DEPARTMENT OF THE ARMY
OFFICE OF THE VICE CHIEF OF STAFF
201 ARMY PENTAGON
WASHINGTON DC 20310-0201

08 JAN 2003

REPLY TO
ATTENTION OF

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY03 Well-Being Action Plan, Volume 1

1. The first two steps in achieving the Chief of Staff of the Army's vision of an integrated system of programs that invests in the well-being of The Army Well-Being Constituents were accomplished through actions taken in accordance with the Well-Being Strategic Plan, signed on 5 January 2001 and the Well-Being Campaign Plan, signed on 28 August 2001. These two documents prepared the framework for how The Army would integrate Well-Being programs and initiatives to ensure that all constituents, Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their families, were included in the Well-Being philosophy as we move to institutionalize the concepts of Army Well-Being no later than September 2003.

2. The third step in executing the CSA's vision is to outline existing well-being programs and objectives in the FY03 Army Well-Being Action Plan, Volume I. Volume I documents these programs and objectives in accordance with the philosophies outlined in the Well-Being Strategic Plan. It captures near- (budget year), mid- (POM years), and long-term (beyond the POM) objectives, and in so doing, establishes the strategic direction for Army Well-Being. The Action Plan is a strategic planning document that uses the Well-Being architecture to consolidate objectives from a multitude of Well-Being programs and initiatives into a holistic, integrated approach to accomplishing our goals. Volume I is the product of the efforts of many ARSTAF, MACOMs, constituents, and stakeholders. Input from the Army Well-Being Laboratory Sites is also included. With successive versions, the final portion of the FY03 Well-Being Action Plan will expand its breadth to include Volume II, which will be published in February 2003. The Plan will include pertinent issues across all constituent groups and with a more integrated, long-range planning effort. It is our intent that Well-Being become established as part of the Army culture - thought of at every level as the Army's concept for taking care of people.

3. The Well-Being Action Plan will be updated on an annual basis. I would encourage you to provide feedback and input through your Well-Being Council of Colonels and General Officer Steering Committee representatives.

JOHN M. KEANE
General, U.S. Army
Vice Chief of Staff

SUBJECT: Well-Being Action Plan

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SUBJECT: Well-Being Action Plan

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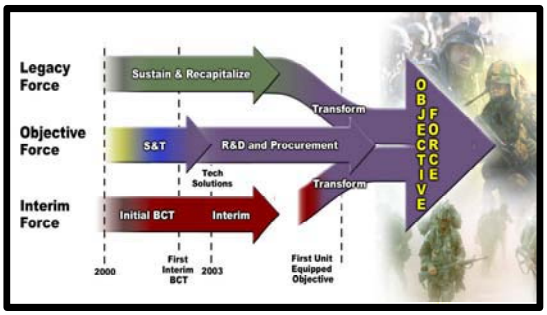
FY03 ARMY WELL-BEING ACTION PLAN

1. Introduction – Transforming the Human Dimension.

The Army has enthusiastically embraced the challenge of Transformation. Nowhere is this transformation more critical than at the heart of our force - our people. Army Well-Being is the human dimension of Army Transformation.



The Army Well-Being philosophy is included in the Army Well-Being Strategic Plan dated 5 January, 2001. The process by which this program is implemented is outlined in the Army Well-Being Campaign Plan published 28 August, 2001. This document, the Army Well-Being Action Plan is the third installment of a trio of publications designed to institutionalize the concepts of Army Well-Being. This annual publication is the first document to outline the Army's strategic direction for Well-Being.

2. Purpose – Establishing Strategic Direction.

This Well-Being Action Plan documents the Army's Well-Being programs and initiatives in accordance with the philosophies outlined in the Army Well-Being Strategic Plan. It captures near- (budget years), mid- (POM years), and long-term (beyond the POM) objectives and in so doing, establishes the strategic direction for Army Well-Being. The plan also details the Well-Being Architecture by providing descriptions, constituencies, and representative programs/initiatives for each of the Well-Being functions. The Well-Being Architecture is designed to ensure the Army can adhere to the goals of the Well-Being Philosophy while managing a wide range of individual programs/initiatives, sponsored and implemented by a number of various agencies, and resourced through a variety of different sources and processes. The Well-Being Philosophy lays out three compelling strategic goals by which well-being is personalized for our people:

- A competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
- A unique culture, sense of community, and record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their families.

