

FAMILY ASSISTANCE CENTER



OPERATION
READY
Resources for Educating About Deployment and You



FAMILY ASSISTANCE CENTER

Family Deployment Readiness for the Active Army, the Army National Guard, and the Army Reserve

This training module is a revised publication of the Operation READY (Resources for Educating about Deployment and You) resource library, developed under a contract with Headquarters, Department of the Army, Community and Family Support Center, and Texas Cooperative Extension of the Texas A&M University System.

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Operation READY: Resources for Educating About Deployment and You

**Texas Cooperative Extension
The Texas A&M University System
in cooperation with
The United States Army
Community and Family Support Center**

2002

INTRODUCTION TO THE FAMILY ASSISTANCE CENTER TRAINING MODULES

Leadership of a diverse and multi-faceted organization such as the Family Assistance Center (FAC) is critical to its effective operation, calling forth the best efforts of the ACS staffer who leads it. The leader is not only charged with organizing this infrequently activated assistance cell, but he/she must whip it into good working order in infrequent training sessions, and often under critically short time constraints.

Added to this is the mandate of the FAC—to assist families in trouble and under stress. Stressed-out people can be difficult to deal with and are often angry and unable to function normally. FAC members must be understanding and at least accepting of them, if not sympathetic.

Emotional intelligence is the key to unlocking the proper functioning of the family assistance team (FAT)—on the part of the leader as well as the members of the team. Emotional intelligence—a leadership quality of the 21st Century—is demonstrated by the team members and reflected to the clients of the FAC.

First and foremost is the recognition of the team members as persons in their own right and not just representatives of an installation agency. This recognition begins in the first formative meetings with introductions all around.

Among the tribes of northern Natal in South Africa, a common greeting is *Sawu bona*, which means “I see you.” The standard reply is *Sikhona*, meaning “I am here.” The order of greeting and response is important and critical. Until you see me, I do not exist. It’s as if, when you see me, you bring me into existence.

When we recognize our team members, we bring them onto the team and into existence. This recognition of FAC members is important and critical, for as all human beings, they have a need to be recognized for their contributions—actual and potential. This is especially important to lower-ranking soldiers and civilians, as well as volunteer team members. Once this recognition is extended and accepted, these team members will see themselves and their *compadres* as members of a team instead of workers filling a slot in an organization. Team-building techniques can build on that identity.

But the most important impact of this identity and recognition is upon the client. A team member with some personal investment in the team itself will be more effective and attentive to the client’s needs. Perhaps this will call forth some additional compassion and caring from this team member, who has seen himself/herself as a part of something larger than the assembled group.

Recognition of a person as an individual is easily done. The outcome is always beneficial. The leader who understands this makes his/her job easier and the work of the FAC much more effective. The lessons included here will teach the technical procedures involved in setting up a Family Assistance Center and will delineate the responsibilities of the team

members. The leader who understands people will teach much more than procedures, however, if he/she intends to have an effective Family Assistance Center.

OPERATION READY MATERIALS

The Operation READY curriculum is a series of training modules, videotapes, and resource books published for the Army as a resource for Army Community Service (ACS), State Family Program Coordinators (SFPC), and Army Reserve Family Readiness Program (FRP) staff in training Army soldiers and families who are faced with deployments.

This revised curriculum includes the following training modules and reference materials:

- The Army Family Readiness Handbook
- The Army Leaders' Desk Reference for Soldier/Family Readiness (new)
- The Soldier/Family Deployment Survival Handbook (new)
- The Army FRG Leader's Handbook
- Family Assistance Center
- Predeployment and Ongoing Readiness
- Homecoming and Reunion

Videos developed for the Operation READY curriculum by University of California–Riverside Cooperative Extension, to supplement the above materials are:

- *Army Community Service: To Get the Most Out of Life, Think ACS* (new)
- *Introduction to Operation READY* (new)
- *Family Assistance Center*
- *Family Readiness Groups—A Place to Belong*
- *Practical Readiness—Smart Ways to Minimize Deployment Hassles*
- *Coping with Stress*
- *Making Your Reunion Work*

Children's Workbooks for use by parents with their children.

These materials have been distributed to all U.S. Army installations throughout the world, as well as to U.S. Army Reserve and National Guard commands. The materials are distributed in hard copy form as well as stored on CD-ROM disks. They are also available through the virtual Army Community Service website, www.goacs.org. For copies of the above materials, check with your local Army Community Service, Mobilization and Deployment office, SFPC and FRP offices.

TABLE OF CONTENTS

Lesson One: Family Assistance Center—An Introduction and Overview..	1
Facilitator’s Guidelines	1
Lesson One Overview	3
Lesson Plan	4
Introduction	4
Objectives.....	4
A FAC Is Not a FRC	5
Why a FAC?.....	6
FAC Essential Services	6
Training FAC Personnel (Family Assistance Team)	8
Conclusion.....	8
Lesson Two: Family Assistance Center—Setting It Up	16
Facilitator’s Guidelines	16
Lesson Two Overview	18
Lesson Plan	19
Introduction	19
Objectives.....	19
Background and History.....	19
Particular Concerns Regarding RC Units and FACs	20
Group Problem Solving.....	21
Lesson Three: The Family Assistance Center—How It Works	60
Facilitator’s Guidelines	60
Lesson Three Overview	62
Lesson Plan	63
Introduction	63
Objectives.....	63
Typical Scenario of a FAC Operation.....	63
Conclusion.....	65

Lesson Four: Planning and Executing a Family Assistance Center Activation Exercise (FACEX).....	71
Facilitator’s Guidelines	71
Lesson Four Overview	73
Lesson Plan	74
Introduction	74
Scope of the FACEX.....	74
Setting the Date and Ramping Up for the FACEX	74
Training for the FACEX	75
Appointment Orders—The Key to Participation	75
Forms You’ll Need to Operate the FAC	76
Scenarios	76
Preparation for the Exercise	77
Group Work.....	77
Wrap-up and Conclusion.....	77
 PowerPoint Notes Pages	 31
Handouts and FACEX Scenarios	97
<i>Family Assistance Center Video Script.....</i>	225
Selected Bibliography and Websites.....	231

Lesson One

Family Assistance Center— An Introduction and Overview

Facilitator's Guidelines

- Goal:** To enable personnel to establish and operate a Family Assistance Center.
- Audience:** This session is for Active Duty and Reserve Component personnel and volunteer family members, who staff Family Assistance Centers, and for civilian community service organizations that provide similar services to families.
- Time Required:** 55 minutes
- Room Requirements:** This workshop requires a room large enough to accommodate the participants. It is designed as a group process for roundtable discussions, with 6–8 people at each table. The room should be arranged for maximum visibility of the flip charts, videos, and overheads.

Facilitator's Preparation:

1. Reserve a location for conducting the workshop that will accommodate the number of participants.
2. The facilitator's job is to lead the workshop, which includes distributing handouts and organizing group flip chart activities. Other tips include:
 - Plan an icebreaker activity.
 - Encourage participation.
 - Check for understanding.
 - Prepare the room.
 - Make the workshop personal.
 - Gather necessary materials.
 - Enjoy yourself.
 - Offer amenities, such as parking, childcare, and refreshments.

3. Suggested activities are presented in square brackets ([]) in the lesson text. The lesson text is meant to assist you and is not intended to be read aloud to the participants. The suggested activities list the visuals, handouts, or group activities that are used at particular points in the workshop.
4. The following list of PowerPoint slides are provided on the CD-ROM, or from the <http://www.goacs.org> website. PowerPoint Notes Pages are included in this handbook (pages 33–38) for your use in teaching the lesson.

#1 Family Assistance Center

#2 Objectives

#3 Family and Soldier Readiness System

#4 Why a FAC?

#5 FAC Essential Services

#6 Training FAC Personnel

5. Preview the video, *Family Assistance Center*, if you plan to use it. The video script is included in this handbook (pages 233–236) for your use in teaching the lesson. *Note:* A video is not used for every workshop. Determine if participants have already seen it and expand your workshop, if necessary, to show the video.
6. Reproduce the necessary number of handouts for each participant (Handout #1 for this lesson, page 51). They can be taken to your local installation print plant and easily reproduced.
7. Assemble all other necessary workshop materials and equipment:

Workshop Materials

Flip chart paper on one easel and colored markers

Extra markers for flip chart paper activities at tables

Masking tape for securing charts

Pens and pencils for participants' use

Equipment

Overhead transparency projector, or laptop computer with LCD projector and screen

Television and VCR

8. Select assistants, who may include subject matter experts, RC Family Program Coordinator, Red Cross, etc.

Note: Due to optional workshop schedules, breaks have not been included in the workshops. Facilitators may schedule breaks as needed.

Lesson One Overview
Estimated Time: 55 minutes

Estimated Time	Presentation Section	Visual = V Handout = H
3 minutes	Introduction and Objectives	V #1-2
15 minutes	Introduction of Members of the Group	
5 minutes	Family Support Structure	V #3 H #1
17 minutes	<i>Family Assistance Center</i> Video and Discussion	
5 minutes	Why a FAC?	V #4
5 minutes	Essential Services	V #5 V #6
2 minutes	Conclusion	

Lesson Plan

Family Assistance Center— An Introduction and Overview

(Estimated Time: 55 minutes)

INTRODUCTION

[Visual #1: Family Assistance Center]

Welcome to the Family Assistance Center (FAC) workshop. It is designed for the family assistance team, or the group who will set up and operate FACs during deployments. The family assistance team is trained in formation of the FAC, staffing, operation, and an activation exercise.

OBJECTIVES

The objectives are as follows:

[Visual #2: Objectives]

Participants will:

- learn and discuss reasons for operating a FAC,
- understand the essential services provided by FACs,
- review the key agencies involved in the Army Family and Soldier Readiness System, and
- become acquainted with the members of the family assistance team (FAT).

[Ask all the members of the group to introduce themselves at this point.]

[Visual #3: Family and Soldier Readiness System]

[Distribute Handout #1.]

The Family and Soldier Readiness System addresses the state of preparedness of soldiers and families for deployments. The support structure shown here illustrates the triangle of the Family Readiness Group (FRG), the FAC, and the unit rear detachment commander (RDO) or the family readiness liaison (FRL). The three elements of the support structure provide strong support to Army families. Each element has a particular function and unique mission. Each element supports the other, and all interact in providing support to the family. In times of large scale mobilization, natural disaster, mass casualty, or other

situations requiring activation, the FAC provides a base of broad support to the family, and the unit elements provide support to unique family needs that they are best qualified to give.

There are times of crises that clearly cannot be handled by existing service facilities. The FAC becomes a point to coordinate available resources, such as chaplain services, American Red Cross (ARC), Veterans Administration (VA), and a host of other agencies with direct and indirect interests in assisting and supporting military families.

Guidance in setting up the Family Assistance Center can be found in the DCA annex to the installation's mobilization and/or contingency plan, and in Army Regulation 608-1.

We will now see a video, *Family Assistance Center*, which shows how a FAC becomes a central point for providing services to family members during a mobilization or deployment.

*[Show the video, **Family Assistance Center** (17 minutes, 15 seconds).]*

What were some key points in the video?
(Allow 10 minutes for discussion.)

- The FAC is the focal point for information.
- The three parts of the family support system are:
 - Family Assistance Center,
 - Rear Detachment and the Family Readiness Liaison, and
 - Family Readiness Group
- A FAC is a center for services.
- Flexibility is essential to a successful FAC.

A FAC IS NOT A FRC

Many Army units have established Family Readiness Centers (FRCs) to assist the unit's families in communicating with the deployed soldiers. These FRCs should not be confused with the FAC. The unit's FRC may provide on-premises chaplains, command financial specialist NCOs, or hot lines for these and other family assistance personnel at division level or lower. Video-teleconferencing and e-mail resources are often provided for communication between families and deployed soldiers. Family Readiness Groups are frequently provided a place to meet at these centers. However, FRCs are limited in terms of the essential services provided. Also, operations staff may have to be borrowed from the unit's organization.

WHY A FAC?

[Visual #4: Why a FAC?]

There are several good reasons for operating a FAC:

- FACs provide services in times of contingency call-up, mobilization, and large-scale deployment. Services provided include:
 - an official information conduit,
 - crisis referral service,
 - legal assistance,
 - a focal point for Army family assistance and support system personnel, and
 - problem-solving assistance.
- FACs coordinate with the rear detachments of deployed units.
- FACs provide assistance to personnel involved in local and national emergencies, or evacuations.
- FACs tie into the installation contingency plan.

FAC ESSENTIAL SERVICES

[Visual #5: FAC Essential Services]

The minimum essential services that a FAC provides are:

- ID cards and Defense Enrollment Eligibility Reporting System (DEERS) enrollment,
- TRICARE and military medical benefits information,
- emergency financial assistance,
- legal information, and
- crisis referral.

Support Agencies Represented

[Flip Chart activity (facilitator)]

[Ask participants to identify agencies that should be represented.]

Types of agencies that should be represented at the FAC are:

- Army Community Service (ACS),
- RC Family Program Coordinator (FPC),

- ARC,
- TRICARE,
- Finance,
- Personnel office,
- Family Advocacy,
- Provost Marshal Office (PMO),
- Dental Activity (DENTAC),
- Medical Activity (MEDDAC),
- Chaplain,
- Inspector General (IG),
- Staff Judge Advocate (SJA),
- Public Affairs Officer (PAO),
- Directorate of Logistics (DOL), and
- Directorate of Engineering and Housing (DEH).

This is a suggested list of agencies, and it may not be all-inclusive; there may be more in your area.

Active and Reserve Component (AC and RC) FACs might include representatives from the local Health and Human Services agency, Child Protective Services, the local food bank, and United Way.

Essential services are defined as:

1. *Emergency Financial Assistance.* Counseling and assistance in loan/grants submittal through Army Emergency Relief (AER), American Red Cross, and through state and local human service agencies. These services are to help resolve family needs issues. Included in this functional area is the requirement to establish liaison and referral to local, county, and state welfare agencies that may render assistance to affected families. AER will coordinate with their higher headquarters in cases that require loans in excess of the amount set for installation approval.
2. *Crisis Referral.* Referral and coordination for crisis counseling assistance is provided through State Area Command (STARC) and the chaplain, and/or appropriate state and local human service agencies.
3. *Legal.* Information and assistance is coordinated through the Staff Judge Advocate or available legal service agencies. Information will be provided pertaining to preparation of wills, powers of attorney, and appropriate counseling on the provisions of the Soldiers' and Sailors' Relief Act. Also included are referrals or requests for legal assistance.

4. *ID Cards. Defense Enrollment Eligibility Reporting System.* Issue/reissue of dependent ID cards and enrollment in or update of DEERS.
5. *Medical/TRICARE Assistance.* Counseling and assistance in forms completion and claims submission. The FAC will provide information on TRICARE, including TRICARE Dental.
6. *ACS.* Provides information and referral to appropriate sources for other assistance.

TRAINING FAC PERSONNEL (FAMILY ASSISTANCE TEAM)

[Visual #6: Training FAC Personnel]

Since installations are required to have a FAC operation in their contingency plans, they are encouraged to hold periodic training to ensure the team operating the FAC is familiar with family assistance techniques. Many of these installations also hold a FACEX (Family Assistance Center Activation Exercise) to test their skills in a simulated emergency or rapid deployment of the tenant unit. Lesson Four deals with details of a FACEX.

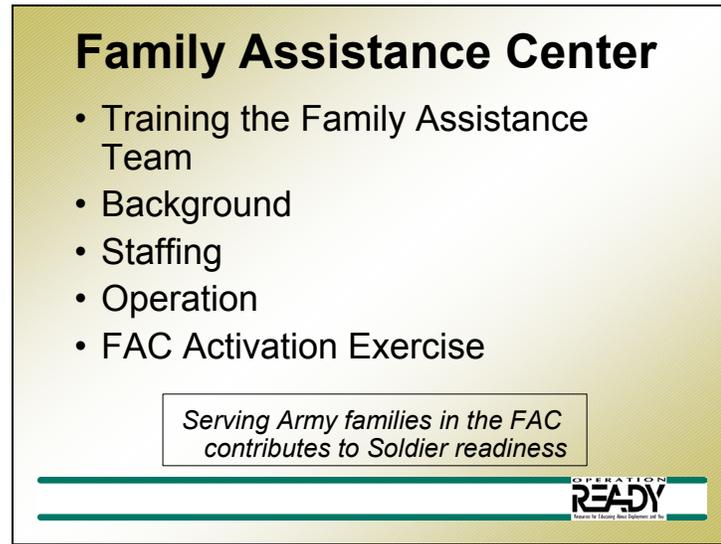
However the installation does the training, the important thing is consistent participation of FAC personnel over a period of time. Each agency sending a representative must ensure this person will be their representative each time the FAC meets for training. Otherwise, uneven levels of training and experience will exist in the FAC personnel.

CONCLUSION

The purpose of a FAC is to be a focal point for participants in the Army family assistance and support system.

We discussed the essential services offered by a FAC and reviewed other services that should be offered.

FACs are critical in providing help to military families during deployment. As you can see, FACs fill an important need. Training of FAC personnel is essential to an effectively operating organization.



Family Assistance Center

- Training the Family Assistance Team
- Background
- Staffing
- Operation
- FAC Activation Exercise

Serving Army families in the FAC contributes to Soldier readiness

OPERATION READY
What We Do Matters. And We're Ready. AF 11

Welcome to the Family Assistance Center (FAC) workshop. It is designed for the Family Assistance Team, or the group who will set up and operate FACs during deployments. The family assistance team is trained in formation of the FAC, staffing, operation, and an activation exercise.

Objectives

Participants will:

- learn and discuss reasons for operating a FAC,
- understand the essential services provided by FACs,
- review the key agencies involved in the Army Family and Soldier Readiness System, and
- become acquainted with the members of the family assistance team.

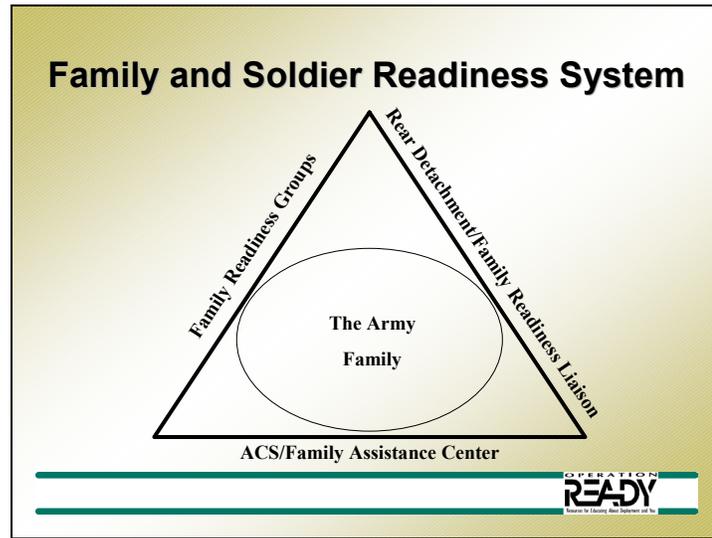


The logo for Operation READY, featuring the word "OPERATION" in small letters above "READY" in large, bold letters, with a tagline below it.

Participants will:

- learn and discuss reasons for operating a FAC;
- understand the essential services provided by FACs;
- review the key agencies involved in the Army Family and Soldier Readiness System
- become acquainted with the members of the Family Assistance Team (FAT)

[Ask all the members of the group to introduce themselves at this point.]



[Distribute Handout #1, Sources of Support and Assistance for Army Families.]

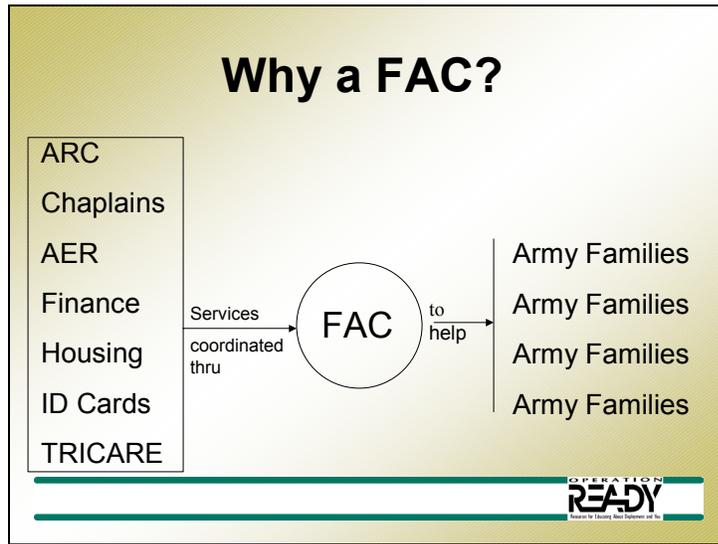
The Family and Soldier Readiness System addresses the state of preparedness of soldiers and families for deployments. The support structure here illustrates the triangle of the FRG, the FAC, and the unit rear detachment commander or the family readiness liaison. The three elements of the support structure provide strong support to Army families. Each element has a particular function and unique mission. Each element supports the other, and all interact in providing support to the family. In times of large scale mobilization, natural disaster, mass casualty, or other situations requiring activation, the FAC provides a base of broad support to the family, and the unit elements provide support to unique family needs that they are best qualified to give.

