



# CHIEF OF THE NATIONAL GUARD BUREAU MANUAL

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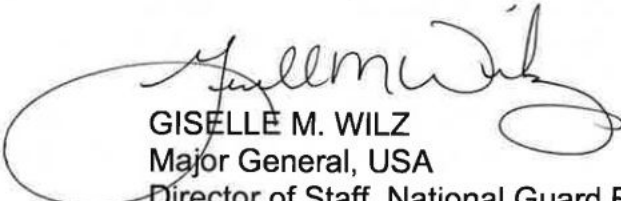
## NATIONAL GUARD SERVICE MEMBER AND FAMILY READINESS PROGRAM

References: See Enclosure F.

1. Purpose. This manual provides procedural guidance for the National Guard (NG) Service Member and Family Readiness Program in accordance with reference a.
2. Cancellation. This manual cancels and replaces Chief of the National Guard Bureau Manual 1800.02, 16 March 2016, "Maintaining the Family Readiness System."
3. Applicability. This manual applies to all elements of the NG in the States, Territories, and the District of Columbia, hereinafter referred to as the "States", in conjunction with applicable Major Army Command or Major Air Command directives.
4. Procedures. The National Guard Bureau Manpower and Personnel Directorate (NGB-J1) Service Member and Family Readiness Division (NGB-J1-M) is responsible for strategy, policy development, advocacy, coordination, and implementation of joint programs and initiatives to support Service members and their families, in coordination with Service component Directorates for Military Family Readiness (MFR) through the NG Service Member and Family Readiness Program in accordance with reference a.
  - a. Implementation and maintenance of the MFR System (MFRS) for the NG Service Member and Family Readiness Program occurs at the State level through the State Family Readiness Offices and Family Assistance Centers (FAC) and Military and Family Readiness Centers (M&FRC).
  - b. NG Joint Force Headquarters-State (NG JFHQs-State) MFRS offices are presided over by State Family Program Directors (SFPD) on behalf of The Adjutant General (TAG) or the Commanding General of the District of Columbia (CG), who provide coordination and collaboration for all MFR personnel in the State.
  - c. Wing Commanders provide direction and oversight for all Airman and Family Readiness Program Managers (A&FRPMs) and the Air National Guard (ANG) Military and Family Readiness Programs (M&FRP) within their assigned wing.
  - d. SFPDs provide direction and oversight to the Army National Guard (ARNG) Soldier and Family Readiness Programs (ARNG FP).

**UNCLASSIFIED**

5. Summary of Changes. Changes made to this manual reflect significant advances made to reference a and reference b. Users are encouraged to read it entirely. Reference a and reference b identify requirements for MFR services, service providers, and performance management strategy through national certification of standards and an assessment of needs.
6. Releasability. This manual is approved for public release; distribution is unlimited. It is available at <<https://www.ngbpmc.ng.mil/>>.
7. Effective Date. This manual is effective upon publication and must be reviewed annually by the Proponent/Office of Primary Responsibility for continued validity, and must be revised, reissued, canceled, or certified as current every ten years.



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Enclosures:

- A -- Military Family Readiness System
- B -- Army National Guard Service Delivery
- C -- Air National Guard Service Delivery
- D -- Joint State Family Program
- E -- Army National Guard Financial Readiness
- F -- References
- GL -- Glossary

## ENCLOSURE A

### MILITARY FAMILY READINESS SYSTEM

1. Operations. The NG MFRS is available to mitigate challenges and enhance Service and family member's abilities to maintain and expand their readiness and well-being. The NG MFRS is composed of MFR services operated by the Department of Defense (DoD) and other Federal, State, and community-based agencies and organizations. These programs and services may be delivered through face-to-face interaction, telephone, virtual, or electronic communication services. The NG MFRS must emphasize MFR and resilience, including career, social, financial, health, and community well-being, in accordance with reference b.

a. The mission of the NG MFRS is to help Service members and families with the challenges of daily living experienced in the unique context of military life, especially the unique challenges of the NG, and perform critical roles of assisting Commanders with preventing, identifying, and addressing MFR-related challenges to maintain unit cohesion and operational readiness.

b. NGB oversees the implementation of the Federally-funded MFRS through the National Guard Service Member and Family Readiness Program, which are composed of ARNG FP and ANG M&FRP.

c. ARNG FP includes the ARNG Family Program and Essential Services, Child and Youth Services, ARNG Exceptional Family Member Program (EFMP), ARNG Financial Readiness Program, and Survivor Outreach Services.

d. M&FRP includes the ANG Family Program and M&FRP Core Services, the Transition Assistance Program (TAP), ANG EFMP, and ANG Financial Readiness Program.

e. The NG MFRS activities include certification, financial information and referral, volunteer administration (inclusive of recognition), transition assistance (exclusive of TAP), reintegration and deployment cycle support, domestic abuse prevention and response services, performance management, records management, and community capacity building.

f. The NG MFRS is augmented by other DoD programs and resources such as Military OneSource (MOS), Military Family Life Counselor (MFLC) and Personal Financial Counselor (PFC) support (if available and applicable). Employer Support of the Guard and Reserve and other military community support programs (for example, National Guard Employment Network and Beyond the Yellow Ribbon Program) assist with Service member employment needs.

g. The NG MFRS is composed of DoD-operated and community-based programs delivered through a variety of access points including NG JFHQs-State offices, armory, or readiness center locations where one or more Soldier and Family Readiness

Specialists (SFRS) have an office or cubicle, and M&FRP located at wings throughout the State in an office or within a Resiliency or Wellness Center.

h. The NG MFRS allows the use of other governmental and non-governmental (public and private) services when DoD services and resources are not available, or to enhance existing DoD services and resources (see Enclosure D, paragraph 1).

i. The NG MFRS promotes joint collaboration between the ARNG and ANG, as well as interagency collaboration, referrals, and service delivery coordination within and among Federal and non-Federal entities to identify and achieve the goals of MFR in accordance with reference b, and improve communication and connections between Service providers, Service members and families in accordance with reference c, reference d, and reference e.

j. The NG MFRS uses national certification program standards and standardized assessment tools to ensure the services outlined in this manual are available, accessible, and meet the intended impact.

## 2. Program Services.

a. Each NG MFRS will provide services, trainings, consultations, and information or referral for each of the following (at a minimum):

### (1) Education and Case Management.

(a) Transition Assistance.

(b) Financial Readiness.

(c) Reintegration and Deployment Cycle Support (including the Yellow Ribbon Reintegration Program (YRRP)).

(d) Emergency Family Assistance.

(e) Army Disaster Personnel Accountability and Assessment or Air Force Personnel Accountability and Assessment (AFPAAAS).

(f) Employment and Career Support.

(g) Resiliency and Prevention Activities (such as domestic abuse prevention, sexual assault prevention, and suicide prevention referral and warm hand-off) in accordance with reference b, reference d, and reference e.

(h) Personal and Family Work Life Education.

(i) Wounded Warrior Care and support for wounded, ill, and injured care.

(KSP). (j) Soldier and Family Readiness Group (SFRG) and Key Spouse Program

(2) Information and Referral.

- (a) Children and Youth Services.
- (b) EFMP.
- (c) Individual and Family Counseling.
- (d) Relocation Assistance.
- (e) Education Programs.
- (f) Employment and Career Services.
- (g) Family Advocacy Program Services.
- (h) Morale, Welfare, and Recreation Services.
- (i) DoD Resources (MOS, PFC, Military Family Life Counselor).
- (j) Financial Services and Assistance.
- (k) Behavioral and Mental Health Services.
- (l) Voting Assistance.
- (m) Transition Services.
- (n) Other community support services.

b. Other support services and programs are additive unless mandated by a Service-specific policy and are dependent upon each State's resources. MFR staff will not assume responsibility of services and programs that fall within the scope of other directorates.

3. Assets. The MFR personnel in each State will:

a. Promote military recruitment, retention, and readiness.

b. Enable services, staff, and resources to be surged, downsized, or evolved as needed, to respond swiftly and effectively to the changing needs of Service members and their families during peacetime, war, periods of force structure change, relocation of military units, base realignment and closure, crisis, natural disaster, and other emergency situations.

c. Consider the varied composition, cultural diversity, and demographics of Service members and their families when developing MFR plans.

d. Provide informational and training assistance to Commanders and assist them in developing and executing policies, programs, and processes that enhance MFR.

e. Support mission readiness by assisting Service members and their families in adapting to the changes and demands of military life through education, information, and assistance to include various programs focused on building resilient military families.

f. Prepare information and provide on-going education and assistance via newsletters, bulletin boards, traditional and electronic mail, social media, or activities.

g. Establish procedures to make initial contact and monthly follow-up with families of deployed Service members.

4. MFR Unit-level Components. Unit-level Components consist of:

a. SFRSs for the ARNG regionally, or at the brigade or battalion level and A&FRPMs and Military and Family Readiness Program Specialists assigned to each wing for the ANG.

b. ARNG SFRG or ANG KSP in accordance with reference f, reference g, and reference h.

(1) SFRGs and KSPs in coordination with NG JFHQs-State FP offices provide family members with social and emotional support, which may consist of information, referrals, and education.

(2) SFRGs and KSPs are Unit Commander programs. Typically, SFRGs and KSPs are established at company, troop, and battery levels for ARNG, and group or squadron level for ANG. Battalion, brigade, or wing-level echelons provide oversight and are advisors to their respective program.

5. NGB-J1-M. NGB-J1-M is responsible for policy development and guidance for the NG MFRS, and provides guidance, training, and resource clarification for implementation of the MFRS, as well as other responsibilities outlined in this manual.

## ENCLOSURE B

### ARMY NATIONAL GUARD SERVICE DELIVERY

1. ARNG Service Delivery. The ARNG Service Delivery provides Commanders, Service members, family members and support systems accurate and reliable information and resources, dependable service during a mobilization, as well as at home station, (regardless of proximity to a military installations), and to create uniformity in the Soldier and Family Readiness Team. All operations are in accordance with reference a, reference b, and reference d.