- An environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their families to enrich their personal life by achieving their individual aspirations.

3. Methodology – Applying the Well-Being Architecture.

Army Staff proponents provided the objectives and subordinate tasks for each of their representative programs/initiatives. These objectives and tasks portray the current state of strategic planning relative to Army Well-Being and are in various stages of accomplishment. The programs/initiatives are grouped by combining those that serve the same purpose into a series of discrete functions. The Well-Being Architecture (detailed in Annex A) divides the three strategic goals into 13 different categories that are further broken down into 51 well-being functions. These functions form the building blocks of the Well-Being Architecture and provide the ability to effectively and efficiently manage programs by focusing on the ultimate purpose of Army Well-Being as delineated in the Army Well-Being Strategic Plan.

It is important to note that each objective has subordinate tasks that generally represent policy, resource, or legislative milestones required to accomplish the objective. These tasks are listed to provide a view of how the objective is to be accomplished and to allow us to measure progress toward achieving the objective in the Well-Being Status Report. Their inclusion here is not intended to serve as a directive to resource or prioritize Well-Being programs to specific funding levels or at specific priorities relative to non-Well-Being programs, as each must compete within established resourcing processes.

4. Organization – Tracking the Strategic Goals.

A. Annex A – Goal One. The first goal is to implement a comprehensive strategy that integrates well-being initiatives, programs, and resources to meet the well-being needs of the Army. The plan to accomplish this goal is laid out in some detail in the Army Well-Being Campaign Plan and is therefore not fully developed in this document. However, this document does detail the Well-Being Architecture. Accordingly, Annex A provides the methodology for developing the architecture, lays out the architecture itself, and explains the format used to detail the well-being functions throughout the remainder of the plan.

B. Annexes B through E – Goals Two through Five. The remaining goals provide the substance of Army Well-Being. Each annex is organized in the same manner, summarizing the architecture relative to the subject goal then providing a series of appendices, one for each of the supporting well-being functions. The principle substance of this plan is found in the details provided in these 51 appendices. Annex E is currently "To Be Published" as the concepts governing the treatment of the intangibles and their impact on Army Well-Being have not yet been fully developed.

C. Annex F – Definitions. The final annex is dedicated to defining the many terms associated with Army Well-Being.

5. Results – Outlining Our Current Strategies.

A. Standard of Living. There are four major categories supporting this goal: pay and compensation, health care, housing, and continuous learning. This strategic goal represents the area in which the Army is in the most direct competition with the corporate world for recruitment, employment, and retention of high quality people.

1. Pay and Compensation. Many of the programs are focused on relatively near-term objectives, emphasizing the urgent need to address pay comparability issues in the immediate future. There is also clear recognition that military service creates unique expenses that have not historically been adequately reimbursed. Addressing the burden of rent, utilities, moving expenses and other real-life costs are critical components of the Army's strategy. A series of other near and mid-term objectives indicate intent to address pay and compensation issues across the full range of constituent groups. Pay disparity between Soldiers and civilians in special occupations, support for a more flexible civilian pay system, improved emergency financial support for reserve component soldiers, and concurrent receipt of retired pay and VA disability compensation are distinct priorities that demonstrate the Army's commitment to resolving these critical well-being issues. Finally, there is a long-range commitment to developing a fully automated and more holistic compensation system that, once current issues are resolved, will maintain adequate pay and compensation for the Objective Force.

2. Health Care. The objectives supporting this critical well-being component indicate significant activity on a variety of fronts. Recent changes in several TRICARE programs are being implemented with plans to enhance and extend others. Work is underway to include chiropractic services for active duty soldiers, extend TRICARE Prime coverage to eligible retirees living OCONUS, and pursue legislation to establish a self-funded insurance plan for Reserve Component soldiers and families. Efforts are underway in both the medical and dental communities to improve preventive health services, automate patient tracking systems, and enhance communications with TRICARE beneficiaries to include web-based initiatives. Consistent themes throughout all of these objectives include maximizing timely access to health care, improving readiness by achieving higher health standards, and eliminating the "hassle factor" when dealing with the health care community.

