

WELCOME!

The goal of this handbook is to welcome you to your new position and provide some of the tools needed to perform this job. This handbook is not a regulation. It serves as an official source of information and guidance that are intended to offer you the best support possible for you to successfully accomplish your tasks. If questions arise or you are, unsure of a situation you have a number of people who can assist you:

Family Readiness Group Leaders (i.e. the Chairperson(s), “Secretary”, etc.)

Unit Commander or their designated Military Point of Contact.

The State Family Program Director at 808-672-1442

As you learn about the joys of being a Key Volunteer, keep in mind this handbook is for YOU! If you want added or changed to make your job easier or you see errors, contact me so we can update this handbook.

Remember, you are not the first nor are you alone in this job. The most important item we have to share is “Thank You”. Your willingness to accept this responsibility is greatly appreciated!

Major Changes on this Version

1. This handbook has been completely reorganized and reformatted. Please read the entire book.
2. Portions relating to Family Readiness Assistant (FRA) have been removed.
3. The combining of the Newsletter and the Multi Media Coordinator into one position.
4. “Commander” definition is clarified in the Glossary for purposes of this Handbook only.
5. Clarified definition of a year as 01 January – 31 – December. Annual and quarterly reports will be based on this definition.
6. Added an appendix on fundraising limits to try and clarify AR 608-1, Appendix J

If questions should arise, please contact the following who can assist you:

State Family Program Director (SFPD)

Lt Col Sharnell Valeho

E-mail: Sharnell.h.valeho.mi@mail.mil

Phone: (808) 672-1442

References:

The following are some of the regulations used in the Family Programs. Please take some time to look these up so you understand the regulations you are following. This handbook tries to condense and extract pertinent information, but the regulations are the authority.

The following can be found at <http://www.army.mil/usapa/>

AR 1-100, *Gifts and Donations*

AR 600-20, *Command Policy*

AR 608-1, *Army Community Service, App J*

Army Directive 2008-1, *Increase in Family Readiness Group Informal Fund Cap*

AR 600-29, *Fundraising within the Department of the Army*

The following can be found at: <http://www.dtic.mil/whs/directives/index.html>

DOD 4525.8-M DOD Official Mail Management

DOD 5500.7-R The joint Ethics Regulation

<http://www.dtic.mil/whs/directives/infomgt/formsprogram.htm>

DD Form 1351, *Travel Voucher*

DD Form 2793, *Volunteer Agreement for Appropriate Fund Activities & Non Appropriated Fund U-Instrumentalities*

Information on EIN's and Form SS-4 can be found at www.irs.gov.

National Guard Family Program

Mission

To establish and facilitate ongoing communication, involvement, support, and recognition between National Guard Families and the National Guard, in a partnership that promotes the best in both.

How? This is facilitated through education, outreach services, and partnerships by leveraging resources, training, and constantly capitalizing on new capabilities, concepts, and technological advances.

Additional Goals of a Family Readiness Group:

- Assist service members and their families when in need
- Increase family involvement and awareness, thereby increasing satisfaction with the Guard
- Increase the service member's performance, personal readiness, and retention by promoting the partnership of Family Readiness and the Guard unit

POSITION DESCRIPTION

HAWAII ARMY NATIONAL GUARD FAMILY READINESS PROGRAM -KEY VOLUNTEER (CHAIRPERSON)/ALTERNATE POSITION- (Volunteer Position)

- I. **Introduction:** The lead volunteer is a statutory volunteer serving in an official capacity in direct support of the National Guard Family Program. The following is provided as a guidance to aide you and other Family readiness volunteers in assisting the commander to sustain the unit's Family Readiness Program. For further guidance/direction contact the Sate Family Readiness Office at 808-672-1687.

- II. Major **Responsibilities:**
 - A. Ensure the commander has appointed you as a volunteer.
 - B. Sign Volunteer Agreement (DD2793) and file at the unit and State Family Program office.
 - C. Register on the www.io0intservicessupport.org website and records volunteer hours.
 - D. Provide guidance and support for commanders and Family Readiness volunteers to help sustain the unit's Family Readiness Programs and serve as part of the commander's special staff.

 - E. Serve as a **Point of Contact** and **network** closely with:
 1. Commanders (to include Rear Detachment Commander)
 2. Unit Family Readiness Representative (UFRR)
 3. State Family Readiness Director
 4. Family Readiness Support Assistants
 5. Family readiness volunteers (military and nonmilitary)

 - F. **Goals:**
 1. Provide guidance and support to commanders and volunteers in the sustainment of the Family readiness Programs within the Guard and community whenever possible.
 2. Help establish Family readiness Program goals, activities and budget requirements annually with input from the commander and other Family Readiness volunteers.

G. **Promotion:** (With the help of other Family Readiness volunteers)

1. Represent Guard Families in meetings, workshops and conferences.
2. Involve service and Family members in unit Family Readiness activities.
3. Maintain a unit Family sponsorship program.
4. Promote the Family Readiness Program within the Guard and Community whenever possible.
5. Recruit family and service member Family Readiness volunteers.

H. **Support:** (With the help of other Family Readiness volunteers)

1. Advise and assist unit personnel in meeting the needs of service and Family members.
2. Provide assistance and support to other unit Family readiness volunteers.
3. Advise and assist unit personnel in coordinating periodic, informational briefings to Family and service members.

I. **Maintain Information:** The Lead Volunteer has oversight authority for the following:

1. Ensure the Family Readiness Group Charter (agreement/plan) is updated as changes occur and properly distribute.
2. Ensure appropriate volunteer paperwork is completed and submitted. i.e. Treasurer reports and volunteer hours.
3. Ensure the unit Families' telephone tree is established and maintained.
4. Ensure volunteer agreements are accomplished and forwarded to the Family Readiness Support Assistant (FRSA) for approval.
5. If the Family Readiness Group has a Checking Account, ensure the following:
 - a. Treasurer and alternate treasurer are appointed on a memorandum.
 - b. Funds do not exceed the \$10,000 annual limit.
 - c. Checking account has 2 signers.
 1. Checking account has an Employer Identification Number (EIN#) assigned by the IRS.
 - d. Annual Treasurer Reports have been filed with the State Family Readiness Office, (quarterly reports if unit is deployed) & a copy filed in the units Family Readiness binder.
 - e. Help insure the FRG Standard Operating Procedure for FRG informal funds is included in the FRG Charter – FRG's with an informal fund must have an organizing SOP that provides minimal information regarding FRG expenditures which needs to be in accordance with the wishes of the

majority of the FRG members and all fundraisers must have Commander approval before proceeding.

- III. Chain **of Command/Concern:** Volunteers are responsible to the unit commander and the State Family Readiness Director.
- IV. Qualification **Sought:** Believe in and support of the National Guard Family Readiness Program.
 - B. Good communication and interpersonal skills.
 - C. Good organizational and supervisory skills.
- V. **Benefits:**
 - A. Meet other Family and service members.
 - B. Travel opportunities to attend Family Programs conferences and workshops.
 - C. Gain a clear understanding of the National Guard.
 - D. Preparedness in the event of a mobilization.
 - E. Increase skills for present and future job opportunities.
 - F. Opportunity to network with Family Program representatives.
- VI. **Training: Attend required quarterly, webinar's and annual State Volunteer Workshop Training. Contact Family Readiness Support Assistant for information.**

Family Readiness Group Key Leader (Chairperson)/ Date:

Commanders Signature/Date:

DISTRIBUTION:

Unit Family Readiness Program File (Commander's Binder): Original Copy

Family Readiness Support Assistant FRSA: Copy

Units' Family Readiness Group Lead Volunteer: Copy

POSITION DESCRIPTION

HAWAII ARMY NATIONAL GUARD

UNIT FAMILY READINESS REPRESENTATIVE (UFRR)

-SERVICE MEMBER POSITION-

As of: 10/2016

I. **Introduction:** The following is provided as guidance to assist you in your duties. This position will be an additional duty position, appointed by the unit commander and will be accomplished in conjunction with other assigned duties. Primary responsibilities will be to act as a liaison between the Family Readiness volunteers and the unit commander. For further guidance/direction contact the State Family Readiness Office at 808-672-1687.

II. Major **Duties and Responsibilities:**

- A. Assist the commander and Family readiness lead volunteer to ensure the following tasks are completed and maintained:
 - 1. Ensure you are appointed on a memorandum to serve as the Unit Family Readiness Representative.
 - 2. Register on the www.jointservicesupport.org website and record volunteer hours.
 - 3. Help ensure a family member is recruited to serve as the lead volunteer for the unit's Family Readiness Group and is appointed. Appointment statement included in the FRG sanction.
 - 4. Help ensure a sanction (agreement/plan) for the unit's Family Readiness Program with the help of the Family Readiness Group's Lead Volunteer and commander is completed.
 - 5. Help ensure a Statement of Approval (Statement included in the FRG Sanction) recognizing the Family Readiness Group and giving them Permission to operate and function as a part of the commander's special staff is completed. Help ensure the Family Readiness Group Telephone Tree is maintained.
 - 6. If the Family Readiness Group has a Checking Account, help ensure the following:
 - a. A treasurer and alternate treasure are appointed on a Memorandum.
 - b. Funds do not exceed the \$10,000 annual limit.
 - c. Checking account has two signers.
 - d. Checking account has an Employer Identification Number (EIN#)
 - e. Annual Treasurer Reports (quarterly reports if deployed)

have been filed with the State Family Readiness Office & a copy filed in the unit's Family Readiness Binder.

- f. Help ensure the FRG Standard Operating Procedure for FRG informal funds an organizing SOP that provides minimal information regarding FRG expenditures which need to be in accordance with the wishes of the majority of the FRG members and all fundraisers must have the Commander's approval before proceeding.

B. Serve as **Point of Contact** for and work closely with:

1. Unit Commander
2. Family Readiness Group Lead Volunteer
3. Family Readiness Support Assistant
4. State Family Program Director
5. Unit retention personnel

C. Promote and Maintain Information.

Help the Commander and Lead Volunteer do the following:

1. Integrate the Family Readiness into as many unit activities as possible.
2. Encourage participation in family Readiness activities and training.
3. Inform Unit Family Readiness Program Lead Volunteer of new service and Family members or other changes for sponsorship purposes.
4. Assist with the maintenance of the unit's Family readiness Program notebook (Unit Commander's FRG binder) to ensure that it is complete and current.

III. **Training:** Attend required quarterly, Webinar's and annual State Volunteer Workshop Training. Contact Family Readiness Support Assistant for information.

IV. Chain **of Concern.** Unit Commander, Family Readiness Group Lead Volunteer, State Family Readiness Director.

V. Qualification **Sought.**

- A. Have knowledge and understanding of the military structure and how it functions
- B. Believe in and support the Family Readiness Program
- C. Good communication and interpersonal skills

Unit Family Readiness Representative/Date

Family Readiness Group Key Leader/Date

Commander Signature/Date

DISTRIBUTION;

Unit Family Readiness Program (Commander's Binder): Original Copy

State Family Readiness Assistant/Brigade FRSA: Copy

Unit's Family Readiness Group Leader Volunteer: Copy

POSITION DESCRIPTION

HAWAII ARMY NATIONAL GUARD

FAMILY READINESS PROGRAM

(Volunteer Position)

-TREASURER / ALTERNATE TREASURER POSITION-

Revised: 10/2016

I. **Introduction:** The treasurer and the alternate treasurer are statutory volunteers serving in an official capacity in direct support of the National Guard Family Program. They will maintain simple accounting records and receipts for the National Guard Family Readiness Group funds in accordance with Army Regulation 600-20, Paragraph 4-21; Army Regulation 608-1, Appendix J, paragraph J-7; National Guard Bureau Funding Guidance; the State Family Readiness Office.