2. Supervision. SFPD positions are aligned to TAG or CG designated supervisors, such as G1 ARNG Manpower and Personnel Directorate, J1 Joint Manpower and Personnel Directorate or J9 Joint Resiliency Directors, or other alternatives per TAG or CG discretion. Service delivery is provided as deemed appropriate by the TAG or CG. SFPDs will oversee the SFRSs assigned to their State. SFRSs will be assigned to and physically located at the designated FACs. SFRS responsibilities and operational tasks support the Army Family Action Plan.

3. Soldier and Family Readiness Personnel.

a. Lead Soldier and Family Readiness Specialists (LSFRS) are authorized for most States, except for Delaware, the District of Columbia, Guam, New Hampshire, Rhode Island, and the U.S. Virgin Islands. The LSFRSs provide the management and administration of all FAC operations. LSFRSs will:

- (1) Provide supervisory oversight of SFRS assigned to the ARNG FP.
- (2) Staff events.
- (3) Ensure staff have completed and documented 100 percent of monthly outreach.
- (4) Monitor and manage data entered by staff (cases, events, outreach, contacts, mass communication and resources) in the Mission Analysis Readiness Resource Synchronization (MARRS) system of record. MARRS must be used and is not optional.
- (5) Complete required reports for program performance metrics.
- (6) Ensure all staff are trained on essential services and duties.
- (7) Synchronize community capacity building activities.
- (8) Complete other FAC-related administrative duties as required.

b. SFRSs work directly with customers to provide information and resources to resolve issues. The SFRS networks with community partners to find local resources to assist with the eight essential services. SFRSs will:

(1) Schedule, coordinate, attend events, and provide briefings on the ARNG FP to support Command.

(2) Identify and document case issues, provide resources to the customer, and complete case follow-up.

(3) Maintain and update data records in MARRS. Reports may be generated by NGB to ensure compliance with reference b. Funding is tied to data.

(4) Build and maintain community resources.

(5) Disseminate information to Service members, family members, units, military leadership, and community partners.

4. Delivery Model. The ARNG-established FACs in all States are to provide information, referral, follow-up, and outreach services to the geographically dispersed Total Army Family. FAC services involve interaction with customers, military leadership, and community/military resources through face-to-face meetings, traditional and electronic mail, social media, phone, and text messaging. FAC customers include, but are not limited to, Service members, family members, retirees, veterans, and civilian employees.

a. States work with NGB-J1-M to determine FAC locations to optimize services for geographically dispersed military members and their families. Areas populated with large percentages of NG Service members are also considered in these decisions.

b. Resource and Referral Services are the primary responsibility of the ARNG FP. The MFRS helps build strong military networks, aids Command, and helps build strong SFRGs. Efforts support overall mission readiness, aid with recruitment and retention of Service members, build strong military families and communities, and reinforce the civilian workforce.

c. The MFRS will provide information, referral, and follow-up services on eight essential services throughout the military life cycle. These services include:

(1) Identification Card and Defense Enrollment Eligibility Reporting System (DEERS).

(2) TRICARE.

(3) Financial Readiness.

(4) Legal.



- (5) Crisis Intervention.
- (6) Emergency Family Assistance Center (EFAC) Operations.
- (7) EFMP.
- (8) Community Information and Outreach Services.

5. Essential Services.

a. Identification Cards and DEERS. SFRS personnel assist customers with identification cards and DEERS, as needed, for reasons to include initial enrollment, adding a family member, obtaining, renewing, or replacing identification cards, updating contact information, and provide referral to DEERS for enrollment and updating Service member and family information, such as marriage, death, divorce, or the birth of a child.

b. TRICARE. SFRSs aid customers with TRICARE-related concerns as needed. Staff should provide general information only, with a warm hand-off to TRICARE representatives for specific information and assistance.

c. Financial Services. SFRSs support financial readiness through referrals to DoD resources and other community-based alliances, and support Commanders with Financial Readiness Common Military Training Requirements (see Enclosure E for further guidance).

d. Legal. SFRSs will make referrals and provide basic information and resources to assist Service members and their families with legal-related concerns. SFRS staff will not provide legal advice to customers. Legal information and referral warm hand-off examples may include:

- (1) Military-related needs (for example, Powers of Attorney and preparation of wills).
- (2) Employer-related concerns (for example, discrimination in hiring, job loss after returning to work from deployment).
- (3) Civilian-related legal issues (for example, termination of leases, child support issues, guardianship, or adoption).

e. Crisis Intervention Reporting. Duty to Warn and Duty to Report laws are State-specific. SFRS staff will understand and comply with State-specific laws handling crisis and Duty to Warn and Duty to Report situations.

(1) Although the term “crisis” is widely used for a variety of purposes, the following are considered a crisis and may warrant a Duty to Warn and Duty to Report notification depending on State policy:

- (a) Domestic Abuse.

- (b) Child Abuse and Neglect.
- (c) Danger to Self.
- (d) Danger to Others.
- (e) Abuse or Neglect of a vulnerable Adult.

(2) MFR staff must be locally trained and follow State-specific policy and guidelines which include how different situations are handled, and who to notify when they occur.

f. EFAC. In preparation of EFAC activation, the SFRS staff will participate in annual ARNG level exercises. In the event the EFAC is activated, the SFPD will participate as assigned by the TAG or CG.

g. EFMP. The ARNG EFMP is a DoD program developed to work with civilian and military agencies to provide coordinated comprehensive support services to families with special needs. EFMP support services include individualized care for special, medical, or educational needs. The mission of EFMP is governed in accordance with reference i, reference j, reference k, and reference l.

(1) Enrollment in the EFMP is mandatory for ARNG AGR personnel serving under reference i and reference j and other ARNG Soldiers on active duty exceeding 30 days when they have a family member with a physical, emotional, developmental, or intellectual disorder requiring specialized services so their needs can be considered in the military personnel assignment process. The ARNG FP will provide a referral and a warm hand-off to the nearest Military Treatment Facility to initiate enrollment.

(2) Information on Respite Care Programs for special needs families should be provided if eligibility requirements are met.

h. Community Capacity Building and Networking. SFRSs must network with both military and civilian organizations to connect resource assistance to the Service members and their families.

(1) Cultivating new community resources and maintaining strong relationships with existing resources is vital to the success of the MFRS.

(2) Staff should attend community service provider related meetings (such as Joining Community Forces or community coalition organizations).

6. Outreach. The SFRSs provide outreach to Service members and their families to ensure they are supported by resources at the local, State, and Federal level to support all phases of the military lifecycle. Outreach is considered a systematic effort to communicate with leadership, Service members, families, and civilians to provide them with information, awareness of programs and services, encourage use of services, and

provide warm hand-offs to resources. Outreach can be conducted face-to-face, virtually, through social media, and electronic or traditional mailings.

a. Deployment Outreach. Outreach is made to a designated point of contact whose Service member is deployed or mobilized over 30 days. Outreach is considered successful when two-way communication has occurred, otherwise, it is considered an outreach attempt. Outreach is conducted every 30 days.

(1) MFR staff must have successful outreach to all deployed or mobilized Service member families each month.

(2) If a family member prefers not to be contacted monthly, their request will be respected and documented.

(3) All outreach activity will be documented in MARRS.

b. Outreach to Commanders and Representatives. MFR Staff will conduct regular outreach to Command and their representatives to provide education and share knowledge to increase awareness of the ARNG FP, as well as Command responsibilities outlined for the SFRG in reference a and reference f.

c. Outreach to Communities. Community outreach and collaboration augments the existing MFRS for families who are dispersed from a military installation.

(1) MFR staff will use community capacity building platforms that synchronize Federal, State, and local partners (both governmental and non-governmental). For example, MOS, Joining Community Forces meetings, YRRP, and certain State-specific initiatives such as the Beyond the Yellow Ribbon Program.

(2) SFRS staff will educate partners regarding current service gaps, challenges, access points, and available resources to facilitate involvement of Federal, State, and local partners in the MFRS.

7. Unit Soldier and Family Readiness Group (SFRG). Changes were made to what was formerly known as "FRG" in 2019. The name was changed intentionally to link a Soldier's readiness to the family.

a. The SFRG incorporates unit personnel, their family members, volunteers, and single Soldiers into an integrated communication, information, and support network.

b. Changes to the SFRG represent a shift away from social activities and fundraising to activities that support readiness and resiliency according to reference f.

c. Key SFRG positions include:

(1) Commander. The Commander is the SFRG leader and approving authority for all SFRG functions and activities. The Commander develops the unit communication plan, appoints SFRG roles (Command Family Readiness

Representative (CFRR), Volunteers, Informal Funds Custodian, and communicates with Soldiers, families, and volunteers to include identifying needs and concerns.

(2) CFRR. The CFRR serves as the link between the Command team, Soldiers, families, and volunteers. CFRRs maintain contact rosters and establish and execute communication plans and strategies. The CFRR reports to Command any issues or concerns from any Soldier, family member, or volunteer.

(3) SFRG Statutory Volunteers. Statutory volunteers are appointed by the Commander and support Soldier and family readiness goals, assist with communication, and promote SFRG events and activities.

(4) Informal Funds Custodian. This person ensures the SFRG informal fund standard operating procedure is written and approved by the Commander. The Informal Funds Custodian assists the Commander with establishing an Employer Identification Number, non-interest-bearing bank account, or obtaining access to an already established account, maintains all financial documentation, and prepares and submits all informal fund reports (monthly and annually) through their chain of command for compliance review.

(a) Commanders will ensure that the use of the informal fund account is limited to expenses consistent with the purpose and function of the fund, which is to promote readiness among the unit's families.

(b) Establishing a bank account for SFRG funds provides safeguards for the SFRG, the Informal Funds Custodian, and the Commander. The use of personal financial accounts to conduct SFRG-related financial transactions is strictly prohibited.

(5) All key positions must complete training specific to their role in the SFRG.