There are times of crises that clearly cannot be handled by existing service facilities. The FAC becomes a point to coordinate available resources, such as chaplain services, American Red Cross (ARC), Veterans Administration (VA), and a host of other agencies with direct and indirect interests in assisting and supporting military families.

Guidance in setting up the Family Assistance Center can be found in the DCA annex to the installation's mobilization and/or contingency plan, and in Army Regulation 608-1.

We will now see a video, *Family Assistance Center*, which shows how a FAC becomes a central point for providing services to family members during a mobilization or deployment. *[Show the video, Family Assistance Center (17 minutes, 15 seconds).]*

What were some key points in the video? *(Allow 10 minutes for discussion.)*



A FAC Is Not a FRC

Many Army units have established Family Readiness Centers (FRCs) to assist the unit’s families in communicating with the deployed soldiers. These FRCs should not be confused with the FAC. The unit’s FRC may provide on-premises chaplains, command financial specialist NCOs, or hot lines for these and other family assistance personnel at division level or lower. Video-teleconferencing and e-mail resources are often provided for communication between families and deployed soldiers. Family Readiness Groups are frequently provided a place to meet at these centers. However, FRCs are limited in terms of the essential services provided. Also, operations staff may have to be borrowed from the unit’s organization.

Why a FAC?

There are several good reasons for operating a FAC:

- provide services in times of contingency call-up, mobilization, and large-scale deployment;
- an official information conduit;
- crisis referral service;
- legal assistance;
- focal point for Army family assistance and support system personnel;
- problem solving;
- coordination with the rear detachments of deployed units; and
- assistance to personnel involved in local and national emergencies, or evacuations.
- FACs tie into the installation contingency plan.

FAC Essential Services

Minimum Essential Services Provided:

- ID Cards
- DEERS enrollment
- TRICARE information
- Emergency financial assistance
- Legal information
- Crisis referral






Essential services are defined as:

ID Cards. Defense Enrollment Eligibility Reporting System (DEERS). Issue/reissue dependent ID cards and enrollment or update DEERS.

Medical/TRICARE Assistance. Counseling and assistance in forms completion and claims submission. The FAC will provide information on TRICARE, including TRICARE Dental.

Emergency Financial Assistance. Counseling and assistance in loan/grants submittal through Army Emergency Relief (AER), American Red Cross (ARC), and through state and local human service agencies. For resolving family needs issues.

Legal. Information and assistance is coordinated through the Staff Judge Advocate or available legal service agencies. Preparation of wills, powers of attorney, and appropriate counseling on the provisions of the Soldiers' and Sailors' Relief Act. Also included are referrals or requests for legal assistance.

Crisis Referral. Referral and coordination for crisis counseling assistance is provided through State Area Command (STARC) and chaplain and/or appropriate state and local human service agencies.

ACS. Provides information and referral to appropriate sources for other assistance.

Support Agencies Represented

[Flip Chart activity (facilitator)] [Ask participants to identify agencies that should be represented. See lesson plan for the list.]

Active and Reserve Component (AC and RC) FACs might include representatives from the local Health and Human Services agency, Child Protective Services, the local food bank, and United Way.

Training FAC Personnel

- The Family Assistance Team
- Family Assistance Center Activation Exercise (FACEX)





Since installations are required to have a FAC operation in their contingency plans, they are encouraged to hold periodic training to ensure the team operating the FAC is familiar with family assistance techniques. Many of these installations also hold a FACEX (Family Assistance Center Activation Exercise) to test their skills in a simulated emergency or rapid deployment of the tenant unit. Lesson Four deals with details of a FACEX.

However the installation does the training, the important thing is consistent participation of FAC personnel over a period of time. Each agency sending a representative must ensure this person will be their representative each time the FAC meets for training. Otherwise, uneven levels of training and experience will exist in the FAC personnel.

Conclusion

The purpose of a FAC is to be a focal point for participants in the Army family assistance and support system.

We discussed the essential services offered by a FAC and reviewed other services that should be offered.

FACs are critical in providing help to military families during deployment. As you can see, FACs fill an important need. Training of FAC personnel is essential to an effectively operating organization.

Sources of Support and Assistance for Army Families

1. **Army Community Service (ACS).** ACS is the principal family readiness resource for soldiers, DoD civilians, and Army family members on or near installations. It is staffed by volunteers and paid professionals. Among the services ACS provides are: 1) financial education and assistance; 2) services for special needs families; 3) family advocacy services; 4) relocation assistance; 5) information, referral, and follow-up; 6) family member employment assistance; and (7) training in Operation READY for FRG leaders and other interested family members. Check www.goacs.org.
2. **Army National Guard Family Program Coordinator and U.S. Army Reserve Family Program Director Offices.** These offices provide information and referral for all of the listed services, both military and civilian, for the families of Reserve Component members who normally reside away from Army installations. Check www.arng.army.mil/ and [www.defenselink.mil,](http://www.defenselink.mil/) as well as www.army.mil/usar
Note: The two agencies listed above operate during times of normal operations and during deployments. They are among the first places the Army family should turn for advice and assistance. If these agencies cannot provide direct assistance, they will refer the family to someone who can.
3. **Family Assistance Center (FAC).** FACs may be established on and off Army installations during periods of lengthy deployment. FACs provide assistance and information and referral on matters such as ID cards and DEERS, health care, legal matters, financial counseling and assistance, and family psychological support.
4. **Rear Detachment.** A military unit may create a rear detachment when it deploys for extended periods. This detachment is the primary point of contact for family members who have unit-related questions or who need assistance during separations.
5. **Family Readiness Group (FRG).** The FRG is organized to provide mutual support for a unit's family members. It is affiliated with a specific military unit, ARNG Armory, or USAR Center. The FRG forms the third component of the Army's family support structure during deployment. It operates during periods of normal operations as well, in close coordination with the affiliated unit and, if convenient, with ACS or the Reserve Component Family Program Coordinator's office. The FRG also serves as an important source of inspiration, training, and support to empower Army families to increase and enhance their self-reliance and well being.

Lesson Two

Family Assistance Center—Setting It Up

Facilitator's Guidelines

Goal: To enable personnel to become familiar with FACs utilization in war; to equip and staff a FAC.

Audience: This session is for Active Duty and Reserve Component personnel and volunteer family members, who staff Family Assistance Centers, and civilian community service organizations that provide similar services to families.

Time Required: 1.5 hours

Room Requirements: This workshop requires a room large enough to accommodate the participants. It is designed as a group process for roundtable discussions, with 6–8 people at each table. The room should be arranged for maximum visibility of the flip charts, videos, and overheads.

Facilitator's Preparation:

1. Reserve a location for conducting the workshop that will accommodate the number of participants.
2. The facilitator's job is to lead the workshop, which includes distributing handouts and organizing group flip chart activities. Other tips include:
 - Plan an icebreaker activity.
 - Encourage participation.
 - Check for understanding.
 - Prepare the room.
 - Make the workshop personal.
 - Gather necessary materials.
 - Enjoy yourself.
 - Offer amenities, such as parking, childcare, and refreshments.

3. Suggested activities are presented in square brackets ([]) in the lesson text. The lesson text is meant to assist you and is not intended to be read aloud to the participants. The suggested activities list the visuals, handouts, or group activities that are used at particular points in the workshop.
4. The following list of PowerPoint slides are provided on the CD-ROM, or from the <http://www.goacs.org> website. PowerPoint Notes Pages are included in this handbook (pages 39–42) for your use in teaching the lesson.

#7 Objectives

#8 Background and History

#9 Reserve Component FAC

#10 Reserve Component FAC

5. Preview the video, *Family Assistance Center*, if you plan to use it. The video script is included in this handbook (pages 233–236) for your use in teaching the lesson.

Note: A video is not used for every workshop. Determine if participants have already seen it and expand your workshop, if necessary, to show the video.

6. Reproduce the necessary number of handouts for each participant (Handouts #2–9 for this lesson, pages 53–83). They can be taken to your local installation print plant and easily reproduced.
7. Assemble all other necessary workshop materials and equipment:

Workshop Materials

- Flip chart paper on one easel and colored markers
- Extra markers for flip chart paper activities at tables
- Masking tape for securing charts
- Pens and pencils for participants' use

Equipment

- Overhead transparency projector, or laptop computer with LCD projector and screen
- Television and VCR

8. Select assistants, who may include subject matter experts, RC Family Program Coordinator, Red Cross, etc.

Note: Due to optional workshop schedules, breaks have not been included in the workshops. Facilitators may schedule breaks as needed.

Lesson Two Overview
Estimated Time: 1.5 hours

Estimated Time	Presentation Section	Visual = V Handout = H
3 minutes	Introduction and Objectives	V #7
5 minutes	Background and History	V #8
10 minutes	Particular Concerns Regarding RC Units and FACs	V #9-10
25 minutes	Group Problem Solving	H #2-3
15 minutes	Sharing Solutions and Discussion	
25 minutes	Group Problem Solving	H #2 and H #4-9
15 minutes	Sharing Solutions and Discussion	
2 minutes	Conclusion	

Lesson Plan

Family Assistance Center—Setting It Up

(Estimated Time: 1.5 hours)

INTRODUCTION

In our second training session on the Family Assistance Center, we will look at the recent history and background of the FAC and the unique considerations of RC FACs. We will then work on a FAC scenario in groups.

OBJECTIVES

[Visual #7: Objectives]

The objectives of this lesson are:

- to become familiar with how FACs were utilized in a previous war,
- to discuss and be familiar with RC FAC considerations, and
- to select, equip, and staff a FAC utilizing scenarios and group work.

BACKGROUND AND HISTORY

[Visual #8: Background and History]

During Desert Storm (1990–91), around 600 FACs were established throughout the country and in Europe. Most FACs had 24-hour access and 1-800 (toll-free) phone numbers. These centers were critical in providing information, assistance, and referral to thousands of military family members. Reports indicated that 43 percent of spouses of deployed active duty soldiers utilized FACs.

Later in the 1990s, FACs were established in USAREUR and in CONUS to assist families affected by short and long-term unit deployments to peacekeeping and SFOR missions in Kosovo and Bosnia.

Then on 11 Sept 2001, terrorists hijacked an airliner and crashed it into the Pentagon, taking the lives of 124 people in the building, as well as 64 people aboard the airliner. The morning after the attack, the Office of the Secretary of Defense established the Pentagon Family Assistance Center (PFAC). PFAC's mission was to create a safe haven, or sanctuary, for the victims' family members and to do whatever was best for them.

In the immediate aftermath of the attack, the Army, the Navy, and American Airlines set up separate response centers. However, the Department of Defense quickly consolidated the response efforts under PFAC. PFAC's structure, as well as the services it offered, was evolutionary—as needs surfaced, they were met. The guiding principle in providing services was to “do what was best for the families.” The final scope of services offered by PFAC to all victims' families included chaplain support, mental health and grief counseling, transportation, food and lodging, financial and legal assistance, casualty assistance, family intake and briefings, childcare, medical support, an information hotline, and DNA collection. During Phase I (September 11–October 11) alone, PFAC handled nearly 7,000 calls and assisted 170 walk-in families 170 (out of the 189 who had a family member killed in the attack).

After the initial, intensive response in Phase I, Phase II began. Staff and families identified mental health services, chaplain support, legal assistance, and information and referral as key services needed to assist them in moving through their grieving process and reconnecting with the community.

Coordinating services through a Family Assistance Center focuses the Army's best response to large-scale deployments, mass casualty events, and natural disasters.

PARTICULAR CONCERNS REGARDING RC UNITS AND FACS

Let's now review some more effective ways to assist RC soldiers and families.

[Visual #9: Reserve Component FAC]

- The closest installation ACS/FAC will provide orientation for RC units and their families about available assistance upon unit activation or individual mobilization. Families of mobilized soldiers from the RC (National Guard, Army Reserve, Individual Ready Reserve, retirees, etc.) will have the least amount of pertinent information and will require the greatest amount of initial support. Families of mobilized soldiers, although not authorized to do so, may follow the sponsor to the installation seeking information, assistance, and services.
- Upon mobilization, the installation and State Area Command FACs will become the principal sources for family support. STARCs have been tasked by FORSCOM to establish a network of FACs through their respective states. Their FAC locations are based on military population densities and will be located primarily in National Guard armories and Army Reserve Centers. The primary objective of the STARC FACs is to support families of mobilizing soldiers as close to their hometown or residence as possible, while limiting the impact on installations where requirements to support the mobilization effort and installation security will be the primary focus. Familiarity with surrounding community assets will go a long way to provide needed and effective services for these families. FAC personnel should be chosen on the basis of their knowledge of their community and of the families in it.

- Mobile teams could be formed to send to activated units to assist soldiers and families with predeployment preparations. Teams might consist of personnel from SJA, Finance, Personnel, unit ministry team (UMT), TRICARE, ARC, and a FRL.

[Visual #10: Reserve Component FAC]

- STARC chaplains need to be activated when a unit in the state is activated. They can manage area religious coverage for the FRGs and FACs.
- Pre-mobilization command emphasis should be placed on preparation of powers of attorney, wills, and compliance with family care plans.
- Mobile instruction teams can be dispatched for teaching Operation READY materials. Mutual coordination between USAR RSC (regional support command) and National Guard (NG) family assistance programs can be very beneficial for family members, especially in a common geographic area served.
- All military families are welcome at any FAC, whether the RC or AC runs it. The mission is to assist all military families wherever they are.

Given that information, let's begin a scenario we'll be using for a couple of training sessions on setting up and operating a FAC.

GROUP PROBLEM SOLVING

Task #1

[Distribute Handouts #2 and 3.]

Put yourselves into a situation. It's fictitious, but I think you'll agree it is realistic. At this time, you will receive a scenario that places us at Ft. Rodger Young, with a cast of characters you may find familiar. Read the scenario.

Discuss the scenario in your work groups. We will build on this scenario today. If you have questions, call me or one of the assistant facilitators to your table for clarification.

Keep in mind that in a simulation such as this, you never have all the answers, just as you never have all the answers in the real world.

You will be working together for the next 30 minutes to solve Task #1. Use the flip charts to record your work. At the end of 30 minutes, we'll reassemble, and you will have a chance to share your solutions with the entire group.

(Allow 30 minutes for group work and 15 minutes for sharing solutions.)

Task #2

[Distribute Handouts #4–9.]

The TF Falcon scenario continues. Using the scenario and considering the progress you made in the past hour, develop your solution to Task #2 (Handout #4).

You will receive five additional handouts (Handouts #5–9) that may help you develop the equipment and personnel requirements for your FAC.

In 25 minutes, you can share the results of your work. Work deliberately; you are under some time pressure. Can you imagine what the pressure would be like if this were the real thing?

(Allow 25 minutes for group work.)

Let's hear your solutions. Keep in mind as we listen to each other that there is no single way to set up and run a FAC.

Creativity, sound planning, management, and leadership are all essential.

There will be time for questions and discussion after we listen to each presentation.

(Allow about 5 minutes for each group presentation.)

Objectives

To learn and discuss:

- how FACs were utilized in wartime,
- important Reserve Component FAC considerations, and
- using a scenario in group work to solve typical FAC soldier/family problems.



The logo for Operation Ready, featuring the word "OPERATION" in small letters above "READY" in large, bold letters, with a tagline below it.

The objectives of this lesson are:

- to become familiar with how FACs were utilized in a previous war;
- to discuss and be familiar with RC FAC considerations; and
- to select, equip, and staff a FAC utilizing scenarios and group work

Background and History

- 572 FACS in '90-'91 in CONUS/Europe
- Pentagon FAC established 9/12 to aid victims of terrorist attacks
- “Do what is best for the families”
- PFAC took nearly 7,000 phone calls and assisted 170 families.


 The logo for Operation READY, featuring the word "OPERATION" in a small font above the word "READY" in a large, bold, sans-serif font. Below "READY" is a smaller line of text that reads "Supporting Families, Assuring Success".

During Desert Storm (1990-91), around 600 FACs were established throughout the country and in Europe. Most FACs had 24-hour access and 1-800 numbers. These centers were critical in providing information, assistance, and referral to thousands of military family members. Reports indicated that 43 percent of spouses of deployed, active-duty soldiers utilized FACs. Later in the 1990s, FACs were established in USAREUR and in CONUS to assist families affected by short and long-term unit deployments to peacekeeping and SFOR missions in Kosovo and Bosnia.

Then on 11 Sept 2001, terrorists hijacked an airliner and crashed it into the Pentagon, taking the lives of 124 people in the building, as well as 64 people aboard the airliner. The morning after the attack, the Office of the Secretary of Defense established the Pentagon Family Assistance Center (PFAC). PFAC's mission was to create a safe haven, or sanctuary, for the victims' family members and to do whatever was best for them.

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After the initial, intensive response in Phase I, Phase II began. Staff and families identified mental health services, chaplain support, legal assistance, and information and referral as key services needed to assist them in moving through their grieving process and reconnecting with the community.

Coordinating services through a Family Assistance Center focuses the Army's best response to large-scale deployments, mass casualty events, and natural disasters.

Reserve Component FAC

- Closest ACS/FAC will assist and orient RC families when unit is mobilized
- JSAC will establish state FAC network
- Mobile FAC teams are effective



Let's now review some more effective ways to assist RC soldiers and families.

The closest installation ACS/FAC will provide orientation for RC units and their families about available assistance upon unit activation or individual mobilization. Families of mobilized soldiers from the RC (National Guard, Army Reserve, Individual Ready Reserve, retirees, etc.) will have the least amount of pertinent information and will require the greatest amount of initial support. Families of mobilized soldiers, although not authorized to do so, may follow the sponsor to the installation seeking information, assistance, and services.

Upon mobilization, the installation and Joint State Area Command (JSAC) FACs will become the principal sources for family support. The JSACs have been tasked by FORSCOM to establish a network of FACs through their respective states. Their FAC locations are based on military population densities and will be located primarily in National Guard armories and Army Reserve Centers. The primary objective of the JSAC FACs is to support families of mobilizing soldiers as close to their hometown or residence as possible, while limiting the impact on installations where requirements to support the mobilization effort and installation security will be the primary focus. Familiarity with the surrounding community assets will go a long way to provide needed and effective services for these families. FAC personnel should be chosen on the basis of their knowledge of their community and of the families in it.

Mobile teams could be formed to send to activated units to assist soldiers and families with pre-deployment preparations. Teams might consist of personnel from SJA, Finance, Personnel, UMT, TRICARE, ARC, and a FRL.

Reserve Component FAC

- Activate STARC UMTs upon unit activation to provide religious coverage
- Mobile instruction teams can be dispatched for teaching Operation READY materials.

OPERATION READY
Mission to Ready and Support all US

STARC chaplains need to be activated when a unit in the state is activated. They can manage area religious coverage for the FRGs and FACs.

Pre-mobilization command emphasis should be placed on preparation of powers of attorney, wills, and compliance with family care plans.

Mobile instruction teams can be dispatched for teaching Operation READY materials. Mutual coordination between USAR RSC and NG family assistance programs can be very beneficial for family members, especially in a common geographic area served.

All military families are welcome at any FAC, whether the RC or AC runs it. The mission is to assist all military families wherever they are.

Given that information, let's begin a scenario we'll be using for a couple of training sessions on setting up and operating a FAC.

[Refer to the lesson plan for information on the group problem solving scenario and tasks.]

TF Falcon Scenario #1

Background

The date is 15 July. Fort Rodger Young literally bustles with activity these days, in sharp contrast to the calm and quiet of the Southeastern Black Belt, a region named for the color of its rich soil. The oppressive heat and humidity of midsummer are stifling.

Soldiers sweat profusely as they shoulder huge rucksacks and weapons. The soldiers here train hard, and so do their commanders. Both know that the sweat lost here will save blood later. Several learned that lesson in Iraq in 1991.

