard Time for families of deployed or activated soldiers who have “exhausted all other resources.” (Emergency assistance kicks in between the hours of 8 p.m. and 8 a.m. EST.) Hotline operators will not provide any locator information or information about casualties, nor will they address queries from members of the media. Use of this hotline is reserved to Army family members.



Another avenue of assistance may be DoD's and USA Freedom Corps' joint venture, "On The Home Front," a new resource for people seeking to support our troops, their families and their commu-

nities in meaningful ways. (President Bush created the USA Freedom Corps Office at the White House to foster a culture of service, citizenship and responsibility. Volunteer resources are available by calling 1-877-USA-CORPS, or on-line at <http://www.usafreedomcorps.gov>.) Military families may seek help there in meeting basic home and family needs during their soldier's deployment. Individuals, organizations and businesses offer their time and resources, such as: local chapters of the American Legion, American Red Cross, Boys & Girls Clubs of America, Benevolent and Protective Order of Elks of the USA, Camp Fire USA, National 4-H Council, National Fraternal Congress of America, the Salvation Army, U.S. Chamber of Commerce, Veterans of Foreign Wars and the Young Men's Christian Association of the USA. These are among leading community service organizations providing ways for volunteers to help local military families. They are working with the National Guard and Reserve units, as well as with military bases, to match volunteers with families that need help in areas such as household repairs, spring cleanings or tutoring, and to direct those families to businesses and organizations that may be offering free or discounted services. Volunteers can also help families, including those who own small businesses, with specialized skills like major repairs, financial planning or legal services. Some of these organizations are also helping to take care of children, after school and on the weekends,

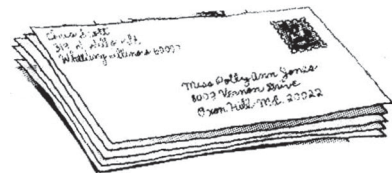
whose families have a parent or caregiver stationed away from home. The Boys & Girls Clubs of America, Camp Fire USA, National 4-H Council and YMCA of the USA are playing important roles in these efforts.

If you are helped in this way, do a good turn for others. Army family members can also make a difference by reaching out to share their time and compassion with veterans to say "thank you" for their service to our country and by volunteering with a Department of Veterans Affairs hospital or other facility. Community volunteer service helps to replace valued volunteers who have been deployed. Local opportunities for volunteer service such as mentoring a child, teaching someone to read, working in a local police department or serving at a local food shelter can also be found through the USA Freedom Corps' new "On the Home Front" website.

HOW DO I MAIL PACKAGES TO SOLDIERS?

Mail must be personally addressed to an individual. Programs that allowed the general public to send mail addressed to "any service member" were cancelled due to security concerns and transportation constraints with military mail. Army Knowledge Online email has been suggested as alternate means to contact soldiers.

If you're a family member, the rear detachment commander and the family readiness group will have the soldier's address. Family members who send regular mail need to use the soldier's full name (without rank), unit and APO address. Letters to Kuwait, for instance, will normally take seven to 10 days, according to the Military



Postal Service Agency. Priority parcels will normally take 10 to 15 days. Surface Air Mail, or SAM packages, will normally take about 24 days, according to MPSA officials. Each country has customs regulations that apply to all incoming mail. These may include prohibitions on certain kinds of food or entertainment products. Host countries mostly prohibit the entry of alcoholic beverages of any kind, narcotics, munitions, pork and pork by-products, pornography and material contrary to the Islamic religion.

Special requirements such as size restrictions or things that can't be sent are posted at the U.S. Postal Service web site, www.usps.com, or the military postal service site, <http://hqdainet.army.mil/mpsa>. Some military units may have additional restrictions imposed by the theater commander, such as size and weight restrictions, to ensure logistics support can handle the mail without delays. (The maximum length of a package in any category is 48 inches.) Military ZIP code restrictions may change as military units move to different locations, officials said. All applicable restrictions for about 3,000 overseas military ZIP codes are entered into the U. S. Postal Service computer terminals and published in the postal bulletin. The general public may review details of all applicable restrictions by going to any branch post office or the USPS public webpage, <http://www.usps.com>. Restrictions on what can be mailed into the theater of operations are changed frequently depending on events within theater, so family members and friends should inquire at their local post office.

Here's how to access USPS' postal bulletins containing mailing restrictions:

- The customer should click on the USPS website.
- Type "Postal bulletin" in the search engine; this will bring up

the page for the bulletins.

- Click on bulletin; on this screen the customer will see "View issues."
- At "View issues," click current issue and this will bring you to the PDF file.
- Click on PDF file and this will bring up the postal bulletin.
- At this point the customer can navigate to the postal bulletin page that contains the military ZIP code information.