(6) The SFRS role in the SFRG is to provide day-to-day support and continuity to the Command team and volunteers regarding SFRG operations and initiatives. SFRSs serve as subject matter experts on the SFRG. Commanders will ensure SFRG Unit Readiness Reports are provided to the SFRS.

(7) The SFRSs will refrain from coordinating, executing, or leading SFRG meetings, involving themselves in casualty notifications, holding SFRG volunteer positions, performing command administrative duties outside the scope of SFRG operations, and participating or being directly involved with fundraising activities, to include maintaining SFRG financial accounts.

(8) SFRG Command teams may refer Soldiers and family members to the MFR team for assistance, support, or a warm hand-off for the eight essential services.

(9) Statutory ARNG volunteers must complete a DD Form 2793. M&FRP will track volunteer activities (names, dates, events, and hours) in MARRS.

8. Funding. Funding regulatory guidance is found in reference a, reference b, reference d, reference f, reference j, and reference k.

a. ARNG Support. The ARNG supports the MFRS and Commanders with dedicated manning to provide Army Community Service (ACS)-like capabilities to support ARNG Soldiers and their families and the geographically dispersed Army. SFRSs provide information, resources, referral outreach, training, and services.

b. Management Decision Package (MDEP) Definition. MDEP provides for funding and manpower to ensure compliance with statutory and regulatory requirements for ARNG FP. The intent of this funding is to promote self-reliance and satisfaction with military life through prevention, education, and training to aid Soldier retention, readiness, morale, and family preparedness. The VFRA (VFRA description: Family Readiness Support Assistants (FSRA)) MDEP funds SFRS allocations in the States that elected ARNG Family Program Activities of the NG Master Cooperative Agreement. VFRA MDEP only funds the allowable personnel expenses within the Master Cooperative Agreement, including travel. The Quality Army Community Service (QACS) MDEP funds SFRS allocations in States that elected Title 5 manpower. QACS MDEP funds personnel pay, benefits, travel, training, and performance awards for funded allocations. States receive funds within QACS for activities connected to MFR execution for financial readiness, information referral and follow-up, AFAP, YRRP, FACs, and ARNG Volunteers. VFRA is only available through Fiscal Year 2024 and then all funding will fall under QACS MDEP.

c. Oversight of Execution and Accountability. Funding is sent through Resource Management Online or General Fund Enterprise Business System (GFEBS). Master Cooperative Agreement States will receive personnel funds either in VFRA or QACS. Title 5 States will all receive funds in QACS. The first seven months of the Annual Fund Plan (AFP) is based on validated and funded spend plans on or around 01 October of each Fiscal Year. The remaining five months of the AFP will be distributed following completion of mid-year review and a validation of need, based on execution to spend plan and position vacancies. For all States receiving personnel funding in QACS, expenditures must be tracked in GFEBS. The SFPD will monitor monthly execution in GFEBS and conduct a Fiscal Year mid-year review in March or April each year.

d. Funds. Funds will not be executed for any other purpose than originally intended. SFPDs should consult NGB-J1-M, United States Property and Fiscal Officer, Commander, or Judge Advocate General for final determination of the fund's execution.

9. Training Requirements.

a. SFPD. SFPDs will:

(1) Attend NGB-J1-M-hosted SFPD Orientation within one year of assignment, regardless of personnel status.

(2) Upon completion of SFPD Orientation, coordinate a time to shadow an experienced SFPD within their region (optional).

(3) Attend NGB-J1-M-hosted annual training as required.

b. Federal Civilian Employees. Federal civilian employees will receive training specific to their job and in accordance with Service-specific guidance.

c. Representatives. Commanders, senior enlisted, and unit-assigned family representatives will receive an initial MFRS orientation and updates, as needed. Mandatory orientation and optional updates will be conducted by MFR staff.

d. Other Training. Other training will be made available at the regional or State level for all MFR staff to address internal operations specific to their State or region.

(1) Attendance for all MFR staff will be in accordance with a Letter of Instruction from NGB-J1-M and as directed by TAG or the CG. Training is conducted based on current conference policies and available funding.

(2) ARNG MFR Staff Professional Development training events should be conducted at a minimum of once per year.

(3) MFR staff at a minimum should (on the off-year of NGB-J1-M-hosted national events) will hold a regional meeting for sharing of best practices and NGB program updates.

## ENCLOSURE C

### AIR NATIONAL GUARD SERVICE DELIVERY

1. Military Family Readiness Service Delivery Model. In consultation with installation leadership and the supported population, Military and Family Readiness Center (M&FRCs) provide a personal and family readiness foundation for airmen, guardians, and their families. Delivery of services is performed using the Community Readiness Service Delivery model. This consists of core programs in the following areas: deployment planning and support; personal financial readiness skills; personal and work life skills development; relocation assistance; employment assistance; volunteer resources; exceptional family member support; transition assistance; wounded, ill and injured support services; long-term support to survivors; Air Force Aid Society; and support to the community before, during, and after disaster, crisis, and evacuation situations as appropriate within Center scope. All operations will be consistent with reference b, reference a, and reference e.

2. Supervision. M&FRC staff will be assigned to and physically located in their wing. Staff is aligned no lower than the Force Support Squadron or Director of Personnel to meet local workload requirements and functional capability. Wings may designate the supervision to the Mission Support Group or Wing Commander level. The A&FRPM will collaborate with the NG JFHQs-State FP, local agencies, uniformed services, and other service delivery agencies to enhance the quality-of-life initiatives during steady-state and contingency operations. The Installation or Wing Commander will provide supervision in accordance with reference a:

- a. Provide appropriate facilities, funding levels, and manpower to support M&FRCs.
- b. Determine priorities of the Commander's KSP.
- c. Activate the EFAC, when necessary, in accordance with reference b.

3. Delivery Model. The A&FRPM is responsible for the oversight and execution of the M&FRP to provide support to meet the wing's specific needs. The M&FRP will provide services in accordance with policy and guidance. Further program guidance is available in desk guides found in the download center of Air Force Family Integrated Results and Statistical Tracking (AFFIRST). M&FRP Core Services include:

a. TAP. M&FRP staff are responsible to track, coordinate, and execute TAP requirements in accordance with reference b and reference e. M&FRP will ensure all ANG members meet the requirements of the Congressionally-mandated TAP.

(1) M&FRP will obtain monthly eligibility rosters from servicing Military Personnel Flights, the Installation Deployment Office, and the Human Resource Office to create a wing TAP tracker, will notify Service member of TAP requirements, and track TAP completion through Capstone.

(2) TAP tracking will include initial counseling, pre-separation counseling, TAP core curriculum, two-day track (as required), Career Readiness Standards, and Commander or Designated Commander's Representative Capstone completion in accordance with requirements and timelines outlined in reference m.

(3) TAP assistance will include the execution and coordination of TAP activities, curriculum, resources, services, and Military Personnel Funding Requests to enable members to complete Career Readiness Standards and Individual Transition Plan prior to transition. Transition support aids can be found in the Transition Assistance desk guide location in AFFIRST.

(4) Develop an installation marketing plan to publicize and inform installation personnel regarding current and new TAP mandates and corresponding roles and responsibilities.

b. Air Force Aid Society.

c. Air Force Families Forever and Gold Star Families.

d. ANG Warrior and Survivor Care.

e. Casualty Assistance.

f. Deployment Cycle Support. Deployment assistance will include educational briefings and/or locale-specific training for deploying members and families, sustainment support services, redeployment and reintegration support, and post-deployment education. Deployment Cycle Support aids can be found in the Deployment Support Operations Guide location in AFFIRST.

g. Voting Assistance Information and Referral.

(1) ANG units co-located on a Regular Air Force installation will refer to the installation M&FRC for voting assistance support.

(2) ANG units not co-located on a Regular Air Force installation, and unit or members activated/deployed to a location not supported by Regular Air Force or other host/tenant service agreements will use the Total Force Service Center (identified within Key Roles and Responsibilities of the Air Force Action Plan) as a primary source of voting information and assistance.

h. Employment Assistance. Provide employment and career support or refer populations in need of support to local agencies or State-specific employment and career support programs.

i. EFMP.

(1) Provide information/referral/follow-up to community resources or the nearest active duty location.



(2) Provide information and referral on respite care programs for special needs families if eligibility requirements are met.

j. Personal Financial Readiness.

(1) Offer information, education, and personal financial counseling to airmen and their families.

(2) Provide financial readiness training at the 15 touchpoints across the military lifecycle in accordance with reference e.

(3) Identify resources and opportunities for awareness and application including but not limited to financial wellness education, pre-separation counseling, and financial literacy touchpoints.

k. Personal and Work Life Assistance.

(1) Identify resources and opportunities for awareness and application including but not limited to resiliency, stress management, and traumatic stress response.

(2) Provide sustainment support services for wings, Geographically Separated Units, and all branches of service.

(3) Use social media and networking to communicate with families and promote programs.

(4) Participate in emergency preparedness (for example, AFPAAS) and exercises to assist with family relief and accountability.

(5) Develop a strategic plan incorporating community support for Emergency Family Assistance and Control Center using a memorandum of understanding with resources that do not have a National memorandum of understanding or one with the wing or State.

(6) M&FRP coordinates directly with community resources for support of Service members, their families, and the wing based on the wing strategic plan.

l. Relocation Assistance Program.

(1) M&FRP will provide relation assistance to ANG units in accordance with Relocation Assistance Program Operations Guide located on AFFIRST.

(2) Brief newcomers during orientation presentations, provide one-on-one information when requested and update AFFIRST.

(3) Out process members who are transferring to another base, sign checklist, provide relocation consultation upon request, update AFFIRST, and do a referral to the gaining A&FRPM.

m. Survivor Benefit Plan in Accordance with Reference n.

(1) Provide contact information for the servicing active duty location of the Survivor Benefit Plan counselor's office.

(2) Refer to Survivor Benefit Plan Total Force Service Center or active duty location if available.

n. Information and Referral.