All tasks are accomplished with the support of the commander, lead volunteer and State Family readiness Office. For further guidance/direction refer to the Family Readiness Treasurer and Alternate Treasurer Handbook or contact the State Family Programs Office at 808-672-1687.

II. **Major Duties and Responsibilities:**

- A. Ensure the commander has completed the Treasurer Appointment Memorandum.
- B. Appointing you as the treasurer and appointing an alternate treasurer. Ensure it is filed in the unit's Family Readiness binder and a copy sent to the State Family Program Office. Military personnel cannot serve as treasurers or signatories on FRG accounts.
- C. Sign Volunteer Agreement (DD2793) and return to the State Family Program Office.
- D. Register on the www.jointservicesupport.org website and record volunteer hours.
- E. Prior to opening a FRG account, file IRS form SS4 to receive an Employer Identification Number (EIN) (a tax ID number) to avoid use of personal Social Security Number. If SSN is used for reporting to the IRS, checking account may be perceived as personal income by the Internal Revenue Service.
- F. **Open and maintain a non-interest bearing checking account** in a federally insured financial institution. When signing checks, a minimum of two volunteer signatures is required.
- G. **Maintain simple accounting records** (Checkbook Register) showing all transactions, both in and out for FRG funds. Maintain receipt of how monies were disbursed.
- H. **Ensure payment of sales tax** for items purchased by the Family readiness Group, and is **not** considered a non-profit organization.
- I. **Ensure all FRG informal fund account does not exceed \$10,000** income per

Year, and also its balance does not exceed \$10,000 at any time. Also ensure account's use is limited to expenses consistent with the purpose and function of the FRG informal fund.

- J. Help **ensure FRG only conducts internal fundraising** amongst their members (unit) and gains command approval prior to any fundraising. External fundraising is not authorized in accordance with the National Guard Bureau and the Department of the Army guidance.
- K. Help to **ensure the FRG does not solicit or give donations or gifts**. However, Commanders may now accept/approve UNSOLICITED donations in conjunction with the State Family Program Director to the FRG informal fund of \$1000 or less (annually). This donation counts as FRG income and counts against the FRG \$10,000 annual income cap. All donations must be "unconditional" as acknowledged. Help insure this form is completed and proper distribution is made. The form will be maintained by the treasurer with a copy furnished to the State Family Programs Office.
- L. Help ensure **FRG funds do not augment other unit informal funds** such as the unit fund. The FRG funds cannot be deposited or mixed with personal or unit funds.
- M. Help ensure **FRG funds are not used to purchase items or services** which may be paid for using military (appropriated) funds or for items not related to family readiness such as service member farewell gifts.
- N. **Help ensure FRG Standard Operating Procedures for FRG informal funds is accomplished** either by inclusion in the FRG Charter **or** as an independent document. FRGs with an informal fund must have an organizing SOP that provides minimal information regarding FRG expenditures which need to be in with the wishes of the majority of FRG members and all fundraisers must have Command approval before proceeding. It must be signed by the treasurer and the alternate treasurer. It is filed in the unit's Family Readiness Binder and a copy forwarded to the State Family Programs Office.
- O. **Provide a treasurer report to the commander and the State Family Program Office.** This report includes 3 items, which are: the Treasurer Report Memorandum, copy of all Bank Statements since the last report and a copy of the Checkbook Register showing all transactions since the last report.

Reports are also required from units that have no checking account or no funds in their checking accounts as well. Reports are due **annually** by September 30th, unless unit is deployed. If unit is **deployed**, Reports are due **quarterly** (Mar, Jun, Sep, Dec) to the State Family Program Office.

III. Chain **of Command.** Unit commander, unit's Family Readiness lead volunteer, Family Readiness Support Assistant.

IV. Qualifications **Sought:**

- a. Good mathematics skills and some record keeping knowledge.
- b. Good personal character.
- c. Displays attention to details

V. **Benefits:**

- a. Meeting other family and Guard members.
- b. Opportunities to attend Family program conferences and workshops and network with other family program volunteers state and nationwide.
- c. Gain a clear understanding of the Family Program and National Guard thereby improving preparedness for mobilization.
- d. Improve/increase bookkeeping skills for present or future job opportunities.

II. Training: Attend required quarterly, Webinar's and annual State Volunteer Workshop Training. Contact Family Readiness Support Assistant for information.

Treasurer/Alternate Treasurer/Date

Family Readiness Group Key Leader/Date

Commander Signature/Date

DISTRIBUTION:

Unit Family Readiness Program File (Commander's Binder): Original Copy

Family Readiness Support Assistant/Brigade FRSA: Copy

Unit's Family Readiness Group Leader Volunteer: Copy

POSITION DESCRIPTION

HAWAII ARMY NATIONAL GUARD

FAMILY READINESS PROGRAM

-FRG Secretary-

(Volunteer Position)

Revised: 10/2016

I. **Introduction:** The FRG Secretary is a statutory volunteer serving in an official capacity in direct support of the National Guard Family Program. The following is provided as guidance to aid you in serving as the secretary for your unit's Family Readiness Group. For further guidance/direction contact the State Family Readiness Office at 808-672-1687.

II. **Major Responsibilities:**

- A. Signs Volunteer Agreement (DD 2793). Original is filed at the State Family Program office and a copy at the unit.
- B. Registers on the www.jointservicesupport.org website and records volunteer hours.
- C. Records accurate minutes of meetings.
- D. Distributes information and correspondence to FRG Lead Volunteer and newsletter publisher.
- E. Maintains a FRG binder with copies of meeting minutes, agendas, sign-in sheets, evaluations and other pertinent FRG information as determined by the FRG.
- F. Maintains confidentiality and acts in a sensitive manner.

III. Chain **of Command/Concern:** FRG Lead Volunteer, Unit Commander, State Family Readiness Office.

IV. **Qualification Sought:**

- a. Ability to take accurate notes and keep records
- b. Organizational skills
- c. Maintain confidentiality and privacy

- d. Knowledge of the Family Readiness Programs and the unit structure
- e. Believe in and supports the Family Readiness Program

V. **Training:** Attend required quarterly, Webinar's and State Volunteer Workshop Training. Contact State Family Readiness Support Assistant for information.

Family Readiness Group Secretary/Date

Family Readiness Group Key Leader/Date

Commander Signature/Date

DISTRIBUTION:

Unit Family Readiness Program File (Commander's Binder): Original Copy

Family Readiness Support Assistant/Brigade FRSA: Copy

Unit's Family Readiness Group Lead Volunteer: Copy

POSITION DESCRIPTION

HAWAII ARMY NATIONAL GUARD

FAMILY READINESS PROGRAM

-PHONE TREE CALLER-

(Volunteer Position)

Revised: 10/2016

I. Introduction: A phone tree caller is a statutory volunteer serving in an official capacity in direct support of the National Guard Family Program. The following is provided as guidance to aide you in serving as a phone tree caller for your unit's Family Readiness Group. The Family Readiness Group's Phone Tree is a system which enables callers to quickly and accurately disseminate information to Families thereby limiting rumors and undo stress. For further guidance/direction contact the State Family Readiness Office at 808-672-1687.

II. Major Responsibilities:

- A. Signs the volunteer agreement (DD2793). Original is filed at the State Family Program office and a copy at the unit.
- B. Registers on the www.jointservicesupport.org and records volunteer hours.
- C. Reads Phone Tree Handbook prior to making calls to unit Families.
- D. Calls Families on their assigned portion of the phone tree to pass important information. Tries them more than once if there is no answer the first time. Does this by using a script provided by the FRG lead volunteer who is usually the Phone Tree chairperson.
- E. Keeps a log of calls received and calls made and their results.
- F. Directs those families who have questions or concerns to appropriate recourses or to the Sate Family Assistance Center at 808-672-1441.
- G. Reports any problems, concerns or questions form Family members to the Phone Tree Chairperson/FRG Lead Volunteer.
- H. Checks to ensure necessary follow up is completed for those Families requesting information or requiring assistance.
- I. Maintains confidentiality, discourages gossip, and dispels rumors.
- J. Makes "We Care" calls as scheduled, determined by the Family Readiness Group. "We Care" Calls are normally made during deployments to check on Families.
- K. Makes updates to their portion of the phone tree when Families have changes and informs Phone Tree Chairperson/FRG Lead Volunteer of those changes.
- L. Welcomes new Families assigned to their portion of the phone tree group.

III. Chain **of Command/Concern:** FRG Lead Volunteer, Unit Commander, State Family Readiness Office.

IV. **Qualification Sought:**

- a. Good telephone / communication skills.
- b. Concern and empathy for other; calm under stress.
- c. Positive attitude
- d. Maintains confidentiality and privacy
- e. Knowledge of the Family Readiness Program and the unit structure.
- f. Believe in and supports the Family Readiness Program.

V. **Training:** Attend required quarterly, Webinar's and annual State Volunteer Workshop Training. Contact Family Readiness Support Assistant for information.

Family Readiness Phone Tree Caller/Date

Family Readiness Group Key Leader/Date

Commander Signature/Date

DISTRIBUTION:

Unit Family Readiness Program File (Commander's Binder): Original Copy

Family Readiness Support Assistant/Brigade FRSA: Copy

Unit's Family Readiness Group Key Leader Volunteer: Copy

POSITION DESCRIPTION

HAWAII ARMY NATIONAL GUARD

FAMILY READINESS PROGRAM

-MULTI-MEDIA/FRG NEWSLETTER VOLUNTEER-

(Volunteer Position)

Revised: 10/2016

I. **Introduction:** The FRG Multi-Media / Newsletter Representative is a statutory volunteer serving in an official capacity in direct support of the National Guard Family Program. The following is provided as guidance to aide you in serving as the Multi-Media / Newsletter Representative, for your unit's Family Readiness Group. For further guidance/direction contact the State Family Readiness Office at 808-672-1687.

II. **Major Responsibilities:**

- A. Signs the volunteer agreement (DD2793). Original is filed at the State Family Program office and a copy at the unit.
- B. Registers on the www.jointservicesupport.org and records volunteer hours.
- C. Determine ground rules for official newsletters.
- D. Determine level of interest of FRG members in having a newsletter; discuss with the FRG Key Leader and the Commander.
- E. Organize a newsletter staff (reporters, editors, writers, typist, illustrators, collators, and mailers).
- F. Design newsletter logo-get input from members.
- G. Oversee gathering of information from all sources; organize, writes, and edits material.
- H. Provides copies of draft newsletters to FRG Key Leader and Commander for editing.
- I. After final editing, does layout and paste up; submits camera-ready copy for reproduction.

III. Chain **of Command/Concern:** Unit FRG Key Leader, Unit Commander, State Family Readiness Office.

IV. **Qualification Sought:**

- a. Editorial, spelling, grammar skills; ability to write articles.
- b. Managerial skills; knowledge of organization.
- c. Creativity, energy, artistic talent.

V. **Training:**

- a. Orientation at Information System Branch
- b. Operation READY courses.
- c. Attend Family Program Academy (Guard and Reserve)
- d. Similar courses and/or past courses.

Multi-Media/Newsletter Representative/Date

Family Readiness Group Key Leader/Date

Commander Signature/Date

DISTRIBUTION:

Unit Family Readiness Program File (Commander's Binder): Original Copy

Family Readiness Support Assistant/Brigade FRSA: Copy

Unit's Family Readiness Group Key Leader Volunteer: Copy

CHAPTER 1: Overview of FRG Funds

There is much misunderstanding about the purpose of an FRG, fundraising, and what an FRG can and cannot do concerning support to Families and Soldiers. While this handbook is primarily for the Treasurer, it is a good idea to review a few key points about why an FRG exists before we discuss the financial aspects of an FRG. Let us discuss what AR 608-1, Appendix J states about FRG's (this is an extract highlighting certain points and not the entire scope of what AR 608-1 has to say about FRG's):

- An FRG is a command-sponsored organization of soldiers, civilian employees, family members (immediate and extended) and volunteers belonging to the unit.