Other tips the postal service advises to help ensure timely delivery of mail:

- Wrap packages securely.
- Liquid-filled containers tend to break.
- Powdered items can open during transit, causing concern over what kind of substance it is. Please pack the items in sealed plastic bags.
- Contraband items are confiscated. These include alcohol, tobacco and pornography.
- Label packages properly and list all contents.
- There is a space on the customs form to declare if it is a gift or merchandise.
- When family members send items space-available mail, the packages might take longer.
- Families should not put the country or the base camp's city on the mail, officials said, because it might get sent through the host country's mail system.
- Most areas of the Middle East have been authorized "free mail" for personal correspondence being sent from the service member overseas back to the United States. However, family members sending mail to service members in a free-mail zone must still include postage. Soldiers are briefed on "free mail"

procedures, officials said, when they are deployed to a “free mail” area. Officials said “free mail” hasn’t been requested for operations in theater. However, if the in-theater commander requests free mail, it applies to letters being mailed from the theater of operations. To be delivered, mail sent into the theater of operations must carry the correct postage.

HOW CAN I ACCESS MY SOLDIER’S PAYCHECK WHILE (S)HE IS DEPLOYED?

Access MyPay, the new pay service provided by the Defense Finance and Accounting Service, where deploying servicemembers can set up accounts to allow their spouses to view their pay information on-line. Available nearly around the clock, MyPay cuts waiting in lines or holding on the phone. In MyPay servicemembers can:

- View, print and save leave and earnings statements;
- View and print tax statements (W-2s);
- Change federal and state tax withholdings;
- Update bank account and electronic funds transfer information;
- Manage allotments;
- Make address changes;
- Purchase U.S. savings bonds;
- View and print travel vouchers;
- Control Thrift Savings Plan enrollments;
- Access personal information; and
- Change their pay preferences online.

Log into your MyPay account with your existing E/MSS personal identification number (PIN). MyPay can be accessed at <https://emss.dfas.mil/mypay.asp>. (For help on MyPay, you can also

call customer support at 1-800-390-2348 Monday through Friday between 7 a.m. and 7:30 p.m. Eastern time.) If you need a new PIN, click “need new PIN” on the MyPay homepage. Log on to MyPay once you receive your PIN in the mail. To request an initial PIN, soldiers may request PINs by faxing name, Social Security number, phone number, signature and a copy of a government identification to DFAS at (216) 522-5800. Then log on, following the instructions provided on the MyPay homepage. To change your current PIN, select the “Change PIN” option from the main menu on the MyPay homepage.

HOW DO I FIND MY DEPLOYED SOLDIER?

For security reasons, locator information (meaning where is the unit physically located) is not available. Under certain conditions, the American Red Cross can provide assistance with non-emergency communication. Contact the ARC at www.redcross.org.

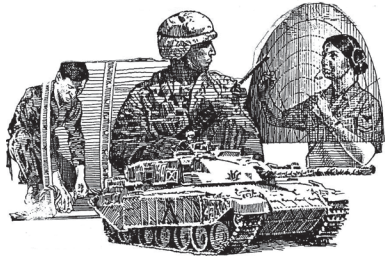
I SAW ON THE NEWS WHERE MY SOLDIER’S UNIT WAS IN A BATTLE. HOW DO I FIND OUT IF (S)HE HAS BEEN KILLED OR INJURED?

The person the soldier asked to be notified in his/her personnel information (DD 93) is the person who will be notified first. In the event of a death or a soldier being placed in a missing in action status, the Army will notify all primary next of kin and secondary next of kin as soon as possible. In the event a soldier is seriously injured or ill, the Army will notify the primary next of kin telephonically. The names of wounded soldiers will not be released. When casualty information becomes public, it will be posted on the Department of Defense website at www.defenselink.mil.

WHAT CAN I EXPECT IF MY SOLDIER IS A BATTLE CASUALTY?

When a soldier, Department of the Army civilian, DA contractor or embedded media representative is killed, wounded or missing within the area of operations, the Kuwait Casualty Area Command notifies the Army's Casualty and Memorial Affairs Operations Center (CMAOC) in Washington. CMAOC then notifies regional commanders in casualty assistance commands (CACs) located where the next-of-kin live, and those regional CACs assign casualty notification/assistance officers to notify the primary and secondary next-of-kin. The casualty assistance officer is an active-duty officer or senior enlisted soldier who has been trained to render assistance to relatives of servicemembers killed, wounded or reported missing in action. Casualty assistance officers may provide the details of death or wounds, comfort survivors and help them choose the type of interment, including arrangement of military honors. These officers also help survivors apply for Service Members' Group Life Insurance compensation and other benefits.