4. Service Delivery. M&FRP Staff will:

a. Serve as the senior strategic consultant to installation leadership on personal and family readiness issues in support of airmen and their families. Identify, assess, and brief wing leadership on military family issues, trends, needs, program priorities, and program effectiveness. Reports may be generated by NGB to ensure compliance with reference b. Funding is tied to data.

b. Provide one-on-one services, immediate short-term assistance, and referral to appropriate agency or service to assist individuals and families facing crisis situations. Service deliver activities will be tracked daily in AFFIRST, to obtain outcome-based results and return on investment of M&FRC services.

c. Ensure all newly assigned Commanders, First Sergeants, and Command Chief Master Sergeants are briefed on family, community readiness, and the mandated TAP within 120 days of their appointment to the wing. Engage in partnerships with unit leadership to assess unit strengths, resources, and concerns to enhance services and programs relevant to supporting ready, resilient airmen, and, to foster a shared sense of responsibility to promote the successful adaptation of Service members and their families to the demands of military life and facilitates the personal readiness of the Air Force. Documentation is maintained in AFFIRST.

d. Serve as a member of unit level Community Action Team and are encouraged to attend the Community Action Board meetings in accordance with reference t, ensuring coordination with other national or local government and civilian agencies, as needed for effective service delivery. Identify issues and trends that affect community readiness and personal preparedness by collaborating with the Community Action Board and Community Action Team.

e. Ensure Warrior and Survivor Care program delivery complies with reference e. Provide information and referral for non-medical services, reintegration, and transition support for wounded, seriously ill, and injured Airmen requiring long-term medical care and a medical or physical evaluation board to determine fitness for duty.

f. Develop community support programs related to M&FRC by establishing and maintaining effective working relationships with squadron leadership, civilian employees, military representatives from other military services, DoD agencies, military

and family support related civilian organizations, and veteran agencies that enable commanders to sustain personal readiness of Service members and their families.

g. Provide information, assistance, training, referral, and follow-up services for military families, as requested, throughout the entire deployment cycle.

h. Develop and forecast the M&FRC budget in accordance with established guidelines to ensure budget meets mission capability in supporting all service delivery areas and follows current ANG financial guidance. Coordinate with unit resource advisors on resource estimates and M&FRP budget execution.

i. Train, mentor, and coach any M&FRC staff, including volunteers, and provide oversight of contracted services if housed within the M&FRC.

(1) Provide initial and annual training to Key Spouses. Standardized Air Force KSP training curriculum is found in the AFFIRST download center.

(2) Unit Command Team will develop a clear and shared vision based on Wing Commander's guidance. Statutory ANG volunteers must complete a DD Form 2793. M&FRP will track volunteer activities (names, dates, events, and hours) in AFFIRST.

j. Comply with certification using the Management Internal Control Toolkit (more commonly known as MICT), and unit inspections and participate in scheduled installation exercises and site visits.

k. Prior to collecting personal information, M&FRP will have the Service or family member complete the Statement of Understanding.

5. Outreach. The NG MFRS provides the critical role of outreach services to Service members and their families. M&FRC must maximize outreach to those in remote locations and use multi-media strategies to deliver support services to enhance military well-being and prevent life-cycle issues and problems. Outreach is considered systematic efforts which involve contact with leadership, Service members, families, and civilians to provide them with information, awareness of programs and services, encouragement of use of services, and connection to resources. Outreach can be conducted face-to-face, virtually, through social media, and electronic or traditional mailings.

a. Outreach to Service Members and Their Families. MFR service providers and official volunteers may contact a military family member with or without a Service member's or sponsor's consent in accordance with reference b when relaying official information in support of readiness.

b. Outreach to Commanders and KSP Volunteers. M&FRC staff will conduct regular outreach to Command and Key Spouse volunteers through education and knowledge-sharing to increase awareness of the MFRS and their responsibilities as outlined in this manual.

c. Outreach to Communities. Community outreach and collaboration augments the existing MFRS for families who are dispersed from a military installation.

(1) M&FRC staff will use community capacity building platforms that synchronize Federal, State, and local partners (both governmental and non-governmental), for example, MOS, Joining Community Forces, YRRP, Community Action Board, Community Action Team, and certain State-specific initiatives such as the Beyond the Yellow Ribbon program.

(2) M&FRC staff will educate partners regarding current service gaps, challenges, access points, and available resources to facilitate involvement of Federal, State, and local partners in the M&FRP.

6. Resource and Referral Services. In consultation with installation leadership and the supported population, M&FRC will provide a personal and family readiness foundation for a variety of information, referrals, and services for Service members and their families through Community Readiness Service Delivery, that consists of core programs in the following areas: TAP and transition services, deployment planning and support, PFC skills, personal and worklife skills development, relocation assistance, employment assistance, volunteer resources, military child education information, EFMP support, wounded, ill and injured support services, and support to the community before, during and after disaster, crisis, and evacuation situations within M&FRC scope. Additional services may be directed by NGB-J1-M as mission changes dictate. The M&FRC staff will:

a. Engage in partnerships with unit leadership to assess unit strengths, resources, and concerns to enhance services and programs relevant to supporting ready, resilient Airmen, and identify issues and trends affecting community readiness and personal preparedness.

b. Partner with a wide range of civilian, veteran, and military agencies.

c. Provide services that support personal and work life balance and facilitate community readiness, resiliency, and personal preparedness.

d. Provide immediate, short-term assistance and referral to appropriate agency or Service to assist individuals and families facing crisis situations.

e. Offer information, education, and support services to individuals, families, and the community during deployments, contingencies, and emergencies.

f. Provide deployment assistance to help DoD personnel and families meet the challenges in the four phases of deployment: pre-deployment, deployment and sustainment, redeployment or reintegration, and post-deployment.

g. Offer information, education, and personal financial counseling to achieve financial literacy.

h. Personal and work life education and enrichment services that focus on helping families build and maintain healthy relationships, strengthen interpersonal competencies and problem-solving skills, and master respective roles, tasks, and responsibilities throughout the family life cycle. Services may be provided in collaboration with other helping agencies.

i. Interface and collaborate with Major Command and NG JFHQs-State.

j. Provide transition assistance, information, training, counseling, and services to eligible transitioning Service members to be career ready upon separation, retirement, or release from active duty, thus enabling Service members to pursue additional education, seek or return to employment in the public or private sector, start their own business, pursue vocational training, or other form of self-employment. Transition assistance consists of TAP activities, curriculum, resources, and services provided to enable eligible Service members to attain the Career Readiness Standards. A&FRPMs will ensure eligible members complete TAP after serving their first 180 continuous days or more on active duty in accordance with the requirements identified in reference cc to complete TAP mandates and document completion on the electronic DD Form 2648 (eForm). Those members with a compliant eForm on file are exempt from TAP mandates but may still attend voluntarily, except for the Veterans Affairs benefits brief which is good for five years in accordance with reference m.

k. In preparation of EFAC activation, the A&FRPM will participate in annual wing and NG JFHQs-State level exercises. In the event the EFAC is activated the A&FRPM will participate as assigned by the Installation Commander.

7. Funding. Regulatory Guidance in accordance with reference a, reference b, and reference m.

a. Funds for M&FRP will be issued to Unit Commander's Budget Office, through Checkbook, for administration by the A&FRPM.

b. Operations and Maintenance Funds: Used to support base operations. The intent of this funding is to support costs associated with supplies, informational resources, communication, speaker fees, advertising or promotional items, A&FRPM travel, learning and development opportunities, Unit Staff Assistance Visits, meeting/site visits, Comprehensive Airman Fitness, and Active Guard and Reserve TAP travel.

c. Military Personnel Funds are used to support military personnel. The intent of these funds is to support Drill Status Guardsmen attending TAP mandates and to support A&FRPM Readiness Assistants.

d. Funds will not be executed for any other purpose than originally intended. A&FRPM should consult NGB-J1-M, United States Property and Fiscal Officer, Commander, or Judge Advocate General for final determination on funds execution determination.

8. M&FRC Training. M&FRC Staff will initiate an Individual Development Plan in coordination with NGB and regional representatives within 90 days of start and complete the Individual Development Plan within one year of the development plan start date to complete the required training. These items are in the Individual Development Plan:

- a. Be trained as AFPAAS Case Managers with initial and annual training completed to ensure access to AFPAAS case management.
- b. Attend NGB-J1-hosted A&FRPM Orientation, Personal Financial Readiness 101, and TAP 101 within one year of assignment, regardless of personnel status.
- c. Attend annual Core Service Training for program updates.
- d. Participate in monthly virtual training specific to their job and in accordance with Service-specific guidance.

ENCLOSURE D

JOINT STATE FAMILY PROGRAM

1. Access Points. Access points include:
  - a. Military and Family Readiness Centers.
  - b. Chaplain Offices.
  - c. DEERS and ID Card Offices.
  - d. Employer Support of the Guard and Reserve.
  - e. Family Assistance and Readiness Centers.
  - f. NG JFHQs-State MFR Offices.
  - g. Medical Command (Behavioral/Psychological Health).
  - h. Integrated Primary Prevention Offices.
  - i. Resiliency Offices.
  - j. Sexual Assault Prevention and Response Offices.
  - k. Suicide Prevention Offices.
  - l. Survivor Outreach Services Offices.
  - m. Substance Abuse Offices.
  - n. Transition Assistance Offices.
  - o. YRRP Offices.
  - p. Other military partners including active duty installations, recruiting offices, military entrance processing stations, MOS, MFLCs, PFCs, and other RC installations, armories, wings, and readiness offices.
  - q. Community partners that may offer access points include the American Red Cross, Chamber of Commerce, Department of Labor, Department of Veterans Affairs, State and local foundations, State and local governments, State and local non-profits, TRICARE, Veteran Centers, veteran service organizations, United Service Organization, and other National, State, and local partners. M&FRP and SFRSs will have direct access to these resources for immediate response and assistance to Service members and their families. ANG and ARNG family readiness personnel will work as a team to support Service members and their families especially when accessing and sharing community resources.

