

Army Regulation 608–47

Personal Affairs

Army Family Action Plan (AFAP) Program

**Headquarters
Department of the Army
Washington, DC
14 December 2004**

UNCLASSIFIED

SUMMARY of CHANGE

AR 608-47

Army Family Action Plan (AFAP) Program

This administrative revision dated 14 December 2004--

- o Adds Headquarters, Installation Management Agency responsibilities (para 1-1).
- o Adds Installation Management Agency Region Army Family Action Plan program manager responsibilities (paras 2-1; 5-1c(3)(a) through (k); 5-2a(7), and throughout).
- o Adds Installation Management Agency director responsibilities (para 2-1b).
- o Establishes Installation Management Agency region responsibility to provide facilitators, recorders, transcribers, and issue support persons, and delegates to major Army command and Headquarters, Department of the Army, Army Family Action Plan Conference (paras 2-1b(4); 3-6a(3); 4-3; 5-1b; and 5-2b).
- o Changes subject matter expert assignment procedures for major Army command conferences (para 2-1b(5)).
- o Changes procedures for major Army command and region completion of automated Army Family Action Plan Management Report (paras 2-1d(3) and 2-1e(2)).
- o Changes procedures for issue submission to major Army command conferences (para 2-1h(8)).
- o Adds commander responsibility to sign minutes of Commander's Steering Committee meetings (para 3-4c).
- o Establishes major Army command issue submission responsibility to Headquarters, Department of the Army, Army Family Action Plan Conference (paras 4-3 and 5-1c(2)(c)).

This new regulation dated 20 October 2003--

- o Establishes program guidance for the Army Family Action Plan Program.
- o Includes responsibilities for commanders at all levels, program oversight, reporting requirements, processes and procedures for the annual conference and ongoing issue management and steering committee membership and functions (chaps 2-7).

Personal Affairs

Army Family Action Plan (AFAP) Program

By Order of the Secretary of the Army:

PETER J. SCHOOMAKER
General, United States Army
Chief of Staff

Official:



SANDRA R. RILEY
Administrative Assistant to the
Secretary of the Army

History. This publication is an administrative revision. The portions affected by this administrative revision are listed in the summary of change.

Summary. This regulation provides guidance for the establishment and administration of the Army Family Action Plan Program, a mechanism to identify well-being concerns raised by Army members and policy for the management and administration of those issues at appropriate command levels.

Applicability. This regulation applies to the Active Army, the Army National Guard of the United States, the U.S. Army Reserve, Department of the Army

civilian personnel, and family members to each of these groups.

Proponent and exception authority. The proponent of this regulation is the Assistant Chief of Staff for Installation Management. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or a direct reporting unit or field operating agency of the proponent agency in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

Army management control process. This regulation contains management control provisions in accordance with Army regulation 11-2 and identifies key management controls that must be evaluated (see appendix B).

Supplementation. Supplementation of

this regulation and establishment of command and local forms are prohibited without prior approval from Assistant Chief of Staff for Installation Management (DAIM-ZA), 600 Army Pentagon, Washington, DC 20310-0600.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to: Commander, U. S. Army Community and Family Support Center (USACFSC-FP-O) (Army Family Action Plan), 4700 King Street, Alexandria, VA 22302-4418.

Committee Continuance Approval. The Department of the Army Committee Management Officer concurs with the establishment of the Army Family Action Plan General Officer Steering Committee as an interagency committee on 1 July 2002.

Distribution. This publication is available in electronic media only and is intended for command levels C, D, and E for the Active Army, D and E for the Army National Guard of the United States, and C, D, and E for the U.S. Army Reserve.

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Glossary

Chapter 1 Overview

1–1. Purpose

This regulation prescribes policies and responsibilities for establishing and operating the Army Family Action Plan (AFAP) Program. This regulation also directs Installation Management Agency (IMA) region directors to appoint AFAP program managers to monitor installation AFAP programs, assure that annual AFAP conferences and steering committees convene, and assure issue disposition is appropriate. Major Army commanders will appoint a liaison to coordinate with IMA region AFAP program managers to conduct annual AFAP training and planning conferences within their respective commands.

1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Authority

a. The AFAP program was established in 1983 as a result of the Chief of Staff, Army (CSA), 1983 White Paper, “The Army Family.”

b. The Headquarters, Department of the Army (HQDA) AFAP General Officer Steering Committee (GOSC) Charter establishes the HQDA AFAP GOSC as an interagency committee under the guidelines in AR 15–1, effective for a 2-year period beginning 1 July 2002. Chapter 7 outlines the purpose, composition, and control of GOSC.

Chapter 2 Oversight

2–1. Responsibilities

- a.* The following principal officials within the Department of the Army (DA) will—
- (1) The CSA will designate the AFAP as a CSA program and have overall executive authority for the program.
 - (2) The Vice Chief of Staff of the Army (VCSA), through the HQDA AFAP GOSC, will—
 - (a)* Guide the AFAP process to ensure that the unique needs of the Army community are addressed.
 - (b)* Chair the HQDA AFAP GOSC semiannually and review AFAP issues.
 - (3) The Director of the Army Staff (DAS) will—
 - (a)* Assign lead agencies to develop information papers, action plans, and resolve AFAP issues.
 - (b)* Assign subject matter experts (SMEs) to attend the AFAP Training and Planning Conference.
 - (c)* Serve as the vice-chair of the HQDA AFAP GOSC.
 - (4) The Chief, National Guard Bureau (NGB) will ensure AFAP is implemented through NGB family programs, in accordance with this regulation.
 - (5) The Chief, U.S. Army Reserve (CAR), will ensure AFAP is implemented through the U.S. Army Reserve (USAR) Family Readiness Program, in accordance with this regulation.
 - (6) The Judge Advocate General (TJAG) will provide advice, instruction, guidance, and assistance for the legal aspects of the AFAP.
- b.* The Director, Installation Management Agency will—
- (1) Implement policy and procedures as outlined in this regulation.
 - (2) Submit installation resource requirements in accordance with guidelines in AR 608–1 and this regulation.
 - (3) Distribute funds in accordance with the Community and Family Support Center (CFSC) funding guidance to assure major Army command (MACOM) AFAP conferences are convened according to standards established in this regulation.
 - (4) Support funding for facilitators, recorders, transcribers, and issue support persons (FRTIs) and delegates to attend HQDA conferences.
 - (5) Appoint an IMA region program manager to act as a point of contact with the MACOM liaison.
- c.* Commanders, MACOMs will—
- (1) Implement AFAP policy and operational guidance and resource the program to ensure an acceptable and consistent delivery of service.
 - (2) Appoint a MACOM liaison to the AFAP program.
 - (3) Host an annual MACOM AFAP Training and Planning Conference whereby a demographic cross section of the

command's soldiers, retirees, DA civilians, family members, and tenant organizations convene onsite at one location to evaluate, prioritize, and report issues of well-being concern to leadership.

(4) Assign lead agencies to develop information papers, action plans, and resolve AFAP issues, as appropriate.

(5) Assign SMEs from MACOM staff to prepare information papers and attend the MACOM AFAP Training and Planning Conference as appropriate for conference issues.

(6) Ensure that issues developed at the local level are forwarded through the respective IMA region to the appropriate MACOM for resolution.

(7) Appoint the membership of and chair a MACOM Commander's AFAP Steering Committee to monitor the progress of MACOM issues, provide guidance and direction, and approve and/or disapprove completed and unattainable issue status recommendations. Note: If the number of MACOM AFAP issues is 10 or fewer, the MACOM Commander's AFAP Steering Committee meeting is optional. If the steering committee is not convened, the issues will be managed via staff actions that are subject to the commander's approval (figures 2-1 and 2-2 are samples of these documents).

(8) Forward approved MACOM conference issues to HQDA AFAP Training and Planning Conference.

(9) Provide issue disposition sheets (feedback) through appropriate IMA region program manager for dissemination to installations.

d. MACOM commanders with military tenant units or organizations located at other MACOM installations will—

(1) Designate an AFAP program manager who oversees the command's AFAP program.

(2) Solicit issues from the members of the command, convene an AFAP conference with command delegates from various locations, and execute associated responsibilities, when deemed necessary for cohesion and to demonstrate leadership focus on well-being issues.

(3) Assign lead agencies to develop information papers, action plans, and resolve AFAP issues.

(4) Assign SMEs to attend the MACOM AFAP Training and Planning Conference.

(5) Market and publicize the AFAP Conference by providing delegates and FRTIs to the HQDA AFAP Training and Planning Conference.

e. MACOM AFAP program liaisons will—

(1) Execute one MACOM AFAP Training and Planning Conference annually with an IMA region program manager, if applicable.

(2) Ensure that DA Form 7255 is completed online for MACOM in accordance with this regulation and U.S. Army Community and Family Support Center AFAP (USACFSC) office instructions.