Ft. Young is home to the 33d Infantry Brigade (Separate) and portions of the Corps Support Command, known here respectively as the 33d Bde and the COSCOM. The post and the brigade are commanded by Brigadier General Steel, a soldier's soldier—well named and known for his tough, but fair, leadership style. He can be fierce, but his popularity is high because the troops know that General Steel also has heart. He cares about the soldiers under his command, and he cares about their families. He is a widower.

Ft. Young is located in Smith's Landing, a small Army town of about 25,000. The town's livelihood is tied to Ft. Young. The small businesses near the gate cater to soldiers and their families. Several hundred servicemembers and their families live in town. The local Kiwanis Club offers an opportunity to meet with the town's business leaders. The town and the post have traditionally been close in word and deed. They get along well, particularly since General Steel's arrival. His popularity extends well into the staunchly patriotic Smith's Landing community.

The state capital, Tecumseh, is 100 miles southwest of Ft. Young. It is a typical Southern city of approximately 600,000. Its hope of a much-needed economic rebirth is tied to the two-year-old automobile manufacturing plant and to some adventurous software developers. The textile industry, so long the staple of Tecumseh's economy, has fallen on lean times in recent years. The state government in Tecumseh is proud of the several military installations in the state. More importantly, they provide jobs. Up to now, none of these bases have been scheduled for closure.

Situation

The Third Battalion of the 33d Infantry (3/33 Inf) has been alerted for a major training deployment in Backkesh, a small sheikdom located on the Persian Gulf. Backkesh has aligned itself with the United States, Great Britain, and other Western Allies. Although Backkesh allows no foreign bases in its country, it does permit, and indeed encourages, the United States and its allies to train there.

The 3/33 Inf, as a part of Task Force (TF) Eagle, is conducting the third such training exercise in the last 18 months. Although TF Falcon will be fully armed and equipped to fight in the event of unforeseen hostilities, no trouble is expected. The deployment is scheduled to last six months. TF Falcon has been given a departure date of 15 August. That date is considered For Official Use Only for now, and is being referred to as D-Day.

Organization

TF Falcon is organized as follows:

The names of the key commanders and personnel are identified. All of TF Falcon will deploy to Backkesh, except for the rear detachment personnel.

HQ 3/33 Inf and TF Falcon	LTC Strong, Commander (CDR) CSM Wiley, Command Sergeant Major
Company A (Co A)	CPT Smart, CDR
Co B	
Co C	
Combat Support Company (CSC)	
Btry C, 88th Field Artillery Battalion (C/88 FA)	
4th Engineer Detachment (Water Purification) USAR (4th Engr Det) Tecumseh	LT Ready, CDR
123 Supply and Service Company (Laundry and Baking) ARNG (123 S & S Co) Tecumseh	CPT Skills, CDR
Rear Detachment Commander (RDC)	MAJ Knowing
Rear Detachment NCOIC	SFC Lock

1 August

As the troops of TF Falcon make final preparations for their airlift, the installation's plans for deployment have begun. These plans include support for the families of the soldiers to be deployed. A Family Assistance Center is to be established in the event of full or partial mobilization. General Steel has decided to authorize a FACEX, a full-dress, hands-on training exercise to activate the FAC for a rehearsal in conjunction with the TF Falcon MRE (Mission Readiness Exercise).

General Steel, a veteran of Desert Storm and the Kosovo campaign, knows that an Army fights like it trains. This morning he directed that a FAC be established to support TF Falcon families. He has asked the director of Army Community Service, Ms. Wholesome to operate the FAC during the entire period that the TF will be gone and to continue it through the homecoming and reunion activities. To instill a sense of urgency and realism,

General Steel has just announced his decision and his order, causing the FAC to be opened immediately.

The brigade standard operating procedures (SOP) require that a rear detachment be set up using internal resources whenever a company or higher unit departs for training of one week or longer.

The Brigade Civil Affairs officer (S-5), MAJ Knowing, has been appointed as rear detachment commander (RDC). MAJ Knowing had expected to be attached to the TF; however, his wife is very ill, perhaps terminally, and General Steel has decided that he can best serve the TF from Ft. Young.

An NCO from Company C, SFC Lock, who is recovering from a parachuting accident, will serve as the rear detachment NCOIC. MAJ Knowing and SFC Lock have begun their duties, having received their orders upon public announcement of the TF Falcon deployment on 15 July.

Upon his arrival in the brigade, General Steel was pleased to find a Family Readiness Group program in place; however, some groups were more effective than others. Although the brigade did not deploy as a unit to take part in the Kosovo campaign, several of its officers and NCO leaders did take part as individuals.

Led by CSM Wiley, a veteran of that experience, the soldiers and families of the 3/33 Infantry were able to sustain their FRGs, even though some soldiers and family members felt the need for such a program had vanished in the aftermath of the war. A dedicated core of spouses held it together, and a viable FRG structure was in place at the battalion level, with representation from each company involved.

The FRG Chairperson, Kay Dedication, was elected by the members six months ago. She and her staff have held monthly meetings, done small fundraisers, sponsored an Organization Day picnic, and published a newsletter every two months. Ms. Dedication is the wife of the Reconnaissance Platoon Sergeant.

Both MAJ Knowing and Ms. Dedication are concerned about the welfare of the families left behind in the Ft. Young area. They have discussed how they might work together to meet these families' needs. Neither was aware that General Steel would exercise his option to begin a FACEX. They were notified of his decision at the staff meeting this morning.

TF Falcon Task #1

General

Participants will solve these problems in small groups of six to eight. They will record their solutions on flip charts and share the results of their work with the entire class.

Requirement #1

Given the TF Falcon scenario, answer the following questions:

Note: Answer these questions according to how you think the following individuals would respond:

- LTC Strong, TF Falcon Commander
- Ms. Wholesome, ACS Director
- Ms. Dedication, FRG Leader
- MAJ Knowing, RD Commander
- a single-parent soldier
- a married soldier with two school-aged children
- a young wife of a PFC

Be prepared to discuss your responses with the other participants.

- A. What are good reasons for operating a FAC?
- B. What services must the FAC perform during the next six months?
- C. Which of the essential services will require a physical presence in the FAC? Which can serve in an on-call capacity? Given General Steel's guidance that we train as we fight, how can we organize to meet his desires?

Notes:

TF Falcon Task #2

General

Participants continue to work in small groups to solve the requirements listed below. However, they will now assume the roles of the key players in the family assistance and support effort that will take place in conjunction with TF Falcon. Ideally, each participant will have a role to play. If not, assistants are authorized, and if they create a role not yet mentioned in this scenario, that is also acceptable, as long as it facilitates learning.

Requirement

Given the scenario, solve the following challenges, and be prepared to give a briefing of your work to General Steel at the special TF Falcon update staff meeting on 3 August.

- A. What resources will you need from General Steel to set up and operate the FAC?
- B. Who will provide the essential services identified earlier? How will traditional family readiness and assistance roles differ from peacetime? What roles are not yet staffed? What is your plan for staffing those essential service functions? How many people do you need? When do you need them, and where are they coming from? How are you going to operate until they get on board and learn their jobs?
- C. When will the FAC be operational? What will be its working hours?
- D. If active duty units will be augmented by Army National Guard and Reserve families, how do you propose to serve them?

Notes:

FAC Equipment Supply Checklist

- ___ Desks
- ___ Tables (work area to assemble packets)
- ___ Handcart (to load boxes)
- ___ Telephone with multiple lines on rotary sequence
- ___ Telephone answering machine
- ___ Fax machine
- ___ Typewriter
- ___ Computer with modem and printer
- ___ ID card camera and related equipment
- ___ Copy machine
- ___ Government vehicle or access to one
- ___ Filing cabinets
- ___ Bookcases
- ___ Chairs
- ___ Rosters of mobilized units to include family information and copies of mobilization orders

Other equipment/supplies as determined

Office supplies to be purchased with IMPAC credit card

Pens, paper, pencils, staplers and staples, staple removers, whiteout, paper clips, rubber bands, wide felt-tip markers, envelopes, tape, scissors, copy paper, rulers, binders, etc.

FAC Stations General Equipment Setup Instructions

1. General Areas

Intake Reception Area	Waiting Area
Answer phones and greet visitors.	Adult area
Maintain a record-log of all calls and visitors.	Children's area
Direct calls and visitors to appropriate station.	Break area with refreshments
Complete an intake form for each.	Private waiting area with a cot (for sick or serious problems)
Enter data into database.	

2. ID Cards and DEERS Input

- ___ Table and chairs
- ___ Camera setup and chair
- ___ Table and chairs for completing DD Form 1172
- ___ Computer for entry into DEERS
- ___ Private area

3. TRICARE/Medical/Dental

- Desks and chairs _____
- Private area _____

4. Financial

- Desk and chairs _____
- Booklets and forms _____
- Red Cross personnel _____
- Private area _____

5. Legal

- Desk and chairs _____
- Bookcase _____
- Private area _____

6. Community Referral

- Desks and chairs _____
- Private area _____

Equipment Considerations—Telecommunications and Transportation

Computer Connections. In today's world, communication by e-mail is the norm. A FAC without e-mail and Internet capabilities is limited in world-wide communications. On most Army installations, the computer network is linked by a local area network (LAN), which enables high-speed e-mail within the installation and to other installations. Installation LAN connections are a must for a FAC location to enable communication between agencies and their home offices, as well as information gathering through Internet sources. FAC staff members should have this LAN connection at their workstation.

Telephones and Their Classifications. With the worldwide network of DSN (Defense Switched Network) telephones available to most units, instant voice communications are possible. A FAC should have at least one and perhaps two with worldwide DSN capability. This is a higher classification of telephone than most offices would have, so a special request may have to be made and justification given for this type of service. But given the scope of the Army's deployments around the world, combined with improved telecommunications, the potential for rapid communications to the deployed unit to solve problems is a huge benefit for the FAC with this classification of phone service.

Most telephones in the FAC should have off-post, long-distance, and DSN (CONUS) capability to facilitate the work of the agency personnel at the FAC.

Video-Teleconference (VTC) Equipment. The U.S. Army has made substantial investments in video-teleconference equipment for installations. This equipment can be invaluable for conducting video-teleconferences with the deployed unit commanders and installation helping agencies, family members, and ACS staff. VTC equipment should be placed in a fairly private room large enough for the equipment and a half-dozen or so people.

Other Equipment Considerations

Vehicles (Government and Privately Owned). Due to the transportation issues that pose challenges to families, such as no licensed drivers in the family, automobile problems, and lack of mass transportation in a remote area, FAC staff may need access to government vehicles to assist families. Authorized government vehicles assigned to the FAC in support of family assistance missions is a requirement. Policies that support driver training in government vehicles would be very helpful. Volunteers who utilize their vehicles to assist families should be advised of entitlements to reimbursement and liability coverage.

Staffing the FAC for 24-Hour Operation

Discussion

Twenty-four-hour availability is considered essential during the heaviest periods of predeployment and the initial 30 to 45 days following troop departure. Using internal manpower assets to operate 24 hours a day without prior planning strains installation or STARC resources. Dedicating ACS staff to FAC operations without prior planning will result in some primary missions going unattended.

Lessons

Prior planning is critical to maintaining essential base operations while meeting extensive additional requirements of FACs. Staffing alternatives include:

- staggering the schedules of civilian employees,
- cross-leveling staff from other agencies with diminishing demands (such as the Alcohol and Drug Abuse Prevention and Control Program; Morale, Welfare and Recreation; and Education Center),
- compensating civilian employees for overtime, or
- supplementing existing manpower resources with over hires, temporaries, volunteers, nondeploying soldiers, retirees and Individual Mobilization Augmentees (IMAs), and Individual Ready Reservists (IRRs).

Sample Standing Operating Procedure (SOP)

DEPARTMENT OF THE ARMY
Headquarters, VI Corps and Fort Rodger Young
Fort Rodger Young, Texas 78544-5024

LSMFT-CA-ACS-S&FRB

4 January 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Standing Operating Procedure (SOP) for Family Assistance Center (FAC) Operations

1. REFERENCES.

- a. Annex J, Fort Rodger Young Mobilization Plan.
- b. AR 608-1, Army Community Service Program.

2. PURPOSE: To identify family support requirements, responsibilities, and procedures for the Fort Rodger Young Family Assistance Center (FAC).

3. GENERAL: This SOP will be implemented on order of the Garrison Commander in the event of extended deployment or mobilization of units from this installation or to support mass casualty evacuation or natural disaster operations. This SOP is applicable to all appointed members of the Fort Rodger Young FAC. Family support services will be provided to families of Active Component (AC) and Reserve Component (RC) forces. Pre-mobilization planning for family assistance will ensure that realistic, flexible, and coordinated assistance delivery systems are in place prior to mobilization or deployment actions.

a. The objective of this SOP is to ensure that minimum essential services are readily available to family members as required.

b. Staffing for Family Assistance Centers (FAC) operated by this installation will consist of:

- (1) Employees/soldiers.
- (2) Volunteers.
- (3) Retiree recalls.
- (4) Individual Mobilization Augmentees (IMA).
- (5) Non-deployable personnel.
- (6) Additional civilian hires.

c. The Mobilization Table of Distribution and Allowances (MOBTDA) requirements and additional staffing options for the FAC are located in Annex C of this SOP. Some deployments and mobilizations may extend the normal 40-hour civilian workweek. The FAC may be initially required to operate 24 hours per day, especially during the first 30 to 60 days after mobilization. After that, staffing must be prepared to accommodate surges of activity, which may occur.

d. For the purposes of this SOP, essential services are defined as:

(1) Emergency Financial Assistance. Counseling and assistance in loan/grant submittal through Army Emergency Relief (AER), American Red Cross (ARC), and through state and local human service agencies. These services are to help resolve family privation issues. Included in this functional area is the requirement to establish liaison and referral to local, county, and state welfare agencies, which may render assistance to affected families. Army Emergency Relief will coordinate with their higher headquarters in cases that require loans in excess of the amount set for installation approval.

(2) Crisis Referral. Referral and coordination for crisis counseling assistance is provided through Joint State Area Command (JSAC) and Chaplain and/or appropriate state and local human service agencies.

(3) Legal. Information and assistance is coordinated through the Staff Judge Advocate or available legal service agencies. Information will be provided pertaining to preparation of wills, powers of attorney, and appropriate counseling on the provisions of the Soldiers' and Sailors' Relief Act. Also included are referrals or requests for legal assistance.

(4) ID Cards. Defense Enrollment Eligibility Reporting System (DEERS). Issue/reissue of dependent ID cards and enrollment in or update of the DEERS.

(5) Medical/TRICARE Assistance. Counseling and assistance in forms completion and claims submission. The FAC will provide information on TRICARE, including dental health care.

(6) ACS. Army Community Service (ACS) programs provide self-help, service, stability, information, and referrals to other appropriate sources for other assistance.

4. ASSUMPTIONS. During FAC activation preparation, agencies should consider the following:

a. There may be minimum warning time for implementing this SOP. The FAC may be required to activate with little or no prior notice. See Annex D for no-notice alert activation procedures.

b. Requests for information and assistance will begin upon alert of individuals and units, and will increase through each level of mobilization.

c. Families of mobilized soldiers from the RC (National Guard, Army Reserve, Individual Ready Reserve, retirees, etc.) will have the least amount of pertinent information and will require the greatest amount of initial support.

d. Access to the installation may be severely restricted. Nonresident family members may be denied entrance to the installation due to increased security requirements and large troop concentrations.

e. Use of installation facilities such as the PX, commissary, medical and dental clinics, ID card sections and community fitness recreation facilities may be limited, as well.

f. Family support services and programs normally available through ACS may be curtailed or severely limited in response to mobilization and deployment support requirements.

g. Coordination may be required with local military and civilian agencies for emergency food, shelter, medical support, transportation, and financial assistance for large numbers of family members.

h. Public/commercial transportation and lodging may be limited in the Fort Rodger Young area.

i. Volunteers and volunteer services may be reduced due to changing family requirements as soldiers deploy.

j. Prior to their arrival at the installation, mobilized RC soldiers may not have completed administrative, financial, or legal actions necessary to ensure the support of their family members.

k. Inadequate family care plans for AC/RC soldiers may require additional administrative and legal support and could overload installation child care services.

5. CONCEPT. Soldiers who are confident that their families will be cared for in emergencies will be more ready to mobilize and deploy.

a. Upon mobilization, the installation and Joint State Area Command (JSAC) FACs will become the principal sources for family support. The JSAC have been tasked by FORSCOM to establish a network of FACs through their respective states. Their FAC locations are based on military population densities and will be located primarily in National Guard armories and Army Reserve Centers. The primary objective of the JSAC FACs is to support families of mobilizing soldiers as close to their hometown or residence as possible, while limiting the impact on installations where requirements to support the mobilization effort and installation security will be the primary focus. Fort Rodger Young's primary area of responsibility for services is a 50-mile radius of the installation.

b. Fort Rodger Young has the following responsibilities for family assistance:

(1) To provide the essential services and emergency assistance to families of deploying soldiers.

(2) To provide support and assistance to Family Readiness Groups (FRG).

(3) To provide support and assistance to commanders and rear detachment staff.

6. EXECUTION. Implementation of the Family Assistance Plan is accomplished in phases:

a. Pre-mobilization or Alert for Deployment.

(1) The Fort Rodger Young Steel Warrior Center (Bldg. 194) is designated as the FAC, and the Director of ACS is designated as the Fort Rodger Young Family Assistance Officer (FAO).

(2) ACS oversees the following:

(a) Support and assistance is provided to unit commanders and rear detachment commanders in strengthening FRGs by means of training, resource materials, meeting facilities, information, and referrals.

(b) Orientation for RC units and their families about available assistance upon unit activation or individual mobilization. This service also applies to deploying emergency-essential civilian employees and their families.

(c) Participation in mobilization and casualty working group exercises to test the ability of the FAC to provide necessary services.

(d) Assistance to single parents, dual military parents, and dual emergency-essential civilian couples in developing family care plans for deployment.

(e) Coordination with the local and state human service assistance agencies.

(f) Coordination with State Adjutants General and appropriate USAR Regional Support Commands to determine the number of RC family members needing ACS support.

(g) Identification of families with problems requiring special assistance and support.

b. Deployment, Mobilization and Stability Support Operations (SSO) Assistance.

(1) At the direction of the Garrison Commander, the FAC, located in the Steel Warrior Center (Bldg 194), will be activated on a 24-hour-a-day basis.

(2) Army Community Service (ACS) sections will prepare the staffing schedules for 24 hour/day operations and will provide them to the FAO. Until the ACS MOBTDA is implemented, initial augmentation will come from personnel assigned to other DCA elements; see Annex C. The telephone number for the FAC is 555-7570.

(3) A 1-800 toll free telephone number has been assigned for the FAC. The 800 telephone number will be publicized by PAO in the event of FAC activation. The 800 number request processed by DOIM is at Annex E.

(4) Upon notification of the FAC activation, FAC team members will report to the Steel Warrior Center for an initial coordination meeting. The member agencies of the FAC are:

(a) Staff Judge Advocate (SJA).

(b) Public Affairs Office (PAO).

(c) Medical Department Activity (MEDDAC).

(d) Dental Activity (DENTAC).

- (e) Garrison Chaplains Office.
- (f) Directorate of Logistics (DOL).
- (g) Directorate of Public Works (DPW).
- (h) Army Emergency Relief (AER).
- (i) American Red Cross (ARC).
- (j) Provost Marshal's Office/89th MP BDE (PMO).
- (k) Finance and Accounting Office.
- (l) Child and Youth Services (CYS).
- (m) Texas Army National Guard Office of Family Programs.
- (n) Fort Rodger Young Community Life Program.
- (o) Army Community Service (ACS).
- (p) 33D BDE Family Readiness Center (FRC).
- (q) 4th BDE Family Readiness Center (FRC).
- (r) 33th COSCOM.
- (s) 33rd Signal Brigade.
- (t) 33rd Personnel Group.
- (u) 33th Finance Group.
- (v) 304th Military Intelligence Bn
- (w) Smith's Landing Help Center.

(5) Some or all of these services may be offered during emergency operations depending on the situation and level of activity on the installation.

(a) American Red Cross (ARC). Focuses directly on health, morale, and welfare of the soldier and his/her family. Of particular significance is the extensive worldwide communications network maintained by the ARC that is available to the soldier and his/her family. The ARC provides advice and assistance regarding verification of emergency and unique situations and offers assistance or referral guidance in problem resolution.

(b) AG (ID Cards). Provides new and replacement identification cards to eligible family members, and facilitates DEERS enrollment.

(c) Army Community Service (ACS). Offers a wide variety of social services and assistance to the military family during peacetime and emergencies. The programs offered are listed as ACS responsibilities below.