2. NG Administered Access Points. NG-administered access points, including satellite offices, must comply with reference b, national certification standards, and other Service-specific safety standards. Access points are:

a. Visually conspicuous and conveniently accessible to active duty military or reserve Service members and their families, and other populations designated by the Secretaries of the Military Departments.

b. Designed and furnished in a way that welcomes Service members, their families, and other clients in accordance with Service-specific guidance.

c. Facilities that meet and maintain all safety and health requirements of reference o.

d. MFR Offices should reflect a warm, friendly, inviting environment that encourages support-seeking behaviors to provide readiness to Service members and their families. Spaces must be adequate for a standard sized desk, chair, visitor seating, locking file cabinets, bookshelves, floor-to-ceiling permanent walls, closeable doors, refrigerator, and food locker. Storage and supply areas must be made available for materials. At a minimum, MFR offices must be equipped with network access, computers, telephone, cellular phone, shredder, desktop scanner, discovery center non-network laptop with resource area equipped with Wi-Fi (hotspot) for multiple devices, and there must be a classroom available for classes for up to 30 people.

3. Equal Opportunity. All MFR offices will be free of discrimination based on race, color, national origin, religious or political affiliation, sexual orientation, gender, age, disability, or Military Service affiliation.

4. Discrimination. Family members who believe they have been subjected to discrimination will be encouraged to establish contact with the office of their TAG or CG, or equal opportunity officer to determine available resource.

5. Privacy Act Information. All information obtained from individuals must be appropriately safeguarded to protect an individual's privacy. Disclosure of any records must comply with reference a, reference b, and reference e. However, certain instances governed by regulations, instructions, and statutes require reporting to the appropriate authorities.

a. Prior to obtaining information, MFR staff must inform clients that information may be released under limited circumstances.

b. A Statement of Understanding will be used when information is collected from Service and family members in support of MFR requirements. The principal purpose and routine uses must be modified to outline the requirement for Privacy Act data to be used.

c. Limits of Confidentiality Statement will be used. Unless there is a law, DoD or military regulation, or duty to warn requirement, which requires command reporting,



information provided to the MFR staff will be kept confidential. The Limits of Confidentiality Statement to be used is:

“Information you provide to me, or other State Family Program staff will be kept confidential, except to meet legal obligations or to prevent harm to self or others. Legal obligations include requirements of law or DoD or military regulations. Harm to self or others includes suicidal thought or intent, a desire to harm oneself, domestic violence, child abuse or neglect, violence against any person, and any present or future illegal activity.”

6. Eligibility. The following personnel are eligible for services provided through the MFRS:

- a. All active-duty, separated NG members, veterans, retired military personnel and their family members.
- b. Members of the NG and Reserve Component of the Military Departments and their family members.
- c. Appropriated funds and non-appropriated funds civilian employees and their family members.
- d. Family members of prisoners of war or personnel missing in action.
- e. Surviving family members of military personnel who died while on active duty.

7. MFRS Certification. MFR offices will implement a national certification process using standards developed by DoD and the Certification Management System.

a. MFR offices will use the certification process as a tool to evaluate and ensure processes adequately meet the needs of its customers. Based on certification standards and site visit results, the State may need to develop or refine these processes to ensure the standards are met.

b. To ensure the MFR offices meet national standards of quality, the MFR will be certified using standards developed by the Certification Management System not less than once every four years as directed by reference b.

c. Personnel from NGB-J1-M will periodically visit MFR access points to ensure compliance with reference a and reference b. These visits may be part of the certification process.

8. Volunteer Program.

a. Federal Programs. If the following Federal programs and activities are available, the NG may accept voluntary services from any person who provides services to members of the NG and their family members including:

- (1) Family readiness programs.
- (2) Child development and youth services programs.
- (3) Religious programs.
- (4) Housing referral programs.
- (5) Programs providing employment assistance to spouses of NG members.
- (6) Morale, Welfare, and Recreation programs.
- (7) Funeral honors.
- (8) Legal services.
- (9) Retired services.
- (10) Library and education.
- (11) Proctor for administration to secondary school students for the Armed Service Vocation Aptitude Battery.
- (12) Foreign language translation or interpretation services by a person who is registered on the National Foreign Language Skills Register or for national security purposes.
- (13) Employer Support of the Guard and Reserve.
- (14) Programs that deal with accounting for missing persons.

b. Prohibitions. Volunteers will not under any circumstances:

- (1) Perform any job duties contained within the statement of work of a service contract.
- (2) Substitute totally or permanently for unfilled staff positions, replace paid employees, or be used in lieu of obtaining contracted service for which funding has been provided.
- (3) Perform duties that render them unusually susceptible to injury or that cause injury to others.
- (4) Create policy.
- (5) Supervise paid employees or military personnel.

(6) Perform inherently governmental functions such as determining entitlements to benefits, authorizing expenditures of government funds, or deciding rights and responsibilities of any party under government requirements.

c. Statutory Volunteers. Statutory volunteers donate their services to the military within the programs listed in paragraph 1 of this Enclosure. Status is documented by completing DD Form 2793 "Volunteer Agreement for Appropriated Fund Activities or Non-appropriated Fund Instrumentalities," accompanied by a position description that outlines accepted services(s), job duties and responsibilities, training certificates, and completion of required background checks (when applicable), or other position requirements, such as certifications or licenses. Some examples of statutory volunteers include Volunteer Advisor or Coordinator, Welcome Coordinator, Key Contact or Key Volunteer, Secretary, Social Media or Newsletter Assistant, Volunteer Instructor, and Informal Funds Custodian.

d. Gratuitous Volunteers. These volunteers provide voluntary service to the military documented through the completion of a Gratuitous Service Statement. Some examples include event assistance, mass mailings, meeting assistance, donation pick-up and distribution, and intermittent services.

e. Background Checks. Volunteers who work with children and youth must receive a favorably adjudicated background check in accordance with reference p and Service-specific policies prior to starting their services. These volunteers may also be referred to as a "specified volunteer".

f. Credentials. Volunteers must be licensed, privileged, appropriately credentialed, or be otherwise qualified under applicable law, regulations, or policy prior to providing voluntary services in accordance with reference p.

g. Privacy Act Information. Statutory volunteers may have access to Privacy Act information in accordance with reference q, Section 552a, which provides for the disclosure of privacy-protected records to agency employees who need the records for the performance of their duties. Access to records contained in Privacy Act system of record may be provided to a statutory volunteer of a DoD component other than non-appropriated funds instrumentalities. Any statutory volunteer with such access must comply with the protection, disclosure, accounting, and other requirements of reference q. Privacy Act Information can be sent through the DoD Safe system to trained volunteers.

h. Volunteer Access Card. Authorized DoD volunteers who, in support of their duties, require a credential for log-on access to a DoD network must comply with reference p.

(1) This credential will be valid for three years from date of issuance and it will contain three certificates from the DoD Public Key Infrastructure (identity, email, encryption, and email signing certificate). A DoD sponsor is responsible for ensuring the card is retrieved and revoked when the card expires, the volunteer's service is

terminated, or a change in volunteer position is made that no longer requires access to the DoD network. Volunteer Access Card eligibility is conducted in accordance with reference jj.

(2) In order to be eligible to obtain a Volunteer Access Card, a volunteer must:

(a) Be a U.S. Citizen.

(b) Be a student intern or be an authorized DoD volunteer.

(c) Be sponsored by the DoD or a non-DoD Uniformed Service as part of an official volunteer assignment. The sponsor must be a Government official (military or civilian employee).

(d) Require frequent access to a DoD network to perform their volunteer duties.

(e) Receive a favorably adjudicated National Agency Check and inquiries.

(f) Be eligible for a DoD-sponsored unclassified network account.

(g) Agree to be photographed and fingerprinted.

(h) Be registered in the DEERS through the Contractor Verification System.

(3) For specific guidelines on procedures for issuance of credentials in support of DoD network access for these volunteers, refer to Service-specific guidelines.

#### 9. NG Volunteer Program Execution at the National Level.

a. The National Volunteer Training Program provides an optional webinar for volunteer training monthly through <https://www.afpc.af.mil/Airman-and-Family/Key-Spouse-Program/>.

b. The NG Volunteer Awards Program recognizes the best Statutory Volunteers from all States on a yearly basis. Information regarding the awards process is published on an annual basis by NGB-J1.

c. The Office of the Under Secretary of Defense for Personnel and Readiness may coordinate Family Readiness Awards annually to recognize the top unit in each RC that displays innovative family readiness efforts supporting unit mission readiness. Awards are typically due in January. NGB-J1-M will coordinate with the MFRS in each State for coordination.

#### 10. NG Volunteer Program Execution at the State Level.

a. State Volunteer Training Program. Volunteers will receive State-specific orientation, which includes an overview of the NG, and information about their specific MFR office and the MFR staff will assist with their integration into the National Guard

Service Member and Family Readiness Program. Additional volunteer training will be conducted as required per position description. Volunteers may also receive on-the-job training as needed. Orientations and trainings can be completed at the local, regional, or State level.

b. State Volunteer Recognition Program. States are required to develop a State Volunteer Recognition Program that operates on a yearly, quarterly, or monthly basis. This program will use a variety of methods (awards, thank you notes, certificates of appreciation) to acknowledge its volunteers. Please refer to specific State guidance in accordance with volunteer travel and travel reimbursement.

c. State Volunteer Personnel Management.

(1) State statutory volunteers must be tracked in AFFIRST for ANG MFRS and MARRS for ARNG MFRS to manage mandatory reporting data. Number of National Guard Service Member and Family Readiness Program volunteers and volunteer hours are reported annually to DoD.

(2) Volunteer Management Information System assists the SFRSs in managing volunteers and allows volunteers a way to track their hours, awards, trainings, and certificates (use is optional).

(3) MFR staff must ensure all volunteer management requirements, including an award recognition program, volunteer-hour tracking, background checks, and training for specified volunteers.

d. State Volunteer Travel Management.

(1) Reimbursement of volunteer expenses is subject to the availability of funds and only authorized for volunteers with a completed DD Form 2793, "Volunteer Agreement for Appropriated Fund Activities and Non-Appropriated Fund Instrumentalities" and have secured prior approval from the appropriate authority.