(3) Establish and manage MACOM Commander's AFAP Steering Committee to oversee the progress of issue resolution. If the number of issues is ten or fewer, the steering committee meeting is optional. If a steering committee is not convened, the issues will be managed via staff actions, subject to the commander's approval.

f. Commanders of specified MACOMs, director, Army National Guard, and chief, U.S. Army Reserve will—

(1) Implement, monitor, resource, and determine organizational structure and placement of AFAP programs to ensure quality and consistent program delivery.

(2) Appoint an AFAP manager to oversee the process.

(3) Host an annual AFAP Training and Planning Conference whereby a demographic cross section of community soldiers, retirees, DA civilians, family members, and tenant organizations convene to evaluate, prioritize, and report issues of well-being concerns to Army leadership.

(4) Assign lead agencies to develop information papers, action plans, and resolve AFAP issues.

(5) Assign SMEs to attend the AFAP Training and Planning Conference.

(6) Support annual HQDA AFAP Training and Planning Conference by forwarding MACOM issues and sending FRTIs and delegates to represent their MACOM.

(7) Appoint the membership of and chair the Commander's AFAP Steering Committee. This committee will review issues generated at the installation and/or regional level and ensure they are worked toward resolution or submitted to the HQDA for resolution at that level (see figures 2-1 and 2-1 for appointment documents which may be adapted for local use).

MEMORANDUM FOR COL James Jones, Director, Installation Services, Fort Wherever
USA 10001-1000

SUBJECT: Appointment to Commander's Army Family Action Plan (AFAP) Steering
Committee

1. Appointment. Effective this date, you are appointed to membership on the Commander's Army Family Action Plan Steering Committee. Your appointment shall remain in effect throughout the term of your current position on Fort Wherever.
2. Purpose. The Commander's AFAP Steering Committee will meet at least semiannually to discuss the issues retained at the local level, review the status and determine the disposition. The purpose and composition mirror the HQDA General Officer Steering Committee.
3. Responsibilities. As a member of this committee, you are responsible to--
 - a. Attend all scheduled committee meetings.
 - b. Review status briefings on active AFAP issues.
 - c. Review issues for feasibility and measurable objectives.
 - d. Establish priorities for new issues.
 - e. Determine the appropriate issue status (active, completed, or unattainable).
 - f. Provide recommendations to the commander for approval.
4. Committee Composition. The Commander's AFAP Steering Committee will be composed of, but not limited to, the following members:
 - a. Installation/Garrison commander (chair).
 - b. DCS, G-1 (deputy chair).
 - c. DCS, G-4.
 - d. Judge Advocate.
 - e. Medical/Dental Commander.
 - f. Director, Public Works and Environment.
 - g. Mrs. Jane Sergeant, junior enlisted spouse.
 - h. Mrs. Susan Smith, officer spouse.
 - i. Mr. Toby Ironsides, family (youth).
 - j. Mr. Ben Whyte, retiree.
5. Authority. Your appointment as a committee member is made under the authority of AR 608-47.

JONATHAN H. STRONG
Lieutenant General, USA
Commanding

Figure 2-1. Memorandum of Appointment to Commander's Army Family Action Plan Steering Committee

CERTIFICATE OF APPOINTMENT

Pursuant to the authority vested in the undersigned, and

in accordance with, AR 608-47.

COL James Jones

DIRECTOR, INSTALLATION SERVICES

is hereby appointed to the

COMMANDER'S AFAP STEERING COMMITTEE

to perform in accordance with the requirements

and purpose as set forth in AR 608-47,

Army Family Action Plan.

This appointment will remain in effect

for as long as the appointed individual named herein

is assigned to this installation and remains

in the capacity of Director, Installation Services.

JONATHAN H. STRONG

Lieutenant General, USA

Commanding

Figure 2-2. Certificate of Appointment to Commander's Army Family Action Plan Steering Committee

g. Installation Management Agency region AFAP program managers will—

(1) Monitor installation AFAP programs, provide technical assistance and assist with implementation and management of the programs, advocate for installation AFAP program resourcing to ensure consistent program delivery, and require installation AFAP managers receive HQDA AFAP program manager and conference training.

(2) Coordinate with appropriate MACOM to provide technical assistance and select delegates and FRTIs to MACOM and HQDA AFAP Conferences.

(3) Ensure that DA Form 7255 is completed by installation AFAP program managers online.

(4) Ensure AFAP baseline program standards and accreditation standards are implemented regionwide. Execute accreditation process per this regulation and DA Pam 608-17, complete DA Form 7418 and DA Form 7419-R. Completion of DA Form 7419-R is a key management control, per guidelines in AR 608-1, para 2-12.

h. Installation AFAP program managers will—

(1) Monitor installation AFAP program and advocate for installation AFAP program resourcing to ensure consistent program delivery.

(2) Coordinate with appropriate IMA region program manager to send delegates and FRTIs to annual MACOM AFAP Training and Planning Conference.

(3) Ensure that DA Form 7255 is completed online.

(4) Monitor installation commander's AFAP steering committee to oversee the progress of issue resolution. If the

number of issues is 10 or fewer, the steering committee meeting is optional. If a steering committee is not convened, the issues will be managed via staff actions, subject to the commander's approval.

(5) Support the HQDA AFAP Training and Planning Conference by providing delegates and nominating FRTIs from respective region installations.

(6) Ensure the AFAP baseline program standards and accreditation standards are implemented.

(7) Establish an AFAP nongoverning advisory council per paragraph 2-2.

(8) Forward issues through their region AFAP program managers for MACOM mid-level conferences.

i. The Commanding General, USACFSC, will—

(1) Implement and monitor the HQDA AFAP program as directed by the VCSA.

(2) Develop and review new AFAP policy for the Assistant Chief of Staff for Installation Management (ACSIM). Set baseline program standards for the AFAP that are measured throughout the Army and reported to Army leadership.

(3) Implement the accreditation program in accordance with AR 608-1 and DA Pam 608-17. Use DA Form 7418 and DA Form 7419-R to accredit centers.

(4) Implement AFAP program and conference training for AFAP program managers.

(5) Provide direction and support to IMA regions, major commanders, the NGB, and the USAR concerning the AFAP program, and disseminate program information through them for distribution to their subordinate installations and regional commands.

(6) Ensure that DA Form 7255 is completed online quarterly.

(7) Conduct an annual HQDA AFAP Training and Planning Conference.

(8) Coordinate and submit AFAP resource requirements through the appropriate budget channels.

j. Lead agency heads will—

(1) Resolve assigned AFAP issues.

(2) Research each issue thoroughly.

(3) Prepare a cost-benefit analysis to determine the economic feasibility of each issue within budget constraints.

(4) Establish an action plan with measurable objectives and milestones.

(5) Coordinate the action plan with each support agency, if appropriate to complete the required action.

(6) Support agency heads will resolve the assigned issue in coordination with the lead agency.

2-2. Army Family Action Plan Nongoverning Advisory Council

a. The AFAP Nongoverning Advisory Council will be established at installation level to serve as a liaison with the community, and an adjunct working group for AFAP Training and Planning Conferences, Commander's AFAP Steering Committee meetings, and enterprises that support the AFAP mission and enhance the program.

b. Membership may include, but not be limited to, military officer and noncommissioned officer spouses to include senior leader spouses. Additionally, volunteers, Better Opportunities for Single Soldiers (BOSS) representatives, Army teen panel (ATP) representatives, retiree services office representatives, Army Family Team Building (AFTB) representatives, other Morale, Welfare and Recreation (MWR) representatives, along with other key community representatives (family readiness group leaders, and so forth) who can provide input regarding commercial sponsorship, marketing, legal issues, funding, child care, and logistics may also be council members. The core advisors of the council may collaborate with the AFAP staff in a broad spectrum of program planning and implementation such as but not limited to the following:

(1) Developing a marketing and publicity plan for the program and for the annual training and planning conference.

(2) Recruiting and working with volunteers.

(3) Developing and delivering training.

(4) Designing a home page on the community or organization Web site.

(5) Planning and executing the annual AFAP Training and Planning Conference.

(6) Soliciting issues, delegates, and FRTIs for the conference.

(7) Educating the community on AFAP.

(8) Integrating efforts between AFAP and proponent groups such as BOSS and ATP.

(9) Serving on and assisting with the Commander's AFAP Steering Committee.

(10) Providing issue feedback to the community.

2-3. AFAP volunteers

a. Volunteers are critical to the AFAP program — they expand the work base, the knowledge base, the networking capability, and the liaison and cohesion with the community. Volunteers will be recruited to help support the AFAP mission.

b. Guidelines for volunteer management are provided in AR 608-1.