Servicemembers record whom they want contacted on their record of emergency data documents. Casualty assistance officers notify those contacts in person within 24 hours of when the military finds out about the casualty. Primary next-of-kin (PNOK) are notified first and in person. PNOK can be a surviving spouse and children, or if the servicemember is single, his/her parents. Secondary next-of-kin (SNOK) is the "group" of family members closest to the soldier after the PNOK: nor-



mally a servicemember's parents if he/she is married. SNOK are also notified in person if the servicemember's death resulted from hostile or terrorist action.

A pair of casualty assistance officers is normally dispatched to notify next-of-kin, as the Army feels it's important for emotional support to the family that there be a team. Chaplains or commanding officers, when possible, might be included on casualty assistance teams. Or it can be any two individuals trained and prepared to deliver the sad news.

Casualties' personal information, such as name, rank and hometown, cannot be released to the public until the appropriate family members have been notified. The Army is concerned with maintaining its sensitivity to the families and protecting their privacy and dignity, but once survivors have been notified, there's no policy that prevents them from speaking to reporters. Another member of the casualty assistance team comes in here: Public Affairs, who will provide on-site support to or otherwise assist next of kin who request assistance with the media. Let Public Affairs know about upcoming memorial services and funerals for casualties, as there may be media interest/attendance.

Nothing says you *must* speak to the media. Public Affairs coordinates its support with the casualty assistance officer assigned to you. Public Affairs is there to facilitate and strictly adhere to the next-of-kin's desires, whether it's to issue a statement for the media, hold a press conference or to have no contact with the media.

Wounded soldiers must give written authorization for information to be released once their next-of-kin is notified. Releasable information on soldiers wounded in action is governed by regulation and policy: full name, rank, age, unit (battalion level), military occupational specialty, training and education, awards and decora-

tions, home of record, official photo (if on file), hometown, dates of service, assignments and their geographical location, source of commission and general biography. Additionally, if a soldier is killed in action, place of birth, date and general geographical location of death, and (if family permits) place of burial can be released. The CMAOC has this information already and releases it to Personnel Command and Public Affairs; there will be no requirement of you to gather this information. Again, Public Affairs releases this information to the media and is there to support you; they will be sensitive to your family's and your community's reaction/impact.

Media may interview your hospitalized soldier. The intent in covering wounded soldiers recuperating in U.S. military hospitals is to remind the American public of these soldiers' heroic sacrifices. Also, coverage provides these soldiers an opportunity to tell their story and ultimately the Army story.

WHAT IS FAMILY READINESS?

"Family readiness" is the state soldiers, spouses and family members proactively prepare for, and in which they are able to cope with mobilization, deployments and prolonged separations. To prepare, soldiers - both Active and Reserve Components - and their families attend classes and receive written instructional materials through Army Community Service on subjects such as how to prepare a will, how to establish and manage a household budget, how to communicate with children of various ages, participation in family readiness groups and how to maintain communication with the unit's rear detachment.

Commanders prepare to deploy soldiers by doing the following:

- Appointing a family readiness liaison officer (a point of

contact for the unit);

- Conducting predeployment briefings as soon as feasible;
- Contacting ACS for assistance in conducting Operation READY;
- Conducting predeployment and ongoing readiness training sessions;
- Ensuring soldier participation in mandatory ACS training;
- Conducting family readiness exercises; and
- Conducting family assistance center exercises.

How to find help is one of the topics at the unit's pre-deployment briefings. Soldiers and families are told about the family readiness group, the rear detachment, Army Community Service, the American Red Cross and other community support agencies. FRG newsletters contain telephone numbers or website information on how to access these agencies. Post newspapers may also include this information.

Ensuring family readiness is a command responsibility. Army Community Service provides commanders with *The Army Leaders' Desk Reference for Soldier/Family Readiness*. This reference contains sample battalion readiness plans, guidance for conducting battalion-level predeployment briefings and for operating successful FRGs.

WHAT'S A REAR DETACHMENT?

When your soldier's unit deploys, the commander of the unit deploys as well. In active-duty units, there is a small group of soldiers who stay behind. This is called the rear detachment. The officer assigned to command this detachment is called the rear detachment commander. One of the many responsibilities of the RDC is to provide certain services and authorized information to soldiers' families. Usually the information is provided to the family readiness

group through regular briefings and updates. The rear detachment's function is to serve as a link among families, soldiers, the deployed unit and community support agencies. They have the most current and accurate information about deployed soldiers: when they might return, how long they'll be gone, etc. Members of the unit rear detachment are often the first source of information for family members who have questions about family matters when soldiers are deployed.

WHAT'S A FAMILY ASSISTANCE CENTER?