(2) Family Readiness and Youth Program statutory volunteers are eligible in accordance with reference d, reference e, and reference p.

(3) Eligible volunteers will be required to establish a Defense Travel System account to process travel reimbursement requests.

(4) When conducting programmatic business, properly appointed statutory volunteers may be required to participate in events and activities that exceed 12 hours and necessitate an overnight stay at a temporary duty station, which will warrant an Invitational Travel Authorization. Invitational Travel Authorizations are required when the duration of an eligible volunteer's travel exceeds 12 hours in accordance with reference b and an overnight stay is involved.

(5) When conducting approved programmatic business or training, statutory volunteers may incur reimbursable expenses for local travel. Local travel is typically conducted without official travel orders and does not include lodging or per diem.

(6) Expenses for eligible volunteers will be reimbursed in accordance with reference p and their respective program policy, instruction, or regulation. Lodging will be reimbursed at the locality per diem rate. Meals are reimbursed at the per diem rate and do not require receipts. Travelers will annotate travel vouchers appropriately when meals are provided (deducting from the per diem rate). Other expenses may be reimbursed in accordance with reference p (for example, airport parking, baggage fees, and hotel taxes).

## 11. Performance Management.

a. Assessment of Needs. Statewide assessment of needs will be conducted every year in accordance with reference a. In conjunction with the results, the MFRS processes and access points should be evaluated and updated to ensure they meet identified needs. Whenever a gap is identified, a Federal, State, or civilian resource should be identified by SFPDs and A&FRPMs and included into the MFRS to provide specific services.

b. Quality Assurance. Military and Family Readiness certification is required in accordance with reference b.

c. Metrics. Metrics are required from each State MFRS to NGB-J1 on a monthly, quarterly, semi-annual, or annual basis. Metrics may change based on current strategic and operational requirements.

(1) An overview of required metrics, instructions, and frequency will be contained in a Letter of Intent from NGB-J1 to all MFR offices, as appropriate.

(2) To align MFRS activities and requirements and to identify if the services provided achieve results from programmed resources, the performance metrics will serve as a scorecard to identify areas of achievement and improvement.

d. Reporting. National Guard Service Member and Family Readiness Program annual reporting must be accomplished in accordance with reference a and reference b.

(1) NGB-J1-M is responsible for the collection of data and completion of Office of the Under Secretary of Defense for Personnel and Readiness for Military Community and Family Policy 's "Annual Report of Family Readiness," which typically has a suspense of 15 January. Data collected is based on OUSD's metrics, which may change yearly.

(2) Annual data will be reported in AFFIRST for ANG and MARRS for ARNG MFRSs. This is mandatory. Data is directly connected to funding.

e. Records Management.

(1) AFFIRST. The AFFIRST web-based, data gathering, service delivery management system was established to provide timely information about daily activities, outcome-based results, and return on investment of A&FRPM services throughout the Air Force and ANG. All staff members will use this system for data gathering, records keeping, and information management. A&FRPMs will use AFFIRST in the categories designated to meet the specific needs of the ANG and other Air Force and DoD report requirements.

(2) MARRS. The MARRS application is a secure internet database which allows SFRS staff to enter and track their interactions between Service members, families, commands/units, and community resources.

(3) Data Integrity. It is the responsibility of all users of the MARRS Family Programs system and AFFIRST to enter and access data with integrity. Data integrity is protecting data against improper maintenance, modifications, or alteration. It includes data authenticity. Integrity has to do with the accuracy of information, including its authenticity and trustworthiness.

(a) Individual records contained in MARRS and AFFIRST are confidential and may not be shared.

(b) Reports may be generated to illustrate services provided and trends.

12. Transition Assistance Support.

a. Reference r provided the availability of transition assistance advisors to assist Reserve Component members who serve on active duty for more than 180 consecutive days.

b. The CNGB may establish a program to provide professionals in each State to serve as points of contact to assist eligible members of the RCs in accessing benefits and health care furnished under laws administered by the Secretary of Defense and benefits and health care furnished under laws administered by the Secretary of Veterans Affairs.

c. The duties of the transition support advisors are to:

(1) Assist with the creation and execution of an individual transition plan for an eligible member of a RC and dependents of the member for the reintegration into civilian life.

(2) Provide employment support services to the member and dependents.

(3) Provide information on relocation, health care, mental health care, and financial support services available from DoD, VA, or other Federal, State, and local agencies.

(4) Provide information on educational support services available to the member, including Post-9/11 Educational Assistance under reference r.

d. Transition assistance advisors are not retirement counselors or TAP counselors, but they are the connectors to earned Federal benefits/entitlements for eligible members of all Reserve Components.

13. YRRP.

a. YRRP staff are responsible to coordinate, prepare, and execute reunion and reintegration events and activities in accordance with reference a, reference s, reference t, and this manual.

b. Roles specific to YRRP support may include organizing events, gathering data, requesting funding, making appointments, and tracking and monitoring attendance.

c. MFR staff will support YRRP events through resource activities or briefings as appropriate.

14. Domestic Abuse Prevention and Response Program.

a. Domestic Abuse Prevention Family Violence and Abuse Prevention Analysts who are domestic abuse subject matter experts, are a resource to each State. The Family Violence and Abuse Prevention Analysts will address the risk and protective factors for domestic abuse, including in the context of military life, through the following:

(1) An emphasis on promoting a military culture that rejects the use of violence, harm, or controlling behaviors in spouse and intimate partner relationships and promotes the dignity and equal worth of spouses and intimate partners.

(2) A focus on support for Commanders to engage Service members early and throughout their career to develop and enhance communication and conflict management skills.

(3) An effort to address the risk and protective factors for child abuse and neglect through education and training to the Service members and their families for new or expecting military families, as well as military parents of children at multiple ages and stages of life, to help parents learn new skills, manage stress, acknowledge the difficulties of parenting, and promote help-seeking mentality.

(4) Direct support to the development and execution of policies, programs, and procedures for implementing integrated primary prevention activities related to family violence and abuse (that is, child abuse, domestic violence, and intimate partner violence).

(5) Identification of risk and protective factors that lead to or protect against unhealthy or unsafe behaviors and the promotion or mitigation of actions relating to environmental exposure.



(6) Service delivery may impact the MFRS through education and networking opportunities, such as deployment events, SFRG meetings, and others. This resource is meant to augment the MFRS and close service delivery gaps, as appropriate, including outreach to remote and isolated Service members and families.

b. Domestic Abuse Response for victims and alleged abusers will be based on eligibility found in Table 1. Those not eligible for the Family Advocacy Program will receive referral to treatment, counseling, and supportive services, as appropriate, for both victims and alleged abusers. Victims should be provided a warm hand-off to the following based on availability and appropriateness:

(1) M&FRCs and FACs as applicable and Local resources for immediate safety and long-term protection and support.

(2) Workplace safety and Housing.

(3) Childcare.

(4) Special Victims' Counsel.

(5) Clinical resources, Medical services, and Chaplain Corps resources.

(6) Other military and civilian support services (The National Domestic Violence Hotline (1-800-799-SAFE)).

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| <ul style="list-style-type: none"><li>✓ Active NG members who report domestic abuse or who are alleged abusers.</li><li>✓ NG members who were victims of domestic abuse prior to enlistment or commissioning.</li><li>✓ NG member dependents or intimate partners who are at least 18 years old.</li><li>✓ Title 32 United States Code non-dual status civilian employees and Title 5 United States Code civilian employees.</li><li>✓ State active duty NG members.</li><li>✓ An individual is not eligible for services if they are the dependent of a NG member and younger than 18 years old. Help is available through civilian Child Welfare Services or civilian law enforcement organizations. Incidents of child abuse are addressed by State statutes and general reporting guidelines. All suspected or reported incidents of child abuse must be reported to law enforcement and State Child Welfare Services.</li></ul> |
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**Table 1.** Domestic Abuse Response Eligibility

15. Systems and Access. SFPDs, SFRSs, and A&FRPMs will need to have access to the systems listed in Table 2. Please check with Service policy and State-specific guidance for additional system access requirements.

AFFIRST	ANG	Enables A&FRPMs to keep track of Service member and family data to support and maintain mission readiness.
Army Disaster Personnel Accountability and Assessment	ARNG	Standardizes the method for the Army to account, assess, manage, and monitor the recovery and reconstitution process for personnel and their families affected or scattered by a wide-spread catastrophic event.
AFPAAS	ANG	Standardizes the method for the Air Force to account, assess, manage, and monitor the recovery and reconstitution process for personnel and their families affected or scattered by a wide-spread catastrophic event.
ATAAPS	Joint	Automated Time Attendance and Production System used by civilian employees to accurately record time and attendance.
DAMPS	ARNG	Web-based system that provides the workflow business process for the alert, notification, and orders for Army reserve component units and individuals order to Active Duty. DAMPS produces and maintains unit mobilization orders.
DoDTAP	ANG	The manager and counselor web application is designed as a tool to assist the Military Services in executing an effective transition.
Defense Travel System	Joint	Defense Travel System is a fully integrated, electronic, end-to-end travel management system that automates temporary duty for the DoD.
EventPLUS	Joint	YRRP EventPLUS and TAP EventPLUS are online portals that facilitate automation of the programs through event management lifecycle, improving accountability, and providing a system for enhanced reporting.
FINRED	Joint	Website to find support for every stage of financial readiness and request PFC support.
GFEBs	ARNG	The Army's cloud-based financial, asset, and accounting management system that standardizes, streamlines, and shares critical data.
IGEMS	ANG	Inspector General Evaluation Management System is a critical aspect of the Inspector General's Reporting System that includes MICT and the Air

		Force Gatekeeper Site used to schedule inspections.
IPPS-A	ARNG	Army's Integrated Personnel and Pay System, which integrates military personnel and pay functions to deliver Total Force visibility to support Readiness, Talent Management, and Auditability.
ISR	ARNG	Installation Status Report is a tool to assist Army leadership with assessing installation readiness.
JKO	Joint	Web-based system providing internet access to online courses, curricula, communities, and learning resources on military unclassified (NIPRNET) and classified (SIPRNET) networks.
MARRS	ARNG	Enables SFPDs, LSFRSs, and SFRSs to keep track of Service member and family data to support and maintain mission readiness.
MICT	ANG	Air Force-wide standardized self-assessment program that brings visibility of base level assessments to all levels of the Air Force, enabling data-based decisions.
milSuite	Joint	Collection of online applications focused on improving the methods of secure collaboration for the DoD.
MyVector	ANG	Enterprise solution that supports the Air Force's goal to provide a standardized process available to all Airmen for career development and mentoring.
PIEE	Joint	The Procurement Integration Enterprise Environment is the primary enterprise procure-to-pay application for the DoD.
VMIS	ARNG	Volunteer Management Information System provides tools to manage volunteerism in the ARNG community.

