



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, 32D ARMY AIR AND MISSILE DEFENSE COMMAND  
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AFVL-CG

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Letter, Family Readiness Groups

1. References:

- a. AR 608-1 (Army Community Service), 12 March 2013. Appendix J, Army Family Readiness Group Operation, 13 March 2013.
- b. AR 600-20 (Army Command Policy), 7 June 2006.
- c. U.S. Army Forces Command (FORSCOM) Family Readiness Liaison (FRL) Program OPOD, 9 August 2015.

2. Policy. Family Readiness Groups (FRGs). FRGs are integral to building and sustaining unit readiness. Since June 2006, Army Command Policy formally established the Family Readiness Group program as an official Army mission under the personal supervision and responsibility of commanders at each level (AR 600-20, para. 5-10 (b)(7)). Unit commanders at all levels are expected to establish and support FRG operations. As a company level operation, the FRG is a command sponsored organization of all assigned Soldiers, Family members, Department of the Army Civilians, and volunteers, that together provide mutual support and assistance and a network of communications among the Family members, the chain of command, and community resources.

3. Command Emphasis.

a. FRGs are a unit commander's responsibility. A competent and healthy FRG program requires the personal attention of commanders and senior unit leaders. The guiding functions should not fall solely to Family member volunteers. This does not mean the commander personally controls and dictates every aspect of the program, but must be engaged, informed, and personally involved and attend FRG functions and events. Keep in mind that commanders will deal with members not under their command as Soldiers and employees, so great tact, sound judgment, and wise diplomacy must be exercised.

b. Commanders will register their FRG with Army Community Service (ACS). Commanders will ensure that Family member volunteers within the FRG leadership are appointed in writing as FRG Leader, co-leader, fund custodian, alternate, and key

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callers and provide position descriptions so that obligations and limits of responsibility are clearly defined. Volunteers are highly encouraged to also register with the installation Army Volunteer Corps Coordinator.

4. Training. Commanders are to ensure that appropriate FRG training is completed through ACS for each mission essential FRG volunteer position as stated above and obtain a Department of the Army Training Certificate. Frequency of training is a command decision, but mandatory.

5. Managing Funds.

a. The regulatory guidance on fund management is clear and specific, but this area is fraught with pitfalls and potential liabilities. Your FRG Informal Fund must be regulated by a written standard operating procedure. Keep in mind at all times the guiding principle that FRG monies belong to the FRGs and must be used only for FRG business. Strictly follow the rules against co-mingling funds used for other purposes.

b. IAW AR 608-1, Appendix J, Army FRG operations, the FRG fund custodian and alternate cannot be the unit commander, a deployable Soldier, or the FRG leader. The FRG fund custodian and alternate will be appointed in writing and held accountable for any loss or misuse of funds.

6. Fundraising. A registered FRG through ACS is authorized to raise funds in support of FRG activities. An FRG is classified as a formal fund organization and may operate on the installation without being a private organization. FRG funds will be managed in accordance with appropriate regulations. All fundraisers are to be held on an installation and submission for approval is required through appropriate channels. FRGs may not make direct, personal solicitations to individuals for gifts or donations.

7. The Family Readiness Liaison (FRL).

a. The FRL is the Commander's military representative for the unit FRG. They serve as a link between FRG leaders, unit and the community. They support the FRG Leader with communication between the FRG, the commander and the community. Commanders have the responsibility of designating unit FRLs that will be highly engaged in the unit FRG. Therefore, the commander should select an FRL with longevity in the unit and in the event of a deployment remain in the rear to act and speak on behalf of the commander for FRG related activities.

b. IAW U.S. Army Forces Command (FORSCOM) Family Readiness Liaison (FRL) Program OPORD, dated 9 August 2015, and associated Annex C, each unit at the brigade level and below will select a Soldier in the rank of sergeant or above to execute

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duties as the unit FRL. The FRL position is a significant additional duty that will be performed in conjunction with normal duty requirements. Therefore, the FRL will not be assigned any other additional duties within the FRG or the unit. At a minimum, FRLs will attend the following training: Family Readiness Liaison Training Course, Rear Detachment Commander training, Volunteer Management Information System (VMIS) Training for Organization Points of Contact, Operational Security (OPSEC) Social Media Training, and Casualty Response (CARE) Team Training.

8. FRG Program and Legal Advice. ACS Directorate is your main source of information and support for a sound FRG program. Command legal advisors with the Office of the Staff Judge Advocate and the Office of the Inspector General are available for advice and consultation on any FRG issue. Routinely call on them for advice and assistance.



CHRISTOPHER L. SPILLMAN  
Brigadier General, USA  
Commanding

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