Chapter 3 Structure and Administration

3-1. Program structure

a. The AFAP creates an information loop between the global Army family and leadership. Information from AFAP delegates gives commanders and leaders insight into current satisfaction detractors, quality of life needs, and expectations of Army constituents. Leadership uses the information, at their discretion, to improve standards of living and institute information and support programs that foster satisfied, informed, self-sufficient individuals. The improved entitlements, benefits, and programs contribute to making the Army an attractive career choice, retaining members and families on a long-term basis, and reinforcing readiness.

b. The AFAP program's process of improvement begins at the local level, where an annual symposium is held to examine issues of concern that delegates believe need to be fixed. The delegates develop the issues through workgroup discussion. The demographic breakout includes married and single soldiers (Active Army and Reserve Component), dual military and single parents, retirees, civilians who work for the Army, family members, and youth. They layout the problem and inform the command of their ideas for solutions to resolve the issue. The top issues, as prioritized by the delegates, are briefed to leadership. The issues that can be worked in that community are incorporated into the local AFAP and are subsequently assigned to the appropriate directorate to be worked toward resolution. (For example, if the issue had to do with Army and Air Force Exchange Service (AAFES), then the local AAFES manager would be responsible for briefing the chain of command about the attainability of the issue.) Not every issue is attainable. During the AFAP updates at the Commander's AFAP Steering Committee meeting, the agency responsible for researching and working the issues briefs the chain of command on their findings and the issue is either completed, researched further in an "active and/or open" status, or deemed unattainable. The local commander, or the designated representative, along with the other members of the Commander's AFAP Steering Committee make the final determination on the status of all issues and recommendations. Those issues that cannot be resolved at the local level are forwarded to the IMA region program manager who forwards to the appropriate MACOM.

c. When an issue adopted by the delegates is applicable outside the bounds of the local community, the local commander reviews the issue and determines if it will be forwarded to the MACOM to be incorporated into the MACOM AFAP Training and Planning Conference. Here again, the process repeats, if the issue is MACOM specific, it becomes part of the MACOM action plan and is worked at that level. The demographic breakout at the MACOM AFAP Training and Planning Conference includes married and single soldiers (Active Army and Reserve Component), dual military and single parents, retirees, civilians who work for the Army, family members, and youth. They layout the problem and inform the command of their ideas for solutions to resolve the issue. If the issue has Army-wide applicability it is forwarded, after the commander's approval, to the USACFSC, where the AFAP staff consolidates all issues from the field and prepares them to be reviewed by delegates at the HQDA AFAP Training and Planning Conference.

d. Delegate attendees at the HQDA AFAP Training and Planning Conference represent every IMA region, separate MACOM, and every component of the global Army family. The demographic breakout includes married and single soldiers (Active Army and Reserve Component), dual military and single parents, retirees, civilians who work for the Army, family members, and youth. The delegates are assigned to workgroups, where they examine the issues that have been forwarded from the field, discuss options and determine which issues they consider the most important to the welfare of the global Army family. Each workgroup must prioritize their issues and indicate what they would like to see happen when the issue is resolved. All issues recommended for the HQDA AFAP plan are briefed to the VCSA on the final day of the conference. Once adopted into the HQDA AFAP the issues are assigned to the appropriate Army staff office to be worked toward resolution. The action officer assigned the issue develops an action plan. The action plan (required actions) should reflect the current approach to resolving the issue and identify a completion date (milestone) for each stage of the action plan.

e. Twice a year, the HQDA AFAP GOSC is convened. The GOSC is a body of key Army staff and Department of Defense (DOD) principals who review AFAP issues to determine their status. During the period when issues are being worked, the status is "active." If a lead agency working an issue believes the issue is resolved, it recommends that the issue status be declared "completed." The issue is briefed at a GOSC meeting and is discussed by the GOSC membership and MACOM commanders and command sergeants major, or their representatives. If all parties agree that the issue has been resolved, the VSCA, who chairs the GOSC, declares the issue "completed;" however, if there is not consensus that the issue is, in fact, resolved, the lead agency is directed to continue working the issue, and the "active" status is maintained. There is also an "unattainable" status. This status is recommended in instances when the cost of implementing an issue is too great, the political climate won't support the issue, or for some reason, the issue cannot be successfully resolved.

3-2. Reporting requirements

The AFAP program managers will complete DA Form 7255 quarterly. The report is due no later than the 15th of the month with the quarterly cycle beginning in October.

3-3. Electronic filing options

DA Form 7255 is an accounting of compliance with AFAP program components, a statistical record of the number and composition of delegates, and a listing of issues prioritized during the annual forum. The report information is used to—

- a. Assess program implementation and effectiveness for training and command briefings.
- b. Aid in the development of strategic and operational plans.
- c. Analyze trends in issues occurring within specific commands, at specific locations, and Army-wide.

3-4. Commander's Army Family Action Plan Steering Committee

a. The AFAP program managers will establish a Commander's AFAP Steering Committee at installation and MACOM levels for the purpose of reviewing AFAP issues; monitoring the progress of those issues; and providing approving authority, guidance, and direction until the issues are resolved, forwarded to the next higher level, or declared unattainable. The committee mirrors the HQDA AFAP GOSC. The committee will meet on a regular basis, at least semiannually.

b. The commander will chair the committee. The commander may designate a deputy to chair the committee. Other members will include, but not be limited to, key installation directors, regional organizations or units, senior commander's spouse (by invitation), other family members, retirees, and other local officials as required (MACOM and/or installation command sergeant major, director of resource management for the installation and/or MACOM, chaplain, staff judge advocate, medical and dental commanders, local school superintendents, director of public works and environment). The commander will appoint membership and representation to the committee via a written document (see figures 2-1 and 2-2 for sample appointment documents).

c. The AFAP program manager will publish Commander's AFAP Steering Committee meeting results and the status of ongoing issues in a report to be approved and signed by the commander and retained locally.

3-5. Program resource accountability

a. Funding.

(1) IMA region, specified MACOMs, and installation AFAP program managers will participate in the ACS budget planning process, to ensure the program is appropriately resourced.

(2) Nonappropriated funds (NAFs) will be authorized within the Army Community Service (ACS) Supplemental Mission Account of the Installation Morale, Welfare, and Recreation Fund (IMWRF) in accordance with AR 215-1.

b. Commercial sponsorship.

(1) The DOD has approved the use of commercial sponsorship for the AFAP program. Policy and procedures contained in AR 215-1 apply to AFAP.

(2) Commercial sponsorship initiatives must be handled by the installation designated commercial sponsorship representative.

(3) NAFs generated by commercial sponsorship may be used for recognition ceremonies, to reimburse volunteer expenses and to purchase promotional items, mementos, and nonmonetary awards under provisions of AR 215-1.

c. Gifts and donations.

(1) In accordance with AR 215-1 gifts and donations may be accepted by the AFAP program when voluntarily offered by private individuals or groups and a determination is made that—

- (a) The AFAP program needs the proposed gift.
- (b) Whether or not there is a cost to the AFAP program in acceptance.
- (c) Whether any conditions imposed by the donor can be met.

(2) Gifts or donations may not be solicited; however, the AFAP program manager may identify needs in response to inquiries from the prospective donors.

3-6. Measuring results

a. There are 4 baseline program standards for AFAP that are measured and reported to the Morale, Welfare, and Recreation Board of Directors (MWRBOD) annually—

(1) *A designated AFAP program manager.* An AFAP program manager is officially appointed to administer the AFAP program. This is a year-round responsibility and may be a collateral duty. The job description will include detailed AFAP responsibilities.

(2) *Annual installation AFAP Training and Planning Conference.* An annual installation AFAP Training and Planning Conference will be conducted in the fall or winter that includes a demographic cross section of local community soldiers, retirees, DA civilians, family members and tenant organizations who convene on-site at one location to identify, prioritize, recommend solutions, and report to leadership well-being issues they consider important to Army standards of living.

(3) *Annual MACOM AFAP Training and Planning Conference.* An annual MACOM AFAP Training and Planning Conference will be convened in the spring or early summer, following installation conferences. The MACOM Training

and Planning AFAP Conference will include installation delegates, with prior AFAP experience, who comprise a demographic cross section of the command's soldiers, retirees, DA civilians, family members, and tenant organizations who convene onsite at one location to evaluate, prioritize, recommend solutions, and report to leadership well-being issues that have been submitted from installations or communities. The FRTIs and delegates are selected to attend the MACOM AFAP Training Conference by the respective IMA region AFAP program manager.

(4) *Commander's AFAP Steering Committee.* The Commander's AFAP Steering Committee reviews issues, provides guidance and direction, and approves or disapproves closing issues as completed (resolved) or unattainable (unable to resolve due to cost, manpower, and so forth). Before an issue is declared unattainable, the lead agency must show that all attempts to resolve the issue have been unsuccessful.

b. The ACS center accreditation is the second method of evaluating AFAP effectiveness. The accreditation process is conducted in accordance with AR 608-1 and DA Pam 608-17.