**Table 2.** Required Systems and Access for SFPDs, SFRSs, and A&FRPMs.

## ENCLOSURE E

### ARMY NATIONAL GUARD FINANCIAL READINESS

1. The ARNG will provide programs and resources addressing the financial decisions facing Service members and the effects such decisions can have on their personal and professional lives. Such programs and resources are designed to assist Service members and their families, as appropriate, in developing skills to maintain their financial readiness, regardless of the type of, or location of, their duty assignment.
2. "Financial Readiness of Service Members" policy went into effect in November 2021 and requires military departments to provide financial readiness training consistent with personal and professional training points across the military lifecycle. Financial literacy common military training requirements provides Soldiers and families with the common knowledge, skills, and behavior standards to enable them to manage their financial affairs in a manner that support mission readiness.
3. Financial issues for Soldiers can have a direct impact on readiness and retention. In many cases, resultant financial problems have had a serious negative impact on ARNG Soldiers and families, as well as a significant effect on operational readiness, morale, and retention including suicide and domestic abuse.
4. In accordance with reference u, military members should have financial readiness training at least once per year and during the 12 defined "touchpoints". Touchpoints span a Service member's career, starting with initial entry into the Guard, up to retirement. They include major life-changing events like marriage, the birth of a child, pre- and post-deployment, and promotion. Training is also required before attending a leadership course or transitioning to another component.
5. Financial Readiness mandatory training requirements will be tracked to ensure all Soldiers receive the touchpoints either through distributed learning and face-to-face instruction, and track completions. Required courses are displayed at <https://olms.armyfamilywebportal.com> on individual log in. Face-to-face and group training will be made available at the ARNG FAC.
  - a. SFRSs will be provided the opportunity to receive training to obtain the knowledge and skills necessary to address the subject matter for areas of responsibility in accordance with reference u and reference v. This will enable staff to offer detailed financial readiness information and the ability to give face-to-face financial training.
  - b. SFRSs are enabled to teach CMT Milestones and are encouraged to become credentialed as Financial Counselors. The PFC should augment the MFR Financial Readiness Program, not replace it.
  - c. The SFRS assists customers with financial-related concerns and must be knowledgeable about resources. ARNG FP staff must network within military and

civilian communities to learn about and discover new financial resources and maintain relationships with existing resources. These resources include:

- (1) Budgeting and money management education and counseling.
- (2) Emergency funds requests.
- (3) Financial assistance.
- (4) Military affiliate loan or grant requests.
- (5) Military pay problems.
- (6) Tax assistance.

6. The ARNG Financial Readiness Literacy Program includes a Program Manager located in NGB-J1 and in the NGB-J1-M dedicated to the financial literacy for each State.

a. The NGB Program Manager will:

- (1) Provide policy and programming, data-driven tools, and program evaluation support.
- (2) Provide strategic oversight for the Financial Literacy Program.
- (3) Ensure collaboration with SFPDs and SFRSs.

b. The SFPD will:

- (1) Understand the applicability of reference b, reference u, reference v, and reference w.
- (2) Have an awareness of Financial Literacy tools which include milestones, handouts, and certificates, which are all available on milSuite.
- (3) Appoint SFRS staff to be prepared to educate a military member or group briefing on milestone training.

c. The SFRS will:

- (1) Understand the applicability of reference b, reference u, reference v, and reference w.
- (2) Have awareness of Financial Literacy Milestone training and its availability for Service members on the Army Family Web Portal, or in-person and group briefings.

(3) Collaborate with units and Commanders to identify the type of briefing needed for Financial Literacy Milestones.

(4) Assist Service members with obtaining certificates and providing proof of completion certificates for the Digital Training Management System (DTMS).

d. The Units and Commanders will:

(1) Maintain Soldier and family readiness and promote financial literacy training when a Soldier is approaching a professional or personal major life event. This includes providing time for the Soldier to meet with either an SFRS or a PFC and promoting financial literacy training as mission readiness.

(2) Ensure all Soldiers are meeting the required milestones, directing them to the Army Family Web Portal online learning management system for self-directed training, PFC and/or to the trained SFRSs who can deliver the touchpoints in group settings. Commanders may also direct Soldiers to in-person pre- and post-deployment training available at YRRP events.

(a) Assign a Digital Training Manager for DTMS.

(b) Ensure Soldiers present their training certificates or other approved proof of training for record in the Soldier's individual training record to the assigned DTMS training manager.

(c) Record completion of Financial Literacy Milestones in Soldier's individual training record under DTMS using the following task identification numbers in Figure 1 below.

Milestone	DTMS Task ID
Permanent Change of Station	G09-COM-0002, PREPARE FINANCES FOR A PERMANENT CHANGE OF STATION (PCS)
Promotion	G09-COM-00011, PREPARE FINANCES FOR A PROMOTION
Vesting in TSP	G09-COM-0005, PREPARE FINANCES FOR VESTING IN THE THRIFT SAVINGS PLAN
Continuation Pay	G09-COM-0006, PREPARE FINANCES FOR CONTINUATION PAY UNDER BLENDED RETIREMENT SYSTEM
Marriage	G09-COM-0007, PREPARE FINANCES FOR MARRIAGE
Birth of First Child	G09-COM-0009, PREPARE FINANCES FOR WELCOMING A NEW CHILD
Divorce	G09-COM-0008, PREPARE FINANCES FOR A DIVORCE
Disabling Sickness/Condition	G09-COM-00010, PREPARE FINANCES FOR A DISABLING SICKNESS OR CONDITION
Pre-Deployment	G09-COM-0003, PREPARE FINANCES FOR A DEPLOYMENT
Post-Deployment	G09-COM-0004, PREPARE FINANCES FOR RETURN FROM DEPLOYMENT

**Figure 1.** Task Identification Numbers

(3) Leverage all means of communication to inform and connect Soldiers and family members. Effective, frequent, meaningful communication, and leadership engagement are essential elements of financial readiness.

(4) Commanders will encourage spouses to complete educational resources available at <<https://www.milspousemoneymission.org>>.

7. All Soldiers must complete financial readiness common military training found in Figure 2 below (one-on-one training, group training, or virtual training).



**Figure 2.** Army Road to Financial Readiness

8. Training received from another branch of Service will be accepted with proof of training.

ENCLOSURE F

REFERENCES

PART I. REQUIRED

- a. Chief of the National Guard Bureau (CNGB) Instruction 1800.02A, 22 October 2021, "National Guard Service Member and Family Readiness Program"
- b. Department of Defense (DoD) Instruction 1342.22, 05 August 2021, "Military Family Readiness"
- c. DoD Instruction 1000.15, 24 October 2008, "Procedures and Support for Non-Federal Entities Authorized to Operate on DoD Installations"
- d. Army Regulation (AR) 608-1, 19 October 2017, "Army Community Services"
- e. Department of the Air Force (DAF) Instruction 36-3009, 04 November 2022, "Military and Family Readiness Centers"
- f. Army Directive 2019-17, 01 April 2019, "Changes to the Soldier and Family Readiness Group Program"
- g. Headquarters, Department of the Army, Executive Order 233-19, 16 December 2019, "Implementation of the Soldier and Family Readiness Group"
- h. National Guard Memorandum for Air National Guard Key Spouse Program, 19 November 2019, "Guidance for the Air National Guard Key Spouse Program"
- i. Public Law 111-84 Section 563, 28 October 2009, "National Defense Authorization Act for Fiscal Year 2010, Support for Military Families With Special Needs"
- j. DoD Instruction 1315.19, 23 June 2023, "The Exceptional Family Member Program"
- k. AR 608-75, 27 January 2017, "Exceptional Family Member Program"
- l. National Guard Regulation 608-1, 04 June 2020 "Army National Guard Exceptional Family Member Program"
- m. DoD Instruction 1332.35, 26 September 2019, "Transition Assistance Program (TAP) for Military Personnel"
- n. DAF Instruction 36-3006, 20 June 2023, "Survivor Benefit Plan (SBP) (Regular, Guard, Reserve, and Retired)"
- o. "Americans with Disabilities Act of 1990," including changes made by ADA Amendments Act of 2008



- p. DoD Instruction 1100.21, 27 March 2019, “Voluntary Services in the Department of Defense”
- q. Title 5 United States Code (U.S.C.) Section 552a, “Privacy Act of 1974”
- r. Public Law 112-239, 02 January 2013, “National Defense Authorization Act for Fiscal Year 2013”
- s. DoD Instruction 1342.28, 25 February 2019, “DoD Yellow Ribbon Reintegration Program (YRRP)”
- t. CNGB Instruction 1800.01, 01 July 2020, “Yellow Ribbon Reintegration Program”
- u. DoD Instruction 1322.34, 05 November 2021, “Financial Readiness of Service Members”
- v. HQDA Executive order 140-21, 08 March 2022, “The Army Financial Literacy Training Program”
- w. Title 10 U.S.C., § 992, “Financial Literacy Training: Financial Services”