(1) Mobilization and Deployment Program. Provides guidance and training for Family Readiness Group members and rear detachment officers. Supports deploying units by providing pre-deployment information and Operation READY materials to soldiers and family members. Implements training, plans, and oversight for the Fort

Rodger Young Family Assistance Center. Assists and supports mobilizing Reserve Component units and participates in mobilization exercises and initiatives. Provide assistance to repatriated families.

(2) Family Advocacy Program. Mission is to prevent child and spouse abuse, to encourage the reporting of all instances of such abuse, to ensure the prompt assessment and investigation of all abuse cases, to protect victims of abuse, and to treat all family members affected by or involved in abuse.

(3) Exceptional Family Member Program (EFMP). Works in concert with other military and civilian agencies to provide a comprehensive, coordinated, multi-disciplinary approach for medical, educational, community support, housing, and personnel services to families with special needs members.

(4) Relocation Readiness Program. The Relocation Readiness Program provides a focal point for the coordination and provision of comprehensive relocation assistance to the soldier, family member, reserve components, and DA civilians.

(5) Employment Readiness Program. The Employment Readiness Program provides information and referral services in the areas of employment, education, training, transition, and volunteer opportunities to give clients the competitive edge needed to secure employment.

(6) Information and Referral Program (I&R), is a one-stop reference source for information pertaining to military and local community services and assistance programs. I&R provides detailed information and referrals to educate and assist individuals in need (active duty, family members, retirees, and DoD civilians), to locate and access services that can best alleviate or eliminate that need. Advocacy and case management is provided on-site or through referral as needed.

(7) Financial Readiness Program (FRP) is comprised of Consumer Affairs and Financial Assistance Program (CAFAP), Command Financial Specialist/ Family Advocacy Specialist Program (CFS/FASP), and Army Emergency Relief (AER). Mission is to proactively educate our military population, active and retired, DoD civilians, and their family members in matters of financial responsibility and planning, consumer awareness, and providing emergency financial assistance as needed.

(8) The Army Family Team Building Program (AFTB) program curriculum consists of over 40 modules of instruction taught by family member instructors to other family members to provide them with the information, knowledge, and skills needed to gain self-reliance and to better utilize the community support programs provided to assist them throughout their spouses' career.

(d) Child and Youth Services (CYS). Provides care to children of families of active duty, mobilized Reserve Components, and units assigned or attached to Fort Rodger Young.

(e) Chaplain. Provides religious information for all denominations to families. Religious support is offered through the Family Life and Pastoral Counseling Programs, as well as chapel programs.

(f) Directorate of Public Works (DPW). Provides on-post engineering support directed at relieving both major and minor household emergencies including fires, water damage, utility interruption, and matters of an environmental nature. Directorate of Public Works will provide family housing assistance through the Quarters Assignment and Referral Office, located in Bldg 108.

(g) Directorate of Logistics (DOL). Provides support to include advice, assistance, and arrangements for the movement of household goods and personnel in the event relocation is required and/or authorized.

(h) Medical Department Activity (MEDDAC). Offers assistance and advice on the medical services available to the family. The FAC POC will be able to provide help in preparing the necessary forms, records, or correspondence necessary for families to receive needed medical treatments through TRICARE.

(i) Dental Activity (DENTAC). Provides assistance and advice to family members for both routine and emergency dental care under the TRICARE Family Member Dental Plan.

(j) 89th MP BDE. Provides a wide range of family support during the sponsor's absence. Support includes knowledge of those areas where there is a known concentration of families and an increase of protective patrolling in these areas. The 89th MP BDE maintains close contact with the unit rear detachment commanders.

(k) FINANCE OFFICE. Provides services pertaining to the finances of the sponsor and his/her family. Support includes completion of allotments and other finance forms for the soldier and his/her family.

(l) STAFF JUDGE ADVOCATE (SJA). Provides legal advice to soldiers and their families concerning a wide variety of personal legal matters, including powers of attorney, wills, domestic relations, and consumer protection.

(m) PUBLIC AFFAIRS OFFICE (PAO). Publicizes and disseminates the phone numbers for the FAC and family services that are available at the FAC through available media.

(n) Family Assistance Officer (FAO) will:

(1) Provide support services to soldiers and family members.

(2) Coordinate unit family assistance briefings conducted by the ACS Unit Services Coordinators or the ACS Mobilization and Deployment Coordinator.

(3) Furnish FRY PAM 608-3, Family Support Guide to Deployment.

(4) Operate the on-post FAC and coordinate the off-post FAC Annex with the JSAC.

(5) Provide the PAO with the FAC main phone number and a news release. (See Annex E.)

(6) Maintain a record of family service actions using DA Form 5186-R. To ensure family needs are addressed, all ACS servicing activities and FAC

representatives will provide the FAO a record of family services requested and the actions take.

c. Post-deployment or Mobilization and SSO Assistance. Prior to the return of soldiers from deployment, working groups comprised of FAC team members and unit personnel will be assembled to deal with family unification problems and command after-action reports. As a minimum, each returning unit will offer reunion training to all family members of deployed soldiers to assist them with the difficulties associated with the soldiers' reentry into the family unit.

I.M. SPEAKING
COLONEL, AR
Chief of Staff

ANNEXES:

- A – Family Support Policies and Responsibilities for Mass Casualty Operations
- B - Family Support Policies and Responsibilities for Non-combatant Repatriation
- C – Mobilization TDA and Additional Options
- D – FAC Alert Activation Procedures
- E – FAC Phone Numbers
- F – Glossary of Terms

ANNEX A
FAMILY SUPPORT POLICIES AND RESPONSIBILITIES FOR MASS CASUALTY OPERATIONS

1. **PURPOSE.** To define family support policies, procedures, and responsibilities during a mass casualty situation.
2. **FAMILY ASSISTANCE CENTER RESPONSIBILITIES.** The Family Assistance Center will assist the families of survivors and casualties by providing essential family services, referrals, and counseling.
3. **MASS CASUALTY.** May occur by terrorist activities, accidents, or natural disasters. It is assumed that there will be a minimum amount of time to prepare for a mass casualty situation. Annex D, FAC Alert Activation Procedures of this SOP will be followed when activating the FAC for mass casualty situations.
4. **ESSENTIAL SERVICES.** Essential services are defined as:
 - a. Emergency financial assistance through Army Emergency Relief and the American Red Cross.
 - b. Crisis referral through the Chaplains or appropriate state and local human service agencies.
 - c. Legal information through the Staff Judge Advocate Office or other available legal service agencies.
 - d. Medical/TRICARE assistance through MEDDAC and Carswell Army Community Hospital.
 - e. Army Community Service (ACS) assistance through DCA, ACS programs.
5. **ADDITIONAL SERVICES.** During mass casualties, additional services may be necessary to assist family members. These additional services may include but are not limited to the following services:
 - a. Casualty Assistance Liaison.
 - b. Mortuary Affairs.
 - c. Social Security Administration.
 - d. Department of Veterans Affairs.
 - e. Unit representatives from affected units, if practical.
 - f. Other agencies, as needed, will be recruited to participate such as airline assistance offices, Federal Emergency Management Agency, Disabled American Veteran Association, etc.

EXECUTION. Implementation will be accomplished as earlier outlined in this SOP.

ANNEX B
FAMILY SUPPORT POLICIES AND RESPONSIBILITIES FOR
NON-COMBATANT REPATRIATION

1. **PURPOSE.** To define family support policies and responsibilities for Non-combatant Repatriated Families.

2. **FAMILY ASSISTANCE CENTER RESPONSIBILITIES.** Family Assistance Centers (FAC) will assist the commander in the development of the human services element of evacuation plans and serve as the focal point of humanitarian assistance in the command structure in the event of an evacuation.

3. **EVACUATION.** Family Assistance Centers at the evacuation site will provide the minimum essential services and assistance to families during the evacuation. The Family Assistance Officer will:

a. Make recommendations to the Installation Commander to ensure appropriate support to families to minimize possible hardships during emergency conditions.

b. Refer eligible families to the Family Advocacy Program for emergency assistance when stress levels of the families indicate potential risk for child and/or spouse abuse.

4. **REPATRIATION.**

a. Coordinate with installation agencies, volunteers, private sector organizations, and others to provide families with safe, clean occupancies, opportunities to obtain food, child or respite care, financial assistance, emotional support, and coping strategies as necessary.

b. Serve as the military liaison for services offered by the Red Cross, United Service Organization (USO), and other private organizations desiring to assist evacuees.

c. Request mental health and social work staff to provide counseling to those individuals and families needing this assistance.

d. Request, through the chain of command, augmentation of the FAC staff to meet the FAC mission at repatriation sites.

e. Submit needs/issues that cannot be resolved at the installation through the chain of command to service headquarters as appropriate.

5. **SAFE HAVEN.** The FAC's role during safe haven:

a. Commander, FORSCOM, USCINCPAC J1, or Service Headquarters will provide to the Family Assistance Center the names, addresses, and phone numbers of evacuees. FAC will contact all evacuees (in their catchment area) upon receipt of evacuee names and assess status and needs of the family and provide services and referrals as appropriate.

b. Ensure meetings are held for evacuee families to identify their needs. These meetings provide family members the opportunity to share information, lend mutual support, and raise systemic problems faced by evacuees. Ongoing contact must be maintained with all evacuee families while in safe haven status.

c. Coordinate services offered by the Red Cross, USO, and other private organizations desiring to assist evacuees.

d. Refer family members to the appropriate military and civilian agencies for assistance.

e. Continue to serve as an advocate for families during safe haven. Identify and raise emerging family support issues to appropriate military and civilian agencies.

6. FINAL DESTINATION. The FAC's role during final destination:

a. Receive from FORSCOM or Service Headquarters the names and locations of evacuees.

b. Serve as advocates for evacuated families.

c. Assist commanders by making initial and follow-up contact with evacuees to assess needs, and provide enhanced relocation assistance services and referrals to appropriate agencies.

d. Sponsor follow-up meetings to identify the needs of families for evacuees at final destination. Meetings should also provide family members the opportunity to share information, lend mutual support, and debrief their experiences.

ANNEX C
MOBILIZATION TDA AND ADDITIONAL OPTIONS

Submitted to Resource Management on 27 Feb 2001

Para Number	Line Number	Army Community Service/Family Assistance Center (FAC)	Grade	MOS
016A	16	I&R (Social Service Asst.)	GS 5	186
016A	17	I&R (Admin. Assist.)	E5	71L
016A	18	AER (Soc Service Rep.)	GS 7	187
016A	19	AER (Soc Service Rep.)	E7	71L
016A	20	EFMP (Soc Service Rep.)	GS7	OO187
016A	21	EFMP (Mental Health Med. Specialist)	E6	91X
016A	22	FAP (Social Service Rep.)	GS7	OO187
016A	23	Mob/Dep (Admin. Assistant)	GS 5	OO322
016A	24	Mob/Dep (Social Service Rep.)	GS7	OO187
016A	25	Mob/Dep (FAC NCOIC)	E7	71L
016C	6	Family Assistance Center (Admin. Assistant)	E4	71L
016C	7	Family Assistance Center (Admin. Assistant)	GS 4	OO322
016C	8	CLP (NCOIC)	E6	71L

The positions listed for the FAC TDA should be filled ASAP during a Mobilization

Recommendation 2: To be filled by Chief of Staff Over Strength Positions

			Grade	MOS
016A	16	I&R (Social Service Asst.)	E5	Immaterial
016A	17	I&R (Admin. Assist.)	E5	Immaterial
016A	18	AER (Soc Service Rep.)	E7	Immaterial
016A	19	AER (Soc Service Rep.)	E6	Immaterial
016A	20	EFMP (Soc Service Rep.)	E6	Immaterial
016A	21	EFMP (Mental Health Med. Specialist)	E6	Immaterial
016A	22	FAP (Social Service Rep.)	E6	Immaterial
016A	23	Mob/Dep (Admin. Assistant)	E5	Immaterial
016A	24	Mob/Dep (Social Service Rep.)	E6	Immaterial
016A	25	Mob/Dep (FAC NCOIC)	E7	Immaterial
016C	6	Family Assistance Center (Admin. Assistant)	E4	Immaterial
016C	7	Family Assistance Center (Admin. Assistant)	E4	Immaterial
016C	8	CLP (NCOIC)	E6	Immaterial

Recommendation 3: MWR employees

Para Number	Line Number	Army Community Service/Family Assistance Center (FAC)	Grade	MOS
016A	16	I&R (Social Service Asst.)	CFRD	GS 5
016A	17	I&R (Admin. Assist.)	CFRD	GS 4
016A	18	AER (Soc Service Rep.)	CFRD	GS 7
016A	19	AER (Soc Service Rep.)	CYS	GS 7
016A	20	EFMP (Soc Service Rep.)	CYS	GS 7
016A	21	EFMP (Mental Health Med. Specialist)	ADAPCP	GS 7
016A	22	FAP (Social Service Rep.)	ADAPCP	GS 7
016A	23	Mob/Dep (Admin. Assistant)	ADAPCP	GS 5
016A	24	Mob/Dep (Social Service Rep.)	BOD	GS 7
016A	25	Mob/Dep (FAC NCOIC)	BOD	GS 7
016C	6	Family Assistance Center (Admin. Assistant)	BOD	GS 4
016C	7	Family Assistance Center (Admin. Assistant)	BILLETING	GS 4
016C	8	CLP (NCOIC)	ACS	GS 5

ANNEX D
FAC ALERT ACTIVATION PROCEDURES

1. Alert activation procedures.

a. Situations that will require an immediate activation of the FAC are:

- (1) Mass casualties.
- (2) Manmade and natural disasters.
- (3) Situations requiring long-term evacuations of local residential area.
- (4) As directed by the Commander.

b. FAC alert will be initiated by the VI Corps Emergency Operations Center (EOC) upon notification of the Commander.

(1) Upon alert notification, the VI Corps EOC will initiate telephonic contact with the DCA and Family Assistance Officer (FAO).

(2) The FAO will contact the Chief, Soldier and Family Readiness Branch, who will contact the Mobilization and Deployment (Mob/Dep) Coordinator.

(3) The Mob/Dep Coordinator, with the help of the staff of Soldier and Family Readiness Branch, will initiate e-mail messages to all FAC team members and a second, telephonic notification to the FAC members.

(a) Priority of phone calls will be to the essential services personnel (described earlier in this SOP) and then to the remaining members.

(b) The DCA Telephone Control Officer and Information Systems Branch will be notified to support the FAC members with establishing telephone and e-mail accounts.

(4) The Mob/Dep Coordinator will initiate the set-up of necessary equipment to make the FAC operational.

(5) The Mob/Dep Coordinator will brief incoming FAC team members as they sign in and report for duty.

(6) The Mob/Dep Coordinator will assist FAC team members with individual station equipment set-up as necessary.

(7) The VI Corps EOC will be notified when the FAC is fully operational.

2. Assumptions:

a. The FAC will be 100 percent operational within three hours, if alerted during duty hours.

b. The FAC members will prepare for 24-hour operations when alerted.

3. Once the FAC is fully operational, the members of the FAC will operate under normal operating procedures outlined by this SOP.

ANNEX E
FAC PHONE NUMBERS

1. A toll-free telephone number has been activated to accommodate the requirements outlined in AR 608-1. The toll-free number to the Fort Rodger Young FAC is 1-555-555-2751. This toll free number is not to be released in the local calling area due to a service charge that will be incurred for each call that is initiated in the local area.
2. The main FAC phone number for local callers is 555-7570. If the main FAC phone number is busy, the following phone numbers are on a pick-up group that roll the call over to the next phone in the following order: 555-9075, 555-9762, 555-7932, 555-9766 and 555-9738.
3. A total of 25 class A telephone lines are available for the FAC in the Steel Warrior Center (SWC) ballroom.
4. For security reasons, the FAC phones are not active during idle periods. The DCA Telephone Control Officer can activate the FAC phones within a short period of time.

ANNEX F—GLOSSARY OF TERMS

AC – Active Component Forces
ACS – Army Community Services
AER – Army Emergency Relief
ARC – American Red Cross
CFA – Community and Family Activities
COC - Corps Operations Center
CYS – Child and Youth Services
DCA- Directorate of Community Activities
DEERS – Defense Enrollment Eligibility Reporting
DEH – Directorate of Engineering and Housing
DENTAC – Dental Activity
DOL – Directorate of Logistics
DCA – Directorate of Community Activities
EOC – Emergency Operations Center
FAC – Family Assistance Center
FAO – Family Assistance Officer
FAP – Family Assistance Plan
FCC – Family Child Care
FRG – Family Readiness Group
JSAC – Joint State Area Command.
MEDDAC – Medical Activity
MOA – Memorandum of Agreement
MOBTDA – Mobilization Table of Distribution and Allowances
PAO – Public Affairs Office
PMO – Provost Marshal Office
POC – Point of Contact
RC – Reserve Component Forces (Army Reserve and National Guard)
SOP – Standing Operating Procedure
STARC – State Area Command
USCINCPAC - United States Commander in Chief Pacific
USO - United Services Organization

Lesson Three

The Family Assistance Center—How It Works

Facilitator's Guidelines

Goal: To enable personnel to define the tasks of a Family Assistance Center and deal with typical problems of a FAC.

Audience: This session is for Active Duty and Reserve Component personnel and volunteer family members, who staff Family Assistance Centers, and civilian community service organizations that provide similar services to families.

Time Required: 1.5 hours

Room Requirements: This workshop requires a room large enough to accommodate the participants. It is designed as a group process for roundtable discussions, with 6–8 people at each table. The room should be arranged for maximum visibility of the flip charts, videos, and overheads.

Facilitator's Preparation:

1. Reserve a location for conducting the workshop that will accommodate the number of participants.
2. The facilitator's job is to lead the workshop, which includes distributing handouts and organizing group flip chart activities. Other tips include:
 - Plan an icebreaker activity.
 - Encourage participation.
 - Check for understanding.
 - Prepare the room.
 - Make the workshop personal.
 - Gather necessary materials.
 - Enjoy yourself.
 - Offer amenities, such as parking, childcare, and refreshments

3. Suggested activities are presented in square brackets ([]) in the lesson text. The lesson text is meant to assist you and is not intended to be read aloud to the participants. The suggested activities list the visuals, handouts, or group activities that are used at particular points in the workshop.
4. The following list of PowerPoint slides are provided on the CD-ROM, or from the <http://www.goacs.org> website. PowerPoint Notes Pages are included in this handbook (page 43) for your use in teaching the lesson.

#11 Training the Family Assistance Team

5. Preview the video, *Family Assistance Center*, if you plan to use it. The video script is included in this handbook (pages 233–236) for your use in teaching the lesson.

Note: A video is not used for every workshop. Determine if participants have already seen it and expand your workshop, if necessary, to show the video.

6. Reproduce the necessary number of handouts for each participant (Handouts #10–11 for this lesson, pages 85–87). They can be taken to your local installation print plant and easily reproduced.
7. Assemble all other necessary workshop materials and equipment:

Workshop Materials

- Flip chart paper on one easel and colored markers
- Extra markers for flip chart paper activities at tables
- Masking tape for securing charts
- Pens and pencils for participants' use

Equipment

- Overhead transparency projector, or laptop computer with LCD projector and screen
- Television and VCR

8. Select assistants, who may include subject matter experts, RC Family Program Coordinator, Red Cross, etc.

Note: Due to optional workshop schedules, breaks have not been included in the workshops. Facilitators may schedule breaks as needed.

Lesson Three Overview
Estimated Time: 1.5 hours

Estimated Time	Presentation Section	Visual = V Handout = H
3 minutes	Introduction	V #11
50 minutes	Group Problem Solving	H #10–11
20 minutes	Sharing Solutions and Discussion	
7 minutes	Wrap Up and Conclusion	

Lesson Plan

The Family Assistance Center—How It Works

(Estimated Time: 1.5 hours)

INTRODUCTION

The world is a volatile place where anything can happen, so our Army must be ready for any contingency—even in periods of reduced resources and smaller forces.

For this workshop, we will focus on operating a Family Assistance Center.

OBJECTIVES

[Visual #11: Training the Family Assistance Team]

Our objectives are:

- to define the FAC's specific and implied tasks and how they will be accomplished, and
- to solve typical FAC problems through group work.

TYPICAL SCENARIO OF A FAC OPERATION

[Distribute Handouts #10 and 11.]

The objective of this group problem-solving exercise is to learn how to deal with typical FAC problems, which occur during a deployment. Please refer to Scenario #2 (Handout #10).

Some problems are beginning to surface. How will you, as a FAC staff member, solve them?

You have 50 minutes for the group work. The remainder of the time will be spent listening to solutions proposed by the groups.