Chapter 4

The Army Family Action Plan Process

4-1. Concept

a. The AFAP program provides a mechanism for all the individuals who compose the Army's global force—soldiers (Active Army and Reserve Component), retirees, DA civilians, and family members, including surviving spouses to identify issues of concern that impact the well-being of Army members. Through this process, issues requiring action are prioritized, assigned to a lead agency for resolution, and an action plan is established to achieve desired change. The issues are monitored through a formal process that dictates leadership review, guidance, direction, and approval. The AFAP process operates at 3 distinct levels— installation, MACOM, and HQDA.

b. The AFAP provides a means for Army constituents to address and report issues of well-being concern to leadership at regular intervals. The AFAP further establishes a protocol to manage the issues and report their progress to leadership until they are resolved. Through these means, AFAP provides real-time information on the satisfactions and well-being concerns of Army members and allows leaders to take immediate action to support resolving and safeguarding issues and benefits that constituents have validated as critical to Army standards of living. The AFAP is to be implemented at HQDA, the NGB, the USAR, Army MACOMs, installations, and communities worldwide.

4-2. Installation level

a. The AFAP program process begins at the installation level under the direction of the installation commander and the AFAP program manager. The AFAP program manager markets the program to the community and to the chain of command, ensuring that the program is well understood and that up-to-date information on local and Army-wide issues is publicized to illustrate the power of the process.

b. The AFAP office queries the community for issues of concern and begins publicizing the upcoming AFAP Training and Planning Conference 2 to 4 months prior to the event. The AFAP program manager ensures that delegates and the workgroup management team, referred to as "FRTIs," receive AFAP process and issue development training. Delegates to the AFAP Training and Planning Conference must represent a cross section of community demographics, including tenant organizations (see chap 5 for specific delegate selection guidelines).

c. Delegates evaluate, identify, develop, prioritize, and indicate what they would like to see happen when the issue is resolved. The issues may be specific to the installation and resolvable at the local level. Issues that require local level authority are assigned to the staff office tasked with responsibility for resolving the issue. Issues may also be more global in scope and require a higher level of authority to resolve. The installation AFAP program manager forwards these issues to the IMA region program manager after they are reviewed and approved by the local commander, or the designated representative.

d. Installation AFAP program managers coordinate with proponent agencies assigned to work issues retained at the installation command, track their resolution, and coordinate the Commander's AFAP Steering Committee meeting.

4-3. MACOM level

A MACOM liaison or AFAP program manager (for specified commands) conducts an annual MACOM AFAP forum to review and prioritize issues forwarded by the IMA region installations and indicates what they would like to see happen when the issue is resolved. Delegates to the MACOM AFAP conference represent a demographic cross section of the command's members and are selected by the respective IMA region AFAP program manager from installations and/or community-based commands (see chap 5 for specific delegate selection guidelines). The MACOM liaison or MACOM program manager coordinates the assignment of issues that can be resolved at this level, liaisons with proponent agencies assigned to work issues retained at the MACOM, tracks issue resolution and coordinates the MACOM AFAP Commander's Steering Committee. Issues requiring a higher level of authority are forwarded to HQDA after they are reviewed and approved by the commander or the designated representative (see figure 4-1 for sample of a MACOM issue paper).

MACOM to HQDA)	
MACOM (or Installation) Issue Paper	[Date]
Issue: [Title of issue]	
Scope: [Clear and concise statement of the issue]	
Recommendation: [Measurable objectives with identified end product]	
Originating Installation or Command: [Name and location of originating installation or command]	
Originating MACOM, Point of Contact, and PH: [MACOM name, MACOM AFAP Program Manager's name and phone #]	
Staff Coordination: [Name, office, phone number of action officer at MACOM or installation who reviewed/validated the issue]	
Approval Line: [General Officer]	

Figure 4-1. Issue paper submitted to higher HQ (installation to MACOM or MACOM to HQDA)

4-4. MACOM commands with tenant units or organizations located at other MACOM installations

a. The MACOM commands with tenant units or organizations located at other MACOM installations refer to those who are not configured in the standard installation makeup. The units and/or organizations that comprise these MACOMs are tenants on an installation belonging to another MACOM.

b. Commands with tenant units or organizations located at other installations will have an AFAP program manager who oversees the command's AFAP program, solicits issues from the members of the command, convenes an AFAP Training and Planning Conference with command delegates from various locations, and executes associated responsibilities when deemed necessary for cohesion and to demonstrate leadership focus on well-being issues.

c. Commands with tenant units or organizations located at other installations will market and publicize the AFAP program and provide feedback to members regarding issue progress and resolution.

d. Commands with tenant units or organizations located at other installations will support the HQDA AFAP Training and Planning Conference by providing delegates and FRTIs.

4-5. Headquarters level conference

a. The MACOM AFAP program manager submits issues for DA, Office of the Secretary of Defense (OSD), or congressional consideration to the USACFSC AFAP program office for presentation at the annual HQDA AFAP Training and Planning Conference.

b. The HQDA AFAP Training and Planning Conference is an annual conference convened on-site at one location, attended by delegates representing all components of the Army (see chap 5 for specific delegate selection guidelines). The goals of the conference are to provide information on the implementation of AFAP issues and to identify and prioritize issues that reflect the well-being needs of Army members for leadership.

c. At the HQDA AFAP Training and Planning Conference, delegates create an issue paper listing the issue title,

scope, and recommendation (desired outcome) for each new issue they identify, develop, and prioritize. Recommendations allow development of an action plan that will resolve the issue. Recommendations include, but are not limited to—

- (1) Legislative change.
- (2) New regulation or policy.
- (3) Revised regulation or policy.
- (4) Improved or new program or service.
- (5) Construction.
- (6) Automation.
- (7) Information. New issues must meet issue criteria outlined in chapter 6 of this regulation (see figures 4–2 and 4–3 for samples of conference issue papers and slides).

ARMY FAMILY ACTION PLAN
[Workgroup name]
[Date]
Issue: [Title of issue]
Scope: [Clear and concise statement of the issue -- at least three sentences long]
Conference Recommendations: [Measurable objectives with identified end product. Recommendations start with a verb]
1.
2.
3.

Figure 4–2. Conference issue paper

Army Family Action Plan

Issue: [Title from the issue paper]:

Scope: [Scope from the issue paper. Can be paraphrased if necessary to keep slide on one page]

Recommendation: [Recommendations from issue paper]

Figure 4–3. Conference briefing slide

d. Issues advanced at the HQDA AFAP Training and Planning Conference are forwarded to the CSA for review and acceptance into the HQDA AFAP. All new HQDA AFAP issues are automatically assigned an active status. The top 5 HQDA AFAP conference issues, along with their action plan, are automatically added to the agenda for the next scheduled GOSC.

Chapter 5 Annual Army Family Action Plan Conferences

5–1. HQDA annual AFAP Training and Planning Conference

a. HQDA will conduct an annual training and planning conference; issues will be submitted in accordance with the guidelines contained in this chapter.

b. Demographic makeup of the conference delegates will represent a cross section of the Army community with soldiers, family members, retirees, surviving spouses, DA civilians, and tenant organization representatives serving as the pool from which delegates are nominated by their installations to their IMA region AFAP program managers. The IMA region AFAP program manager then selects the delegates for attendance at the HQDA conference. Specific delegate selection guidelines are included in this chapter.

c. Annual conference responsibilities—

(1) HQDA staff from the USACFSC AFAP office will—

(a) Provide MACOM program managers deadlines and the criteria for submission of issues.

(b) Prepare nomination packets for FRTIs and delegates, and provide submission dates to IMA region AFAP program managers.

(c) Inform IMA region AFAP program managers of their responsibilities to delegates and guests during the conference.

(d) Develop and manage a system to track workgroup progress and ensure the conference outcomes are met.

(e) Provide training to FRTIs and delegates concerning their roles and the AFAP process; be supportive and responsive to the needs of the participants.

(f) Inform MACOMs and IMA region AFAP program managers of the status of issues and ensure the Web site information is up to date. Prepare a conference brochure that explains the AFAP process and the results of the conference, and disseminate to all MACOMs and IMA region AFAP program managers.

(g) Ensure issues selected to enter the HQDA AFAP process are assigned to the appropriate HQDA directorate or agency for resolution (referred to as the “lead directorate or agency” or the “proponent office or agency”). Return appropriate issues not selected by the HQDA AFAP delegates to the appropriate IMA region program manager and MACOM along with the work group disposition.

(h) Select issues for presentation to the HQDA GOSC, notify action officers of proponent offices to update issue action plan progress via issue papers.

(i) Prepare briefing books for the HQDA GOSC meeting.