3. Housing. The long-term nature of these objectives is indicative of the significant cost and time required to plan, design, and build quality facilities in the extraordinary quantity our Army requires. The long-standing commitment to modernizing barracks complexes to the "1+1" standard continues. While this mid-term initiative does not address all types of barracks, longer-term objectives do exist for trainee complexes. Additionally, innovative approaches have been adopted to address the necessary upgrade of family

housing. Elimination of inadequate family housing worldwide and implementation of the Residential Communities Initiative (RCI) are mid to long-term objectives that will provide housing commensurate with that of the local community. For the housing needs of transient personnel, plans have been approved to begin development of regional conference-hotel facilities that along with implementation of the Lodging Wellness Plan will furnish lodging support commensurate with mid-range commercial hotels.

4. Continuous Learning. Education influences compensation, both during and after service. The principle focus is near-term and designed to increase participation in existing programs such as the innovative on-line eArmyU. Similarly, a variety of program changes are designed to increase use of available Tuition Assistance funds. Upgrades to Army Education Centers include proposals for staffing upgrades, automation improvements, and process redesign. Expansion of active duty programs to the reserve components and further development of the GI to Jobs program are indications of a concerted effort to recognize the needs of people across the full range of well-being constituents. Finally, development of an "English as a Second Language" component of the Basic Skills program recognizes and prepares for the challenges associated with increasing diversity of the force.

B. Pride and Sense of Belonging. There are four major categories supporting this goal: command programs, workplace environment, family member education, and family programs. While many of these functions are present in the corporate world, the degree to which the Army has made them a part of its culture make these uniquely Army. It is therefore, in this strategic goal that the bond between the Army and its people is most significantly strengthened.

1. Command Programs. Safety objectives are focused on decreasing accidents through training and awareness programs. The Chaplaincy is developing metrics to ensure it can meet the spiritual needs of the force as demographics continue to change. Human relation objectives seek to further inculcate training and other awareness programs into the daily routine of the force. Some of the burdens of relocation are being addressed by automating the sponsorship program. Additionally, a systems-based relocation service is being designed to reduce the non-monetary impact of relocation. The Army allows our deployed forces and their families to maintain contact with our American culture through postal, banking, and broadcast services – each of which is being upgraded through the use of improved technology. Innovative risk reduction programs are addressing life-coping skills and the military culture as part of the effort to reduce substance abuse, violence, and suicide. Mid and long-term objectives for legal support include developing web-based client legal services offering step-by-step assistance to those who seek legal assistance. The Army Voting Assistance Program is developing training and awareness tools and working with the Department of Defense to establish absentee registration/voting over the Internet for deployed forces and their

families. Several near-term initiatives supporting transition to civilian life and retirement are focused on improving training/education and providing counseling services, enhanced by automation where possible. Providing final honors for our retirees and veterans is the focus of objectives intended to ensure the necessary quantity and quality of this vital service.

2. Workplace Environment. With the priority of effort going to the housing sector, efforts to upgrade workplace facilities remain a long-term endeavor. The guiding objectives are to improve quality and achieve a recapitalization cycle of 67 years, considerably shorter than currently exists. To accomplish these objectives, an Army Facility Strategy was developed that focuses resources on specific facility types. Additionally, a strong push has been mounted to adequately resource routine maintenance in order to sustain the condition of modernized/revitalized facilities.

3. Family Member Education. A very aggressive three-pronged approach is aimed at quickly addressing a myriad of issues involving the education of our children. This effort addresses the academic excellence in DODEA operated schools, the military community's liaison with local schools, and the challenges associated with transition from one school to another. DODEA has established aggressive near-term objectives to increase achievement in math and English, reduce overcrowding, and upgrade automation support and facilities. Building on the momentum gained at the Army Education Summit, official positions are being staffed to conduct liaison with local schools and an update forum is planned. Having approved and signed the Secondary Education Transition Study Memorandum of Agreement, focus is now shifting to nurturing those relationships in order to ensure swift implementation of the agreements. The Army is consolidating several of these initiatives with the establishment of on-site youth education transition services. Again, the near and mid-term focus of these objectives reveals the high priority the Army places on addressing the pressing needs of our children.