Tailor the solutions to your particular situation, and bring to bear the resources of your installation and the surrounding community.

(Enforce the simulation. What is appropriate communication in one setting is clearly not appropriate in the other.)

(Expect and look for differences of opinion. There is no single solution, but some are better than others. Try to get a consensus, if not total agreement.)

Possible Solutions

The solutions to **Task 3-A** might include a reference to the Soldiers' and Sailors' Civil Relief Act. Social workers need to be involved.

Financial assistance, such as budget counseling for the long term and maybe AER for the immediate situation, may also be necessary. The chaplain or the ARC might become involved.

Medical and legal assistance may be appropriate. The FRG needs to be reminded that this type of assistance is always best handled by skilled professionals.

A tactful, thoughtful approach to keeping the FRG involved for support should be considered.

Task 3-B definitely requires legal, medical, and administrative assistance. The FRG, within its capability, can continue to be involved in a supporting role.

Perhaps locating another Vietnamese family member nearby would help with the cultural and communications problems. The RDC may have to involve the soldier in filling out the appropriate paperwork while deployed. Handling the problem by returning the soldier to the family should also be considered.

Task 3-C must include referral to appropriate child protection agencies because of child abuse evidence. Other considerations might be similar to those discussed above.

Task 3-D represents an all-too-typical situation that is not at all funny, although many who have not had to deal with it may try to laugh it off. There is no single answer to this problem.

Some spouses wear their soldier's rank as if it were their own. The Army really needs to address this issue to reduce the patronizing attitude that a few senior spouses develop.

Meanwhile, the problem continues, and it cannot be ignored. Solutions proposed by the groups might include mediation, a conflict management workshop, or asking the commander to get involved.

CONCLUSION

(Use the groups' flip charts in your summary. Walk around. Get dynamic. The tempo is about to pick up.)

During this session we have considered both management challenges and some highly charged family problems that demand solutions. This is the way it is in a FAC.

The FAC has to be managed in an objective, efficient, and economical way, and yet it must provide service in a gentle, understanding, and effective way.

If one function is overemphasized, the other will surely suffer. As you can see, this is not an easy task.



Training the Family Assistance Team

- Specific and implied tasks of FAC
- Group work to solve typical FAC problems

Serving Army families in the FAC contributes to Soldier readiness

OPERATION READY
Make it Happen. Make it Last.

Our objectives are:

- to define the FAC's specific and implied tasks and how they will be accomplished, and
- to solve typical FAC problems through group work.

Typical Scenario of a FAC Operation

[Distribute Handouts 10 and 11.]

The objective of this group problem-solving exercise is to learn how to deal with typical FAC problems, which occur during a deployment. Please refer to Scenario #2 (Handout #10).

Some problems are beginning to surface. How will you, as a FAC staff member, solve them? You have 50 minutes for the group work. The remainder of the time will be spent listening to solutions proposed by the groups. Tailor the solutions to your particular situation, and bring to bear the resources of your installation and the surrounding community.

(Enforce the simulation. What is appropriate communication in one setting is clearly not appropriate in the other.)

(Expect and look for differences of opinion. There is no single solution, but some are better than others. Try to get a consensus, if not total agreement.)

[Refer to the lesson plans for further instruction on this problem-solving section.]

TF Falcon Scenario #2

TF Falcon has been gone for 10 days. The FAC has received and trained its full complement of staff. They are refining procedures and keeping records of support that they have given to the families who are separated from their loved ones.

The FAC, FRG, and RDC are working closely to meet all the needs that have arisen. The three have formed a TF Falcon Family Assistance Management Team, consisting of the FAC chief, RDC, and the FRG chairperson. The team will study ways to do their jobs better. Working with military and community family and social service agencies and professionals has been challenging, but the efforts have resulted in a coalition focused on serving the needs of the TF Falcon families.

They are conducting a meeting in MAJ Knowing's office. Many of the problems are coming to the FAC through the FRG. Kay Dedication has a report for the management team.

Ms. Dedication: This week has been so hectic. We have three situations to deal with, and I need your help:

- A. A young PFC's wife is troubled because her landlord is threatening to evict her from their mobile home. It seems the landlord raised the rent last month; the soldier disputed it, and they have been feuding. The wife is only 17 and is threatening to leave and go home to mother; however, she is eight months pregnant. This is getting out of hand, and I'm afraid she'll do something stupid. She is talking several times a day to one of the FRG Support Circle Leaders in Company A. Any ideas?
- B. Second, one of the senior NCOs in Company B left a serious situation unresolved at his quarters on post. His mother-in-law just arrived here from Vietnam as he was leaving with TF Falcon. It seems that she is legally dependent on him as a condition of her immigration to this country. She has tuberculosis and needs medical attention. There is no medical insurance, and she has no ID card or medical card. This just came to my attention last night. I guess his wife has been reluctant to ask for help. This is too big for me.
- C. And finally, one of the Support Circle Leaders in Company C brought me a problem to speak with you about. A young sergeant has been caring for his 10-year-old brother at an off-post apartment. The child has been with him for a few weeks, but no one seems to know much about the situation. The boy met some other kids his age at a playground. He brags that he doesn't have to go to school next week and that he's just hanging out until his brother comes back. The other children are somewhat jealous of his independence. They say he has some pretty bad bruises, which he says he got when he fell down the other day. Can we check to see if the sergeant has made any arrangements for looking after this child?

D. Kay speaks: I can handle the rest of the stuff that's coming our way, and I'm watching out for our volunteer Support Circle Leaders so they don't get too personally involved in these situations. But, and I hate to bring this up . . . oh well, I will anyway. The Deputy Post Commander's wife is getting to be a pain. Now don't get me wrong. We both want and need her support, and she does have the ear of a man who can make things easier or impossible for us. However, she is calling our Support Circle Leaders directly and pretty much telling them how to do their jobs. They don't know her. She's never been involved with us before, and it's causing a problem. I know we're all supposed to be in this together—both officer and enlisted families—but this is beginning to seem like an officer problem. I have tried to talk to her, but she doesn't seem to listen. Somebody help!

TF Falcon Task #3

Requirement

Given the developing scenario, resolve the situations raised by Ms. Dedication. Be prepared to share your solutions with the other participants.

Notes:

Lesson Four

Planning and Executing a Family Assistance Center Activation Exercise (FACEX)

Facilitator's Guidelines

- Goal:** To enable personnel to plan a realistic FACEX.
- Audience:** This session is for Active Duty and Reserve Component personnel and volunteer family members, who staff Family Assistance Centers, and civilian community service organizations that provide similar services to families.
- Time Required:** 1.5 hours
- Room Requirements:** This workshop requires a room large enough to accommodate the participants. It is designed as a group process for roundtable discussions, with 6–8 people at each table. The room should be arranged for maximum visibility of the flip charts, videos, and overheads.

Facilitator's Preparation:

1. Reserve a location for conducting the workshop that will accommodate the number of participants.
2. The facilitator's job is to lead the workshop, which includes distributing handouts and organizing group flip chart activities. Other tips include:
 - Plan an icebreaker activity.
 - Encourage participation.
 - Check for understanding.
 - Prepare the room.
 - Make the workshop personal.
 - Gather necessary materials.
 - Enjoy yourself.
 - Offer amenities, such as parking, childcare, and refreshments.

3. Suggested activities are presented in square brackets ([]) in the lesson text. The lesson text is meant to assist you and is not intended to be read aloud to the participants. The suggested activities list the visuals, handouts, or group activities that are used at particular points in the workshop.
4. The following list of PowerPoint slides are provided on the CD-ROM, or from the <http://www.goacs.org> website. PowerPoint Notes Pages are included in this handbook (pages 44–48) for your use in teaching the lesson.

#12 Steps to a FACEX

#13 Train the Family Assistance Team

#14 Appointment Orders

#15 Forms Needed to Operate the FAC

#16 Prepare the Building

5. Preview the video, *Family Assistance Center*, if you plan to use it. The video script is included in this handbook (pages 233–236) for your use in teaching the lesson.

Note: A video is not used for every workshop. Determine if participants have already seen it and expand your workshop, if necessary, to show the video.

6. Reproduce the necessary number of handouts for each participant (Handouts #12–18 for this lesson, pages 89–101). Scenarios to copy and distribute for use in the FACEX are included on pages 103–229. They can be taken to your local installation print plant and easily reproduced.
7. Assemble all other necessary workshop materials and equipment:

Workshop Materials

Flip chart paper on one easel and colored markers

Extra markers for flip chart paper activities at tables

Masking tape for securing charts

Pens and pencils for participants' use

Equipment

Overhead transparency projector, or laptop computer with LCD projector and screen

Television and VCR

8. Select assistants, who may include subject matter experts, RC Family Program Coordinator, Red Cross, etc.

Note: Due to optional workshop schedules, breaks have not been included in the workshops. Facilitators may schedule breaks as needed.

Lesson Four Overview
Estimated Time: 1.5 hours

Estimated Time	Presentation Section	Visual = V Handout = H
10 minutes	Steps to a FACEX	V #12
10 minutes	Training for the FACEX	V #13
5 minutes	Appointment Orders	V #14 H #12
15 minutes	Forms to Operate the FAC	V #15 H #13–16
30 minutes	Group Problem Solving	H #17–18 V#16
15 minutes	Sharing Solutions and Discussion	
5 minutes	Wrap Up and Conclusion	

Lesson Plan

Planning and Executing a Family Assistance Center Activation Exercise (FACEX)

(Estimated Time: 1.5 hours)

INTRODUCTION

The operation of such a complex organization as a FAC, which requires a great deal of coordination and communication to assist families in the most effective manner, will require a great deal of training to attain that standard. Most installations require an annual exercise to train the FAC in their operations. This lesson will guide the family assistance team through the steps to an effective activation exercise.

SCOPE OF THE FACEX

[Visual #12: Steps to a FACEX]

The exercise is conducted with walk-in and call-in scenarios designed to test the family assistance team's ability to deliver quality family support to family members of mobilized and/or deployed soldiers. It also tests the ability of the family assistance team to activate and manage a FAC within 24 hours of an activation order issued by the installation commander.

Recruit volunteers from co-workers, FRGs, and others active in family assistance to take a pre-determined scenario and walk in, role-playing that particular scenario. Others who may not have time to do a walk-in scenario could call in to the FAC with a scenario furnished them. Many Army spouses are quite familiar with all kinds of family assistance scenarios and can do a masterful job of portraying these to the FAC team members. (Scenarios are included in this handbook (in the Handouts section) to be copied and distributed for use in the FACEX.) Realistic planning would expect eight cases per hour (four walk-ins and four call-ins), with a volume of around 50 cases by the end of the exercise (six to eight hours). Tracking the cases through the problem-solving process can help identify areas of concern for future training.

SETTING THE DATE AND RAMPING UP FOR THE FACEX

Often, the installation commander will want to activate the FAC in conjunction with another mobilization/deployment exercise. Make a check of the training calendar for dates coinciding with those exercises. Once a date has been established with the installation commander, a decision memorandum must be sent out for staffing to ensure the date is acceptable for all agencies involved in the FAC. Ensure this memo is sent out

at least six months prior to the planned date to allow for delays in the staffing and to allow time to determine an alternate date if the proposed date is unacceptable.

TRAINING FOR THE FACEX

[Visual #13: Train the Family Assistance Team]

Quarterly training for FAC personnel is recommended year round. An essential topic for training is for each FAC representative to draft information papers for the “Smart Book” to be used by each member. These are binders with information from each representative agency on the FAC, detailing what, how, and who gives assistance to families in their particular area. It should provide points of contact (POC) names and telephone numbers, as well as maps of the local area and a listing of emergency services. Since many Army installation populations are multi-cultural, a list of translators for German, Spanish, and Korean should be included. One Smart Book needs to be at each workstation in the FAC.

Other topics for quarterly training of FAC personnel are communication skills, dealing with the media, information and referral, crisis intervention, telephone protocol, emotional intelligence, and volunteer management. As the date for the FACEX draws closer, quarterly training might evolve to monthly training to ensure all these training topics are covered.

“No Notice” alerts are recommended for FAC training, to determine the length of time it takes to assemble the family assistance team of agency representatives at the FAC, and/or get it up and running. These alerts can be called in by key ACS staff or set up on a telephone chain, where each member will call another or others in the chain, similar to an alert roster. Scenarios can vary from merely coming in, signing in, and returning to duty station, to coming in, setting up equipment, and dealing with scenarios for a couple of hours or more.

APPOINTMENT ORDERS—THE KEY TO PARTICIPATION

[Visual 14: Appointment Orders]

[Distribute Handout #12.]

Each agency appoints a representative to the FAC on an appointment order, usually signed by the commander or director of the agency. Without these appointment orders, participation by that agency may be relegated to whoever is free for the scheduled FAC training session, or a “Hey, you” roster. With appointment orders, the FAC director knows the agency is taking seriously their participation in the FAC. Handout #12 contains a sample appointment order.

FORMS YOU'LL NEED TO OPERATE THE FAC

*[Visual #15, Forms Needed to Operate the FAC]
[Distribute Handouts #13–16.]*

The FAC needs certain administrative forms to track the progress and disposition of each person who comes in or calls in a scenario/problem for the FAC to assist. Handouts #13–16 are helpful for this task.

The FAC Client Case Record (DA Form 5897), Handout #13, provides the FAC with information regarding the family member, the soldier/sponsor, a statement of the presenting problem, action taken, and follow-up recommendations.

The Community Services Flowchart, Handout #14, helps the FAC team member determine the nature of the problem and make the proper referral to assist in solving it. This, or something like it, could be placed in the front of each FAC member's Smart Book.

The FAC Client Intake and Referral Sheet, Handout #15, helps the FAC director track the number of clients assisted throughout the day. This can be modified to suit local situations. Moreover, a number can be assigned to each client who comes in to assist in tracking the case. This should be reflected on the FAC Client Intake and Referral Sheet. Posting the status of each case number on a white/black board will give the FAC staff an instant tally of “how we're doing” in taking care of clients quickly and effectively.

The Workshop Evaluation, Handout #16, is normally used to evaluate the training workshop. A form similar to this can be designed to give to the people who role-played the scenarios to gauge the effectiveness of the assistance they received from the FAC staff.

SCENARIOS

Scenarios should be played as realistically as possible. This presents a somewhat real-life situation to the family assistance team member, and it provides a bit of drama for those around, simulating a normal, noisy, and busy FAC. More realism in the training means higher quality and better results.

(Scenarios are included in this handbook (pages 103–229); they should be copied and distributed for use in the FACEX.)

PREPARATION FOR THE EXERCISE

By now, the FAC building should be identified and equipped for operation with computer access to the LAN, the proper number of telephones with DSN service, offices and rooms for each agency representative, unit representative, and community agency representative. Desks and chairs should be available, as well as a private waiting room for those waiting to see a representative. Childcare should be provided on site, if possible. Without that, the distraction of small children will create more difficult working conditions. Staff should be located to fill vacancies on the family assistance team. Rosters of the family assistance team and their individual telephone numbers should be created, physically checked, and then published for the Smart Books and other work stations.

GROUP WORK

[As a final exercise in dealing with the tension and intensity of personal relationships and multi-taskings in the FAC, hand out the final scenario and task—Handouts #17 and 18.]

[Visual #16: Prepare the Building]

The objective of this exercise is to deal with the ultimate in training objectives: real hostilities—a shooting war—and its effect on the FAC.

Refer to Scenario #3 and Task #4 (Handouts #17 and 18). You have 50 minutes to do the work, and we'll spend about 20 minutes sharing solutions.

WRAP-UP AND CONCLUSION

Stress and burnout will be a constant problem for the FAC staff. A short-handed staff will be a reality. A continuous rotation of volunteer and paid staff through the FAC, allowing time off to rest and recuperate, will alleviate some of this stress.

Personalities don't always mesh in organizations, and tension will exacerbate the differences. Good team building in previous training will go far to prevent blow-ups.

Casualties, particularly a large number from the unit, are the worst morale breakers. Knowledge of the Army's next of kin (NOK) system and how grief impacts most people will help the FAC staff to more effectively assist surviving family members. Training in the dynamics of grief reactions and dealing with them in role-playing training prepares the FAC staff for the real thing.

The more realistic our training is, the more effective our staff will be. This will be our objective in the FACEX.

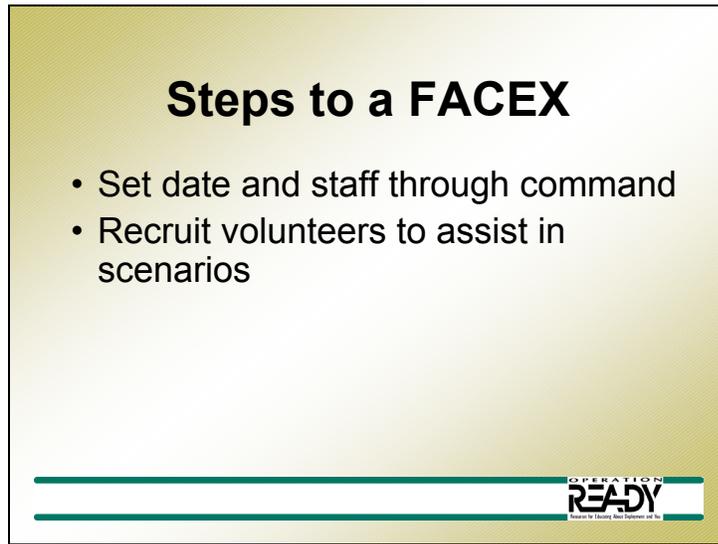
FAC-TOID

TOPIC: Changes in the Nature of Requests for Assistance

Discussion: Initially, FAC personnel found that family problems centered around the need for accurate and timely information and financial and housing concerns. Financial problems were focused on long-standing money management issues that were aggravated by deployment—for example, existing indebtedness, personal expenses incurred before leaving, the transportation of children to caretakers, and transportation to the home of record for waiting spouses.

FAC personnel report that as the deployment progressed, requests for assistance shifted to the need for counseling and emotional support to relieve family stress. Parents experienced stress due to uncertainty about the duration of the deployment, full-time responsibility for children, and in some cases, the extended absence of the primary disciplinarian.

Lessons: Initially, additional staff will be required to meet requests for financial assistance, housing, and general information. Proactive planning to provide services as needs emerge may prevent a family breakdown that might result in the early return of the soldier. Programs, such as Parent Support Groups, Parent’s Day Out, special groups for children/teens, matching families in a “buddy” system, respite care, and free childcare for meetings and classes, should be implemented to relieve family stress.



Introduction: The operation of such a complex organization as a FAC, which requires a great deal of coordination and communication to assist families in the most effective manner, will require a great deal of training to attain that standard. Most installations require an annual exercise to train the FAC in their operations. This lesson will guide the family assistance team through the steps to an effective activation exercise.

Scope of the FACEX: The exercise is conducted with walk-in and call-in scenarios designed to test the family assistance team's ability to deliver quality family support to family members of mobilized and/or deployed soldiers. It also tests the ability of the family assistance team to activate and manage a FAC within 24 hours of an activation order issued by the installation commander.

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Setting the Date and Ramping Up for the FACEX: Often, the installation commander will want to activate the FAC in conjunction with another mobilization/deployment exercise. Make a check of the training calendar for dates coinciding with those exercises. Once a date has been established with the installation commander, a decision memorandum must be sent out for staffing to ensure the date is acceptable for all agencies involved in the FAC. Ensure this memo is sent out at least six months prior to the planned date to allow for delays in the staffing and to allow time to determine an alternate date if the proposed date is unacceptable.

Train the Family Assistance Team

The Smart Book contains:

- information papers from each agency and their function
- rosters of FAC members and POCs for emergency services
- lists of translators
- comprehensive and current installation telephone book
- other essential information



The logo for Operation READY, which includes the text 'OPERATION READY' and 'Ready to Support the Soldier and Family'.

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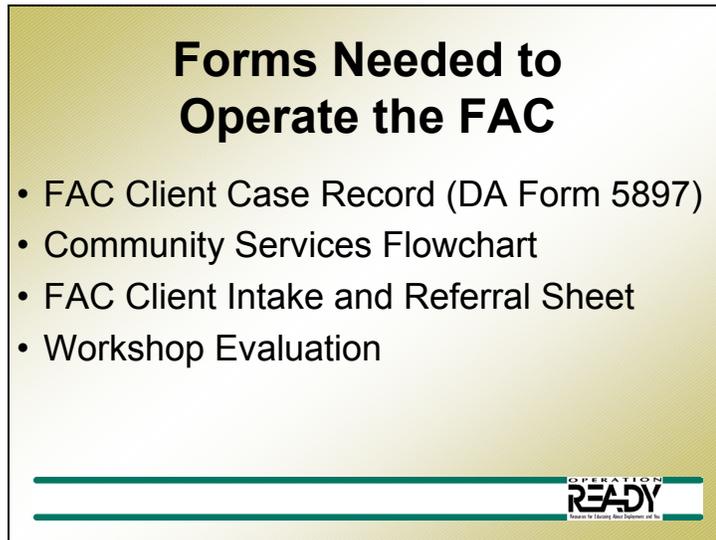
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[Distribute Handout 12.]