(2) MACOM liaisons and program managers will—

- (a) Ensure MACOM participants (delegate, FRTI, commander, CSM, observer) have all conference information required to make travel and billeting arrangements to include dates, duration, location, and hotel reservation deadlines.
 - (b) Ensure MACOM issues, are submitted to USACFSC on time.
 - (c) Function as a member of the conference staff.
 - (d) Be available and prepared to clarify MACOM issues.
 - (e) Inform USACFSC of MACOM VIP attendees — escort VIPs.
 - (f) Attend the entire HQDA AFAP Training and Planning Conference.
 - (g) Market AFAP by distributing the HQDA AFAP Training and Planning Conference summary brochures, the HQDA AFAP GOSC summaries, and other program related information at the MACOM level and to installations locations in a timely fashion.
- (3) IMA region AFAP program managers will—
- (a) Brief region delegates and FRTIs on the AFAP history, purpose, process and in particular the specifics on the conference, and their roles as delegates or FRTIs.
 - (b) Ensure IMA region participants (delegates, FRTIs) have all conference information required to make travel and billeting arrangements, to include dates, duration, location, and hotel reservation deadlines.
 - (c) Ensure delegate and FRTI applications, and registrations are submitted to CFSC on time.
 - (d) Inform participants and ensure those selected to serve as FRTIs for the HQDA annual training and planning conference sign the statement on the FRTI application form to assist in the AFAP program for a period of one year.
 - (e) Advise installation AFAP program managers to inform delegates and FRTIs how to manage travel arrangements; ensure they are aware that they pay “up front” and will be reimbursed later for lodging, meals, and local transportation, in accordance with the Secretary of the Army’s Policy for Travel for the Department of the Army.
 - (f) Function as a member of the conference staff.
 - (g) Inform CFSC of IMA HQ and region VIP attendees – escort VIPs.
 - (h) Attend the entire HQDA AFAP training and planning conference.
 - (i) Be responsible for conference participants, obtaining medical care, assisting to resolve financial problems, assisting in the event of emergencies, and so forth. Solicit and provide back-up delegates and FRTIs as required to replace drop-outs.
 - (j) Assist with chaperone duties for teen delegates.
 - (k) Market AFAP by distributing the HQDA planning and training conference summary brochures, the HQDA AFAP GOSC summaries, and other program related information to installations and and/or or regional locations in a timely fashion.

5–2. Delegations to AFAP conferences

Delegations to HQDA AFAP Training and Planning Conferences include delegates and FRTIs.

a. The FRTIs comprise the conference workgroup management team members. They are volunteers who have training and background experience that uniquely qualify them to provide optimum support for AFAP conference workgroups. FRTIs agree to provide volunteer services within the Army community incidental to the training they receive at AFAP conferences. FRTIs also serve as IMA region specified MACOMs, and installation representatives and AFAP marketers, networking and providing feedback and information upon returning to their local communities. Application and selection guidelines follow:

- (1) The FRTIs at MACOM and HQDA level must have previous AFAP experience.
- (2) The FRTIs at all levels must have knowledge and background experience regarding working and living within the Army.
- (3) Facilitators must be trained and experienced in facilitation skills.
- (4) Recorders must have experience in recording at meetings, in classrooms, or other gatherings requiring the ability to quickly synthesize a group’s discussion and ideas.
- (5) Transcribers must have computer and software skills as well as background experience in recording meeting minutes.
- (6) Issue support persons must have strong organizational and writing skills.
- (7) The FRTIs complete applications provided by HQDA or IMA region program managers and are selected via application using above criteria.
- (8) The FRTIs may serve at installation, MACOM, and the HQDA AFAP training and planning conferences on a repeat basis, if there is a lack of qualified applicants. Otherwise, other individuals should be given the opportunity to receive training and participate in the AFAP process — the rationale is to expand the volunteer base and introduce the opportunity for new skills and skill levels.
- (9) Delegates to AFAP conferences represent the interests of the individuals who comprise the Army’s constituency as they evaluate and prioritize well-being issues for adoption into the AFAP. Delegates will represent a general demographic cross section of installation members for local conferences; a general demographic cross section of a command’s members for MACOM AFAP conferences; and a general demographic cross section of the Army’s

members for the HQDA AFAP Training and Planning Conference. Referenced members include soldiers, retirees, DA civilians, and family members (spouses and teens). Army-wide the following guidelines apply:

(a) Military members and spouses comprise the greatest portion of delegates, unless there is a compelling demographic reason otherwise.

(b) Military member and spouse conferees do not greatly outnumber one another.

(c) More enlisted military member and spouse delegates than officer and officer spouse delegates.

(d) Married and single soldiers are represented.

(e) Active duty, National Guard, Reserve, retirees, teens, and DA civilians are represented.

(f) Dual military parents, sole parents, and surviving spouses are represented.

(g) Tenant organizations are represented at installation, MACOM, and HQDA AFAP Training and Planning Conferences.

(h) In order to have background knowledge of the AFAP, conference process, delegates to the HQDA AFAP Training and Planning Conference should have participated in an installation or MACOM level conference. To the extent possible, MACOMs should also seek AFAP experienced delegates to MACOM conferences; however, the pool of applicants is smaller for many MACOMs, which could make it difficult to locate AFAP experienced delegates.

(i) Each year forums should be attended by new delegates to that particular level. While it is desirable to have delegates who have had installation AFAP experience attend the next level conference, for example, it is not desirable to have the same delegates attend conferences over and over. A broader scope of the Army's members should have the opportunity to participate, in order to maintain equity, fresh ideas, and balance.

b. MACOM will request delegates with AFAP experience from appropriate IMA region AFAP program managers for their MACOM AFAP conference. Delegates to the HQDA planning and training conference should have prior AFAP experience at the installation or MACOM level. The rationale is that delegates who have background knowledge of the AFAP conference process are better prepared to execute the conference mission than a delegate to whom the process is new.

c. The AFAP Training and Planning Conference workgroups function as a team. Workgroups are composed of delegates, FRTIs, SMEs, and observers.

(1) Delegates will—

(a) Attend all sessions of the conference, employ effective communication skills during the workgroup proceedings, and actively participate in the group process.

(b) Represent the best interests of Army members as they prioritize issues for adoption into the AFAP; vote on the top conference issues, the most critical active issues, and the most valuable services.

(c) Report the workgroup outcomes to the VCSA and to the chain of command and community groups upon return to their home station.

(2) FRTIs will attend all sessions of the conference including training modules, support team members to achieve workgroup and conference goals and objectives, network with members of the Army community, and provide AFAP information and feedback to the chain of command and community groups upon returning to home station.

(3) Subject matter experts, an integral part of each AFAP workgroup, will submit a read-ahead information paper on issues assigned to them and provide pertinent, detailed information and suggestions to the workgroups regarding issues and plans to resolve issues.

(4) Observers, individuals who are interested in observing and/or learning the AFAP issue prioritization and development process, will listen to workgroup discussions, avoid disrupting the group, provide feedback to the military community, and support the AFAP program.

5-3. AFAP marketing, command information, and feedback to the community

A marketing plan and ad campaign will be developed and implemented at all levels to educate the community on the AFAP program. The plan will include the following:

a. Outreach, publicity, and AFAP program and issue information to the general community.

b. Briefings to commanders and unit leaders.

c. Briefings to senior leader spouses and spouse groups.

d. Information and outreach to BOSS councils, teen groups, retiree services offices, chaplains, family readiness groups, mayoral programs, and other community offices, groups, and organizations.

e. AFAP Training and Planning Conference publicity and AFAP issue feedback and publicity.

f. Conference results will be widely publicized via after-action report brochures and/or other means such as post newspaper, soldier's radio and television, and so forth.

g. Articles, flyers, briefings, and presentations featuring AFAP issue successes both local and Army-wide.

h. Local AFAP Issue Book available electronically, hardcopy in the library and on the local Web site home page, if available.

i. HQDA AFAP Issue Update Book available in hard copy and via link to the AFAP program Web site accessible through the AFAP Web page at <http://www.goacs.org>.

Chapter 6 Issue Development and Management

6-1. Criteria for issues

a. An issue is a problem that affects the readiness and well-being of the Army.
b. At the AFAP conferences, each workgroup is asked to prioritize and develop a set number of issues to present to leadership.

(1) At HQDA AFAP Training and Planning Conferences, the number of issues that may be proposed for adoption into the HQDA AFAP is limited by fiscal resources required to implement the issues and manpower required to work them. The guidelines for the issue ceiling are general, in order to allow flexibility for conference sizes and the number of issues submitted from the field. As a general rule of thumb, approximately three issues per workgroup may be proposed for adoption, but the number may be adjusted within reason.

(2) The number of issues that may be proposed for adoption into MACOM and installation level AFAPs must be the decision of the local command. Generally, local issues are not high-dollar items that makes a greater number of issues more feasible. The amount of time available to prioritize and develop the issues may set a natural limit. A general rule of thumb is four to six issues per workgroup, but this may be adjusted as required. An important guideline is that severely restricting the number of issues limits improvements via AFAP within the military community.