Garrison commanders determine when to establish a family assistance center, which is a building or location – generally on post – that becomes a central hub where professional staff coordinate services and resources a family will need during a deployment, such as ACS, ID-card processing, medical registration and insurance, emergency financial assistance, legal assistance and crisis referral. Other services may also be co-located in the FAC, such as chaplains and the American Red Cross. Some FACs may operate on a 24-hour basis when troops first deploy, then scale back the hours based on use. FACs are available to all families, whether they live on or off post. If access to the installation is difficult due to increased security measures, officials may decide to locate a FAC off the installation.

WHAT'S A FAMILY READINESS GROUP?

A unit family readiness group is a command-sponsored support group for people within the unit to help each other, keep the lines of communication open, and bond. FRGs provide a communication network to pass information to families or to identify problems or needs to the rear detachment commander. In addition to network-

ing, FRG members stage recreational and social events for adults as well as children. Having these support groups creates an atmosphere of mutual care, bonding and concern among unit family members. FRGs are a vital link between families, the rear detachment, the soldiers and community agencies.

The FRG works in concert with rear detachment officials to provide timely and accurate information. FRGs are required to produce a periodic newsletter that is sent to the families. (Frequency is decided by the FRG leaders and rear detachment commanders based on flow of information from the forward deployed unit commander). When information comes to the unit that needs to be communicated immediately, the FRG initiates a "telephone tree" in which one person is responsible for passing information telephonically to specific families in his/her calling circle.

Establishing lines of communication among families, deployed soldiers and units through rear detachment commanders, FRGs and family assistance centers is crucial to reducing anxiety and sustaining soldier and family morale. Through technology (Internet, e-newsletters, videoteleconferencing, phone cards), soldiers are able to stay in touch with their families.

WHAT IS OPERATION READY?

Operation READY (Operation Resources for Educating about Deployment and You) is a series of six training modules, videotapes and resource books the Army published for commanders and Army Community Service staff to use in preparing soldiers and families to mobilize and deploy. The modules include a family readiness group leader's handbook, a commanders' desk reference, a "how-to" for setting up a FAC and lessons about understanding/coping with

separation and financial planning.

In years past, the saying was “the Army takes care of its own.” Today we say “the Army teaches its own to take care of themselves.” Programs such as Operation READY and Army family team building provide family members with the knowledge and resources to be self-reliant in the face of deployment challenges and head-of-household absences.

WHAT ARE THE COMMUNITY AND FAMILY SUPPORT CENTER AND ARMY COMMUNITY SERVICE? WHAT DO THEY DO?

The U.S. Army Community and Family Support Center is the Army agency responsible for policy, preparing training materials and oversight for 50 morale, welfare, recreation and family programs such as Army Community Service. Army Community Service is a grouping of 12 services and programs that serve as a support system for soldiers and families, similar to services found in the civilian sector. There are ACS centers at every Army installation worldwide.

The Army places a high value on both military and personal preparedness. ACS trains staff to teach commanders, soldiers and families how to prepare for mobilization and deployment. ACS programs include deployment/mobilization readiness (preparing families for wartime), family advocacy (domestic violence prevention, victim advocacy), employment readiness (for spouses), the Exceptional Family Member Program (for those with special needs), relocation (information for those moving to new Army posts) and financial readiness (classes in household budgeting, banking and consumer affairs). ACS also manages volunteer opportunities for those interested in community service. www.goacs.org is the ACS

website where detailed information about all ACS programs and services, including deployment and mobilization support, is available.

When members of Reserve Component units travel to large installations like Forts Hood, Drum, Carson, Lewis, Eustis, Leonard Wood, Polk, Riley, Stewart, Gordon, Benning, Dix, McCoy or Huachuca to be processed and validated for deployment, the local ACS staff interviews the soldiers and asks them to fill out a family assistance information sheet. This form is sent to the staff of the military family center closest to the family, notifying officials that an Army Reserve or National Guard family is in their area. At the same time, ACS staff sends a letter to the soldier’s family with information about where the nearest Reserve Component military family center is, useful telephone numbers, as well as the local ACS information.

ACS offers classes in preparing deployment budgets and managing checkbooks. However, if a family experiences financial difficulty, these are the resources available:

- The ACS financial readiness debt liquidation and the emergency food locker services;
- Army Emergency Relief for one-time relief for emergencies such as car repairs, utilities, rent and food;
- The Soldiers’ and Sailors’ Civil Relief Act allows specific benefits for deploying soldiers. Families can contact their legal assistance office (at no charge) for guidance regarding their specific situation;
- American Red Cross may also provide emergency loans and grants.