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Forms You'll Need to Operate the FAC

[Distribute Handouts #13–16.]

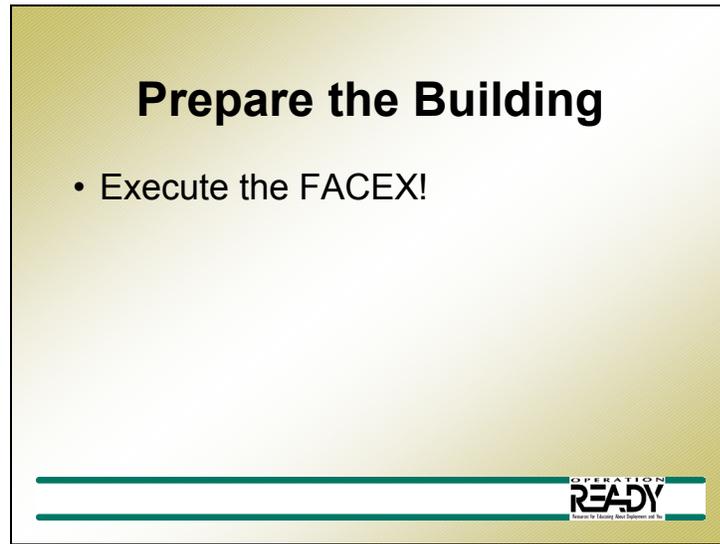
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[Refer to the lesson plans for the wrap-up and conclusion of the FACEX.]

Sample Appointment Order for Family Assistance Team Members

Office Symbol Inserted Here

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Duty Appointment

1. Effective immediately, SFC Joe Gettum 000 00 0000, is appointed as a primary/alternate member of the VI Corps Family Assistance Team (FAT), to operate at the Family Assistance Center (FAC), at the Volunteer Center as part of Army Community Service (ACS), Directorate of Community Activities (DCA).
2. Period. Minimum of one year.
3. Purpose. To provide assistance, in his area of expertise, when the FAC is operational.
4. Authority. AR 608-1, sections 4-2 through 4-5.
5. Special instructions. None.

FOR THE COMMANDER:

BULL T. DURHAM
Commander or branch chief

DISTRIBUTION:

- 1 – CDR
- 1- Individual concerned
- 1 – ACS, S&FR Branch

FAC Client Case Record (DA Form 5897)

ARMY COMMUNITY SERVICE (ACS) CLIENT CASE RECORD <small>For use of this form, see AR 608-1; the proponent agency is OACSIM</small>			1. CASE NUMBER
PRIVACY ACT STATEMENT			
AUTHORITY:	5 USC Section 301, Departmental Regulations; 10 USC Section 3013, Secretary of the Army; Army Regulation 608-1, Army Community Service Center.		
PRINCIPAL PURPOSE:	To provide appropriate background information needed for Army Community Service personnel to help individuals seeking assistance.		
ROUTINE USES:	None.		
DISCLOSURE:	Voluntary. However, failure to provide the requested information may impede Army Community Service personnel from being able to assist individuals effectively.		
SECTION A - GENERAL INFORMATION			
2. NAME OF CLIENT (<i>Last, first, MI</i>)		3. DATE OF INITIAL APPOINTMENT (<i>YYYYMMDD</i>)	4. DATE CASE CLOSED (<i>YYYYMMDD</i>)
5. TOTAL NUMBER OF SESSIONS		6. TYPE OF CASE (<i>Check one</i>) <input type="checkbox"/> INDIVIDUAL <input type="checkbox"/> COUPLE <input type="checkbox"/> FAMILY	7. STATUS OF CLIENT (<i>Check one</i>) <input type="checkbox"/> ACTIVE <input type="checkbox"/> RESERVE <input type="checkbox"/> RETIRED <input type="checkbox"/> FAMILY MEMBER <input type="checkbox"/> CIVILIAN
8. BRANCH OF SERVICE			
SECTION B - PERSONAL DATA			
9. SEX <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE	10. MARITAL STATUS (<i>Check appropriate box</i>) <input type="checkbox"/> MARRIED <input type="checkbox"/> DIVORCED <input type="checkbox"/> SEPARATED <input type="checkbox"/> WIDOW/WIDOWER <input type="checkbox"/> SINGLE <input type="checkbox"/> SINGLE PARENT W/CUSTODY <input type="checkbox"/> DUAL MILITARY CAREER UNKNOWN		
11. CLIENT'S ADDRESS AND E-MAIL ADDRESS <i>(Street, City, State, and ZIP Code)</i>	12. EMPLOYER/ASSIGNMENT	13. HOME PHONE	14. WORK PHONE AND FAX PHONE
a. Sponsor			
b. Family Member			
15. EDUCATION (<i>Number of years, degree(s)</i>)	16. CLIENT'S AGE	17. DATE MARRIED (<i>YYYYMMDD</i>)	18. TIMES MARRIED
a. Sponsor			
b. Family Member			
19a. NAME OF CHILDREN	19b. CHILDREN'S AGES	19c. SCHOOL OR LOCATION	
20a. OTHER HOUSEHOLD MEMBERS	20b. AGE	20c. RELATIONSHIP	

SECTION C - SERVICE DATA		
21a. SPOUSE'S NAME <i>(Last, First, MI)</i>	21b. MILITARY ADDRESS	21c. RANK/GRADE
22. SOURCE OF REFERRAL <i>(Check appropriate boxes)</i>		
<input type="checkbox"/> SELF <input type="checkbox"/> LEGAL	<input type="checkbox"/> CIVILIAN AGENCY <input type="checkbox"/> COMMAND	<input type="checkbox"/> MEDICAL <i>(Military)</i> <input type="checkbox"/> MILITARY <input type="checkbox"/> CHAPLAIN <input type="checkbox"/> VOLUNTEER
23. REQUEST FOR SERVICE		
24. PRESENTING PROBLEM		
25. ASSESSMENT		
26. TREATMENT PLAN		
27. SUMMARY OF SERVICE		
28. PRIMARY SERVICE	29. REFERRALS TO	30. FAMILY ADVOCACY INFORMATION
<input type="checkbox"/> a. PERSONAL COUNSELING	<input type="checkbox"/> a. LEGAL	<input type="checkbox"/> a. SPOUSE ABUSE
<input type="checkbox"/> b. MARRIAGE COUNSELING	<input type="checkbox"/> b. CHAPLAIN	<input type="checkbox"/> b. CHILD ABUSE
<input type="checkbox"/> c. FAMILY COUNSELING	<input type="checkbox"/> c. RED CROSS	<input type="checkbox"/> c. CHILD NEGLECT
<input type="checkbox"/> d. FAMILY/CHILD DEVELOPMENT	<input type="checkbox"/> d. HOUSING	<input type="checkbox"/> d. INCEST
<input type="checkbox"/> e. EXCEPTIONAL FAMILIES	<input type="checkbox"/> e. CHILD CARE CENTER	<input type="checkbox"/> e. RAPE
<input type="checkbox"/> f. CAREER INFORMATION	<input type="checkbox"/> f. MEDICAL	<input type="checkbox"/> f. SEXUAL ASSAULT
<input type="checkbox"/> g. FINANCIAL COUNSELING	<input type="checkbox"/> g. VA	<input type="checkbox"/> g. DRUG ABUSE
<input type="checkbox"/> h. EMPLOYMENT COUNSELING	<input type="checkbox"/> h. SOCIAL SECURITY	<input type="checkbox"/> h. ALCOHOL ABUSE
<input type="checkbox"/> i. RELOCATION COUNSELING	<input type="checkbox"/> i. OTHER <i>(Specify)</i>	<input type="checkbox"/> i. OTHER <i>(Specify)</i>
<input type="checkbox"/> j. OTHER		
<input type="checkbox"/> k. SUPPLEMENTAL SERVICES <i>(Specify)</i>		
31. BOOKS/PAMPHLETS RECOMMENDED		32. CLASSES/WORKSHOPS RECOMMENDED
33. FOLLOWUP		
34a. ACS STAFF MEMBER'S SIGNATURE		34b. DATE <i>(YYYYMMDD)</i>
35a. SUPERVISOR'S SIGNATURE		35b. DATE <i>(YYYYMMDD)</i>

Community Services Flowchart

* Primary source ** Alternate	ACS/ AER/ MWR	AG	Chaplain	DEH	Finance	IG	PAO	Medical	SJA	PMO	911	Transportation	Unit Rear Det
Abandoned Vehicle										*			
Adoptions									*				
Ambulance Services								*			*		
Child Abuse	**		**					**	**	*	*		
Citizenship/ Immigration									*				
Commissary	*												
Consumer Complaints	**								*				
Crimes against Persons										*			
Crimes against Property										*			
Dependency Application		*											
Domestic Disturbance	**		**							*			
Divorce			**						*				
Drug & Alcohol			**					*		**			**
Emergency Leave		**											*
Family Matters	**		*						**				
Financial Assistance	**		**		*								
Fire										*	*		
Housing Repairs				*									
I.D. Cards		*											
Immunizations								*					
Insurance					*				*				
Involuntary Committal									*	**			
Juvenile Incidents									**	*			
Kidnapping									**	*			
Landlord-Tenant									*				
Legal Issues									*				
Locked Out of Quarters				*						**			
Mail		**											
Medical Problems								*					
Mental Health								*					
Missing Person										*			
News Reports							*						*
Non-Support						*			*				
Notary Public									*				
Passports/ Visa/ Naturalization		*											

* Primary source ** Alternate	ACS/ AER/ MWR	AG	Chaplain	DEH	Finance	IG	PAO	Medical	SJA	PMO	911	Trans- port- ation	Unit Rear Det
Paternity									*				
Patient Assistance								*					
Pay Issues					*								*
Personal Matters	*		*					*					*
Rumors	**		**				*						*
Separations			*						*				
Power of Attorney									*				
PX Information	*												
Rape	**		**						**	*			
HHG Shipment												**	
Solicitors	*									*			
Spouse Abuse	**		**						**	*	*		
Stray Animals										*			
Survivor Benefits		**											
Taxes		**							*				
Dependent Travel												*	
Vehicle Licenses/ Registration		**								*			
Vehicle Repair	*												
Wills									*				

Workshop Evaluation*

1. Did you understand the objectives of this workshop? ___Yes ___No
2. Do you think these objectives were met? ___Yes ___No
3. If you answered **No** to either 1 or 2, please explain your answer below:

4. Circle the word which best describes the effectiveness of this workshop:
Inadequate Marginally Effective Effective Very Effective Outstanding
5. Based on your above response, what are your suggestions for improving this workshop?

6. How did you benefit from this workshop?

7. Did this workshop meet the needs of the participants? ___Yes ___No
8. Circle the word which best describes the facilitator's presentation:
Inadequate Marginally Effective Effective Very Effective Outstanding
9. Please share your comments about the facilitator's presentations?

10. If you were the next facilitator to lead this workshop, how would you improve it?

TF Falcon Scenario #3

26 August

The morning headlines brought shocks to the world that reached right into the heart of Ft. Rodger Young: “**Mideast Erupts in War Flames . . . Surprise Attack by Scud Missiles Heavily Damages Cities throughout the Arabian Peninsula. Hundreds Dead . . . Jihad, ‘Holy War,’ Declared . . . UN Security Council in Emergency Meeting.**”

27 August

Headlines read: “**UN Throws Support behind Gulf Allies . . . U.S. Warplanes and Carrier Battle Groups See Action in Skies and Waters of the Persian Gulf and Arabian Sea . . . Congress Approves President’s Request for Declaration of War. . . Troops and Tanks Get Ready for Quick Move to the Region.**”

28 August, 1000

General Steel to his staff and commanders (FAC chief, RDC, and FRG chairperson in attendance): “As you know, the brigade will move out within the next week for the Persian Gulf. We hope to join with TF Falcon, already in the area, but those orders have not come yet, or if they had I couldn’t release such information at this point. The call now is to mobilize 200,000 troops. We should be prepared for full mobilization if so ordered.

As all of you know, in many ways it is harder to deal with a partial mobilization, such as this, than a full one. All of you, in your respective areas of responsibility, must be creative, dedicated, and yet economical in managing this major event. I have full confidence that you can do it. If you need help, you must ask and ask loudly. This brigade is going to war. We have no time for frivolity or wasted motion. There will be no questions at this time. If you have questions, see the appropriate staff section after this meeting. Good day and good luck!”

28 August, 1300

MAJ Knowing bursts into the FAC as its staff is conducting a planning meeting. “I have important news. First, let me verify that we have no family member clients here in this room.” He continues: “TF Falcon has come under attack. There are casualties. I don’t have specifics, but we must review our role in the casualty process right away.”

A retiree staffing the phone bank calls out: “We just got a call from a soldier with TF Falcon. He’s on a cellular phone somewhere out there. He says he’s broken out in a rash

and that he has to wear his protective mask every time he enters a certain area. He wants us to wish his daughter a happy birthday for him.”

A haggard-looking, obviously tired and troubled family volunteer, hard at work on the telephone since 0600, jumps up from her chair screaming, “I can’t take it anymore. You can’t ask me to do any more. There aren’t enough people helping on the phones. We never get a break, even for meals. Either get us some more help here or count me out. I need to be at home with my kids anyway. What if my guy is hurt or dead? Oh, I just can’t stand it anymore!”

On the way out of the room in tears, she turns and faces the group, “And if I do decide to come back, you better be sure the ‘Colonel’s Wife’ is nowhere to be seen. I’m sick of her, and I’m not the only one. Either get rid of her, or you’ll lose more than just me. Goodbye!” The door slams, and she is gone.

TF Falcon Task #4

Requirement

Continue in small groups with role playing to resolve problems associated with the latest developments. You may be asked to brief the other participants on your solutions.

- A. How does the Army casualty notification system work? What is the proper role of the FAC? The RDC? The FRG?
- B. How should the FAC react to the soldier's call from the desert? What can the FAC do to confirm or deny information flowing from the theater of operations to or through family members? What about rumors?
- C. How can the FAC staff overcome the stress associated with their work? What can be done to prevent burn out?
- D. How will the FAC reorganize, expand, or redirect its efforts to meet the requirements of the family members of the departing brigade?
- E. What support, resources, or guidance do you need from General Steel at this time?

Notes:

Scenarios for the Family Assistance Center Activation Exercise (FACEX)

Suggestions for use:

1. Ask for volunteers who are familiar with the problems of Army families left behind on a deployment. These can be found through the installation volunteer services coordinator's office, Family Readiness Groups, ACS, and other helping agencies on post. Give each volunteer a scenario, and ask them to memorize the details; add whatever might be necessary to fill in the background, and walk into the FAC and present the scenario at the intake station.
2. Other volunteers might call in one of the scenarios to the FAC (some are marked "phone") from another location.
3. Involve men when the scenario specifies "male." Often, soldiers will be able to get time off from work to volunteer their services.
4. When a name in the scenario suggests a Hispanic/German/Korean person, try to find someone who can speak Spanish/German/Korean. If the person portrays a family member needing help and does not speak English, this will test the FAC response to the need for a translator.
5. Suggest that the volunteers use as much realism as they can in portraying the situation. This makes the training even more realistic. Give Academy Awards for the best dramatic portrayal at the After Action Review following the FACEX.

Family Assistance Center Scenario #1

Sponsor SSN: 123-01-9812 Name: Bingham, Billy Bob Rank: E5/SGT

Spouse SSN: 123-02-9812 Name: Bingham, Laura Rank: N/A

Unit: Activated soldier of National Guard: C Co, 2nd Bn, 152d Infantry Bde

Situation: SGT Bingham has been activated as a member of his National Guard unit located in Natchoditch, Louisiana. The unit mobilized 45 days ago.

Servicemembers were instructed to inform family and friends that they were going to Fort Jackson for training. SMs were informed that families would not be relocated from their home station to the mobilization station.

Once the 90-day training period at Fort Jackson was completed, the unit would then be deployed to Bosnia for a six-month rotation, supporting the 3rd ACR.

Situation specific to SGT Bingham: He is considered a reliable and knowledgeable soldier with the unit's leadership. His civilian employment is with Connor Tractor and Implement Sales and Service. His employer does not support his employee's part-time job (soldiering with the LAARNG). SGT Bingham and his wife have numerous family members in the Natchoditch area. They are a close family—self reliant and hard working. SGT Bingham does all things for his family. He pays all the bills, handles all the income, and makes the money decisions. His wife is content with raising their three small children (4, 6, and 8 years of age).

After SGT Bingham was deployed to Fort Davis, Laura received a call from her husband's employer informing her that his job would not be waiting when he returned. Additionally, his last pay period was October, and there would be no severance pay. Laura tried to contact her husband but without any positive results. She made the decision to pack up the kids and drive to Fort Jackson immediately. She did not notify immediate family of her decision. She did not notify LA Army National Guard officials. She took the last few dollars from the bank and came to Fort Jackson. She arrives at Fort Jackson scared, hungry, and out of funds. The MPs at the front gate sent her immediately to the Family Assistance Center.

Family Assistance Center Scenario #2 (Male)

Sponsor SSN: 123-03-9812 Name: Rogers, Ramona Rank: PVT

Spouse SSN: 123-04-9812 Name: Rogers, Ray Rank: N/A

Unit: 1/14 CAV

Situation: Mr. Ray Rogers, spouse of PVT Ramona Rogers, enters your office. PVT Rogers is deployed to Bosnia for six months and has been gone 30 days. Mr. Rogers states that he has three children, ages two, three, and four years old. He states that he is relatively new to the community and has not made friends yet. He is not working. He admits having a difficult time with his children since his wife deployed. The oldest, enrolled in EFMP for a hearing disorder, seems to do nothing but cry.

As Mr. Rogers is relaying his story, you smell alcohol on his breath.

Mr. Rogers states that he does not want to keep the children anymore. He states that the stress has made him prone to violent tendencies, and he fears he may hurt his children. He states that he is extremely depressed and has considered suicide because of his wife's affair.

Family Assistance Center Scenario #3

Sponsor SSN: 123-05-9812 Name: Lone, Steven Rank: E7/SFC

Spouse SSN: 123-06-9812 Name: Lone, Anita Rank: N/A

Unit: 21ST COSCOM

Situation: A soldier's spouse, Mrs. Anita Lone, enters the FAC, and it is apparent she has been crying. She alternates between being violently angry and passively crying. Her spouse is on a four-month rotation to Bosnia.

She had a small fire in her apartment. The fire was safely extinguished, but she lost all her personal and legal paperwork, as well as cash for the monthly rent and expenses. She does not even have any personal identification.

She is very scared because her spouse told her that if she "bothered" anyone with any problems while he was gone, "he'd be sure to take care of her when he got back."

She has an illness—she refers to it as mood swings—that requires daily medication. The pharmacy will not give her the medication without a prescription and her ID card.

The landlord informed her that since the fire started from candles that she had left unattended, he would hold her spouse responsible for the damages. She stated that her husband has no fire insurance.

Mrs. Lone may have to move out of her apartment for about a month during the repair. She states that she has no place to go, and she has no friends she can stay with.

Family Assistance Center Scenario #4

Sponsor SSN: 123-07-9812 Name: Lost, Ron Rank: E2

Spouse SSN: 123-08-9812 Name: Lost, Ima Rank: N/A

Unit: Wife does not know the unit; all she knows is that he is a mechanic.

Situation: Eighteen-year-old Ima Lost just arrived at the Daviston Airport from Wichita, Kansas. She and her two children have taken a taxi from the airport to the FAC.

She is the spouse of E2 Lost. E2 Lost deployed last week for a six-month deployment to Saudi Arabia. He instructed her to fly here, and her sponsor would pick them up and take them to their apartment in Copperas Cove. The sponsor supposedly has keys to the apartment and the car.

Ima spent all her money to buy the tickets for her and the children. She is very tired and scared. She is furious that her family had to pay for the flight and wants the government to reimburse her.

She mentions that one of the children has a 102 degree temperature and has developed a red rash.

Ima does not know the name of E2 Lost's unit. All she knows is that he is a mechanic.