(3) There are no limits on the number of issues forwarded to MACOM or HQDA for consideration at their AFAP Training and Planning Conferences. The number of issues submitted to higher headquarters must strike a balance between forwarding as many of the delegates' critical concerns as possible, yet ensuring that the issues are well developed and carefully researched to avoid duplicate issues.

c. Issue development involves identifying the most important issues and developing them into a format that clearly communicates the concern or problem and what the delegates want to see as an end result when the issue is resolved. To be accepted into the HQDA AFAP program, proposed issues must also meet the following criteria:

(1) Issue must have DOD or Army-wide implications, must address the components of the global force, including soldiers (Active Army and Reserve Component), retirees, DA civilians, and family members (including youth and surviving spouses) and be within the ability of Army (installations, IMA regions, MACOMs, and HQDA) to resolve.

(2) Issue must have an attainable outcome, after considering current political and resource environment.

(3) Issue has a measurable end product.

(4) Issue does not duplicate an active HQDA AFAP issue or one that has been determined unattainable in the past 3 years.

6-2. Categories of issues

Issues accepted into the AFAP program are identified by number, and placed within one of the subject area groups listed below (or into an appropriate subject area to which the issue relates).

- a. *Childcare*. Issues affecting the care of children from infants to 12 years.
- b. *Consumer services*. Financial and consumer issues; MWR issues; AAFES; commissary; legal.
- c. *Dental care*. Dental insurance, treatment, and facilities.
- d. *Education*. Youth education, school curriculum, standards, scholarships. (Soldier education issues are in force support, and spouse education is in family support.)
- e. *Employment*. Family member and civilian employment.
- f. *Entitlements*. Pay and allowance benefits.
- g. *Family support*. Family readiness groups, spouse education, other family programs, and services.
- h. *Force support*. Uniforms, soldier education, personnel, and military training.
- i. *Housing*. Construction and maintenance of barracks and Army family housing.
- j. *Leadership*. Non-program issues of command interest.
- k. *Medical*. Physical health, TRICARE, and medical facilities.
- l. *Medical Command*. Programs with medical components that are command-driven (alcohol and drug abuse programs, family advocacy program, suicide prevention, and mental health).
- m. *Relocation*. Transition, temporary lodging, and household goods.
- n. *Volunteers*. Volunteer programs and individuals acting as volunteers.
- o. *Youth*. Youth service programs, teen programs, and teen counseling.

6-3. Issue format

Issues consist of 3 parts—

- a.* Issue title should be short, simple, and clear enough to identify the issue; it should not be a sentence.
- b.* Issue scope is written in paragraph form. The scope is a clear, concise statement that summarizes the well-being concern and focuses on only one subject. The scope must be at least 3 sentences: the first sentence states the current situation; the middle sentence provides validation (facts); and the last sentence states the impact of the issue. The scope states a problem but does not offer a solution. It answers, “What is the problem, and why is it a problem?” A scope must meet these criteria or be revised.
- c.* Recommendations are the end product that will resolve the problem identified in the scope. The recommendation is a clear, concise statement that says what needs to be done. An issue should have no more than 3 recommendations, and cannot duplicate existing active issue recommendations. Recommendations will not contain lead agency identification or timelines. Each should begin with a measurable verb such as change, publish, establish followed by the desired result (for example, Institute a career management program for enlisted personnel that mirrors the programs available to officers).

6-4. Tracking and managing issues

Issues will be managed tracked at all levels of the AFAP program. Following an annual AFAP Training and Planning Conference and/or forum—

- a.* Issues are assigned to a lead agency and/or directorate for resolution. Chapter 2 outlines the responsibility for assigning issues.
- b.* An action officer within the lead agency and/or directorate is assigned to develop and implement an action plan to resolve the issue (see figure 6-1 for a sample format for issue information and action plan).

ARMY FAMILY ACTION PLAN

New Issue Paper

[Office Symbol]

{Date}

Issue #468: TRICARE Chiropractic Services [Assigned Issue # and Title]

Scope: [As written at AFAP conference] Chiropractic care is not an established TRICARE benefit. Soldiering is inherently a physically demanding occupation. Soldiers and other beneficiaries use chiropractic services at their own expense. The preliminary results from the recent Chiropractic Health Care Demonstration Program indicate there is a demand for chiropractic care and that participants consider chiropractic services valuable.

Conference Recommendation: [As written at AFAP conference] Institute chiropractic services as a TRICARE benefit to cover all categories of beneficiaries.

Validation: [Justification or merit of the issue (that is research data or studies on this topic), proponent organization's familiarity with the issue (that is field, leadership, Congressional or White House inquiries), and previous efforts to address the issue. Validation is required only for New Issue Papers. (when an issue enters AFAP)] The Office of the Surgeon General is familiar with this issue as it has been involved with the Chiropractic Health Care Demonstration Program (CHCDP) since it was initiated in 1995. Army sites involved with the program include Fort Benning, Fort Carson, Fort Jackson, Fort Sill, and Walter Reed Army Medical Center. TRICARE Management Activity (TMA) is also highly involved as the office with responsibility for oversight of the CHCDP, data analysis, and the publication and distribution of the final report to Congress. The final report was delivered to Congress 3 March 2000.

Cost Benefit: [Economic feasibility of resolving this issue – may be derived from a cost benefit analysis or cost estimate --- only required on New Issue Papers.] TMA estimates that \$70 million per year will be required to support chiropractic care offered in-house in military treatment facilities. Significantly more cost would be involved if chiropractic services are offered as a full TRICARE benefit. The additional cost of these services must be weighed against the fact that much of the scope of practice of the chiropractors offered under the CHCDP can be and is accomplished by assets already a fundamental part of the TRICARE system.

Required Actions: [Numbered]

[Action plan to resolve each Recommendation]

1. Inform TMA of the AFAP concern.

Milestones:

[Projected/completed date for each action]

1st Qtr FY 00
Completed

Figure 6-1. New issue paper

2. Submit CHCDP report to Congress.	3 March 2000 Completed
3. Await Congressional response to the CHCDP report.	4 th Qtr FY 00
<p>Progress: [Narrative on the results of the action plan (Required Actions) -- written in paragraph form. Paragraphs are numbered sequentially. Spell out acronyms, cite regulations, and identify date of legislative action.]</p> <p>TMA is aware of concerns regarding the demand for chiropractic care and had the lead on the formal CHCDP study. TMA delivered the Final Report of the CHCDP to Congress on 3 March 2000. The executive summary of the report states that the while implementation of chiropractic services within DOD is feasible, the incorporation of chiropractic care within the DOD is not advisable. It states, "(f)full implementation of chiropractic care services for the DOD beneficiary population at this time would most likely require reducing or eliminating existing medical programs that are already competing for limited Defense Health Program dollars."</p> <p>Chiropractic services continue to be provided at Fort Benning, Fort Carson, Fort Jackson, Fort Sill, and Walter Reed Army Medical Center pending Congressional action on the report submitted by TMA.</p> <p>Status Recommendation: Active</p> <p>Lead Agency: DASG-XX</p> <p>Support Agency: OTSG</p> <p>Approved by: LTG XXX, The Surgeon General</p> <p>Action Officer/Phone: COL XXX XXXXX/ (XXX) XXX-XXXX/ DSN XXX-XXXX</p>	

Figure 6-1. New issue paper—Continued

c. Support agencies may be assigned to assist the lead in completing the issue's action plan. This is based on the area of responsibility and the scope of the issue and the support agencies' functions.

d. A transfer of the responsibility for an issue may be requested by the lead directorate; however, all directorates involved must concur with the transfer. The action is then processed through the AFAP program manager. If a transfer is not mutually agreeable, the Commander's AFAP Steering Committee chair will designate the lead directorate.

6-5. Resolving issues

a. At each level (installation, MACOM, and HQDA) where issues are developed, each issue will be assigned a status as indicated below—

(1) *Active*. Issues with developed action plans assigned to a lead directorate and/or agency and in the working phase of resolution. (Issues with objectives that are incorporated into another active issue may be placed in a "combined" status, which means that the issues are literally combined — the combined status is used for an audit trail and to track the number of issues adopted into the AFAP.)

(2) *Completed*. Issues with completed action plans (resolved issues).

(3) *Unattainable*. Issues that did not meet the requirements for validation or effectiveness, or could not be resolved because of cost, manpower, or concurrence of other organizations and/or services and were deleted by the Commander's AFAP Steering Committee.

b. Issues remain active until the commander's steering committee has determined the issue is complete or unattainable.

6-6. Reporting issue status to Headquarters, Department of the Army

Administrative and reporting requirements are outlined in chapter 3.

Chapter 7

The AFAP General Officer Steering Committee

7-1. Functions of the committee

a. The AFAP GOSC at HQDA level is an interagency committee as prescribed in AR 15-1 and will meet semiannually to—

(1) Receive status reports from proponent agencies on the progress of active AFAP issue action plans. Figures 7-1 and 7-2 are sample formats for updating issue information and briefing slides for committee review.

