



DEPARTMENT OF THE ARMY
HEADQUARTERS, III CORPS AND FORT HOOD
1001 761ST TANK BATTALION AVENUE
FORT HOOD, TEXAS 76544-5000

REPLY TO
ATTENTION OF

**COMMAND POLICY
G1-01**

AFZF-GA

02 NOV 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Family Readiness Groups – Command Duties and Mission Accomplishment

1. REFERENCES.

- a. AR 608-1, Appendix J, Army Family Readiness Group Operation, 21 July 2006.
- b. AR 600-20, Army Command Policy, 7 June 2006.

2. APPLICABILITY. This policy applies to all III Corps units and activities at Fort Hood or under the General Court-Martial Convening Authority jurisdiction.

3. INTENT. Commanders and Leaders: Since June 2006, Army Command Policy formally establishes the Family Readiness Group (FRG) program as an official Army mission under the personal supervision and responsibility of commanders at each level (AR 600-20, para. 5-10a(b)). This is a significant change and expansion of command authority, affirmative obligations, responsibility, and potential liability requiring special attention, sound judgment, and tact. I want you to be aware of some issues as I see them in executing your FRG duties.

a. Family Readiness – keeping people connected and informed, providing referrals to resources and tools to be self-sufficient, and helping each other in time of need – supports mission accomplishment. The FRG program is a mission-readiness issue for commanders.

b. Your unit FRG is a command-sponsored network of mutual support among Soldiers, civilian employees, retirees, and their Family Members – both immediate and extended. Your FRG plays a critical role during this challenging time of war and Army transformation. During deployment, they reassure our Soldiers and Family Members by building a sense of belonging and fostering unit cohesion.

4. POLICY.

a. Command Emphasis. A competent and healthy FRG program requires the personal attention of commanders and senior unit leaders. The guiding functions should not fall solely to Family Member volunteers. This does not mean you personally control and dictate every aspect of the program, but you must be engaged, informed, and personally involved and attend FRG functions and events. Keep in mind that you will deal with members not under your command as Soldiers and employees, so you must exercise great tact, sound judgment, and wise diplomacy.

b. Training. Army Community Service provides an FRG Certification Course to FRG leaders and key volunteers. All leaders must attend FRG certification training relevant to their duties and encourage volunteers to participate in such training. Consider identifying required training as a condition of appointment for positions. Use your best judgment on what training you think is essential. Take advantage of the opportunity.

c. How to Organize Your FRG. Structure and organization of your FRG must be tailored to the unit, its mission, and the makeup of its Family Members. Success depends on selecting the right people with knowledge and motivation to do the best job possible. Effective FRG programs include written purpose statements, well-defined goals, objectives, and structure. Commanders must appoint FRG leaders in writing and provide job descriptions so that obligations and limits of responsibility are clearly defined.

d. FRG Information Flow. Implement a structured telephone tree and use e-mail or hardcopy newsletters to keep FRG members informed. Virtual FRG web spaces are available free to all units through Army Community Service. Designate a member of the command as the central source for all "truth in publication" to confirm or refute information released and distributed.

e. FRG Member Participation. Schedule meetings to maximize convenience to all members and consider conducting meetings on a regularly scheduled day of the month (i.e., the second Tuesday of each month) to insure that members have predictability to schedule their personal time. Include FRG meetings on your unit training calendars.

f. Managing Funds. The regulatory guidance on fund management is clear and specific, but this area is fraught with pitfalls and potential liabilities. Your FRG fund must be regulated by a written standard operating procedure. Keep in mind at all times the guiding principle that FRG monies belong to the FRGs and must be used only for FRG business. Strictly follow the rules against co-mingling funds used for other purposes. Establish sound accounting and check-and-balance spending procedures to insure everything is above board and transparent to the FRG membership.

AFZF-GA

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g. Fundraising. FRGs may fundraise to Soldiers, civilian employees, Family Members (immediate and extended) within the FRG membership. FRGs may not make direct, personal solicitations to individuals for gifts or donations. FRGs may not conduct fundraising off post. Within III Corps and Fort Hood, FRGs may conduct fundraising on post with prior approval from the installation commander. The Director of Morale, Welfare and Recreation will establish a central repository for unsolicited donations to FRGs and ensure procedures for distribution of such funds are equitable IAW AR 608-1, Appendix J-9. Consult with you local Army Community Service representative and command legal advisor on all fundraising issues.

h. Use of Appropriated Funds and Government Resources for FRG Business. All official resources within the command, such as appropriated funds, non-tactical vehicles and copiers and paper, are available to conduct FRG business. Ensure that official resources are used wisely and prudently. Commanders may establish more restrictive limits. For example, FRG members must not obligate the unit to financial obligations without prior approval; FRG volunteers will be reimbursed for expenses only with prior approval; and FRG Family Member volunteers may use government non-tactical vehicles for FRG business, but all government vehicles must be operated by military or civilian employees for liability concerns.

i. Privacy and Operational Security. Maintain proper Privacy Act notices regarding personal information and follow proper Freedom of Information Act release procedures. Also train and continually reinforce to you FRG membership their operational security responsibility.

j. Program Advice and Consultation. Finally, your local, installation Army Community Service Directorate is your main source of information and support for a sound FRG program. Within Forces Command, there also is an FRG Deployment Assistant Program to assist brigade and higher commands meet the FRG mission. These offices can provide tailored resources and information.

k. Legal Advice and Inspector General Assistance. Your command legal advisors with the Office of the Staff Judge Advocate and the assistant inspectors general with the Office of the Inspector General are available for advice and consultation on any FRG issue. Routinely call on them for advice and assistance.

5. **QUESTIONS**. I am personally interested in your success with FRGs and I am available to provide guidance. Raise to my attention any issue of concern or suggestion for improvement in our programs. Thank you for you tremendous efforts in this area.

AFZF-GA

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6. **EXPIRATION.** This Command Policy Memorandum supersedes Policy Letter G1-02 dated 14 October 2008, and will remain in effect until superseded or rescinded.



ROBERT W. CONE
Lieutenant General, USA
Commanding

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