FRGs will provide mutual support and assistance and a network of communications among the family members, the chain of command, and community resources. They will provide feedback to the command on the state of the unit "family."

Notice the regulation states that you are "command sponsored" which means the FRG exists because the unit commander desires to have an FRG. To provide a communication network between the command and the FRG member's regular meetings may be held, emails sent, and newsletter provided to keep members informed. Additionally, by holding regular meetings and social events the FRG provides a forum for easing the strain of deployments and keeping the morale of the members at high level so that soldiers can concentrate on their duties and not worry about their loved ones.

- Unit commanders will ensure that their FRGs appeal to all service members, Civilians, and family members regardless of rank structure or family size, composition, language spoken, and other characteristics.

FRG's must be open to all persons who want to attend. A personal club or a friend's only environment is not authorized. Activities, fund raising, expenditure of funds must benefit all who wish to partake in the FRG. You cannot exclude a particular group of people and should avoid a perception of spending funds for only a certain group of members. If you decide to have a party, the party needs to be open to everyone. Instead of having a "children's party" it may be better to have a "family" fun day where anyone who wishes to come and have fun can do so. Do not have an event just for enlisted spouses, or the officer spouses, etc.

- The FRG is the unit commander's program formed in accordance with AR 600-20.

FRGs are not related to the Morale, Welfare, and Recreation (MWR) program; a NAFI: private organization; or a nonprofit organization.

- Fundraising must be for the organization's informal fund, as opposed to a private charity, a particular military member, or a similar cause, and be approved by the commander with cognizance over the organization.
- FRGS are not established to raise funds, solicit donations, or manage large sums of money. They are not equipped to handle the complex tax ramifications and stringent accounting requirements that can result formal excessive informal funds. FRG informal funds will therefore not exceed an annual gross receipt (income) cap of \$10,000 per calendar year from all sources, including fundraising, gifts, and donations.

The FRG cannot become a MWR function for either the families or the soldiers. Providing Emergency loans, buying, buying "stuff" to loan out, providing entertainment opportunities (other than certain occasional social activities), or sport equipment for loan or rent are **NOT** authorized. There are other organizations chartered and set up to provide MWR functions. The FRG cannot buy equipment for soldiers who come through official Army channels. An FRG cannot raise money to donate for charitable purposes nor can an FRG receive money as a charitable organization. Only a 501C.3 organization recognized by the IRS can claim the rights and privileges as a charitable organization and AR 608-1 specifically disallows an FRG from becoming a charitable organization. Remember, your primary purpose is to provide a communication and support mechanism for the FRG members and the Unit Command.

Finally, some people say that "we" are in the National Guard and therefore Army Regulations do not apply. However, AR 608-1 states:

Application. This regulation applies to the Active Army, the Army National Guard, and the U.S. Army Reserve unless otherwise stated.

If any FRG leader or unit Commander is under the impression that they can disregard AR 608-1 and do whatever they please concerning fundraising and spending of the money, then you as the Treasurer need to call HIANGJAG office and the State Family Programs Director to ensure what is going on complies with appropriate regulations and protect yourself from any liabilities arising from possible unauthorized activities. Remember, as a Statutory Volunteer you are protected under only as long as you follow the law.

So let us discuss your role as treasurer in the FRG.

The missions of Family Readiness Group (FRG) is to provide mutual support and assistance and a network of communication among the family members, the chain of command, and community resources. This is accomplished through three key activities:

1. Enhance the flow of information between the command and families.
2. Provide information, referral assistance and mutual concern.
3. Provide activities that enhance the well-being and spirit de corps within the unit.

FRGs are not established for the purpose of being a fundraising organization, however, Commanders may authorize FRG members to establish an informal fund. The Commander appoints an FRG Treasurer to maintain and manage the FRG account, but the ultimate responsibility for the account remains with the Commander.

Family Readiness Group funds are considered informal funds as long as they do not exceed \$10,000 in any given year. A year is considered 1 January through 31 December. Commanders may authorize the FRGs to establish an informal fund providing the following conditions are met:

1. Account is limited to an annual income cap of \$10,000.

The FRG informal fund account may not exceed \$10,000 income per year, nor shall it exceed \$10,000 balance at any time. FRGs may not accept donations or fundraise until the informal fund balance drops below \$10,000. (Should the account exceed \$10,000, the Group could be considered a Private Organization such as the Red Cross and become subject to the same IRS regulatory requirements or tax liabilities). Should you write checks near the end of December, stress the importance of cashing the checks quickly. Your back balance at the end of December becomes your starting balance on 1 January and counts towards the New Year's \$10,000 limit even though you may still have checks outstanding.

2. Commanders appoint a Treasurer and an alternate responsible for maintaining, accounting for and documenting spending of the fund. File the treasurer appointment letter in the unit's Family Readiness binder and send a copy to the state Family program Office. The treasurer is responsible for maintaining simple accounting records and receipts which document transactions of FRG funds. Military personnel cannot serve treasurers or signatories on FRG accounts.

3. Ensure the account's use is limited to express consistent with the purpose and function of the fund. Ensure funds are utilized for the purpose they are raised, for example, homecomings, Holiday Party, volunteer recognition, etc. Further, ensure that the funds are managed upholding military ethics and ideals.

4. The treasurer must sign a DD Form 2793, *Volunteer Agreement for Appropriated Fund Instrumentalities*. Send a copy to the state Family Program Office, Family Readiness Support Assistant and file the original in the unit's Family Readiness binder. This form

5. States they are a statutory volunteer serving in an official capacity in direct support of the National Guard Family Program.
6. **Prior to opening a FRG account, Apply for an Employer Identification Number (EIN#), by completing IRS Form SS4 or apply online at www.irs.gov.** Applying and receiving your EIN # allows you to avoid use of your personal Social Security Number when opening the account. If SSN is used for reporting to the IRS, account may be perceived as personal income by the Internal Revenue Service. The EIN does **NOT** designate you as a charitable organization or exempt you from having Federal and State sales taxes.
7. **Open a non-interest bearing account in a federally insured financial institution.** When signing checks, a minimum of two volunteer signatures is required. Military member cannot hold signature authority or be on the account. Note: Checks must be printed with the "Required two signature" on the signature line.
8. **Family Readiness Groups are NOT non-profit organizations and therefore must pay sales tax on items purchased.** To be exempt from sales tax you must file paperwork with the State of Hawaii and is a separate application for non-profit organizations. You work in supporting the soldiers and their families only and as such do not qualify as a charitable organization.
9. **FRG informal funds cannot augment other unit informal funds such as the unit's "cup and flower" funds.** FRG informal funds cannot be deposited or mixed with personal or other unit funds.
10. **FRG informal funds cannot be used to purchase items or services, which may be paid for using military funds or for items not related to Family Readiness such as service member farewell gifts.** Funds cannot be given to a military unit to purchase additional supplies, equipment or to fund additional training.
11. **FRG Informal Fund Standard Operating Procedure (SOP).** FRGs with an informal fund must have an organization SOP that provides the following information: the FRG name, a description of the FRG purpose and function of the fund, and it must include the following statement:

The FRG informal fund is for the benefit of its members only. It is **NOT** a business and is **NOT** being run to generate any profits. FRG expenditures will be in accordance with the wishes of the majority of FRG members and all fundraisers must have Command approval before proceeding. File the SOP in the unit's Family Readiness binder after the Treasurer signs the document.

12. Plan a yearly budget to provide an outline of planned activities and required funds.

Budgets are an important part in ensuring you comply with the \$10,000 yearly fund cap and to see what you are planning throughout the year. The budget may be created by you, but you need to work in conjunction with the other FRG leaders and the membership to decide on the events you wish to plan for the FRG and the plan on how to fund it. With the budget in place, you can estimate the approximate cost of each event and how much money you may need to raise. The budget is NOT written in stone and things may be added or taken away as the FRG wishes. A budget will give you a starting point on which to base your decisions on and help ensure compliance with monetary regulations.

13. FRGs (statutory volunteers) may only conduct internal fundraising with command approval amongst their members. Comply with Army Regulation 600-29, Fundraising within the Department of the Army, Paragraph 1-5, and DOD 5500.7R, Joint Ethics Regulation and Army Regulation 608-1, App J. These activities are done internally on a military installation such as an armory where fund raising participants are limited to unit military members and their families (by us, for us). They may not conduct external fundraising per National Guard Bureau and Department of the Army Guidance. Clear fundraising questions through JAG if you are in doubt about the circumstance.

14. FRG expenditures must benefit the entire FRG membership in some way. Expenditure of FRG Informal Funds must benefit the entire membership in some way and be approved by the majority of FRG members to be used. It is notable that expenditures must benefit the entire membership. However, this does not mean that every member should receive precisely the same benefit as the next. Since FRG members have different circumstances, such as married versus single, children versus no children, new versus experienced, and so on, expenditures on these various groups are necessarily different. The entire FRG benefits, though, due to the positive impact on morale and the event has an open invitation to all members who would like to attend. Try to avoid having a solely a children's event or an adult event. Additionally, do not have six events solely for those with children. Mix it up and have an adult night, children's party, luncheon for the entire family, etc. Spread the funds out to include all eligible people throughout the year.

15. **FRGs may not solicit or give donations or gifts.** However, Unit Commanders in conjunction with the State Family Program Director may accept/approve UNSOLICITED donations to the FRG informal fund of \$1000 or less (annually).
16. This donation counts as FRG income and counts against the FRG \$10,000 annual income cap.
17. FRG's offered large donations or gifts, should be referred to your commander and the JAG. All donations must be "unconditional" and a donation acknowledgement letter maybe provided to the donor. Maintain a copy of the acknowledgement letter in the unit's Family Readiness binder.
18. **Provide a yearly and quarterly Treasurers Report to the Commander and State Family Program Office.** This keeps the commander informed on the current status of the FRG account and provides historical documentation for the FRG account activity that can be presented for review. The report includes three items:
 - a. Treasurer Report Memorandum.
 - b. Copy of all blank statements since the last report.
19. Copy of the Checkbook Register showing all transactions since the last report.
20. Original copies of all reports are filed in the unit's Family Readiness Binder. Reports are required from units that have no checking account or no funds in their checking account as well. Send a copy of the quarterly and yearly reports the State Family Program Office.
21. **Remember the FRG's purpose is to support the Soldiers family and always evaluate whether there is a need to engage in fundraising activities.** Remember, all fundraising events must be pre-approved by the commander. There are numerous resources available without fundraising. Contact the state Family program Office to explore your options and answer your questions.

Funds are important to an FRG. Without funding, the FRG could not support the soldier's family and provide the needed support and morale network. By planning ahead, you can insure funds are raised as needed and expended to the benefit of all FRG members without going over the \$10,000 yearly limit. Remember budgets are not written in stone and can be changed according to the wishes of the FRG members and subject to the yearly \$10,000 fundraising cap.

FRG Funds Account

The Family Readiness Group Bank Account Status

National Guard Family Readiness Groups are encouraged to open and manage an FRG bank account under the IRS status of “Banking Purposes Only.” To qualify for this status, the Treasurer must complete IRS Form SS4, which may be found online at www.irs.gov. It should be noted that banks will not open an account for your group until you have obtained an Employer Identification Number (EIN). After you have obtained the EIN, please ensure you safeguard it. Do not allow any individual to use the number for any other purpose.

The EIN is **not** a “non-profit” identification number. Because of this, the FRG must pay sales tax for any purchased items. Additionally, the FRG must advise potential donors that the FRG is not a “charitable organization” and cannot provide a receipt for tax purposes. However, acknowledgeable letters thanking an individual or organization is acceptable and highly desirable.

The EIN will ensure volunteers do not use their personal Social Security Number when opening an account. Personal SSN’s should never be used because the account could then be perceived as personal income by the IRS.