Updated Issue Paper	
[Office Symbol]	
[Date]	
Issue #XXX: [Use original title. Title is written by the conference delegates and cannot be reworded.]	
Scope: [Use original scope. The scope defines the problem and is written by the conference delegates. It cannot be reworded or rewritten.]	
Conference Recommendation: [Use original conference recommendations.] The conference recommendations are the proposed solutions to the problem defined in the scope. They are written by the conference delegates and cannot be reworded.]	
Required Actions: Required actions should be rewritten as issue progresses.]	Milestones: [Projected Qtr/FY to accomplish each recommendation/action]
1. [Action plan to resolve each conference]	
2.	
3.	
Progress:	
1. [Narrative describing progress on action plan (required actions). Scope is written in paragraph form (numbered). Spell out acronyms and cite regulations, and provide date of legislation.]	
2. Status Recommendation: [Active, Completed, or Unattainable]	
Lead Agency: [Office Symbol]	
Support Agency: [Office symbol of any agency that assisted with the resolution of the issue]	
Approved By: [General Officer level approval]	
Action Officer/Phone: [Name and phone number]	

Figure 7-1. Updated issue paper

Army Family Action Plan

Issue: [Assigned number and title of issue]

Status: [Brief statements showing progress toward resolving the conference recommendations]

Recommendation: [Active, Completed, Unattainable]

Figure 7–2. Briefing slide for new or updated issue paper

(2) Discuss the issues with input and perspective from OSD and Army staff principals, MACOM representatives, and representatives from the CSA's Retiree Council and nonprofit private organizations that support military interests and family members.

(3) Provide approval authority, guidance, and direction through the VCSA to the Army staff and to proponent agencies on resolving AFAP issues.

(4) Establish priorities for resourcing issues and pursuing congressional action.

(5) Review action plans for relevance and viability.

(6) Establish priorities for researching HQDA AFAP issues to ensure feasibility and viability of recommended solutions.

(7) Create new issues, reopen old issues, or refocus active issues, as indicated.

(8) Determine through the VCSA if an active issue recommended by the proponent agency as "completed" is resolved.

(9) Determine through the VCSA if an active issue recommended by the proponent agency as "unattainable" is unattainable.

(10) Submit a review of the GOSC discussion and actions to the VCSA for approval.

b. The MACOM level Commander's Steering Committee will—

(1) Mirror the HQDA AFAP GOSC in its function and composition and will be chaired by the commander, who may designate a deputy as chair, if necessary.

(2) Meet at least semiannually to review active MACOM issues, provide guidance and direction, and decide on issue disposition. If the number of issues is ten or fewer, the steering committee meeting is optional. If a Commander's AFAP Steering Committee is not convened, the issues will be managed via staff actions that are subject to the commander's approval.

(3) Ensure the issues prioritized by the delegates at the annual conference are entered into the MACOM tracking system, worked by MACOM proponents, and are tracked to resolution.

c. Installation Commander's AFAP Steering Committee will—

(1) Mirror the AFAP GOSC and MACOM AFAP Commander's Steering Committee in its function and composition, and be chaired by the commander.

(2) Ensure the issues prioritized by the delegates at the annual AFAP Training and Planning Conference are entered into the installation tracking system, worked by proponent offices, and are tracked to resolution.

(3) Meet at least semiannually to review active installation and/or regional issues, provide guidance and direction, and decide on issue disposition.

(4) Forward issues beyond the installation's scope to their IMA region AFAP program manager for appropriate MACOM AFAP Training and Planning Conference.

7–2. Composition of the committee

a. The GOSC at the HQDA level will consist of individuals or the designated representative, occupying the following positions:

(1) Deputy Assistant Secretary of Defense (Military Communities and Family Policy), by invitation.

(2) Vice Chief of Staff of the Army, who serves as the committee chair.

(3) Assistant Secretary of the Army (Manpower and Reserve Affairs), by invitation.

(4) Director of the Army Staff, who serves as the vice chair.

(5) Sergeant Major of the Army.

- (6) Deputy Chief of Staff, G-1.
- (7) Deputy Chief of Staff, G-2.
- (8) Deputy Chief of Staff, G-3.
- (9) Deputy Chief of Staff, G-4.
- (10) Deputy Chief of Staff, G-5.
- (11) Deputy Chief of Staff, G-6.
- (12) Chief of Engineers.
- (13) The Surgeon General.
- (14) Director, Army National Guard.
- (15) Chief, Army Reserve.
- (16) Director, Department of Defense Education Activity, by invitation.
- (17) Chief of Chaplains.
- (18) The Inspector General.
- (19) Deputy Assistant Secretary of the Army for Budget.
- (20) Assistant G-1 for Civilian Personnel Policy.
- (21) The Judge Advocate General.
- (22) Director of Program Analysis and Evaluation.
- (23) Chief of Legislative Liaison.
- (24) Chief, Public Affairs.
- (25) Assistant Chief of Staff for Installation Management.
- (26) Commander, U. S. Total Army Personnel Command.
- (27) Commander, U.S. Army Community and Family Support Center, who serves as host for the GOSC meetings.
- (28) Chief, Army Retirement Services, G-1.
- (29) Chief, Family Liaison Office, G-1.
- (30) MACOM commanders.
- (31) MACOM and Corps command sergeants major.

b. MACOM and installation Commander's AFAP Steering Committees will mirror the composition of the HQDA AFAP GOSC and be representative of the MACOM or installation staff and community. The commander will chair the committee. The commander may designate a deputy to chair the committee, if necessary. Other members will include, but not be limited to key installation directors, regional organizations or units, senior commander's spouse (by invitation), other family members, retirees, and other local officials as required (MACOM and/or installation command sergeant major, director of resource management for the installation and/or MACOM, chaplain, staff judge advocate, medical and dental commanders, local school superintendents, director of public works and environment). The commander will appoint membership and representation to the committee via a written document for military and DA civilian employee participants. Family member representatives may be issued a memorandum of invitation or may be invited by other means at the commander's discretion.

7-3. Authority, direction, and control

a. The HQDA AFAP GOSC will meet twice annually. Changes in the HQDA AFAP GOSC membership listed in this chapter may be made only when approved in writing by the VCSA.

b. For the GOSC held at HQDA level, only a general officer or civilian at the NF6 or SES level will brief AFAP issues to the GOSC. Exceptions to this briefing criteria policy, when appropriate, may be granted only by the DAS.

c. The DAS at HQDA level, and the installation and/or MACOM commander, at their level, will assign AFAP issues to the appropriate agency and/or office for research and resolution. More than one agency may be assigned responsibility for a single issue. The DAS at HQDA level, and the installation and/or MACOM commander, at their level, may also transfer responsibility for an issue from one office or agency to another if conditions warrant such a change.

d. The command to which each committee member is assigned will pay authorized and approved travel and per diem costs for the member to attend the scheduled meetings.

e. The USACFSC will hold an in-process review semiannually, prior to the HQDA AFAP GOSC meeting, to review the progress and recommended disposition of active issues. The lead agency points of contact or assigned action officers will brief the USACFSC commander on each active issue.

f. At the MACOM and installation level, the purpose, authority, and control are the same as at the HQDA level. The MACOM or installation commander has the authority to appoint members to the Steering Committee, task issues to the staff for resolution, and convene the Steering Committee at least semiannually.

Chapter 8 Training

8–1. Variety of training

The AFAP paid and volunteer staff will be provided on-the-job training, in-service training, and the opportunity to attend appropriate military and civilian professional conferences, as outlined by local policy and procedures.

8–2. Local and program specific training

a. The AFAP managers, volunteers and support service contractors, as appropriate, will attend the DA-sponsored AFAP program manager and AFAP conference training courses at least every 3 years.

b. The AFAP managers, volunteers, and support service contractors will also receive training in the following areas as required and appropriate:

- (1) ACS orientation to include AFAP orientation and program status update.
- (2) Local administrative procedures.
- (3) Standards of conduct.
- (4) Standard operating procedures that are relevant to their positions.
- (5) Job performance and quality standards.
- (6) Sexual harassment.
- (7) Equal employment opportunity.
- (8) Facilitation skills.
- (9) Public speaking and briefing techniques.

Chapter 9 Research and Evaluation

9–1. Research tools

The USACFSC uses available research tools to inform the Army leadership about AFAP issues that are having positive effects on families and on soldier readiness and retention; to identify program strengths, needs, and weaknesses, provide a database to measure progress; and validate the need for resources to continue to support issues or confirm the need to shift resources for maximum benefit.

9–2. Sources of research findings

AFAP requires numerous sources to support the tasks identified above, including, but not limited to, the Sample Survey of Military Personnel, Survey of Army Families, DOD Active Duty Survey, DOD Guard and Reserve Survey, and research conducted by other organizations.

Chapter 10 Physical Property

10–1. Procedures for personal property

In accordance with AR 735–5, authorized procedures will be in place to control inventory of physical property such as furnishings, equipment, supplies, and reference and/or training materials. Property will be inventoried at least annually and tracked when reassigned, replaced, and disposed.