Family Assistance Center Scenario #5

Sponsor SSN: 123-09-9812 Name: Taylor, Donald Rank: SGT

Family Member SSN: 123-10-9812 Name: Taylor, Opie (son) Rank: N/A

Unit: 425 AV Regt

Situation: Aunt Bea arrived from Mabury to act as legal guardian for SGT Taylor's son, Opie.

SGT Taylor deployed for Kuwait before Aunt Bea arrived. SGT Taylor will be deployed for six to eight months. Is she authorized any support from the military?

The SGT lives in an apartment in Daviston. He left \$25.00 on the table, no instructions, and no groceries in the house. Aunt Bea has only \$13.54 of her own money. Where can Aunt Bea shop for food and clothing? Where can she get the money she requires?

Aunt Bea has no medical insurance. Is she eligible for care at local military hospital? How does Opie receive care?

Opie is four years old, and according to Aunt Bea, "In all my 84 years, I've never seen such a real terror." Neighbors have overheard her screaming loudly at the child. Opie is having a hard time adjusting to his father's absence, as Aunt Bea is a stranger to the child.

It seems as if Opie's ID card expires in three days.

The rent and utility bill just came. What should Aunt Bea do?

Family Assistance Center Scenario #6

Sponsor SSN: 123-11-9812 Name: Rivera-Figueroa, Carlos Rank: E-5

Spouse SSN: 123-12-9812 Name: Rivera, Conchita Rank: N/A

Unit: Activated Reservist, 354th Chemical

Situation: SGT Rivera, a reservist who was activated and is currently assigned to Fort Davis, and his family have arrived at the FAC and need temporary housing. They have plenty of money but are having problems finding a place to stay that will accept pets. The problem with Ms. Rivera is the language barrier; she does not speak or understand English very well. They want to move into family housing, and they are pulling a trailer full of furniture. She does not understand why she has to wait for housing since her husband promised her that there would be lodging upon arriving at Fort Davis.

Family Assistance Center Scenario #7 (Male)

Sponsor SSN: 123-13-9812 Name: Carr, Wayonna Rank: SSG

Spouse SSN: 123-14-9812 Name: Carr, Wayne Rank: N/A

Unit: 4ID

Situation: Mr. Carr is the spouse of a deployed soldier. SSG Carr left him with no money, POA, expired ID card, and rent is due. Mr. Carr states he and SSG Carr are having marital problems, so she left him with nothing. Mr. Carr is unemployed and caring for their eight-year-old child.

Mr. Carr states that the school contacted him due to Sonny's violent behavior. Mr. Carr believes that Sonny's medicine would help, but both his and Sonny's ID cards have expired, so he cannot go to the local military hospital.

He states he is ready to "go to the newspapers" because "a male spouse can't get any help around here".

Family Assistance Scenario #8

Sponsor SSN: 123-15-9812 Name: Torres, Juan Rank: E-8

Spouse SSN: 123-16-9812 Name: Torres, Petra Rank: N/A

Unit: 4th AD

Situation: This foreign-born family member needs assistance in getting her U.S.-born child out of the country. She wants to move back with her family in Germany while her husband is deployed. The child does not have a passport. The spouse reported that her husband has been physically abusing her for the past year. She reported him to his command, but nothing has ever been done for her. He took her ID card and the baby's birth certificate so she would not be able to get any help. He sends very limited amounts of money and has not made an effort to send her any money this month. She had not reported him because she is afraid of him since he has made threats against her and her baby.

She is unable to go to the commissary since she does not have an ID. She is running out of milk and diapers for the baby. She has to borrow money from friends. Every time she goes to AER for money, they ask questions that scare her, so she does not go back. She thinks they will call her husband, and he will do something to her.

She does not have any money for travel, passport, or food.

Family Assistance Center Scenario #9

Sponsor SSN: 123-17-9812 Name: Foreman, Joseph Rank: E-5

Spouse SSN: 123-18-9812 Name: Foreman, Nancy Rank: N/A

Unit: Reserve Component Soldier with 952 EN CO CBT SPT EQ, 420 EN BDE

Situation: A mobilized RC soldier is seeking support to prevent deployment due to the needs of his two Exceptional Family Members. The family is located in Ft. Stockton, Texas. One of his family members is not enrolled in the EFMP. He states his three year old is an ADHD child, and due to his age, they cannot treat him with medication; therefore, he needs constant supervision that his wife cannot provide because she is partially blind and also needs assistance with errands out of the house.

The soldier states that he has to drive her to her appointments and shopping. The older child, eight, helps. His wife has no family, and soldier's family does not live close by to be able to help.

The soldier understands that having EFMs does not exempt him from deployment, but he is concerned about what is going to happen to his family.

Family Assistance Center Scenario #10

Sponsor SSN: 123-19-9812 Name: Nelson, Rick Rank: E-3

Spouse SSN: 123-20-9812 Name: Nelson, Mandy Rank: N/A

Unit: Wife does not know

Situation: This newlywed couple is just married for 3 weeks. The active duty spouse had to deploy to Bosnia with his unit. The soldier had no time to prepare his young 21-year-old bride with any information about what to do when he is gone. He left her with no money—just an ID. She has no working skills or experience—just a high school diploma.

The soldier left the checkbook, but the young wife does not know how to use it. They are behind one month's rent on their apartment, and she is unable to go buy food because she cannot drive a shift car, which is what they own. She also states that her household goods have not been delivered as her husband stated they would, and she does not know who to contact.

She is getting scared and lonely because she does not know anyone, and she had just arrived with her husband two weeks ago.

She is trying to get help and becomes very hysterical and starts crying after they tell her she needs a "Power of Attorney." She wants to go back home to Utah, but she has no money.

Family Assistance Center Scenario #11

Sponsor SSN: 123-21-9812 Name: Nibble, Jack Rank: E-6

Spouse SSN: N/A Name: N/A Rank: N/A

Unit: 28 AV GP HHC, 90 RSC

Situation: Mobilized soldier with family residing in Mexia, Texas. He is a single parent with three boys and one girl, ages 17, 15, 14, and 10. His mother, Juanita, has come in from California to help with the children until he returns. The soldier left a Power of Attorney, but Juanita is unable to find it. She thinks the boys took it, and she is desperate because the school needs her to come in to talk over a problem with the oldest child who was found with drugs in his possession. They want to discuss the problem or solution for his behavior. He is also expelled from school until she can come in to talk.

The child was arrested at school and did not have proper ID with him. He claims to have lost it.

Juanita thinks she is having a heart attack due to all these problems. She does not understand her grandchildren. They have always been good kids.

The youngest is wetting his bed and having tantrums; she needs to take him to the hospital but does not know if she can do it without the "Power of Attorney."

Juanita is having crying spells, claims she cannot handle all the problems, and to make things worse, her 15-year-old granddaughter did not get off the school bus today. She wants her son back because her weak heart cannot take it.

Family Assistance Center Scenario#12

Sponsor SSN: 123-22-9812 Name: Mcoy, Harold Rank: E-8

Spouse SSN: 123-23-9812 Name: Mcoy, Kim Shea Rank: N/A

Unit: 21ST COSCOM

Situation: The spouse of a deployed NCO has come in for help. She was reluctant to ask for help, thinking it might make her husband look bad, but she is desperate. The soldier left a serious unresolved situation at his quarters on post.

His mother-in-law just arrived as he was leaving for Bosnia. It seems that she is legally dependent on him as a condition of her immigration to this country. She has tuberculosis and needs medical attention. There is no medical insurance, and she has no ID card or medical card. The wife is upset and decided to get help since she has waited for a couple of weeks for a call from her husband.

She tried going over to the ID section and made a scene due to miscommunication with the clerk. The clerk did not like her tone and rudeness and called the MPs.

Kim is crying trying to explain why she is upset and did not mean to get rowdy. Her mother is also scared and does not understand what is going on since she does not understand English.

Family Assistance Center Scenario #13

Sponsor SSN: 123-23-9812 Name: Smith, Sandra Rank: CPT

Spouse SSN: 123-24-9812 Name: Smith, Willy Rank: N/A

Unit: 4th AD

Situation: CPT Sandra Smith has been deployed to Kosovo and left two children behind to be cared for by her spouse, Willy. A friend of CPT Smith has come in to report a problem with the Smith family. She is concerned about the welfare of the Smith children. Her 10-year-old son plays with their 10-year-old, and she claims that the child has no supervision or rules to go by.

She has often spotted the child playing late at the playground and has had to send him home because she fears for his safety.

She made a visit to Willy to tell him about this but is unable to talk to him because of his defensive attitude. She noticed alcohol on his breath. The baby is unkempt as well as the house, but what concerns her most are the bruises that she noticed on the 10-year-old.

She decided to come talk to someone about this situation before something regrettable happens.

Family Assistance Scenario #14 (Male)

Sponsor SSN: 123-25-9812 Name: Nieves, Alejandra Rank: 1 LT

Spouse SSN 123-26-9812 Name: Nieves, Theodoro Rank: N/A

Unit: 4 ID

Situation: The spouse—father of five children—comes in to let someone know that he is out of money. Payday is two weeks off (paid once per month). His wife is deployed to Kosovo. Finance deducted in one month, all of the money owed to the government in an advance that they received six months ago. As a result, the last check was NPD. He thought there might be a little money in the next one. He wrote his wife about this last week but hasn't heard anything back. He wants to call her on the military line to also let her know he lost his job because he was coming in late too often.

The spouse claims it is a full-time job taking care of his five boys, and his boss was not very understanding of his situation. He is beginning to feel the strain of stress and is asking if there are any support groups or classes on how to deal with the stress. He has always been a good father, but now he finds himself upset with the children all the time.

The RDO just received word that his spouse has been injured in a military accident in Bosnia. The RDO does not have an exact prognosis on the soldier's condition.

Family Assistance Center Scenario #15 (Male) (Phone)

Sponsor SSN: 121-45-2345 Name: Hayes, Jessica Rank: SFC

Spouse SSN: 354-00-1245 Name: Hayes, Edward Rank: NA

Unit: 21ST COSCOM

Situation: The spouse of an active duty soldier who was just deployed to Bosnia has called to say he has been arrested for shoplifting and can't make bail. He has three children to care for, all under 12 years old. Currently, they are at the babysitters, but he needs someone to pick them up, due to his incarceration.

He also states that his wife in Bosnia has apparently cancelled her allotment, which kept the family solvent, and he doesn't have any money. That's why he was shoplifting: to put food on the table.

Family Assistance Center Scenario #16

Sponsor SSN: 405-88-2345 Name: Bowen, James Rank: PFC

Spouse SSN: 212-32-8877 Name: Bowen, Helen Rank: NA

Unit: 13th COSCOM

Situation: Helen Bowen is troubled because her landlord is threatening to evict her from their mobile home in Daviston. It seems the landlord raised the rent last month; PFC Bowen disputed it, and they have been feuding. Mrs. Bowen is only 17 and is threatening to leave and go home to her mother in Kentucky; however, she is eight months pregnant. She is talking several times a day to one of the FRG Support Leaders in Company A. She is extremely irate and doesn't know what to do next.

Family Assistance Center Scenario #17

Sponsor SSN: 667-22-7861 Name: Kerr, Larry Rank: SGT

Spouse SSN: NA Name: NA Rank: NA

Unit: 13th COSCOM

Situation: Ms. Jenkins, an FRG leader in Company C, is concerned about a situation in her unit. A young Sergeant, SGT Kerr, has been caring for his ten-year-old brother, Billy, at an off-post apartment in Daviston. Billy has been with him for a few weeks, but no one seems to know much about the situation. Billy met some other kids his age at a playground. He brags that he doesn't have to go to school next week and that he's just hanging out until his brother comes back. The other children are somewhat jealous of his independence. They say he has some pretty bad bruises, which he says he received when he fell down the other day. Ms. Jenkins is questioning whether or not Billy has anyone looking after him while his brother is at work.

Family Assistance Center Scenario #18

Sponsor SSN: 114-45-6451 Name: James, Lee Rank: SPC

Spouse SSN: 321-54-0087 Name: James, Virginia Rank: NA

Unit: 1CD

Situation: Mrs. James says she's had it with her kids (ages two, four, and eight months). They've gotten on her nerves, and she feels she's losing control. Her husband is deployed to Kosovo, left her no money, and her auto is going to be repossessed (three months delinquent). She's afraid they'll threaten to evict her soon.

Her ID card expired, and she thinks she has a power of attorney but can't find it. She needs to get things for the kids at the Commissary and PX but now can't get in.

Family Assistance Center Scenario #19

Sponsor SSN: 454-77-1251 Name: Roland, Greg Rank: SPC

Spouse SSN: 401-23-4443 Name: Roland, Vicki Rank: NA

Unit: 4ID

Situation: Mrs. Roland says she lost all her important documents in a fire (including her ID card, power of attorney, birth certificate). She is also on daily medication from the local military hospital to prevent anxiety attacks, but she has been unable to receive a refill since the fire, four days ago. During the conversation, a strong odor of alcohol (on her breath) was noticed.

She says that her neighbors have reported her to the Military Police for loud shouting and crying. She says she was only trying to discipline her unruly children but that she does not yell. An FRG member from her husband's unit reported that Mrs. Roland's neighbor has seen her strike her children repeatedly.

Family Assistance Center Scenario #20

Sponsor SSN: 712-44-0808 Name: Lovins, Jerome Rank: SGT

Spouse SSN: 223-67-8099 Name: Lovins, Angie Rank: NA

Unit: 1CD

Situation: Mrs. Lovins just arrived from her parent's home in Montana. Her sponsor did not meet her at the airport as planned. SGT Lovins was assigned to Fort Davis a few weeks earlier to a 1st CAV unit, which was deploying to Bosnia. She agreed to come to Fort Davis later, after his deployment. She was told that the sponsor had everything worked out. She has nowhere to stay, little money, and no POA. She also has two children, ages three and five. She wants to know what the unit will do for her.

When asked for her ID card, Mrs. Lovins burst into tears because her wallet is missing.

Family Assistance Center Scenario #21 (Male)

Sponsor SSN: 812-00-3421 Name: Sears, Jeanette Rank: CPT

Spouse SSN: 214-32-0556 Name: Sears, Donald Rank: NA

Unit: 1CD

Situation: Mr. Sears says his wife, CPT Sears, has been deployed for three months to Bosnia. She has not written, returned any e-mail messages, or telephoned him. He demands that we get her on the phone “right now.” He suspects she is having an affair with another soldier in her unit. He appears very depressed and agitated about the entire situation. He mentions that he was prior military and was medically discharged.

He fears he may hurt himself or his children (twins, age three).

Family Assistance Center Scenario #22

Sponsor SSN: 547-77-6578 Name: White, Kimberly Rank: SFC

Spouse SSN: 211-70-4544 Name: White, Terry Rank: NA

Unit: 95th ID

Situation: Mr. White said his wife is deployed to Kosovo, and he is out of money. Payday is two weeks off. Finance deducted in one month, all the money owed the government for an advance they received six months ago. As a result, the last check was NPD. Mr. White thinks they may still owe the government money and that the next paycheck will also be NPD or less than normal. They have five children, and he is worried. He wrote his wife about this last week but hasn't heard anything. He wants to call her on the military line.

The RDO just received word that Mr. White's wife has been injured in a military accident in Kosovo, but there is no exact prognosis on her condition.

Family Assistance Center Scenario #23

Sponsor SSN: 305-33-0876 Name: Kelly, Jerome Rank: SFC

Spouse SSN: 344-24-1123 Name: Kelly, Laurine Rank: SSG

Unit: 95th ID (SFC); 4ID (SSG)

Situation: Reports have come in that this family is failing to keep the area around their quarters clean and the yard mowed. Complaints say that trash is floating around the yard, and various bikes and sports equipment line the yard and sidewalk. Investigation into the situation revealed that the dual-military couple are deployed (Kosovo and NTC), and they left their three children (ages 12, 14, and 16) to care for themselves.

Family Assistance Center Scenario #24

Sponsor SSN: 014-35-2214 Name: Kirk, Matthew Rank: 1LT

Spouse SSN: 467-22-9989 Name: Kirk, Pamela Rank: NA

Unit: 312th MI Bn

Situation: Mrs. Kirk is due to move into post quarters, and household goods are to be delivered tomorrow.

She was robbed at her current home in Daviston, and all her identification and paperwork are gone. She is extremely upset and afraid to return home alone.

Family Assistance Center Scenario #25

Sponsor SSN: 222-45-1717 Name: Regal, Todd Rank: SPC

Spouse SSN: 288-31-2132 Name: Regal, Marcy Rank: NA

Unit: 1CD

Situation: Mrs. Regal reported that she had a physical altercation with a neighbor, Mrs. Fellows. She is crying and has a bruised cheek. Her husband is deployed to Bosnia, and she has no children. She is afraid to return to her quarters.

Family Assistance Center Scenario #26

Sponsor SSN: 554-11-2300 Name: Jones, Delbert Rank: CPT

Spouse SSN: 223-88-6612 Name: Jones, Sheila Rank: NA

Unit: 13th COSCOM

Situation: Mrs. Jones wants to return to Miami to live with her parents. She has three small children and is having trouble taking care of them by herself. Her husband will be deployed for another eight months. She currently lives in quarters in Wainwright Village. She wants to take her household goods with her.

Family Assistance Center Scenario #27

Sponsor SSN: 900-57-8988 Name: Weeks, John Rank: PFC

Spouse SSN: 522-02-5531 Name: Weeks, Lucy Rank: NA

Unit: 4ID

Situation: Mrs. Weeks complained that she couldn't pay the apartment rent because her husband did not put her on the checking account. Her phone bill is past due, and her phone will be disconnected soon.

Mrs. Weeks states that her husband received an advance upon arrival at Ft. Young (two months ago). Last month, he received an AER loan to pay the rent. He only paid \$300 of a \$450 rent agreement. Mrs. Weeks said her husband told her to only pay \$300 for rent again this month. She only has \$599.41. She also states that the food in the house will not last much longer. She cannot drive their car (failed to pass safety inspection due to tires) and has no children.

Mrs. Weeks says she is new to the military environment and isn't sure how to handle her situation.

Family Assistance Center Scenario #28

Sponsor SSN: 566-33-8765 Name: Clay, Reginald Rank: PFC

Spouse SSN: 409-76-3430 Name: Clay, Stacey Rank: NA

Unit: 4ID

Situation: Mrs. Clay has an appointment at the local military hospital for surgery. She has a small child and doesn't know anyone who might be able babysit during her operation and recovery. She says her husband is in Bosnia. She is desperate.

Family Assistance Center Scenario #29

Sponsor SSN: 344-77-0991 Name: Reed, Jack Rank: SPC

Spouse SSN: 221-09-1400 Name: Reed, Jill Rank: NA

Unit: 3PG

Situation: Mrs. Reed is eight months pregnant and went into early labor. She was admitted to the local military hospital and then sent home with medication to rest. Her husband deployed five months ago and is not due back for another 30 to 45 days. She has two small children and does not know anyone in the area.

She says her children are running wild, have no food, and she doesn't have the energy to get out of bed. She wants her husband home now to care for her children. She is extremely upset and says she can't handle the situation.

Family Assistance Center Scenario #30

Sponsor SSN: 612-32-2781 Name: Clements, Richard Rank: LT

Spouse SSN: 242-11-0900 Name: Clements, Daria Rank: NA

Unit: 410th MP

Situation: Mrs. Clement's son is extremely sick with pneumonia and was told by her doctor to admit him to the local military hospital. Mrs. Clement doesn't have her son's ID card. She believes her husband may have accidentally taken it with him when he left. She's afraid they won't admit her son without it, and she can't reach her husband.

Family Assistance Center Scenario #31 (Male) (Phone)

Sponsor SSN: 612-33-2781 Name: White, Suzy Rank: LT

Spouse SSN: 612-34-2781 Name: White, David Rank: N/A

Unit: 4th AD

Situation: David White, spouse of a soldier, feels that he is getting a raw deal. He starts out checking on what his spouse's SGT told them. The SGT told them they need to continue their car insurance while she is deployed. He does not drive, and the car will be stored. He feels that they don't need the insurance and wants to know why they should pay when the government is responsible for deploying the soldier. He expresses displeasure and begins to argue the point to vent his frustration.

As he receives the explanation on why she should continue the insurance, he raises his voice and indicates he feels he is being had.

He wants to sell the car, but Vehicle Registration informed him can't sell the car because he is not listed as a joint owner, and he doesn't have a power of attorney.

He is angry and demands help.

He does not know how to go about getting a Power of Attorney.