I HAVEN'T HAD A PHONE CALL FROM MY SOLDIER SINCE

(S)HE DEPLOYED. DO SOLDIERS GET TO CALL HOME?

Soldiers can make “morale calls” from deployed locations via the Defense Switch Network (military) phone system to the United States. There is no charge for that call. The unit commander establishes the policy for determining how many calls per week per soldier and how long the calls can be. If you’re a family member, you can contact the rear detachment commander to find out the unit’s policy. The availability of phones is extremely limited. Tactical (operational) phone use has priority over morale use. Even when calls are authorized, it may be difficult for the caller to get through.

I’M SCARED BY THE NEWS; I WANT TO TALK TO SOMEONE; WHERE CAN I GO?

News reports are often sensational, dramatic and even incorrect. Sometimes the best advice is to talk to someone about your fears. That is why there are family readiness groups: to give spouses the support of others who understand. There are chaplains in the military and pastors in the civilian community. Professional counselors and social workers are also available through many Army Community Service offices, at military hospitals, in the local community, and for children, in the schools. Both chaplains and counselors are great listeners who can adults and children put things in perspective.



General FAQs and answers

WHAT ARE OUR OBJECTIVES IN IRAQ NOW THAT SADDAM

HUSSEIN’S REGIME HAS FALLEN?

There were eight objectives set for the war; we’ve achieved a number of these.

The first was to eliminate Saddam Hussein’s regime. The regime has fallen, and coalition forces are eliminating pockets of resistance.

The second objective was to capture, kill or drive out terrorists and terrorist organizations sheltering in Iraq. With the fall of Saddam, terrorists lost their largest state sponsor.

The third objective was to collect intelligence on terrorist networks. As stability returns, Iraqis are coming to the coalition with information on these groups. Military intelligence personnel are sorting through captured papers for information. Intelligence-gathering on terrorist networks is an ongoing objective.

Fourth and fifth were to collect intelligence on weapons of mass destruction and to oversee their destruction. “We’ve begun the long process of exploring sites, sifting through documents and encouraging Iraqis to come forward with information,” Pentagon spokesperson Torie Clarke said April 14. Gen. Tommy Franks said on CNN’s “Late Edition” April 13, “We think there are between 2,000 and 3,000 possible sites in Iraq where the regime may have weapons of mass destruction.”

Sixth was to secure Iraqi oilfields. Coalition forces secured the southern oilfields soon after entering the country March 19. Coalition special operations forces, supported by conventional forces, secured the northern oilfields around Tikrit April 12.

The seventh goal was to end U.N. sanctions against Iraq and begin sending humanitarian aid to the country. The President and British Prime Minister Tony Blair asked the United Nations to rescind sanctions imposed following the 1991 Gulf War. Humanitar-

ian aid is now flowing into Iraq.

The eighth goal was to help the Iraqi people establish a representative government that doesn't threaten its neighbors. Discussions are beginning to discuss Iraq's future and the country's interim authority. The discussions include clerics, tribal leaders and ordinary Iraqi citizens. As President Bush said in his weekly radio address to the nation April 12, "Soon the good and gifted people of Iraq will be free to choose their leaders who respect their rights and reflect their character. In all that is to come, they will have the goodwill of the entire world. And they will have the friendship of the people of the United States."

I WANT TO HELP ARMY FAMILIES. WHERE CAN I DONATE MONEY?

Thank you for your support. You can donate money to Army Emergency Relief, which is the Army's own emergency financial assistance organization. For details, visit the website www.aerhq.org or call (703) 428-0000. Ninety-five cents of every dollar donated goes directly to soldiers/families.

HOW CAN I SEND A MESSAGE OR SHOW SUPPORT FOR OUR TROOPS?



Thousands of Americans are again asking what they can do to show their support for service members, especially those serving overseas in this time of war. Following are websites for several organiza-

tions sponsoring programs for members of the armed forces overseas. While it's inappropriate for the Defense Department to endorse any of them specifically, servicemembers do value and appreciate such expressions of support:

- Donate a calling card to help keep servicemembers in touch with their families through Operation Uplink, <http://www.operationuplink.org/>;
- Send a greeting via email through Operation Dear Abby at www.operationdearabby.net;
- Sign a virtual thank-you card at the Defend America website, <http://www.defendamerica.mil/>;
- Make a donation to "Operation USO Care Package," <http://www.usometrodc.org/care.html>;
- Support the American Red Cross Armed Forces Emergency Services, <http://www.redcross.org/services/afes/>;
- Volunteer at a VA hospital, <http://www.va.gov/vetsday/>, to honor veterans who bore the lamp of freedom in past conflicts;
- Support families whose loved ones are being treated at military and VA hospitals through a donation to the Fisher House, <http://www.fisherhouse.org>;
- Reach out to military families in your community, especially those with a loved one overseas.