10–2. Property and/or equipment and/or office furniture

a. The AFAP will have office and/or workstation space, equipment, supplies, funding, and logistics support provided by the agency designated by the commander to provide management oversight for the program.

b. The AFAP will have adequate meeting room space for planning and advisory meetings, the Commander's AFAP Steering Committee meetings, AFAP conferences, and other meetings and gatherings as applicable.

c. Hours of operation will be posted and adhered to.

d. The AFAP office and/or facility will be easily identified.

e. The AFAP logo will be permanently displayed outside the office and/or facility so that it will be easily recognizable to individuals who wish to access the program.

f. Identification signs, in accordance with local engineer standards, will be prominently displayed on main roads on the installation, if co-located with ACS, signage may be limited to the exterior of the buildings housing the program.

g. The Army National Guard and Army Reserve should meet as many of above listed requirements as possible within the constraints of their configurations.

Appendix A References

Section I Required Publications

AR 608-1

Army Community Service Center. (Cited in paras 2-1b(2), 2-1g(4), 2-3b, 3-6b, B-2, and B-3.)

AR 215-1

MWR Activities, Nonappropriated Fund Instrumentalities. (Cited in paras 3-5a(2), 3-5b(1), 3-5b(3), and 3-5c(1).)

DA Pam 608-17

Instructions for Implementing Army Community Service Accreditation Program. (Cited in paras 2-1g(4) and 3-6b.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication. Army regulations and pamphlets are available on the Army Publishing Directorate's Web site at <http://www.apd.army.mil>. Department of Defense directives, instructions, and manuals are accessible from the Army Home page at <http://www.army.mil>.

AR 11-2

Management Control

AR 15-1

Boards, Commissions, and Committees – Committee Management

AR 735-5

Policies and Procedures for Property Accountability

DFAS-IN Manual 37-100

The Army Management Structure <https://dfas4dod.dfas.mil>

<http://www.asafm.army.mil>

Army Financial Management Web site resource

Section III Prescribed Forms

DA Form 7255

Army Family Action Plan (AFAP) Program Management Report (RCS-GSGPA-1720) (Prescribed in para 2-1e.) DA Form 7255 is only available on ACS Web site at www.armycommunityservice.org. Users must register and establish a user ID and password for access.

Section IV Referenced Forms

DA Form 2028

Recommended Changes to Publications and Blank Forms

DA Form 7418

Army Community Service (ACS) Accreditation Report

DA Form 7419-R

Army Community Service (ACS) Accreditation Checklist

Appendix B Management Control Evaluation Process

B-1. Function.

The function covered by this evaluation process is the Army Family Action Plan Program.

B-2. Key management controls.

- a.* Annual review.
- b.* Completion of DA Form 7419-R as outlined in AR 608-1, paragraph 2-12.

B-3. Management control evaluation process.

See AR 608-1, paragraph 2-12 for a description of the management control evaluation process.

Glossary

Section I Abbreviations

AAFES

Army and Air Force Exchange Service

ACS

Army Community Service

ACSIM

Assistant Chief of Staff for Installation Management

AMSCO

Army management structure code

AFAP

Army Family Action Plan

APF

appropriated funds

ARCOM

Army Reserve Command

ARNG

Army National Guard

ARNGUS

Army National Guard of the United States

ARSTAF

Army Staff

ATP

Army teen panel

BOSS

Better Opportunities for Single Soldiers

CAR

Chief, U.S. Army Reserve

CNGB

Chief, National Guard Bureau

CSA

Chief of Staff, Army

DA

Department of the Army

DAS

Director of the Army Staff

DCS, G-1

Deputy Chief of Staff, G-1

DCS, G-2

Deputy Chief of Staff, G-2

DCS, G-3/5/7

Deputy Chief of Staff, G-3/5/7

DCS, G-4

Deputy Chief of Staff, G-4

DDESS

Domestic Dependent Elementary and Secondary Schools

DOD

Department of Defense

DODEA

Department of Defense Education Activity

DPW

Directorate of Public Works

FOA

field operating agency

FY

fiscal year

GOSC

General Officer Steering Committee

HHG

household goods

HQDA

Headquarters, Department of the Army

IDP

Individual Development Plan

IMA

Installation Management Agency

IPR

in-process review

IVC

Installation Volunteer Coordinator

MACOM

major Army command

MWR

morale, welfare, and recreation

MWR BOD

morale, welfare, and recreation - board of directors

NAF

nonappropriated fund

NG

National Guard

NGB

National Guard Bureau

OSD

Office of the Secretary of Defense

OTSG

Office of the Surgeon General

POC

point of contact

RSC

Army Reserve Command

SMA

sergeant major of the army

SOP

standing operating procedures

STARC

State area regional command

TAPC

Total Army Personnel Command

TJAG

The Judge Advocate General

TLE

temporary lodging expense

TRICARE

Department of Defense regional managed health care system

USACFSC

U.S. Army Community and Family Support Center

USAR

U.S. Army Reserve

VCSA

Vice Chief of Staff of the Army

Section II**Terms****AFTB**

A volunteer-led organization designed to prepare Army families by educating and training spouses in knowledge, skills, and behaviors related to the Army.

Commander's handbook

The Commander's Handbook on MWR and Family Programs is available through the USACFSC Family Programs Directorate, and contains a comprehensive section on AFAP.

Conference summary brochure

Prepared following each HQDA AFAP Training and Planning Conference, the brochure contains an overview of the AFAP program and the results of the most recent conference. Distributed to IMA region and separate MACOM AFAP

offices, the AFAP program managers ensure the brochures are distributed to their installation and/or regional commands.

Delegate

A person selected to represent the interests and concerns of the Army's members, soldiers, families, retirees, DA civilians, active, NG and Reserves at an AFAP conference. Delegates prioritize issues and make recommendations for resolution.

Facilitator

A volunteer who manages the conference workgroup to review, prioritize and develop issues. The facilitator keeps the group focused, encourages participation by group members, and ensures products are submitted on time.

Family member

- a. The spouse of a sponsor.
- b. The unremarried widow or widower of a member or former member of a uniformed service.
- c. The unmarried child of a sponsor, including an adopted child, stepchild, foster child, or ward, who—
 - (1) Has not passed his or her twenty-first birthday;
 - (2) Is incapable of self-support because of a mental or physical incapacity that existed before that birthday and is (or was at the time of member's or former member's death) in fact dependent on the sponsor for one-half of his and/or her support;
 - (3) Has not passed his or her twenty-third birthday, is enrolled in a full-time course of study in an institution of higher learning approved by a Secretary of an executive department specified in 10 USC 1073, and is (or was at the time of the member's or former member's death) in fact dependent on the sponsor for over one-half of his and/or her support.
- d. A parent or parent-in-law of a sponsor who is (or was at the time of the member's or former member's death) in fact dependent on the sponsor for one-half of his or her support and who resides in the sponsor's household.

FRTIs

Facilitators, Recorders, Transcribers, and Issue Support Persons volunteering at AFAP Conferences who assist the workgroup delegates as they evaluate, discuss and prioritize issues.

Information and/or operations guidance

Found in the Issue Update Book, prepared every 6 months following each HQDA GOSC meeting, and contains a description of all of the issues in the AFAP and the status of each issue. The Issue Update Book is on the AFAP Web site, at www.armycommunityservice.org.

Issue development

The AFAP Issue Development training slides are available on the AFAP Web site at www.armycommunityservice.org, and through the USAUSACFSC AFAP office. A video is also available for use.

Issue support person

A volunteer who ensures the group follows the established guidelines when developing the issues and preparing the disposition papers.

Issue Update Book

Updated every six months following each HQDA GOSC meeting, the book contains a detailed description of all of the issues, with conference recommendations and action plans and the status of each issue, in the HQDA AFAP. The Issue Update Book can be found on the AFAP Web site at www.armycommunityservice.org.

Recorder

A volunteer who captures the workgroup proceedings on easel paper and displays these notes around the room to assist delegates track their ideas and decisions.

Senior Army leadership

The Secretary of the Army; Chief of Staff, U.S. Army; Under Secretary of the Army; Vice Chief of Staff of the Army.

Senior Managers' Handbook

MWR and Family Programs Senior Managers Handbook is available through the USACFSC MWR Training Academy or Family Programs Directorate and contains a comprehensive section on AFAP.

Sponsor

A person serving on active duty or who is retired from military duty, a member of the Army National Guard or U.S. Army Reserve when on active military duty, or a person employed by the Army as an appropriated fund employee.

Subject matter expert

A staff action officer or other person who provides information to conference workgroups on issues within the SME's area of expertise. The SME provides information on the feasibility of the recommendations, may suggest alternative courses of action, and supports the intent of the workgroup.

Transcriber

A volunteer who assists the group with the technical support needed. The transcriber takes computer notes of the day's discussions, to allow for review or clarification. The transcriber prepares draft and final copies of all products during the AFAP conference.

Section III**Special Abbreviations and Terms**

This section contain no entries.

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SECURITY: UNCLASSIFIED

DOC STATUS: REVISION