Family Assistance Center Scenario #32 (German)

Sponsor SSN: 612-35-2781 Name: Sumner, Tracy Rank: SFC

Spouse SSN: N/A Name: N/A Rank: N/A

Unit: 21ST COSCOM

Situation: Aunt Ruth just arrived from a different country to act as a guardian for SFC Sumner's children. SGT Sumner deployed before she arrived. The soldier lives on post. Aunt Ruth wants to know if she can drive the car (the keys were left on the kitchen table), buy groceries, and shop in the PX. How does she get medical/dental treatment for the kids? Tracy left no instructions on how to pay the rent.

Aunt Ruth is very pleasant but does not understand the English language very well, and she does not understand the military life here in the States. She is from a small town in Germany. Aunt Ruth has a lot of questions and is slow to understand the answers. She does not know the different driving rules, and she wants to know if her license is good here. How does she buy gas?

She tried to buy milk at the shopette, but they wouldn't let her. Why? She needs someone who can speak German. Her niece did not leave any instructions on how to pay the bills.

Family Assistance Center Scenario #33

Sponsor SSN: 612-38-2781 Name: West, Gordon Rank: E-6

Spouse SSN: 612-39-2781 Name: West, Lucy Rank: N/A

Unit: 4 ID

Situation: Lucy comes in very upset and appears helpless. She is talking to the intake desk and protests that she wants to speak to someone in charge. She is crying, and it's difficult to understand her. She wants to talk to her husband right away. He is deployed to Bosnia. She wants him back.

She got a call from her mother-in-law; her husband's father is desperately ill. She feels her husband must come home and see his father before he dies. They need to fly home together. She does not know where or how to go about buying airline tickets. Her husband has always taken care of this. She refuses to fly alone.

When she finally gets to talk to someone in charge, she pleads not to send her to talk to someone else, and she asks, "Can they make the calls for me?" She states, "Nobody ever wants to help. Can you do this for me?"

Family Assistance Center Scenario #34

Sponsor SSN: 612-88-2781 Name: Perez, Harry Rank: MAJOR

Spouse SSN: 612-89-2781 Name: Perez, Nancy Rank: N/A

Unit: Unknown

Situation: Nancy Perez, wife of a deployed soldier, walks in and requests information on how she and the children can return to her country (South America). They want to wait there for their deployed sponsor to return. She does not want to be transferred to transportation; they have not been very helpful. She is insisting that the front desk find out what to do for her. She is a bit rude and demanding with the intake person. She wants him to call transportation. She does not want to pay, and she does not want her husband notified about her leaving. She does not want to take a space available flight. She wants to know if she will be able to return on that same plane. Does she need passports for her three young children?

Family Assistance Center Scenario #35

Sponsor SSN: 324-45-8776 Name: Considine, Bob Rank: SPC

Spouse SSN: 345-98-1243 Name: Considine, Carmen Rank: N/A

Unit: 507th Med Det (AA)

Situation: Mrs. Considine came in to complain that the RDO insisted that she continue the insurance on the car they are storing in the POV lot that is maintained by the company. Since it is guarded at night and surrounded by barbed wire and a high fence, she sees no need to maintain the insurance.

She is angry and said her husband told her they didn't need insurance on the car while it was stored. She wants to know why the company and the MPs insist on insurance being maintained. The car is a 1997 Corvette with an expensive stereo system installed in it.

Family Assistance Center Scenario #36

Sponsor SSN: 324-44-8776 Name: Rivera, Bob Rank: CPL

Spouse SSN: 345-22-1243 Name: Rivera, Carmen Rank: N/A

Situation: Mrs. Rivera comes in to report that her husband is deployed with 4th CAV to Bosnia. She said her husband took her ID card from her. He said that it was government property, and he had to keep it in his custody while he was gone. He told her she could shop in the local grocery store for her needs.

She isn't feeling well, and she wants to see a doctor, but the local military hospital won't let her do that without her ID card. She doesn't know if she is enrolled in TRICARE.

Family Assistance Center Scenario #37

Sponsor SSN: 324-44-8776 Name: Franks, Robert Rank: CPT

Spouse SSN: 345-22-1243 Name: Franks, Betty Rank: N/A

Situation: The soldier is deployed to Bosnia. The spouse comes in to ask to see a chaplain. She has been Catholic all her life and has been going to a Protestant church lately. She is confused about some of their practices, and she wants to know what “speaking in tongues” is all about. She is considering joining this church, but she fears that her husband, who is a devout Catholic, will be upset if she does.

Family Assistance Center Scenario #38

Sponsor SSN: 324-44-8776 Name: Britt, Roy G. Rank: SGT

Spouse SSN: 345-22-1243 Name: Britt, Betty Rank: N/A

Situation: Mrs. Britt enters the office in a desperate mood. She says her husband, who is deployed to Bosnia, owed the government a debt, and the debt was collected from his check this pay period. She doesn't have enough money to pay rent or to buy groceries.

She also has other bills to pay, including the car payment on a friend's Corvette she is using while he is deployed. She agreed to make the payment if she was going to use the car, and she is committed to doing that.

The phone has been turned off, and the utilities are to be cut off next. She has no idea how she will feed and care for her four children, who are all under six years old.

Family Assistance Center Scenario #39

Sponsor SSN: 324-44-5664 Name: Stroble, John Rank: LTC

Spouse SSN: 345-22-2338 Name: Stroble, Nancy Rank: N/A

Unit: 3rd SIG Bde

Situation: Mrs. Stroble comes into the FAC with a problem with her teenager. He is a gang member and has been arrested on a possible murder charge related to the killing of another teen, who is a member of a rival gang.

She hasn't told her husband, who is a battalion commander, for fear of distracting him from his primary mission. She is distraught and desperate. She has no one to talk to and has no legal help for her son. They are new at Fort Davis. The hearing is tomorrow, and she doesn't know what to do. She hasn't been able to get an appointment with legal assistance yet.

Family Assistance Center Scenario #40 (Male)

Sponsor SSN: 324-44-5664 Name: Divorak, Mary Rank: SPC

Spouse SSN: 345-22-2338 Name: Divorak, John Rank: N/A

Situation: Mr. Divorak comes into the FAC in an angry state. His wife, SPC Mary Divorak, has been injured in a HUMMV accident in Tusla, and reports back regarding her condition are sketchy. He is angry and is getting abusive. He wants the story on her situation, a full report on her condition, and who it was that caused the accident. He is talking lawsuits and perhaps flying over to Kosovo to care for her, etc.

Family Assistance Center Scenario # 41

Sponsor SSN: 324-44-5664 Name: Geezer, Raymond Rank: SGT

Spouse SSN: 345-22-2338 Name: Geezer, Starr Rank: N/A

Situation: Mrs. Geezer calls the FAC. Her 14-year-old son has been kicked off the school bus for fighting again. This time his bus privileges have been denied for the remainder of the school year. Her car is broken down, and she can't take him to school. They live in Kempner, a rural area, and she doesn't know the few neighbors in the area. There is no public transportation nearby. What can she do?

Family Assistance Center Scenario #42

Sponsor SSN: 324-12-5664 Name: Starr, Raymond Rank: SGT

Spouse SSN: 345-54-2338 Name: Starr, Elizabeth Rank: SSG

Unit: 13 Signal Bn

Situation: SSG Elizabeth Starr is deployed with 4th CAV headquarters to Kosovo. SGT Starr calls in to inform the FAC that he has come up on deployment orders also. Their family care plan called for her mother to come to their home if they both got deployed at the same time. He called his mother-in-law, and she is now saying that she cannot possibly come before 30 March. He deploys 4 March. He is looking for help.

Family Assistance Center Scenario #43

Sponsor SSN: 324-12-5664 Name: Roaden, Daniel Rank: SSG

Spouse SSN: 345-54-2338 Name: Roaden, Jennifer Rank: N/A

Unit: 13 Finance

Situation: SSG Roaden has been in Korea on an unaccompanied tour for five months. Mrs. Roaden is lonely and has lost contact with many of her friends and the support group. She has been drinking (smell of alcohol on her breath) and seems depressed. She says she feels hopeless and helpless, and often, worthless. Her husband doesn't write her. He only calls to complain to her about her spending money and to send him more. She asks about how she can get a military hop to Korea to visit him.

Family Assistance Center Scenario # 44

Sponsor SSN: 324-12-5664 Name: Rhodes, James Rank: SSG

Spouse SSN: 345-54-2338 Name: Rhodes, Janet Rank: N/A

Unit: 89th MP

Situation: Mrs. Rhodes is the FRG leader for a unit deployed to Kosovo. She has planned a shopping trip for the FRG members to San Antonio and wants to see about getting a 15-passenger van from the Motor Pool to take the members. One of the RDO personnel has a military license to drive the van. They will stay on Fort Sam Houston at the guesthouse and shop in the PX there. They also plan to visit Randolph and Kelly AFB, as well as the Riverwalk. Who does she see to get the van?

Family Assistance Center Scenario #45 (Male)

Sponsor SSN: 324-12-5664 Name: Carter, Jack Rank: SSG

Spouse SSN: 345-54-2338 Name: Carter, Jill Rank: SFC

Unit: 4th CAV Division

Situation: SSG Jack Carter comes into the FAC to say that he is the stepfather to his wife's two children. SFC Jill Carter is currently deployed to Bosnia. The children's natural father has arrived at Fort Davis to pick up the children. He says he has a court order that gives him custody if their mother leaves the country. But the family care plan shows SSG Carter as the caregiver, under POA, and if he is deployed, SFC Carter's mother becomes the back-up caregiver, also under a separate POA. SSG Carter does not intend to give up the children to their natural father.

Family Assistance Center Scenario #46 (Phone)

Soldier: SSN: 324-12-5664 Name: Tell, William Rank: SSG

Fiancé: SSN: 345-54-2338 Name: Renquist, Lisa Rank: N/A

Unit: 4th CAV Division

Situation: Miss Renquist calls the FAC to ask about a loan to pay her \$1,300 phone bill for the month of October, which was due to her calling her fiancé, SSG William Tell, in Bosnia. He has given her a power of attorney that he says will enable her to get an AER loan to pay the bill. She wants to do that now.

Family Assistance Center Scenario #47

Sponsor: SSN: 324-12-5664 Name: Clinton, John Rank: SSG

Parent: SSN: 345-54-2338 Name: Clinton, Joanne Rank: N/A

Unit: 4th CAV Division

Situation: Mrs. Clinton, mother of John Clinton, calls the FAC to ask about her son who was once stationed with 4th CAV. He told her he was reassigned to Fort Leavenworth to a special unit there, but she has not heard from him for four months. No one at Fort Leavenworth knows where he is, nor do they know of any secret or special units there. He once referred to it as “the DB,” she says. She wonders if his former unit knows something: 1-5 CAV Bn, HHC. She asks for help in finding him and getting his phone number and address.

Family Assistance Center Scenario # 48

Sponsor: SSN: 324-12-5664 Name: Wangerin, Delilah Rank: SPC

Spouse: SSN: 345-54-2338 Name: Wangerin, Richard Rank: N/A

Unit: 4th CAV Division

Situation: Richard Wangerin comes into the FAC, depressed and discouraged. His wife, Delilah, has been deployed to Bosnia. He is left with three children to care for, ages 6, 8, and 11. The 11-year-old is in counseling; the 8-year-old is demonstrating signs of ADHD, and the 6-year-old misses his mother terribly. This is the first time he has been “mister mom.” He is used to being the breadwinner, and now it is his wife. With her deployment, he has been thrown into an unfamiliar area of childcare and homemaking. He is a mechanic by trade, and he has had trouble finding work here. He is asking for assistance in dealing with the children’s problems.

Family Assistance Center Scenario #49 (Male)

Sponsor: SSN: 324-12-5664 Name: Wagner, Dee Rank: SPC

Spouse: SSN: 345-54-2338 Name: Wagner, Richard Rank: N/A

Unit: 504th MI

Situation: Mr Wagner comes into the FAC very upset. He states that the neighbor hit his car while backing out of the drive. His neighbor told him he shouldn't have had his car parked on the street but in the driveway instead. Mr. Wagner tried to call the MPs from his quarters, but the line was busy.

He has come to the FAC because he also needs to check on his wife's LES, which he hasn't seen for two months now. He knows he has at least two NSF checks out and is in overdraft by \$300.00.

He seems hesitant to talk about any of his problems and finally states it is because his wife has a security clearance and he doesn't want to do anything to jeopardize her career.

Family Assistance Center Scenario #50

Sponsor: SSN: 345-99-2323 Name: White, Tony Rank: PFC

Spouse: SSN: 207-54-2390 Name: White, Sherry Rank: N/A

Unit: III Corps, USAG

Situation: Sherry comes into the FAC very angry. She just left the local military hospital and was told that her son could not be treated there because he was not on DEERS. Her husband is at JRTC, attached to a different unit (she doesn't know which one), and prepping for deployment in two months. He is not due back for two weeks.

She also did not receive the last LES.

Family Assistance Center Scenario #51

Sponsor: SSN: 234-21-1264 Name: Patrick, Rod Rank: SGT

Spouse: SSN: 300-14-1238 Name: Patrick, Patricia Rank: N/A

Unit: 303rd MI

Situation: Mrs. Patrick states she received a phone call from the PMO stating her husband's auto has been towed and is in the impound lot. Her husband parked the car before he left, and she had no idea where it was parked. When she went to pick it up, she was told she couldn't because the registration was not in her name, and she has no POA. She also admits that they have been having marital problems for quite some time.

She states she has her own car and is only trying to help her husband, who is in Bosnia.

Family Assistance Center Scenario #52

Sponsor: SSN: 012-59-2664 Name: Nelson, Travis Rank: PV2

Spouse: SSN: 765-54-7738 Name: Nelson, Rochelle Rank: N/A

Unit: Activated RC from Arkansas

Situation: PV2 Nelson was activated and deployed 75 days ago.

Mrs. Nelson traveled to Fort Davis after being evicted from her apartment. She spent most of her money on bus tickets and food for her and her daughter (14 months old). The family's auto is an old van towing a U-Haul, which has most of her belongings in it. The van is also making a very loud clunking noise every time she shifts gears. She wants to know if she is eligible for military housing and assistance to repair the van.

Her immediate needs are food and lodging for her and the baby.

Family Assistance Center Scenario #53

Sponsor: SSN: 258-95-9890 Name: Hanks, Pete Rank: PV1

Spouse: SSN: 258-90-1235 Name: Hanks, Kathy Rank: N/A

Unit: Only knows Alpha Company, and her husband's patch looks like a clover leaf.

Situation: SPC Hanks was deployed two weeks ago for six months. Mrs. Hanks is seeking assistance for childcare. She recently arrived at Fort Davis and has been looking for work. Recently, she was offered a position at the mall working evenings, but she will not receive a paycheck for the first two weeks. She doesn't have the money to pay for childcare during that time (son, 4 years old).

Mrs. Hanks states that a second income is really needed for their budget, but she doesn't know what to do. She has to respond back to her prospective employer with 24 hours.

Family Assistance Center Scenario #54

Sponsor: SSN: 948-34-7584 Name: Perry, Stanley Rank: PFC

Spouse: SSN: N/A Name: N/A Rank: N/A

Unit: MEDDAC

Situation: PFC Perry is scheduled to deploy in three weeks. He comes into the FAC and states that he wants help in filing a conscientious objector application.

Family Assistance Center Scenario #55

Sponsor: SSN: Unknown Name: Mithler, Bill Rank: SFC

Spouse: SSN: Unknown Name: Mithler, Sue Rank: N/A

Unit: 89th MP

Situation: Mrs. Mithler states that her husband physically assaulted her prior to deploying (three days ago). This is not the first time it has happened, but it is the first time she has come forward. In the past, she has been afraid because of threats from her husband. Since he has deployed, she feels that now is the best time to take action. She states that she wants to be relocated to her parents' home in California and is considering divorce. She also wants her household goods to go with her. At this time, she is in government quarters. Her husband has two checking accounts—one in his name and one joint account. An allotment for \$200.00 goes into the joint account each month, and that is what she is allowed to spend.

Her purse was stolen from her car this morning, and she does not have her or her husband's social security numbers memorized.

Family Assistance Center Scenario #56

Sponsor: SSN: 543-23-3423 Name: Miller, Morris Rank: SPC

Spouse: SSN: 545-54-0987 Name: Miller, Mary Rank: SGT

Unit: 15 Finance

Situation: Both Millers are scheduled to deploy in four days. Last night, Mary received a phone call from her aunt informing her that her mother had passed away. Mary and Morris state that they both should go to the funeral.

Family Assistance Center Scenario #57

Sponsor: SSN: 231-23-4321 Name: Stiles, Ben Rank: PFC

Spouse: SSN: 245-14-2448 Name: Kilner, Laura Rank: PFC

Unit: Activated RC from Oklahoma

Situation: Ben and Laura were both activated and are training at Fort Davis with the same unit. They have been on active duty for 23 days now. Laura's mother has their two children, as stated in their Family Care Plan. This morning, Laura's sister called to inform her that their mother had a stroke. Laura now wants to return to Oklahoma to see her mother and also to care for her children. At this point, she has no idea of what the time frame would be for her to be able to deploy—if at all.

Family Assistance Center Scenario #58

Sponsor: SSN: 432-32-1264 Name: Saunders, Clarence Rank: SPC

Spouse: SSN: 431-09-9807 Name: Saunders, Cindi Rank: N/A

Unit: 3PG

Situation: Mrs. Saunders states her auto was stolen two weeks ago. She was informed today that it has been found, but it is a total loss.

The car was already paid off, and she only carried liability on it. She has a POA and wants to know if AER can help her buy a new car. She states that her credit report will not allow her to purchase a car on credit because of unpaid student loans. She found out that the person who stole her auto is the family member (16-year-old son) of a LTC living on Fort Davis. If AER can't assist her, she wants to know if she can sue the LTC or Fort Davis since the car was stolen from the commissary parking lot.

She lives in Kempner with her two children and used all of her vacation time during the last two weeks. If she does not find transportation soon, she will lose her job.

Family Assistance Center Scenario #59

Sponsor: SSN: 231-34-9876 Name: King, Denise Rank: SPC

Spouse: SSN: N/A Name: N/A Rank: N/A

Unit: DENTAC

Situation: SPC King is new to Fort Davis. She is a single parent of a two-year-old boy and is stressed. She complains that she has no real friends here and is feeling very isolated. Her ex-boyfriend has stopped sending her child support, and her finances are also strained. Her parents disapprove of her unmarried parental status and refuse to talk to her.

Family Assistance Center Scenario #60

Sponsor: SSN: 310-12-2871 Name: Blake, Henry Rank: MSG

Spouse: SSN: 245-54-2311 Name: Blake, Sharon Rank: N/A

Unit: A CO, 303rd MI

Situation: Mrs. Blake states that she has seen her neighbor being physically abusive with her children. She is hesitant to report this since her neighbor's husband is an officer within the same Battalion. MSG Blake is clearing post in preparation for retirement and does not want to get involved. Mrs. Blake has her own medical problems and is currently on anti-depressant medication. This situation has her very stressed. The neighbor's husband is deployed with his unit.

Family Assistance Center Scenario #61

Sponsor. SSN: 420-54-9023 Name: Bingham, Bob Rank: SGT

Spouse: SSN: 231-2444-3456 Name: Bingham, Linda Rank: N/A

Unit: Co C, 2nd BN 152IN, LAARNG

Situation: The soldier is deployed on a six-month exercise during which time his father-in-law is hospitalized due to a life threatening medical condition. The servicemember's spouse, in our area, asks that the servicemember be notified and also requests financial assistance to fly him/her home. The spouse does not have a power of attorney, nor does she have the servicemember's complete deployment address.

Family Assistance Center Scenario #62

Sponsor. SSN: 546-23-0961 Name: Bonnie, William Rank: PFC

Spouse: SSN: 546-23-5461 Name: Bonnie, Mary Rank: N/A

Unit: 89th MP Bde

Situation: A servicemember, who is preparing to deploy for six months, just found out that his father has been diagnosed with advanced cancer. According to doctors, his father has less than six months to live. The servicemember would like to stay in the area and isn't sure what steps he needs to take to make such a request. What steps should he prepare for in case he is deployed?

Family Assistance Center Scenario #63

Sponsor. SSN: 287-98-7564 Name: Moore, Clayton Rank: SPC

Spouse: SSN: 298-64-8472 Name: Moore, Jayne Rank: PFC

Unit: 13 CC

Situation: A servicemember is deployed for six months. The spouse is hospitalized due to an emergency medical condition. The spouse is requesting the servicemember come home immediately to care for their two children, ages two and nine years, as doctors have advised the spouse that she will be hospitalized a minimum of two weeks. The spouse does not have family in the area.

