



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY SIGNAL CENTER OF EXCELLENCE  
AND FORT GORDON  
506 CHAMBERLAIN AVENUE  
FORT GORDON GEORGIA 30905-5735

ATZH-CG

AUG 21 2012

MEMORANDUM FOR FORT GORDON COMMANDERS

SUBJECT: Commanding General's Policy Memorandum No. 12 – Family Readiness Operations

1. REFERENCES.

- a. AR 608-1, Appendix J, Army Family Readiness Group, 19 September 2007
- b. AR 600-20, Army Command Policy, 18 March 2008/RAR 27 April 2010.

2. **APPLICABILITY.** Consistent with AR 600-20, para. 2-5, this policy applies to the US Army Signal Center of Excellence and Fort Gordon and all Departments of the Army units and activities on Fort Gordon.

3. **INTENT.** Commanders and Leaders:

a. Army Command Policy 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(2)(b). This is a significant aspect of command authority and requires special attention, sound judgment, and tact. I want you to be aware of the important issues that will impact the execution of your FRG duties.

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 support our Soldiers and Family Members by building a framework of belonging thereby fostering unit cohesion.

4. **POLICY.**

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

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b. Training. Army Community Service (ACS) must provide an FRG Certification Course to FRG leaders, FRG key volunteers and Family Readiness Support Assistants. All leaders must attend FRG certification training relevant to their duties and encourage volunteers to participate in such training. Commanders should consider indentifying required training as a condition of appointment for positions. Commanders should use their best judgment on what training is essential.

c. How to Organize the Command's FRG. Structure and organization of an 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. Structured telephone trees, web pages, and social media are effective and used along with e-mail and hardcopy newsletters to keep FRG members informed. The ACS Army OneSource provides an eArmy Family Messaging System (eAFMS) to help Army Commanders meet their Family readiness needs through broadcast messages, advisories, acknowledgments to Soldiers and Army Families immediately or as scheduled for release via phone, sms/text, and email through a secure portal. Virtual FRG web spaces are available free to all units through ACS. Designate a member of the command as the central source for all "truth in publication" to verify information before it is released and distributed.

e. FRG Member Participation. Schedule meetings to maximize convenience to all members and conduct meetings on a regularly scheduled day of the month (e.g., the second Tuesday of each month) to ensure that members have predictability to schedule their personal time. Commanders should ensure that FRG meetings are included on unit training calendars. Childcare for FRG meetings can be arranged through Child, Youth and School Services and ACS.

f. Managing Funds. The regulatory guidance on fund management is clear and specific, but this area is fraught with pitfalls and potential liabilities. Commanders and FRG leaders must be familiar with the guidance in AR 608-1, Appendix J. Your FRG fund must be regulated by a written standard operating procedure. Keep in mind at all times the guiding principle that FRG funds must be used only for FRG purposes. Strictly follow the rules against co-mingling funds used for other purposes. Establish sound accounting and check-and-balance spending procedures to ensure everything is above board and transparent to the FRG membership (like 2 person control).

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g. FRG Informal Funds. Commanders may authorize their FRG to maintain one informal fund in accordance with AR 600–20 and AR 608-1, para. J-7.

h. Fundraising. FRG appropriated fund resources may not be used to support private organization activities, internal fundraisers, or commercial ventures. Any fundraising by an FRG informal fund must be approved by the appropriate commander after consultation with either their trial counsel or an attorney in the Administrative Law Division of the Office of the Staff Judge Advocate. FRGs and their members may not make direct, personal solicitations to individuals from outside the Fort Gordon military community (i.e., Soldiers, civilian employees, Family Members within the unit FRG.) for gifts or donations. FRG informal funds may not conduct fundraising off-post. Within the Signal Center of Excellence and Fort Gordon, FRG informal funds may conduct installation-wide fundraising on post with prior approval from the Garrison Commander. The Director of Family, 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, para. J-9. The director will brief this fund's status to the Commanding General annually. Consult with your local ACS representative and the Administrative Law Division of the Office of the Staff Judge Advocate on all fundraising issues.

i. Use of Appropriated Funds and Government Resources for FRG Business. All official resources within the command, such as appropriated funds, non-tactical vehicle support, copiers and paper may be made available for FRG business. Commanders must ensure the official resources are used wisely and prudently. Commanders may establish more restrictive limits or rules. For example, FRG members must not obligate the unit to financial obligations without 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.

j. Privacy and Operational Security. Maintain proper Privacy Act notices regarding personal information and follow proper Freedom of information Act release procedures. All Alert Rosters and Chains of Concern should contain the Privacy Act statement to train and continually reinforce to your FRG members their operational security responsibility. When sending emails to multiple Family Members, they should be blind copied unless they have signed a written statement releasing their personal information.

k. Program Advice and Consultation. Finally, your local, installation ACS Directorate is your main source of information and support for a sound FRG program. There are also FRG Deployment Assistant Programs that can assist brigade and higher

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commands meet the FRG mission. These offices can provide tailored resources and information.

I. Legal Advice and Inspector General (IG) Assistance. The OSJA and the Office of the IG are available for advice and consultation on any FRG issues. Please call on them for advice and assistance.

5. I am personally interested in the success of all FRGs on Fort Gordon and I am available to provide guidance. I am very interested in any issues of concern or suggestions for improvement in our programs. Thank you for your tremendous efforts in this important support of our Families.



LAWARREN V. PATTERSON  
Major General, USA  
Commanding

This memorandum supersedes Commanding General's Policy Memorandum No. 12 – Family Readiness Operations, dated 10 June 2011.