Opening a Bank Account

Open a non-interest bearing checking account with a minimum of two volunteer signatures to include the treasurer and one other approved member (volunteer) of the FRG. No military member should hold signature authority. Checks must be printed with “Requires two signatures” on the signature line.

A non-interest bearing “Family Readiness Group Account” will often be free of service charges.

Debit cards are NOT permitted.

On-line banking option: if the bank has this option, this is an easy way to view account on-line and view checks and balances.

Checkbook Disbursement

The Treasurer holds/secures the checkbook on behalf of the FRG.

Reimbursement for travel and other expenses:

- Receipts are kept and attached to volunteer Travel Vouchers for reimbursement of travel expenses. Only **Statutory Volunteers** are eligible for reimbursement

And only for travel and items in conjunction with official duties. Normally, FRG members and volunteers are not reimbursed. Should you be faced with the question about

reimbursement Non-Statutory volunteer for FRG members, contact the State Family Program Director and the JAG office before promising people they will be reimbursed.

- To claim reimbursements for travel or other expenses, ensure receipts are submitted to you. Attach the receipts to the Travel Voucher or expense claim and keep for your files prior to disbursing the funds. Ensure forms are completed and expenditure approved by the FRG prior to issuing the check.

The Checkbook

The checkbook register provides a means of tracing the date, check number, description of the check, debit, credit, and balance of the FRG account. Other option to record transactions is online banking and ledger entries.

Keeping a Checkbook register current allows a ready reference for all transactions and an easily identified account balance. There is a section allowing verification that each check is cleared. The total amount of outstanding checks and all fees imposed should be considered in determining a proof of balance consistent with the bank balance.

Banks provide guidance for the balancing of the checkbook. The (*) section allows verification that each check has cleared. The total amount of outstanding checks and all fees imposed to be considered in determining a proof of balance consistent with the bank balance.

Process of Payment

The Treasurer ensures:

- All debts incurred by the FRG are paid in a timely manner.
- The FRG does not assume liabilities that exceed its assets.

FRG must **not** develop the mindset of holding money in the FRG account just for a rainy day. The reason for fundraising activities is to conduct programs, activities and training for unit family members to prepare them for times of separation due to mobilization.

FRG funds are NEVER used for personal loans or use!

The Treasurer, where possible, assures that the FRG has included all expenditures in their projected FRG budget. Possible items include; supplies not provided through the Army unit,

parties, etc. A thought out budget helps to identify the programs, activities and training the FRG has planned and thus the amount of money required prior to fundraising activities.

The Treasurer presents all bills and requests for reimbursement, along with appropriate receipts and documentation to the FRG at a formal meeting. The FRG reviews, discusses and votes on the payment of the bill and reimbursement. The FRG Secretary records the minutes of the meeting, with current date and signature and keeps it in file with other FRG files.

Copies of minutes and Treasurer Report will be provided to the Commander and Family Program quarterly to keep them informed of the current status of the FRG account and provide historical documentation for FRG account activity that can be presented for review. Original copies of all reports are filed in the unit's Family Readiness binder.

FRG Transitions (Unit Name Change, New Treasurer, Closing and FRG)

Once a FRG has filed an SS4 form with the IRS, gained an Employer Identification Number, and an account has been opened, every effort should be made to keep it open.

If a prolonged period of inactivity within the FRG should occur, (family members are no longer involved) the Commander may secure the account until a new FRG may be formed rather than close the account each time such activity occurs.

Every effort should be made to re-establish the FRG as soon as possible. Additionally, update the signature card at the financial institution where the account was opened.

Until the FRG is re-established, care must be taken to ensure the FRG checkbook secured.

Previously approved account signatures should be removed from the account card at the bank. New signatories for this account should only be that of unit family members.

Should the commander need to appoint a new treasurer, update the bank account signature cards.

Members of the former FRG may rename their group to align with the new unit and group members. When a new name is decided upon, the IRS should be notified. Refer to Form SS4 or www.irs.gov for directions, mailing location and telephone numbers.

Commanders should seek coordination and support from the State Family Program Director, should the FRG account need to be closed and the EIN number surrendered (usually due to unit being deactivated). After coordination with the State Family Program Director and JAG, the funds may disperse to other HIANG FRG locations.

If the Commander becomes aware of mismanagement of the FRG account, rather than closing the account, new FRG members should be found to fill the Treasurer position and any other FRG leadership positions that may have been involved. The Commander may face a decision at

the time concerning the notification and involvement of appropriate legal authorities. An internal investigation should first be completed to determine the facts before any action is taken.

It is important to realize that this account should not become “the Commanders account” or that of the Military Point of Contact (MPOC). These funds are intended for and should be managed by the FRG members for the purpose of preparing unit families for mobilization.

***The Treasurer is the keeper of the money. By keeping timely and accurate
Records, you ensure proper accounting and give confidence to the FRG members
And the Commander that funds are properly accounted for and utilized.***

An Audit is an examination and verification of a Family Readiness account. Sample audit forms may be found in Appendix I.

An audit may be performed for the following reasons:

1. To support the Treasurer by documenting the accuracy and truthfulness of their efforts. The expression “above reproach” can suggest that all challenges to proper FRG accounting by the Treasurer can be met with objectively produced auditing reports.
2. To provide the Commander assurance that the FRG account is being properly managed. Usually done annually and as directed by the commander as needed.
3. To maintain a level of accountability with all FRG members.
4. When there is a change in the designated FRG Treasurer.

Audit procedures:

- **FIRST STEP:** Prior to each 1 Jan, the FRG, through their Military Point of Contact, requests that the Commander appoint an auditing committee to conduct the annual FRG audit (see the Commander Appoints Audit Committee form) to be conducted during the month of January. The commander’s audit along with FRG’s Quarterly Financial Reports for the previous year may be considered as a complete accounting financial report for the year.
- **SECOND STEP:** The FRG Treasurer presents the checkbook and accounting documents and the FRG Secretary presents the minutes to the auditing committee.
- **THIRD STEP:** The auditing committee meets, reviews the information presented to them, and prepares the Annual Auditing Report (see enclosed). Discrepancies and/or recommendations should be recorded on a separate memorandum and attached to the Annual Audit Report form. The audit and quarterly FRG Financial Reports should be completed and sent out no-later-than 31 Jan.
- **FOURTH STEP:** The audit committee completes their report, giving the original copy to the Commander. Provide copies to the FRG Leader, Treasurer, Secretary, and the State Family Programs Office at:

The audit committee returns all accounting records and the checkbook to the Treasurer in addition, the minutes to the Secretary.

- **FIFTH STEP:** If there are no discrepancies, the report should be filed. If discrepancies are found, the matter should be resolved in direct consultation with the Commander and the FRG leadership. The Commander has the final word in such matters. If discrepancies concerns are serious enough, the Commander may choose to secure the checkbook and request the resignation of the Treasurer. Such action applies only in a “worse case” situation.
- **SIXTH STEP:** The original copies of all reports are filed in the FRG’s Readiness Binder.

Copies are provided to the Commander, FRG Leaders and the State Family Program Office.

Do not be afraid of an audit. Audits are routine and help ensure compliance with the spirit and intent of regulations. It helps protect you, the FRG, and the HIARNG. The commander and you are assured the funds are being properly managed and Problem areas can be discovered and fixed with minimum impact.

FRG members may participate in fund-raising activities as long as accounting procedures are established and followed. **Ensure funds are used for what it was raised for.**

FUND-RAISING OBJECTIVES:

Raise money for planned activity/programs
Create awareness of FRG purpose, goals etc.
Gather more volunteers to the ranks
Gather new ideas for future programs
Solidify credibility in the community
Educate public and unit members
Social Events

Non-Appropriated Funds reimbursement from the State Family Program Office is **NOT** authorized for volunteer's participating in fundraising activities.

NOTE: When purchasing items, you may pay sales tax.

Before the fund-raising activity takes place, the following steps should be followed:

- Identify **why** the Readiness Group needs the funds and ensure the fundraiser does not duplicate what other agencies provide (type of fundraising may include holiday events, pay room rentals for meetings, provide food/refreshments for meeting, etc.). Additionally, ensure the fundraiser will be used to support the entire Group.
- If you have questions concerning the legality of the fundraiser, call State Family Program Office (808-672-1442 or 672-1687). Be wary of donations, raffles, bake sales, etc. Ask for donation rather than posting a charge (for example during bake sales or ticket sales, you ask for a suggested donation of \$5.00, etc.) Selling items may be subject to state excise tax. Be sure to clarify sales procedures to all Group members prior to the fundraiser.
- **Secure a letter of approval from the Commander**
- The Treasurer is the designated person who is responsible for ensuring the amount of the funds needed to be raised, accounting for the raised funds, and accounting for the distribution of the funds

During the fund-raising activity:

Count and verify (by signature) the amount of money established in a “kitty” (initial cash fund). Count and verify (by signature) each day’s receipts. Secure FRG funds during the time of the fund-raising activity. Funds/accounting documents receipts to the FRG Treasurer with each days fundraising activity.

FRG fundraisers can be advertised in the newsletter mailed by the unit and on email according to DOD 4525.8-M, Chapter 1 (Official Mail Management) ER 3-210a(6) authorizes fundraising for the benefit of welfare funds (including informal funds) within a command or organization, but not outside of the command or organization.

For example, fundraising for the benefit of welfare funds for FRG could be authorized by the unit Commander, but the fundraiser cannot extend beyond the FRG members and their dependents. Any fundraising beyond the FRG would not be authorized.

The phrase *when fundraising among their own members* in JER 3-210a (6) means fundraising among members of THAT organization. External fundraising is not authorized under this provision.

How does this apply to FRGs? In accordance with the above, any official fundraising MUST be limited to internal fundraising within the FRG organization and dependents.

It is recommended that Commanders contact the legal office, 808-672-1010 if you have any questions concerning fundraising.

Examples of authorized FRG Fund Raisers include:

- Bake sales
- Cookbook sales
- Car washes
- Fun runs
- Dog washing services
- Talent show
- Opportunity auctions of donated goods and services
- Concession booth at installation events
- Bazaars and recycling drives
- Magnets as Give-a-ways

Prohibited FRG Fund Raisers include the following:

- Gambling
- Chain letters and pyramid schemes
- Door to door solicitation

--44--

- Activities that are immoral, pornographic, illicit and/or casts a negative light on the military.

- Dispensing or acquiring controlled substances
- Any activity involving service members in uniform
- Any activity on private property without proper permission
- Ant activity that violates a federal law, state or local ordinance.
- Ant activity or product that is dangerous or unduly risky.

Fundraising Do Not's:

- Events occurring too often.
- Poorly organized events
- Raising money without a clearly identified need
- Holding an event without the general consensus of the FRG & the approval of the Commander
- Not using the money for what it was raised for
- Individual loans
- Alcohol

During the fundraising activity:

- Count and verify (by signature) the amount of money established in a "kitty" (initial cash fund)
- Count and verify (by signature) receipts
- Secure FRG funds during the time of the fundraising activity
- Give funds/accounting documents and receipts to the FRG Treasurer with the fundraising activity.
- FRG fundraisers can be advertised in the drill letter mailed by the unit and on email according to DOD 4525.8-M, Chapter 1 (Official Mail Management)

Fundraising is not the purpose of the FRG; it is a means to an end, but not the end goal of self-reliant families. The FRG is not a needy organization and should not be promoted or perceived that way. Fundraising is a great way to involve FRG members and provide a great social environment.

The following are the Glossary of Terms to help you “Talk the Talk” as a Treasurer. This list of terms is intended as a short summary of common terms. You may wish to identify additional terms and add them to the list.

Allowable Rate: Approval rate of reimbursement for a given category – usually determined by the USP&FO. Reimbursements are not routinely provided to volunteers. Statutory volunteers are eligible for reimbursement in conjunction with official duties as FRG leaders. Consult your JAG.