Defense Department officials ask citizens not to flood the military mail system with letters, cards and gifts. Due to security concerns and transportation constraints, DoD can't accept items to be mailed to "any servicemember." Some people have tried to avoid this prohibition by sending large numbers of packages to an individual service member's overseas address - which however well-intentioned, clogs the mail and causes unnecessary delays.

U.S. troops deployed to the Persian Gulf region and other

overseas locations can now receive personal messages from family members, friends, neighbors, colleagues and supporters via the pages of *Stars and Stripes* as well. "Messages of Support" gives family and friends of deployed service members a chance to pass their greetings, words of encouragement and announcements free of charge. "Messages of Support" can be e-mailed to *Stars and Stripes* 24 hours a day at messages@estripes.com, are limited to 50 words or less and will be printed on a first-come, first-run basis. *Stars and Stripes* reserves the right to screen and edit all messages and to omit any determined inappropriate.

WHAT IS THE ARMY DOING FOR SOLDIERS' WELFARE IN THE MIDDLE EAST?

If the soldier is not engaged in combat and is at a permanent unit station, he or she has access to morale, welfare and recreation programs such as fitness equipment (weightlifting), sports (basketball, volleyball, softball and soccer), cards and board games, television, video movies and paperback books. As conditions and commanders allow, there may also be USO celebrity tours and DoD touring entertainment.

WHAT HAPPENS TO CHILDREN OF SINGLE PARENTS OR DUAL MILITARY PARENTS?

Dual military couples with children as well as single parents with custody are required to prepare a Family Care Plan during peacetime that will be activated if/when they deploy. Parents must identify temporary guardians who will be responsible for their children during the deployment. This sometimes requires the children to relocate. School issues are taken into consideration.

Parents must provide the guardian with powers of attorney as well as financial support. Unit commanders are responsible for validating Family Care Plans during peacetime so parents are prepared to deploy. This is mandated by an Army regulation: AR 600-20, Paragraph 5-5.

HOW DO I JOIN THE ARMY?

Thank you for your interest in joining the U.S. Army. We trust you'll find it to be an exciting and rewarding career prospect. If you're interested in the Army's current activities, we encourage you to check out the Army's website at <http://www.army.mil>. Our website at <http://www.goarmy.com> is an excellent place to find out about basic training, read the profiles of real soldiers and even visit a chat room to talk with Army personnel.

HOW DO I FIND SERVICE RECORDS FOR MYSELF OR A FRIEND/RELATIVE WHO WAS IN THE ARMY?

Try this website: <http://www.fedworld.gov/jobs/jobsearch.html>. Visit these websites to get copies of your records: active-duty enlisted, <http://www.erec.army.mil/>; retirees, <http://www.nara.gov/regional/mpr.html>; veterans, <http://www.nara.gov/regional/mpr.html>; or civilians, <http://www.nara.gov/regional/cpr.html>. Or, contact the National Personnel Records Center at:

Civilian Records Facility
111 Winnebago St.
St. Louis, Mo. 63118-4199
Military Records Facility
9700 Page Ave.

St. Louis, Mo. 63132-5100

Phone: (800) 318-5298

At minimum, include the servicemember's complete name, Social Security number and/or serial number, and the requester's return address. Website is <http://www.nara.gov/regional/stlouis.html>. Also, this website has a comprehensive list of where soldiers can obtain their Official Military Personnel Files (OMPF): <http://www.2xcitizen.usar.army.mil/soldierservices/records/recordlocations.asp>.

HOW DO I REPLACE MY MEDALS THAT WERE LOST?

To obtain a replacement medal, contact:

National Personnel Records Center

Attn: Army Reference Branch

9700 Page Ave.

St. Louis, Mo. 63132-5100

Email MPR.center@nara.gov

Phone (314) 5384261

You may be charged for the replacement of the medals.

I AM A RETIREE LOOKING FOR INFORMATION ABOUT BENEFITS. WHERE CAN I GET ASSISTANCE?

You may contact your local Army Retirement Services Office to get started. Also, the Veterans Administration provides a great deal of assistance. Websites of interest are <http://www.va.gov/>, <http://www.acap.army.mil/acap/home.html> and <http://www.odcsper.army.mil/retire/retire1.asp>.

I AM INTERESTED IN THE BACKGROUND AND HISTORY OF AN ARMY UNIT. HOW DO I GET THIS INFORMATION?