## PART II. RELATED

- x. AR 210-22, 12 May 2022, “Support for Non-Federal Entities Authorized to Operate on Department of the Army Installations”
- y. AR 215-1, 24 September 2010 “Military Morale, Welfare, and Recreation Programs and Non appropriated Fund Instrumentalities”
- z. DAF Instruction 90-5001, 21 October 2021, “Integrated Resilience,” Incorporating Guidance Memorandum, 04 August 2022
- aa. DAF Instruction 40-301, 13 November 2020, “Family Advocacy Program”
- bb. DoD Instruction 6400.06, 15 December 2021, “DoD Coordinated Community Response to Domestic Abuse Involving DoD Military and Certain Affiliated Personnel”
- cc. Title 10 U.S.C. § 1142, “Preseparation Counseling; Transmittal of Certain Records to Department of Veterans Affairs”
- dd. Title 10 U.S.C. § 1144, “Employment Assistance, Job Training Assistance, and Other Transitional Services: Department of Labor”
- ee. DAF Instruction 34-101, 07 March 2022, “Air Force Morale, Welfare, and Recreation (MWR) Programs and Use Eligibility”
- ff. DAF Instruction 65-601 Version 1, 22 June 2022, “Budget Guidance and Procedures”

- gg. DAF Instruction 51-601, 16 April 2019, "Gifts to the Department of the Air Force from Domestic and Foreign Sources"
- hh. Air Force Manual 34-201, 28 September 2018, "Use of Nonappropriated Funds"
- ii. DAF Instruction 34-223, 13 December 2018, "Private Organizations Program"
- jj. DoD Instruction 1000.13, 23 January 2014, "Identification (ID) Cards for Members of the Uniformed Services, Their Dependents, and Other Eligible Individuals,"  
Incorporating Change 1, 14 December 2017
- kk. CNGB Manual 1801.01, 13 November 2018, "NG Yellow Ribbon Reintegration Program Events and Activities"

## GLOSSARY

### PART I. ACRONYMS

ACS	Army Community Service
AFFIRST	Air Force Family Integrated Results and Statistical Tracking
A&FRPM	Airman and Family Readiness Program Manager
AFP	Annual Fund Plan
AFPAAS	Air Force Personnel Accountability and Assessment
ANG	Air National Guard
ARNG	Army National Guard
ARNG FP	Army National Guard Soldier and Family Readiness Programs
CFRR	Command Family Readiness Representative
CG	Commanding General of the District of Columbia
CNGB	Chief of the National Guard Bureau
DEERS	Defense Enrollment Eligibility Reporting System
DoD	Department of Defense
DTMS	Digital Training Management System
EFAC	Emergency Family Assistance Center
EFMP	Exceptional Family Member Program
FAC	Family Assistance Center
GFEBS	General Fund Enterprise Business System
KSP	Key Spouse Program
LSFRS	Lead Soldier and Family Readiness Specialist
MARRS	Mission Analysis Readiness Resource Synchronization
M&FRC	Military and Family Readiness Center
M&FRP	Military and Family Readiness Program
MDEP	Management Decision Package
MFLC	Military Family Life Counselor
MFR	Military Family Readiness
MFRS	Military Family Readiness System
MICT	Management Internal Control Toolkit
MOS	Military OneSource
NG	National Guard
NGB	National Guard Bureau
NG JFHQs-State	National Guard Joint Force Headquarters-State
NGB-J1	Manpower and Personnel Directorate
NGB-J1-M	Service Member and Family Programs Division
PFC	Personal Financial Counselor
QACS	Quality Army Community Service
SFPD	State Family Program Director
SFRG	Soldier and Family Readiness Group
SFRS	Soldier and Family Readiness Specialist
TAG	The Adjutant General
TAP	Transition Assistance Program

YRRP

Yellow Ribbon Reintegration Program

PART II. DEFINITIONS

Access Point -- A vehicle through which Service members and their families can access Family Readiness information, services, and referrals.

Army Family Action Plan -- The Army's process to identify and elevate the most significant quality of life issues impacting Active and Reserve Component Soldiers, retirees, Department of Army Civilians, and families to senior leaders for action.

Army National Guard Family Program -- The Army National Guard Joint Force Headquarters program supporting Army National Guard brigade, battalion, unit commanders, that is an extension of Army Community Services for Army National Guard Soldiers and families, and the geographically dispersed Total Army.

Beyond the Yellow Ribbon Program -- A comprehensive program that creates opportunities to address specific State issues through a Department of Defense grant process, such as employment resources or community partnerships.

Capstone -- The Capstone is a mandatory component of the Transition Assistance Program that certifies the Service member has met all Career Readiness Standards prior to retirement or separation from active duty.

Certification -- Verification that Family Readiness services have been assessed by the organization providing such services and meet or exceed the standards of quality established for that body.

Command Family Readiness Representative -- A liaison between the command and the Soldier Family Readiness Group volunteers.

Commanding General -- The Commander of the Army and Air National Guard in the District of Columbia.

Community Action Team -- Team which promotes collaboration and continuous process improvement amongst helping agencies to identify gaps in programs and activities, eliminate ineffective redundancies, and improve programs and activities. Community Action Teams support resilience, violence prevention, and community needs through a comprehensive umbrella of care combined of various helping agencies.

Comprehensive Airman Fitness -- A model comprised of four domains (mental, physical, spiritual, and social) with the goal of building and sustaining a resilient Air Force community.

Dependent -- A dependent is a qualifying person who entitles a Service member to claim dependent-related military benefits. All eligible dependents will be registered in the Defense Enrollment Eligibility Reporting System.

Deployed Service Member and Cycle of Deployment -- Mobilized, activated, and deploying Service members go through cycles of pre-deployment, deployment, and post-deployment and reintegration. All phases have unique challenges associated with them for Service member and family readiness.

Domestic Abuse -- Domestic violence, or a pattern of behavior resulting in emotional or psychological abuse, economic control, or interference with personal liberty that is directed toward a person who is one or more of the following: current or former spouse, person with whom the alleged abuser shares a child in common, current or former intimate partner with whom the alleged abuser shares or has shared a common domicile, and/or a person who is or has been in a social relationship of a romantic or intimate nature with the accused and determined to be an intimate partner.

Duty to Warn or Duty to Report -- A legal obligation to protect potential victims from harm and protecting clients from self-harm.

Eight Essential Services -- The eight essential services that Military and Family Readiness Specialists provide are Crisis Intervention, Legal Resource and Referral, Financial Resource and Referral, TRICARE information, Identification cards and Defense Enrollment Eligibility Reporting System, Community Information and Outreach, Exceptional Family Member Program and Emergency Family Assistance Center.

Financial Readiness Common Military Training Requirements -- The Army Community Service Financial Readiness Program teaches Soldiers how to save and invest their money, how to establish savings goals, debt elimination strategies, and saving for emergencies.

Geographically Separated Unit -- Used to denote a military unit not at the same physical location or base as its parent unit.

Gold Star Family -- A title which is reserved for families of military members who have died in the line of duty.

Installation Deployment Plan -- Plan to ensure a wing is capable of supporting deployment operations and is ready to deploy.

Joining Community Forces -- An effort to support Service members, veterans, and their families at the community level. It focuses on working with national employers to help military spouses find jobs during relocation, working on improving educational circumstances for military children, and working with mental health providers to facilitate access to services for military families.

Key Spouse Program (in the Air National Guard) -- A formal, Commander's program to enhance unity family readiness and encourage peer-to-peer support to families.

Major Accident Response Exercise -- An exercise designed to test a wing's ability to respond to a variety of different events that could be disastrous to the installation and negatively impact the mission.

Master Cooperative Agreement -- National Guard Bureau cooperative agreements are entered into with the States (grantees). Cooperative agreements are funded through DoD appropriations provided to the National Guard Bureau.

Military and Family Readiness Program -- Formerly known as Airman and Family Readiness Program, this program provides services in support of developing and executing policies, programs, and processes, enhancing individual, family and community readiness, resilience, and quality of life. The Airman and Family Readiness Program Manager aligns family support capability with the Joint State Family Program to provide support for all Service members and their families.

Military Family Life Counselor -- A Department of Defense contractor who is a behavioral health professional who supports Service members, their families, and survivors with non-medical counseling.

Personal Financial Counselor -- A Department of Defense contractor who is trained to provide personal finance basics, help with creditors, provide education on military savings programs, coordinate with emergency financial assistance organizations, and help with budgeting.

Respite Care Reimbursement Program -- Provides an opportunity for caregivers to focus on their own well-being and avoid caregiver burnout.

State Family Program -- An overarching National Guard Bureau term that characterizes the Army National Guard and Air National Guard Family Programs executed within each State and includes the Army National Guard Family Program at the Joint Force Headquarters and the Airman and Family Readiness Program at each wing.

States -- The fifty States, three Territories, and the District of Columbia.

Survivor Outreach Services -- Serves as the primary case management and advocacy for surviving family members as part of the Total Army Force program that provides support, information, and resources.

The Adjutant General -- The Commander of the Army and Air National Guard in a State or Territory.

Total Army Family -- Consists of Soldiers, civilian employees, retirees, and their legal family members. It includes family assistance services and related programs that support quality of life, readiness, and retention and meet the Army's obligation to Soldiers, civilian employees, and their families by ensuring the effective interface between family assistance and family support.

Total Force Service Center -- Serves the personnel needs of the Air Reserve Component, including the Guard and Reserve.

Transition Assistance Program -- The overarching program that provides transition assistance, training, counseling, and services to eligible transitioning Service members

to be career ready upon separation, retirement, or release from active duty, thus enabling Service members to pursue additional education, seek, or return to employment in the public or private sector, start their own business, pursue educational or vocational training, or other form of self-employment.

Yellow Ribbon Reintegration Program -- A program that networks military services, veteran service organizations, State government departments, and other agencies to provide information, resources, referrals, and proactive outreach to Service members, their families, employers, and communities throughout the phases of deployment or mobilization.

Veteran Service Organization -- An organization that serves veterans by helping them understand and claim Department of Veterans Affairs benefits, seek employment, and readjust to civilian life.

Warm Hand-off -- A direct connection, introduction, and follow through arranged through the customer to the helping person or agency; active participation in the referral process.