Audit: Annual (at minimum) review of accounting procedures and balances of an account, by an appointed committee, designated by the Unit Commander.

Cash: The Treasurer should never hold cash in hand, except at times of “fund-raising” when a “petty cash” account may be temporarily be established. All FRG funds should be managed through the FRG account.

Commander: For the purposes of this handbook, Commander is the designated unit commander who has established an FRG. Should the commander be deployed long term then the designated Rear Detachment commander will handle the duties as outlined in this Handbook. Any commander other than the unit commander will be further identified (e.gg. Garrison commander, Armory commander, etc.) if a commander other than the unit commander is required.

Credit: An entry on the right side of the account.

Date: The time at which the transaction occurs.

Debit: An expense which has occurred, but yet paid.

Deposit: Money deposited in a bank

Donation: A free contribution or gift given to the FRG from outside agencies or people. An FRG may choose to raise funds, with the Commander’s approval, for a community organization that serves the best interest of the service members and their families. The FRG cannot donate to other agencies or people outside of the FRG membership.

Expense: Cost associated with any project (i.e. supplies, equipment, material, etc.)

Family Assistance: A Unit and/or FRG response of referral or direct help to an individual or family in need.

Family Readiness Group: An officially sanctioned organization of officer and enlisted personnel and their family members (spouses, children, parents, brother, sister, significant others, etc.) that uses volunteers to provide information and comprise a support network to prepare families for times of separation due to mobilization.

Fund-raising: A Commander-approved FRG activity to raise funds or increase the FRG accounts balance.

Income: A gain or recurrent benefit. A measure of money derived from fund-raising, donation, etc.)

Military Point of Contact (MPOC): A unit member that the Commander appoints as their representative.

Payee: One to whom money is to be paid

Rear Detachment Commander (see also Commander): Is the unit commander's representative at home station while unit is deployed and is the FRG link to the deployed unit. The rear detachment commander authorizes all logistic support for the FRG's (for example, meeting rooms, non-tactical. vehicle use, official equipment and computers, newsletters, telephones, and volunteer support) during deployment.

Security: Reasonable measures taken to assure that FRG funds are not assessable to unauthorized persons.

Statutory Volunteer: Statutory volunteers are volunteers who have signed a volunteer agreement and serve in an official capacity in direct support of the National Guard Family Program.

Volunteer Agreement: A DD Form 2793 *Volunteer Agreement for Appropriated Fund Activities & Non Appropriated Fund Instrumentalities*, signed by every FRG leader, indicating their understanding that the services and support are voluntary and not for pay. Signing this form, confirms their legal designation of VOLUNTEER should an accident or incident occur allowing coverage under the tort claims act. This precludes the individual from being sued, provided they comply with the volunteer agreement and job description.

Volunteer Reimbursement: Reimbursement consistent with allowable rates guidance, based upon completed request and verifiable by receipt, i.e. telephone, travel, childcare, etc. It is intended to reimburse statutory volunteers (i.e. FRG Leader, Treasurer, Secretary, or appointed by the commander).

Example Appointment of Unit Family Readiness Group Treasurer and

Alternate Treasurer

“Unit”
Family Readiness Group
Address
City, State, Zip Code
(Unit Letterhead)

Memorandum For: See Distribution

Date:

Subject: Duty Appointment

1. Effective date: DATE
NAME OF FAMILY READINESS GROUP TREASURER
NAME OF FAMILY READINESS GROUP ALTERNATE TREASURER
2. Appointed as: Family Readiness Group Treasurer/Family Readiness Group Alternate Treasurer
3. Authority: Army Regulation 600-20, Paragraph 4-21; Army Regulation 608-1, Appendix J, paragraph J-7; Army and National Guard Bureau Funding Guidance, the State Family Program Office.
4. Purpose: To maintain accurate fiscal record for Family Readiness Group bank account.

Major Responsibilities:

- 1) Prior to opening an FRG account, file IRS Form SS4 to receive an Employer Identification Number (EIN) (a tax ID number) to avoid use of personal Social Security Number.
 - 2) Opens and maintains a non-interest bearing checking account in a federally Insured financial institution. When signing checks, a minimum of two volunteer signatures is required.
 - 3) Maintains simple accounting records (Checkbook Register) showing all transactions, both in and out for FRG.
 - 4) Ensures the FRG informal fund account does not exceed \$10,000 at any time.
 - 5) Helps ensure FRG only conducts internal fundraising amongst their members (unit) and obtains unit command and State Family Program Office approval prior to any fundraising.
 - 6) Helps ensure the FRG does not solicit or give donations or gifts.
5. Period: CAN BE INDEFINATE, NOT TO EXCEED TWO YEARS, DURATION OD DEPLOYMENT, ETC.

6. Special Instructions: This appointment supersedes all previous appointments to this duty.

UNIT COMMANDER

Signature block

DISTRIBUTION:

Unit Commander

Family Readiness Support Assistant (FRSA)

Unit Family Readiness Group Lead Volunteer

File (Unit Commander's FRG Binder)

**Example – Letter to the IRS Reference Employer Identification Number
(EIN#)**

“Unit”
Family Readiness Group
Address
City, State, Zip Code
(Unit Letterhead)

Internal Revenue Service
ATTN: EIN Operation
Philadelphia, PA 19255
Fax-TN 859-669-5760

This letter is sent to notify the IRS that EIN# (Enter FRG EIN #) for the Hawaii Army National Guard (Enter unit Designation) Family Readiness Group is still being (select one) utilized, inactivated or reactivated. Attached is a copy of the original IRS document assigning the EIN.

(Enter Name and SSN) is currently serving as the FRG Treasurer.

Please address and question to the undersigned.

(Enter Name)

(Enter Address)

(Can also look SS4 instructions, page 2 or log onto www.irs.gov)

DISTRIBUTION:

Unit Commander
Family Readiness Support Assistant (FRSA)
Unit Family Readiness Group Lead Volunteer
File (Unit Commander’s FRG Binder)

Example Request Letter to the Commander for Fund-Raising

“Unit”
Family Readiness Group
Address
City, State, Zip Code
(or FRG Letterhead)

{DATE}

Commander’s Rank and Name (e.g. LTC John Smith)
Hawaii Army National Guard
{Unit}
{Address}
(City), HI {Zip Code}

Dear {Commander’s Name}:

_____(Name of FRG)_____ requests your approval to hold a fund-raising activity. We are planning a “BBQ Chicken Sale” (Donation only). We have established a minimum donation amount of \$_____ each for whole BBQ Chicken, which will be cooked and sold on ___Date___ at _____, our unit’s MPOC, as he has agreed to be present during the event.

Request your approval by endorsement.

Sincerely,

Emma Great Volunteer
Key Volunteer/President
Name of FRG

DISTRIBUTION:

Unit Commander
Family Readiness Support Assistant (FRSA)
Unit Family Readiness Group Lead Volunteer
File (Unit Commander’s FRG Binder)

Example Memorandum for Treasurer Report

(Required with Treasurers Report)

“Unit”
Family readiness Group
Address
City, State, Zip Code
(Unit Letterhead)

HI – Family Readiness

(DATE)

MEMORANDUM FOR (Enter Unit Designation) FRG Checking Account Report

SUBJECT: Annual or Quarterly Treasurer’s Report

1. This reporting period covers the following dates: (Enter date) to (Enter date)
2. The current balance for this reporting period is (Enter Balance).
3. EIN is (Enter Number).
4. (Enter Volunteer Name) and (Enter Volunteer Name) are the two signers on our checking account.
5. Documents that must accompany this report are: Copies of all blank statements Since the last report and the checkbook register spreadsheet showing all transactions since the last report.
6. Your point of contact for this report is: (Enter Unit Treasurer’s Name and the Phone Number).

FRG Treasurer

Signature Block

DISTRIBUTION:

Unit Commander
Family Readiness Support Assistant (FRSA)
Unit Family Readiness Lead Volunteer
File (Commander’s FRG Binder)

Example Authorization Letter to Open an FRG Checking Account

"Unit"
Family Readiness Group
Address
City, State, Zip Code

(Unit Letterhead)
Office Symbol (600-200)

[Date]

Bank Name
ATTENTION: New Business Accounts
Bank Address
City, State ZIP

Subject: Authorization to open new business checking account for the
_____ Family Readiness Group (FRG) Fund

Dear New Accounts Manager:

This letter is to authorize the following named individuals to open a checking account:

Type Account: Ordinary business checking in the name of:

_____ FRG Fund Type organization: Unit cup and flower fund

Mailing Address: c/o _____, Address, City, State, ZIP

Authorized signatories:

<u>NAME</u>	<u>Title</u>	<u>SSN</u>
_____	FRG Treasurer	
_____	Alternate Treasurer	
_____	FRG Leader	

If you have any questions, please contact _____ at XXX-XXX-XXXX. Thank you for your assistance.

Sincerely,
(COMMANDER'S NAME)
Captain, US Army

DISTROBUTION:

Unit Commander
Family Readiness Support Assistant (FRSA)
Unit Family Readiness Group Lead Volunteer
File (Unit Commander's FRG Binder)

Example Memorandum for Transition of Checking Account
Transition of Checking Account from Outgoing Treasurer to Incoming
Treasurer

“Unit”
Family Readiness Group
Address
City, State, Zip Code
(Unit Letterhead)

HI-Family Readiness

(DATE)

MEMORANDUM FOR (Enter Unit Designation) FRG Checking Account Transition Report

SUBJECT: Transition of Checking Account to New Treasurer

1. The current balance as of (Enter today’s date) is (Enter balance).
2. The reconciliation of the account on (Enter Date) showed that (Enter Number) items with balance of (Enter balance) have not yet been posted to the account and are still outstanding.
3. Documents accompanying this transaction are all bank statements, checkbook, registers, receipts, and records of donations and any other records pertinent to the checking account. (These stated documents as a minimum must accompany the transition.
4. I (Enter Name of Outgoing Treasurer), accept responsibility for the fund balance as Indicated above and relinquish all financial records and information to (Enter Name of Incoming Treasurer).
5. Your point of contact for this report is (Enter Outgoing Unit Treasurer’s Name and Phone Number).

FRG Outgoing Treasurer
Signature Block

DISTRIBUTION:

Unit Commander
Family Readiness Support Assistant (FRSA)
Unit Family Readiness Group Lead Volunteer
File (Unit Commander’s FRG Binder)

**Example Memorandum Treasurer Report if FRG Has No Checking Account or No Funds in
Their FRG Checking Account**

“Unit”
Family Readiness Group
Address
City, State, Zip Code
(Unit Letterhead)

HI – Family Readiness

(DATE)

MEMORANDUM FOR (Enter Unit Designation) FRG Checking Account Report

SUBJECT: Annual Treasurer’s Report

1. This reporting period covers the following dates: Enter date to Enter date.
2. Currently (Enter Unit Designation) FRG has no Checking Account. **OR**
3. Currently (Enter Unit Designation) FRG currently has no funds in their Checking Account.
4. Our EIN is Enter EIN.
5. Your point of contact for this report is Enter FRG Representative or Unit Representative and Phone Number.

FRG Rep. or Unit Representative
Signature Block

DISTRIBUTION:

Unit Commander
Family Readiness Support Assistant (FRSA)
Unit Family Readiness Group Lead Volunteer
File (Unit Commander’s FRG Binder)

Example Family Readiness Group Daily Accounting Sheet
(USED DURING FUNDRAISING EVENTS)

"Unit"
Family Readiness Group
Address
City, State, Zip Code

Date: _____ Activity: _____

Fundraising Activity Location: _____

Committee Volunteers:

1. _____
2. _____
3. _____
4. _____

Beginning balance for the date: \$ _____

Two Volunteer Signatures verify the beginning balance:

End of Day Total amount in Cash Drawer: \$ _____

Two Volunteer Signatures to verify end of day total:

End of Day Total: \$ _____

(Deduct) Beginning Balance: \$ _____

Total Income This Day: \$ _____

** IF THE FUNDRAISING ACTIVITY IS FOR ONE DAY ONLY, RETURN THE BEGINNING BALANCE AMOUNT ("KITTY") WITH THE TOTAL INCOME FOR THE DAY TO THE TREASURER.