Many unit associations have websites that contain their unit's history. Also, the Army's presence on the Internet contains a wealth of information. Try: Center for Military History, <http://www.army.mil/cmh-pg/>; Military History Institute, <http://carlisle-www.army.mil/usamhi/>; Center for Army Lesson Learned, <http://call.army.mil/call.html>; Combat Studies Institute Historical Services, <http://www-cgsc.army.mil/csi/pubs/pubs.htm>; World War I, <http://www.worldwar1.com/index.html>; World War II, <http://ww2.vet.org/> or <http://www.worldwar2.com/>; Civil War, <http://www.civilwar.com/>.

WHAT EQUIPMENT DOES THE ARMY USE?

Try these websites: Army Materiel Command, <http://www.amc.army.mil/>; equipment page of Soldier's Almanac, <http://www.dtic.mil/soldiers/jan1999/majequip1.html>; Army Finance Management, <http://www.asafm.army.mil/>; Army Logistics Support Activity, <http://www.logsa.army.mil/warning.htm>.

I'M INTERESTED IN FINDING OUT ABOUT THE MISSIONS AND PERSONNEL IN THE DEPARTMENT OF DEFENSE. WHERE CAN I GET THAT INFORMATION?

The mission of the Department of Defense is to provide the military forces needed to deter war and to protect the security of our country. The Department of Defense is a Cabinet-level organization. Reporting to DoD are the three military departments (Army, Navy and Air Force) and 14 defense agencies. The four armed services are subordinate to their military departments. The Marine Corps is a

second armed service in the Department of the Navy. The military departments are responsible for recruiting, training and equipping their forces, but operational control of those forces is assigned to one of the unified combatant commands. For more information, refer to the Defense Almanac website at <http://www.defenselink.mil/pubs/almanac/>. For more information about the Army, refer to the Army homepage at <http://www.army.mil/>.

HOW MANY SOLDIERS ARE THERE IN THE ARMY?

There are about 480,000 soldiers on active duty. For more information on the breakdown of personnel in the active-duty Army, refer to <http://www.dtic.mil/soldiers/jan1999/sitrep1.html>.

WHAT IS OPERATION LIBERTY SHIELD?

Operation Liberty Shield is a comprehensive national plan designed to increase protections for America's citizens and infrastructure while maintaining the free flow of goods and people across our border with minimal disruption to our economy and way of life. Operation Liberty Shield is a multi-department, multi-agency, national team effort. It includes:

- Increased security at borders;
- Stronger transportation protections;
- Ongoing measures to disrupt threats against our nation;
- Greater protections for critical infrastructure and key assets;
- Increased public health preparedness; and
- Federal response resources positioned and ready

Increased security at borders

Maritime:

- More patrols – security has been increased at major U.S. ports

and waterways with more Coast Guard patrols by aircraft, ships and boats.

- More escorts of passenger ships – the Coast Guard has increased its escorts of ferries and cruise ships.

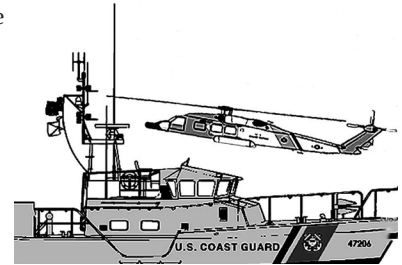
- More sea marshals – every high-interest vessel arriving or departing from American ports will have armed Coast Guard sea marshals onboard, closely watching the ship's crew and ensuring that it makes its port call safely. These merchant ships have cargoes, crewmember(s) or other characteristics that warrant closer examination.

- Selective maritime restrictions – the Coast Guard will enforce security zones in and around critical infrastructure sites in key ports. This information will be published and announced for those using U.S. waterways.

Land borders:

- Increasing border surveillance – surveillance and monitoring of the borders will be increased with more agents and patrol assets. These forces will cover areas between major ports of entry.

- Increased border screening – customs and border protection officers will increase screenings of vehicles and cargo crossing our land borders. Officers will conduct more interviews and detailed screenings as people transit in and out of the United States. The actions at land borders are not expected to signifi-



cantly impact the movement of people and cargo across the border.

Asylum modifications:

- Asylum detainees – asylum applicants from nations where al-Qaeda, al-Qaeda sympathizers and other terrorist groups are known to have operated will be detained for the duration of their processing period. This reasonable and prudent temporary action allows authorities to maintain contact with asylum seekers while we determine the validity of their claim. The Department of Homeland Security and the Department of State will coordinate exceptions to this policy.

Stronger transportation protections

Airports:

- Increasing airport security – the Transportation Security Agency will implement airport security measures that are proactive, sustainable and focused, based on intelligence information. One of the most visible changes will be increasing the presence of law-enforcement officers on patrol and in airport facilities.
- Checking airport IDs – TSA has advised air carriers to review and ensure the validity of all personnel IDs for those who have access to secure areas. In addition, TSA screeners will continue to remain at a heightened state of alert.