.....

\$ _____ Amount Received by Treasurer for Deposit to the Family Readiness Group Account.

<p>X</p> <hr/> <p>DATE: _____ TREASURER SI...</p>

DISTRIBUTION:

- Unit Commander
- Family readiness Support Assistant (FRSA)
- Unit Family Readiness Group Lead Volunteer
- File (Unit Commander's FRG Binder)

Checkbook Register Spreadsheet

Required With Treasurers Report

FRG Treasurer _____ Lead Volunteer _____

Date dd/mo/yy	Check #	Transaction	Description	Payments Fee	Deposits	Balance

■ **DISTRIBUTION:**

- Unit Commander
- Family readiness Support Assistant (FRSA)
- Unit Family Readiness Group Lead Volunteer
- File (Unit Commander's FRG Binder)

AUDIT COMMITTEE APPOINTMENT BY THE COMMANDER

(State Family Program shall be included in the process)

Date

I APPOINT THE FOLLOWING FRG MEMBERS AS THE AUDIT COMMITTEE FOR OUR
FAMILY READINESS GROUP FUNDS ACCOUNT FOR THE PERIOD

FROM _____ TO _____
Date Date

Commander's signature

AUDIT COMMITTEE TASKS:

- Audit committee sets a date for the audit and is provided the necessary accounts and documentation to:
 1. Review all bank statements and account deposits, disbursements and balances. Assure that all accounting is accurate and completes the audit within a reasonably short period of time.
 2. Verify that all checks have been signed with the designated number of authorized signatures.
 3. Verify that all checks have been signed with the designated number of authorized signatures.

4. Verify all the disbursements have been approved by the FRG and recorded.
5. Review quarterly reports; assure that the Unit Commander and the State Family Program Director have received copies, and that each report is accurate in its accounting.
6. Prepare an Audit Report that reflects the Committee's findings and submit copies, signed by each committee member, to the Unit Commander, FRG's Treasurer, Key Volunteer, Secretary and the State Family Program Director.
7. Discrepancies and/or recommendations should be recorded on a separate memorandum attached to the audit report form.
8. Return all accounting records and the checkbook to the FRG Treasurer.
9. Return FRG meeting minutes to the FRG Secretary.

Mail all copies of documentations and upon completion route to:

Unit Commander
Family Readiness Support Assistant (FRSA)
Unit Family Readiness Group Lead Volunteer
File (Unit Commander's FRG Binder)

FAMILY READINESS GROUP

ANNUAL AUDIT REPORT

(State Family Program shall be included in the process)

Name of the FRG Treasurer Date

Name of Elected Treasurer

ITEMS OF INSPECTION:	DATE
All financial accounting is accurate and up to date.	
All checks have designated number of authorized signatures.	
All account expenditures have been approved by the FRG.	
Quarterly reports are accurate in accounting for all funds.	
Discrepancies and recommendations are noted in a memorandum that is attached to this report.	
This audit has been completed in a timely fashion. All records have been returned to the FRG's Treasurer, Secretary, and copies distributed as indicated below.	

AUDIT COMMITTEE MEMBER SIGNATURES

DATE

Mail copies of this report to:

Unit Commander
Family Readiness Support Assistant (FRSA)
Unit Family Readiness Group Lead Volunteer
File (Unit Commander's FRG Binder)

Key Caller

Section Intended For:

Commanders

Military Point of Contact

FRG Lead Volunteers

Units

Communication Process

Timely and accurate information is imperative to keep Families abreast of happenings within the unit in order to limit confusion and stress. Various types calls/email messages are made to pass information to Families depending on the situation. These calls are made through an organized system called the telephone/email tree.

What is a Phone/Email Tree?

The Telephone/Email Tree is a system that enables Key Callers to quickly and accurately disseminate information to Families. It is used to disseminate routine information to Families as well as communicate emergencies, limit rumors, complete morale checks and build rapport with unit Families. It is one of the most important and useful tools a Family Readiness Group can develop and maintain.

What are the Goals of the Phone/Email Tree?

Goals of an effective phone/email tree are: the tree enhances a sense of belonging and provides needed information, including news about up-coming FRG events and the unit's status. It also gives Families a secure feeling that there is someone to talk to during Family emergencies or someone that they can express their concerns to. A well run phone/email tree helps improve the quality of life and morale of the unit. Leaders- both military and volunteer – who know their service members and Families develop a greater understanding of their needs and are better able to assist and support them. Moreover, when the service member witnesses a consistent level of support for their Family, they are better able to focus on the mission.

Required by Regulation

Telephone Trees are to be established by regulation. Refer to Forces Command (FORSCOM) 500-3-3, Task 2-1-21b.; Army Regulation 608-1, Appendix J-2d.; Army Regulation 600-20, paragraph 5010a. (b). and U.S. Army FRG Leader's Handbook, Pages 29, 41-43. (See appendix) Certain items (of which Telephone/Email Trees are one), are reviewed during unit inspections which indicate if a unit has a viable Family Readiness Program. Inspectors review the telephone/email tree to see if it has been developed, if it is current and if it is periodically tested.

How to Develop Your Telephone Tree

The telephone tree system is developed from service member Family information sheets. In order to keep the phone tree manageable and minimize time when the system is activated, each service member will have only one contact on the phone tree. This helps ensure timely dissemination of information to Families. However, additional contacts per service members can be added to email rosters. Additionally, each Family is encouraged to develop their own personal phone/email tree (see appendix of this handbook) so once an information call is received they will have the numbers readily available to call and up-date other Family members.

Phone/email trees can be built according to platoon/squads, divided up alphabetically or established based on geographic location to minimize long distance calls. Also if possible, to expedite the process, limit each group to five to eight Families.

It is imperative to get Family's home work and other alternate points of contact to ensure each Family can be contacted. Also recommended, is the assignment of an alternate primary Key Caller in the event the primary Key Caller is not available when the tree is activated.

How Does it Work?

Calling is initiated by the commander or designate, Family Readiness Volunteer Point of Contact or State Family Program Office (SPPO) when important information needs to be disseminated in an emergency or a routine change of unit events. However, in the case of a critical incident (discussed later), the State Family Program Office will be the only initiating authority to activate the phone tree.

Additionally, an informal test of the telephone tree by the Family Readiness Group should be conducted quarterly to ensure it is current; rehearsal provides confidence that the system works. To avoid personal cost, occasionally calling cards may be available contact SFPD.

Where to File Your FRG Phone Tree?

Once telephone trees are completed, file a copy at the unit in the Commander's Family readiness binder and send a copy to the Family Readiness Support Assistant. The unit commander and Family Readiness Volunteer Point of Contact have Oversight responsibility for the telephone/email tree completion at the unit level And the SFPD has overall oversight responsibility for each unit within the state.

Ensure Privacy and Confidentiality of Family Member Information.

As a rule, to protect Families' personal data from personal use, only a few key leaders should have a complete copy of telephone/email tree. Social Security Numbers and other sensitive information should be omitted. Careful control of all copies of the rosters must be exercised at all times. All leaders must ensure that FRG rosters and phone/email trees are not given to any third party. Obsolete copies must be collected and destroyed and when a Key Caller or Family Readiness Volunteer Point of Contact moves or leaves the job, copies must be turned in to the unit

Types of Telephone Tree calls

The Types of calls associated with the telephone tree system are:

- a. Phone Tree Calls
- b. We Care Calls
- c. Critical Incident Calls

We will define each type and discuss their differences in the following paragraphs.

Phone Tree Calls

Normally, phone/email calls/messages are initiated by the unit commander or Family Readiness Volunteer Point of Contact when information needs to be Disseminated to Families. This information can vary in nature, but usually when The phone tree is utilized, time is a factor. Some examples of information would be a change in the unit's arrival time at home station or a change in time for an FRG event.

Once the tree is initiated, the Family Readiness Volunteer Point of Contact Contacts the Key Caller Chairperson who then contacts the Key Callers for each Pre-established group. The Key Callers contact Families in their group.

Calling continues until all Families are contacted. Upon completion of all calls, The Key Callers notify the Key Caller Chairperson who follows up with the Family Readiness Volunteer Point of Contact who then follows up with the commander if He/she initiated the system.

Tips for Phone Tree Calls

1. Always immediately **identify yourself** and the unit FRG.
2. Ask if it is a **convenient time** to talk.
3. **Use a script.** Issued to each Key Caller by the Key Caller Chairperson. Ensures the every Family receives the same information and keeps the caller Focused.
4. **Be Brief.** (Try to keep the call to 5 minutes) Remember you have information to Quickly disseminate to your entire group.
5. **Be Accurate.** Stick to the facts in the script, do not give your opinion and avoid "what if" questions.
6. **Be clear,** be positive, and listen.
7. **Summarize.** To recap information given in the script and to ensure it was Understood.
8. **Ask** if they have any questions that pertain to the subject of the call.

9. **Give them a point of contact number** should they have further questions or Concerns.

10. **Keep a log of calls.** This ensures accurate follow-up for Families called is Given when reporting to the Key Caller Chairperson after the completion of calls.

11. Never **gossip** or repeat rumors.

12. **Do try more than once** to call a Family if there is no answer the first time, 3 Times is a good number before leaving a message on their answering machine. Reports to your Key Caller Chairperson that you were unable to reach the Family Or left a message.

13. **Ensure necessary follow-up is completed.** To ensure any information or Assistance that was requested by Families during calls was addressed.

We Care Calls

We Care Calls are normally made during periods of mobilization; however, they Can be done periodically during non-mobilization to build rapport with unit Families and to test the phone tree (as determined by the FRG). These calls focus on the well-being of Family's, identifying concerns or problems that may require outside resources or follow-up. Further, they ensure that each Family is reached and regular contact with FRG is maintained.

The calls may last longer than 5 minutes and are more relaxed than Phone Tree Calls. They do not necessarily require a script, but one may be used if there are some specific questions or information that the FRG wants to disseminate. Upon call completion, Key Callers notify the Key Caller Chairperson to inform them of any problems or concerns that were identified.

We Care Calls are usually scheduled once a month (during mobilization) differing from Phone Tree Calls which are only initiated by the Commander, Family Readiness Volunteer Point of Contact or SFPD whenever there is a need and are scripted.

Additionally, the telephone tree structure and key callers can remain the same for each type of call (phone tree or We Care) or be changed as determined by the Family Readiness Group (FRG). If a different telephone tree, structure or different Key Callers are designated for each type of call, those phone trees should also be on file at the unit and SFPD.

Tips for We Care Calls

1. Always immediately **identify yourself** and the unit FRG.
2. Ask if it is a **convenient time** to talk.
3. **Use a Script.** If one is required to disseminate specific questions or information by the FRG. Issued by the Family Readiness Volunteer Point of Contact to the Key Caller Chairperson.
4. **Make the Family feel comfortable.** Build a rapport.
5. **Listen, Listen, Listen.**
6. **Be positive, be clear.**
7. **Keep a log of calls.** This ensures accurate follow-up for Families called is given when reporting to the Key Caller Chairperson after the completion of Calls.
8. **Have a list of resources available.** (If they have questions or concerns or need a referral, remember you are not a counselor)
9. **Give them a point of contact number** should they have further questions or concerns.
10. **Summarize.** To recap information given (in script if used) and to ensure it Was understood.
11. Never **gossip** or repeat rumors.
12. **Do try more than once to call** a Family if there is no answer the first time, 3 Times is a good number before leaving a message on their answering machine. Report back to your Key Caller Chairperson that you were unable to reach them Or left a message.
13. **Ensure necessary follow-up is completed.** To ensure any information or assistance that was requested by Families during calls was addressed.

Phone Tree Callers

Key Callers should be reliable, good listeners, possess a positive attitude and must maintain confidentiality. Key Callers also must provide accurate information and keep accurate record of calls.

The phone tree is designed for communication and support. You are not a social worker or a welfare agency and please do not feel badly if you do not know or do not have the answer. There are many resources and agencies available for referral that will be able to provide the needed assistance.

Confidentiality

Confidentiality plays an important part in your position as a Key Caller. You are obligated to keep each conversation and the personal matters discussed during such interactions in the strictest confidence, with the exception of dangerous or life-threatening situations which should be shared immediately with the Key Caller Chairperson who will then inform the Family Readiness Volunteer Point of Contact and possibly contact the Family Assistance Center to ensure the Families' needs are met.

-Do not disclose the names or details of any contact or call in any way that may identify them or others.

-Obtain the permission of the person involved before sharing any information about them or their situation when contacting a resource or making a referral.

-If a point of contact begins to discuss something with you that lies outside the area of confidentiality (suicide, child abuse, assault, neglect, any other criminal activity) inform them you will be obligated to report the call and its nature to the appropriate authorities.

Tips for Key Callers

DO

- Be pleasant when you call
- Be friendly and tactful in guiding callers to successful resolution of their own problems.
- Ensure, when necessary, follow-up is completed.
- Try more than once to call a Family if there is no answer the first time (try at least three times)
- Maintain confidentiality and privacy

- Refer

DO NOT

- Take it personally if a caller is rude or obnoxious.
- Feel guilty if you are unable to help them, and refer them
- Go beyond your own limits in providing assistance
- Gossip or repeat rumors

Types of Incoming Calls and Responses

In addition to making telephone calls, Key Callers will also receive calls from Families in their Assigned groups. These types of calls and responses are listed below:

-Social Calls: "I appreciate your call and its great chatting with you. Since I need to [prepare Dinner, put kids to bed, etc.] I will let you go. Please feel free to call me later!"

-Problem Calls: "I'm glad you called me about [problem]. Let me make some phone calls to see what I can find out. I'll get back with you [specific time and date]." OR "Feel free to contact any of the referral numbers you received. I'm confident you'll be able to work this out."

-Crisis Calls: "It sounds like this is a really stressful situation for you. How have you handled this before? Have you contacted [relevant agency]? What is your immediate concern? What kind of help do you need? Let me find out the best resource for you and I will call you back in ___ minutes."

-Unnecessary (Gossip) Calls: During stressful situations, I find a lot of rumors begin and can quickly get out of control. If there were a significant problem, I am sure I would be notified. Let me make a few calls to verify the situation and I will call you back in ___ minutes."

-Chronic Calls: "I find I've been spending more and more time on the phone working with FRG issues. I have not spent much quality time with my children. I appreciate your call; however, I need to limit my calls to 10 minutes each."

Sample Phone Calls and...

What to say:

Example of a POC's First Call (deployment):

"Hello, _____, this is _____. I just wanted to call and say `hello' and let you know I am your contact person for the [unit name] Family Phone Tree. Your spouse works with mine and I am the person you can call if you have any concerns or questions while your spouse is deployed/in the field. I will contact you from time to time when any information needs to be passed on that would be of interest to you. If you need anything, have any questions, or want to become more involved in our unit's Family Readiness Group, my phone number is _____. Please feel free to call or email me at _____ if that is easier for you."

Example of an Informational Call:

"Hi! This is _____ from [unit name] Family Readiness Group. Is this a good time to pass on some information? (Yes? Continue. No? "When would be a better time for me to call?") DO you have a paper and pen handy? If not, I can wait until you find one. "

"The FRG is having a bake sale [fundraiser, meeting, etc.] to raise money for _____ on [day, date] from [start time to end time] at [location]. Could you bake something to bring? Would you have time to work at the bake sale from _____ to _____? DO you know where [location] is? I will be happy to give you directions. I am glad we can count on you to help by [bake, work, etc.]. Your help is really appreciated. Thanks. See you at the Bake Sale!"

What Do you Need to Get Started As A Key Caller?

Here is a list:

- A list of assigned Families phone numbers and email addresses for your branch of the phone tree.
- An ample supply of message log forms and pen/pencil.
- A copy of the calling script (if using),
- List of available resources and telephone numbers.

Tips for Handling Calls Effectively

While listening, asking yourself these questions:

- What is the caller really saying? Keeping in mind that the call is important to the caller.
- What basic needs does the caller have?
- What expectations does the caller have? Are they realistic?
- Who can help? As much as possible, refer the caller to resources that can be used by the caller to solve the problem.

Recording Volunteer Hours

Volunteer hours are one component that National Guard Bureau (NGB) utilizes to determine budget dollars that states receive annually for the operation of their Family Program. Reports are pulled from the NGB website, www.jointservicesupport.org. In order for NGB to pull accurate reports on each state's Family Program, our State Family Program Office asks you to register on the www.jointservicesupport.org to record your volunteer hours using the Activity Tracking function.

NGB utilizes the measurement of hours because they need a concrete measurement to determine if our state's program is active and viable. Hours are looked at cumulatively not individually, so all do make a difference. Hours would only be looked at individually to help determine volunteer awards.

Once you are registered on the site, you gain access to information pertinent to National Guard Families. Additionally, our office can accomplish email campaigns and workshops and training registrations more simply with the capability for you to do it online.

Documentation of volunteer time and activities can be completed under Activity Tracking, eliminating the need for your volunteer time records to our office. This will simplify the process of recording your time for you since projects and activities can be recorded as you complete them.

Additionally, National Guard Bureau tracks these entries to help identify trends with our Families, support required, needs and training. Yours entries will allow the services in our state to continue and expand.

If you do not have a computer, you can send in your volunteer hours to the Family Readiness Support Assistant and we will gladly enter them on www.jointservicesupport.org for you.

CRISIS INTERVENTION

The goal of crisis intervention is to allow those individuals to resolve the situation themselves giving back some control because in a crisis we feel as if we have no control. If possible, you want to empower them to resolve their situation and give them the tools and resources to do so.

Some basic rules for crisis intervention follow:

1. **LISTEN** – let the people involved speak. Try to truly listen to them. Be sure you hear how they see the problem and what they expect from you. Verbalize what you hear and see happening descriptively not critically.
 - a. You can help people by listening, offering suggestions only when the individual cannot think of alternates.
 - b. Do not give advice or assume responsibility for the person’s problems or life.
 - c. Let the person take the lead. Often, the individual needs and wants to talk the problem out.
 - d. Work toward clarification of the situation.
2. **VALIDATE** – You may not think it is an emergency, but to them it is. We all want our feelings validated. “Yes, that does seem to be a problem.” Avoid being negative, “Why didn’t you call two days ago?” People need reassurance, not scolding.
 - A. Be empathetic and help them identify their feelings. Are they depressed, frustrated, angry? Encourage the person to talk on a feeling level.
 - B. Try not to become absorbed with past reasons for present problems. Focus on what is happening now and what can be done to change it.
3. **HONESTY** – be honest. Do not promise anything you cannot produce.
4. **RESPECT** – be respectful of others. Treat them, as you would want to be treated.
 - a. Many times, you may be the first person they talk to, so they may be upset. Everyone handles stress differently, some people get angry, some cry, etc. Do not take it personally.
 - b. Sometimes just verbalizing the problem is enough.
 - c. Or you just asking the right questions, for example, “Do you have anyone who lives nearby that could change that tire?” Could you call them?”

5. **REFER** – You are not a social worker. Know when to refer them to another agency and where to refer them. Do not confuse them with multiple referrals. Ensure they know who will do what.

a. Do not call others to help them without their permission.

6. **FOLLOW-UP** – Always, always follow-up. Check on the person and see if they have been able to resolve their problem or if they need further assistance.

7. **CONFIDENTIALTY** – Protect and honor people’s privacy.

Tips for Dealing with People in Crisis

While listening, ask yourself these questions:

- Understand what coping stage the individual is in which gives an indication if the individual will be receptive to help
- Recognize that the individual will be experiencing a range of emotions and may want information or assistance to solve the problem. Remember the goal is to resource them so they can solve the problem.
- Treat the individual with care. Listen carefully and speak calmly.
- Do not make promises that cannot be kept. Refer.
- If individual rambles when speaking, try to help them identify the major issue that can be solved by them easily. Focus on the present.
- Helping them to problem resolution (even if small problem) can calm them and build their confidence.

Regulations

FORSCOM Regulations 500-3-3

2-1-21. T. TASK: Establish a Family Support Group (FSG)
STANDARD

Establish a FSG IAW AR 600-20 and DA PAM 608-47 and coordinate liaison with supporting activities

Minimum procedures include:

- a. Appoint an officer or senior NCO as the unit Family Assistance Coordinator.
- b. Support preparation of a telephone tree for FRG members.
- c. Maintain communication between family support group leader, Commander, State Family Program Director and Family Readiness Support Assistant.
- d. Post location (and telephone number if available) of supporting Family Assistance Centers.
- e. Conduct annual briefings to Family members IAW Annex C.

Army Regulation 608-1 (21 July 2006)

J-2 Family Readiness Groups roles and functions.

Certain FRG mission activities are essential and common to all FRG's. They include FRG members, FRG staff and committee meetings, publication and distribution of FRG newsletters, maintenance of updated Family rosters and Family readiness information, establishment of FRG member telephone trees and email distribution list, and scheduling educational briefings for FRG members. FRG activity level can vary depending on unit mission and on whether the unit is in pre – or post deployment, deployed, or in a training/sustainment period at the home station.

Army Regulation 600-20 (7 June 2006)

5-10. The Total Army Family Program

The Army places a high value on both military and personal preparedness. Commanders have an obligation to provide assistance to establish and maintain Personal and Family affairs readiness

(b) Family Readiness is the mutual reinforcement provide to Soldiers, civilian employees, retirees (regardless of marital status), and their Family members-both immediate and extended. Examples include Family Readiness Groups, newsletters, telephone trees, and other volunteer programs and activities.

Operation Ready – 2006

Pages 29, 41-42 – Key Caller responsibilities and phone tree.

FAMILY PROGRAM VOLUNTEER TIME/RECORD FORM

NAME _____ UNIT _____

If you are not using the Activity Tracker function on www.jointservicessupport.org please document your volunteer hours below. Include time spent in volunteer meetings, planning, traveling to and from unit, telephoning, working at home on projects, unit activities at which you work, and anything else that falls under volunteering with the Family Program. Forward to Family Program Office the 1st of the month or

**Mail to: Family Readiness Assistant, Family Program Office, 3949 Diamond Head Road
Honolulu, HI 96816**

Date	Activity/Event	# of Hours	Miles

Total:

Contact Forms

Information and Call Log Sheet

Name: _____ Sponsor's Name/Rank: _____

Address: _____

Phone Home: _____ Work: _____ Cell: _____

E-Mail: _____ Work: _____

Place of Employment: _____

Normal Work hours/Days: _____

Call at Work: Yes/NO Anytime: Yes/NO Critical Information Only

Family in the area? Yes/NO

Best time and form of communication: _____

Who would most likely know your whereabouts if you go out of town?