Airspace control:

- Controlling vital airspace – new temporary flight restrictions have been put into place over certain U. S. cities, including Washington, D.C., and New York City. The FAA will continue to closely monitor air traffic in these and other key areas.

Rail security:

- Improving rail bridge security – state governors have been asked to provide more police or National Guard forces at selected bridges.
- Increased railroad infrastructure security – railroad companies will be asked to increase security at major facilities and key rail hubs.
- Amtrak security measures – Amtrak will implement security measures consistent with private rail companies.
- Increasing railroad hazardous material safety – At the request of the Department of Transportation, private railroad companies will monitor shipments of hazardous material and increase surveillance of trains carrying this material.

Road security:

- Government and industry teamwork – The Department of Transportation will work closely with hazardous material shippers and carriers and encourage them to follow transportation security checklists and recommendations. Suggested measures include employee identification checks, communications plans and emphasis on operator awareness. U. S. and Canadian authorities will also coordinate cross-border hazardous material shipments.

Ongoing measures to disrupt threats against our nation

Monitoring terrorist suspects:

- Tracking suspects – the FBI will continue to closely monitor individuals suspected of links to terrorism.
- Identifying terrorist supporters – the FBI is working closely with the Departments of Justice and DHS to identify those who



would facilitate terrorist activity through fundraising, logistical support and recruitment.

- Foreign-national information – To advise members of the Iraqi community of the FBI’s responsibilities in protecting them from hate crimes, and to elicit information that may be useful to the U.S. government in the event of hostilities in Iraq, the FBI, working with the Department of State and immigration officials, has identified a number of Iraqi-born individuals in the U.S. that may be invited to participate in voluntary interviews.

Greater protections for critical infrastructure and key assets

Protecting key economic centers and ports:

- Vital petrochemical facilities – the Coast Guard will provide maritime protection for petroleum centers located in close proximity to major coastal population centers.

Strengthening nuclear regulatory safeguards:

- Facility security – the Nuclear Regulatory Commission is requiring all licensed users of radioactive material to take additional security measures.
- Protecting key infrastructure – the federal government, state and local organizations and the private sector are increasing security presence at chemical facilities, nuclear power sites, key electrical grids, bridges, subway systems and other sites.

Cybersecurity:

- Monitoring and vigilance – the Department of Homeland Security, together with other government agencies, continues to monitor the Internet for signs of a potential terrorist attack, cyberterrorism, hacking and state-sponsored information warfare. Industry and public Internet users are reminded of the

importance of employing sound security practices and reporting unusual activity or intrusion attempts to DHS or local law enforcement.

Increased public health preparedness

Increasing disease surveillance and food security:

- Alerting and informing the food industry – the Department of Agriculture is alerting producer organizations of the increased threat status and urging them to implement additional security measures such as inspecting all vehicles and escorting all visitors to their facilities.
- Department of Health and Human Services outreach – HHS is alerting state and local health departments, hospitals and medical-care providers to report any unusual diseases or disease patterns. HHS has put the U. S. Public Health Service Commissioned Corp Readiness Force of doctors, nurses and other health-care staff on alert status and alerted emergency support and management teams to possible deployment.
- Imported food monitoring – HHS has taken aggressive steps to enhance the inspection of imported food and is coordinating federal, state and local communications on imported food issues and potential food pathogens.
- USDA monitoring of food chain – the Department of Agriculture is taking steps to assure that employees and representa-



tives throughout the food and agriculture community are alerted and aware of the need for extra precautions during this time. USDA is encouraging state and private authorities to monitor feedlots, stockyards, import and storage areas.

Federal response resources positioned and ready

- National Emergency Response Teams – DHS has prepositioned National Emergency Response Teams, with one team designated for the National Capital Region. These teams are able to provide on-site management of federal response efforts.
- Incident teams – USDA Incident Management Teams from the U.S. Forest Service are ready to deploy to an emergency site to manage an incident with other DHS, federal, state and local authorities.
- Decon teams – Environmental Protection Agency decontamination teams are on alert and ready to deploy.

In addition to the measures being taken in Operation Liberty Shield, members of the public are encouraged to become more informed about the emergency preparedness measures they can take to protect themselves and family members.

Rod Paige, the secretary of education, and Tom Ridge, the secretary for homeland security, announced a new website March 6 that provides educators and school administrators with key emergency information to include in their own preparedness plans. The website includes information covering a variety of emergencies, including natural disasters, violent incidents and terrorist acts. The website is <http://www.ed.gov/emergencyplan>.

The ready.gov website and 1-800-Be-Ready line provide citizens with informative preparedness suggestions and advice for families.



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