Name: _____ Relationship: _____

Children: _____

Pet (s): _____

Contact NAME: _____

Home Phone: _____

Work Phone: _____

Cell Phone: _____ OTHER: _____

Email: _____

Example Notes Page:

NOTES:

Day: _____ Date: _____ Time: _____

_____ FRG meeting reminder _____ Fundraiser/event reminder

_____ Greeting/introduction _____ Other

NOTES:

Day: _____ Date: _____ Time: _____

_____ FRG meeting reminder _____ Fundraiser/event reminder

_____ Greeting/introduction _____ Other

NOTES:

Day: _____ Date: _____ Time: _____

_____ FRG meeting reminder _____ Fundraiser/event reminder

_____ Greeting/introduction _____ Other

NOTES:

_____ FRG meeting reminder _____ Fundraiser/event reminder

_____ Greeting/introduction _____ Other

Key Caller Phone Tree Log

Date	Name	Action/Issue	Talked To	Left Message	Returned Call

Key Caller Problem Resolution Form

Name

Address

Date of Contact

Time

Contact Phone

(HM)

(WK)

Sponsor Information

Name

Unit

Rank

Location

Nature of Emergency (include who, what when, where, etc.):

What help do you need?

Action:

Who Called?

When?

Police Called?

Ambulance?
Fire Department Called?
Red Cross called?
Transportation?
Food?
Lodging?
Money?
Emergency child care?
Referred To:
Follow-up Required?
Key Caller Signature: Date:

FRG Phone Tree Worksheet
Include alternate phone numbers (home, work, and cell)

Group _____

Group _____

Primary Caller Primary Caller

Name: _____	Name: _____
Phone: _____	Phone: _____
Phone: _____	Phone: _____

Alternate Caller Alternate Caller

Name: _____	Name: _____
Phone: _____	Phone: _____
Phone: _____	Phone: _____

Contacts

1. Name: _____	1. Name: _____
Phone: _____	Phone: _____
Phone: _____	Phone: _____
2. Name: _____	2. Name: _____
Phone: _____	Phone: _____
Phone: _____	Phone: _____
3. Name: _____	3. Name: _____
Phone: _____	Phone: _____
Phone: _____	Phone: _____
4. Name: _____	4. Name: _____
Phone: _____	Phone: _____
Phone: _____	Phone: _____
5. Name: _____	5. Name: _____
Phone: _____	Phone: _____
Phone: _____	Phone: _____
6. Name: _____	6. Name: _____
Phone: _____	Phone: _____
Phone: _____	Phone: _____

FRG Newsletter Guide

Section Intended For:

Commanders

Military Point of Contacts

FRG Lead Volunteers

Units

Purpose of Newsletters

The purpose of the newsletter is to communicate information to service members and their Families. It is required that FRG's put out a monthly newsletter when a unit is deployed. When a unit is not deployed, a newsletter should be sent out quarterly.

In order to use appropriated funds to print and mail FRG newsletters they must be "official", meaning the following requirements must be met:

- Must contain a message from the Commander
- Must be no longer than 8 pages front to back
- Must be printed in black and white
- Must state on the front that it contains only official or both unofficial and official information, unofficial information must not exceed twenty percent of printed space
- If the newsletter contains both types of information, it should include the following statement: "The inclusion of some unofficial information in this FRG newsletter has not increased the cost to the Government, in accordance with DOD 4525.8-M, Official Mail Management Manual."

Please contact State Family Program Office for help with printing and mailing. Remember, the FRGL does not also have to be the Newsletter Editor – ask for help! There may be a Family member that is looking for a chance to volunteer.

Ideas for Newsletter:

- Agenda for upcoming meeting/activities
- Highlight Unit and/or family members
- Magazine articles (some can be reproduced)
- Kid's page
- List of local resources
- Book of quotes or jokes-keep them clean
- Military web site including www.jointservicessupport.org
- Family Program Office – Stop by to pick up pamphlets or information on a broad range of military and family topics.

Be sure not to...Publish information for personal gain (advertising for personal business)
Print information that violates Operations Security (OPSEC) to include:

- Unit Rosters/SSN
- Identifying Family Information
- Operational Activities

Do not print Rumors! Only verified information should be printed!

Joint Services Support

Section Intended For:

Commanders

Military Point of Contacts

FRG Lead Volunteers

Unit

Contents	Page
Section 1: Mission Statement	2
Section 2: FRG Charter Overview/Application	
Brief Explanation of Charter	6
Commanders Guidelines	7
Military Point of Contact Guidelines	8
Charter Application	9
Position Descriptions	14
Chairperson/Alternate	15
Unit MPOC	18
Treasurer/Alternate	21
Secretary	24
Phone tree Caller Chairperson	26
Multi Media/Newsletter Coordinator	28
Section 3: Treasurer Guide	
Overview of FRG Funds	31
FRG Fund Accounts	37
FRG Fund Audits	41
FRG Fundraising	43
Glossary of Terms	46
Example: Appointment of Treasurer/Alternate Memo	48
Example: Letter to IRS for EIN	50
Example: Request Letter to Commander for Fundraising	51
Example: Memorandum for Treasurer Report	52
Example: Authorization Letter to Open an FRG Checking Account	53
Example: Memorandum for Transition of Checking Account	54
Example: Memorandum for Treasurer Report if FRG Has No Checking Account or Funds	55

Example: Family Readiness Group Daily Accounting Sheet	56
Example: Checkbook Register Spreadsheet	58
Example: Quarterly Report	59
Example: Audit Committee Appointment by the Commander	61
Example: FRG Annual Audit Report	63
Section 4: Phone Caller Guide	
Communication Process	66
Types of Telephone Tree	73
Recording Volunteer hours	76
Crisis Intervention	77
Example: Family Program Volunteer Time/Record Form	81
Example: Information and Call Log Sheets	82
Example: Notes Page	83
Example: Key Caller Phone Tree Log	84
Example: Key Caller Phone Tree Resolution Form	85
Example: FRG Phone Tree Worksheet	87
Section 5: Newsletters	
Purpose of a Newsletter	89
Section 6: Joint Service Support	
Volunteer Activity Management	91
Discussion Forms	95
Widgets Quick Reference Guide	102

***FRG Charter
Overview/Application***

Section Intended For:

Commanders

Military Point of Contacts

FRG Lead Volunteers

Unit

BRIEF EXPLANATION OF CHARTER PACKAGE

What is a Charter?

A Charter is an official Hawaii Army National Guard Family Program document signed by the Adjutant General that recognizes the Family Readiness Group (FRG) as an important part of the unit Command with the group's leadership being provided by family members. Chartering makes the organization of the group official as a Family Readiness Group.

Why do we need to be Chartered?

The Family Readiness Group (FRG) should be Chartered so that they can be legally recognized as an integral part of the unit and its mission. By being Chartered the FRG receives many benefits, such as official mail, use of office space and equipment, education opportunities and the ability to fundraise for their FRG needs.

What is in the Charter Package?

The Charter Package consists of the Guidelines for both the Commander and the Military Point of Contact and shows examples of job descriptions for the positions of Chairperson, Secretary, Phone Tree Caller Chairperson.

The Charter Application shall be signed by the Commander (signed respectively) stating that he or she has given their authorization for the forming of the FRG and that they approve of the goals, responsibilities, structure/organization and the future activities and functions planned. Unit letterhead is required to complete Position Descriptions.

Whenever there is a change of Command or Family Readiness Key Volunteers Charter shall be updated.

Otherwise, a Charter lasts two years with updates being performed to check for changes.

COMMANDER'S GUIDELINES

Introduction: The following is provided as guidance to assist commanders in developing and maintaining a Family Program within their unit(S). For further guidance/direction contact the State Family Program Office.

Major Duties and Responsibilities:

Goals

- Include Family Program activities and projects in yearly training plan.

Promotion

- Maintain organization of Family Program.
- Actively sanction the Family Program.
- Recruit a volunteer point of contact (FRG Chairperson).
- Appoint a unit service member as a Unit Military Point of Contact (MPOC).
- Encourage participation of unit service members in Family Program.
- Establish an atmosphere of care and concern for service members and their families.
- Provide opportunities for service members and their families to network through unit functions, newsletters, and Family Program training.

Support

- Schedule conference time quarterly with the Unit MPOC and FRG Chairperson.
- Provide adequate space at the unit's location for FRG Volunteers to store equipment and supplies.
- Provide postage for mailings to families and service members as budget allows.

MILITARY POINT OF CONTACT (MPOC) GUIDELINES

Introduction: The following is provided as guidance to assist the MPOC's. This position will be an additional duty position and will be accomplished in conjunction with other assigned duties. Primary responsibility will be to act as liaison between the Family Program Volunteers and the Unit Commander.

Major Duties and Responsibilities:

- Serve as Military Point of Contact for:
- Commanders
- Volunteers-family and service members.
- State Family Program Director.

Promotion:

- Integrate the Family Program into as many unit activities as possible.
- Educate commanders, service members, and the community about the Family Program.

Support:

- Work closely with State Family Program Office, Commander and unit Family.
- Program volunteer (s) in order to stay informed.
- Work closely with unit recruiting and retention personnel.

Maintain Information:

- Inform unit Commander of all Family Program events, activities, or training.
- Ensure duty appointment for Unit FRG Representatives are current and proper distribution is made.
- Inform Unit FRG of new service and family members or other changes.

4. The FRG Treasurer will be:

Name: _____ Number: Home: _____
Cell: _____
Address: _____
Email: _____

5. The FRG Alternate Treasurer will be:

Name: _____ Number: Home: _____
Cell: _____
Address: _____
Email: _____

6. The FRG Secretary Volunteer will be:

Name: _____ Number: Home: _____
Cell: _____
Address: _____
Email: _____

7. The FRG Phone Tree Caller Volunteer will be:

Name: _____ Number: Home: _____
Cell: _____
Address: _____
Email: _____

8. The FRG Multi-Media/Newsletter Volunteer will be:

Name: _____ Number: Home: _____
Cell: _____
Address: _____
Email: _____

Please Initial the Following: (Commander/FRG Key Leader)

9. The following basic administrative supportive is available to support FRG activities:

According to DOD Instruction Number 1100.21 (March 11, 2002)

- Expendable Items
- Computer Access
- Copier Access
- Telephones
- Dedicated office or desk space
- Official mail as deemed necessary

10. Training aide support, such as audio-visual equipment is available upon request

11. Space for FRG to conduct its meetings and other activities has been identified

Postage for official mailing will be made available IAW DA Pamphlet 608-47 (Para 4-2e), AR-340-3, and DODI 45.8

12. FRG personnel will have access to telephones:

Numbers:

Numbers:

13 In consideration of the above arrangements, the FRG will:

- Register FRG Charter on Joint Service Support (www.jointservicesupport.org)

- Key Volunteers shall sign DD2793/DA Form 4162 and DA 5671 and provide a copy to State Family Program Director.
- Attend required quarterly, annual training as required by State Family Program.
- Maintain Volunteer Hours Log on (jointsevicesupport.org).
- Undertake projects and activities that will enhance the wellness and preparedness of the Family members.
- Such activities and projects will be chosen, planned, and carried out by FRG.
- Provided informal updates to the unit on FRG planes and projects.
- Request support for planned activities from the unit in sufficient time to allow for appropriate response.
- Provide communication link between the unit and participating family members.
- Surface family member concerns to the unit, ideally before the concerns become problems.

14. Request that charter be effective for two year (s) from date of issue.

15. Charters will be updated upon appointment of new Commander or Key Volunteer. The FRG has chosen to be referred to as:

Request Charter to be issued in the name

Required Signatures:

_____ (Signature MPOC)	_____ (Signature KV)
_____ (Printed Name of Unit MPOC)	_____ (Printed Name of KV)
<hr/>	
Unit	
_____ (Commanders Signature)	_____ (1SG Signature)
_____ (Address)	_____ (Address)
_____ (E-Mail Address)	_____ (E-Mail Address)
_____ (Date)	

Distribution:

- Unit Family Readiness Program File (Commander's Binder): Original Copy
- Family Readiness Support Assistant (FRSA): Copy
- Unit's Family Readiness Group Lead Volunteer: Copy

***Position Descriptions &
DD2793 Form***

Section Intended For:

Commanders

Military Point of Contact

FRG Lead Volunteers

Units