4. Family Programs. Consistency of delivery is a well-being theme being supported across ACS by establishing standards, improving quality assurance, developing an accreditation program, and providing training materials. A number of new programs are targeted for the near-term: replace Child Advocacy Centers with Family Advocacy Centers of Excellence, an AC/RC Family Readiness Program, and an expansion of New Parent Support Plus to 50 installations. Resources are being sought to support the victims of abuse, reimburse childcare cost of dependents attending command-sponsored training, and assist families with special needs children. Supporting the adaptation of families to military life continues to be a major objective. Beginning with the reinvigoration of Army Family Team Building, the Army is rapidly moving to address needs in this vital area. The Army Family Action Plan (AFAP) program continues to provide a "voice" for the well-being

concerns of soldiers and families to ensure they are elevated to Army leadership for resolution, beginning with annual conferences held at installations and Army communities. Commanders, at all levels, are given a real-time opportunity to resolve these issues, which span the spectrum of quality of life, underscoring the importance of these concerns and the link to soldier and family morale and satisfaction. Two new programs are in the design and earlier deployment stages. Building Strong and Ready Families (BSRF), a program that consolidates the best of a number of different programs, is being piloted in 17 brigades across the Army. The Spouse Orientation and Leader Development (SOLD) initiative addresses the needs of spouse volunteers by applying Army leader development techniques to this remarkable new initiative. Still under development, this initiative is on the fast track to deployment. Expansion of family programs into the Reserve Components is a common objective. In the areas of Child Development and Youth Services several common initiatives are ongoing. Both areas have near-term objectives for the use of surveillance cameras and other near-term upgrades, mid-term objectives to expand service to meet the demand of the Department of Defense and Congress, and long-term objectives to recapitalize facilities.

C. Personal Enrichment. A principle well-being theme is the achievement of work-life balance. It is in this strategic goal that the Army supports activities that are perhaps less directly related to the profession of arms but provide opportunities for that work-life balance with an impact on the morale and welfare of our people. There are five major categories supporting this goal: religious programs; financial readiness; educational assistance; family member employment; and morale, welfare, and recreation.

1. Religious Programs. Spiritual expression expands beyond the rights, sacraments and ordinances of religious worship. Expression encompasses both the development of individuals and communities through a broad range of activities. Religious and spiritual programs provide opportunities for participants to connect with the transcendent and express their beliefs through study and service. Religious education, family life education, spiritual care and counseling are key activities that can facilitate personal growth, moral strength and comfort during transitions, challenges and crises of life.

2. Financial Readiness. Self-reliance in managing compensation is a near-term objective that combines financial management training and counseling with the availability of vehicles such as the Thrift Savings Plan. One innovative component is the Army Benefits Training initiative which will provide on-line personalized benefits counseling. In the mid-term, the Army is looking to expand financial training to short-term deployed Reserve Component soldiers. In the long-term, the Army's objective is to implement the Individual Financial Readiness Plan (IFRP), a dynamic plan to decrease overall soldier and family debt and increase knowledge in financial planning/investment to achieve individual financial security through long term investment. This

initiative will incorporate a broad range of issues such as retirement planning, home/auto purchase, health care, consumer awareness, education planning, and many other associated issues.

3. Educational Assistance. The Army is working to assist family members who would like to continue their education by encouraging State legislatures to adopt laws allowing military dependents to attend post-secondary educational institutions at the in-state tuition rate. This would eliminate the penalty paid for being an active duty military family member.

4. Family Member Employment. The Army is beginning to move aggressively into this relatively new area. Initial efforts are focused on establishing public partnerships with private corporations to provide training and career continuity to Army spouses. A Spouse Telework Employment Program (STEP) is nearing completion and the Department of Defense is working with the Department of Labor to explore opportunities in the public sector. In the interim, the Army's Spouse Employment Program is developing capabilities in the following areas: job search assistance, private sector job bank, and career counseling. Mid and long-term objectives focus on capturing lessons learned from the initial partnerships and expanding the program to more corporations.

5. Morale, Welfare, and Recreation. This category includes a variety of significant functions including community recreation, sports and fitness, Armed Forces Recreation Centers, and veterinary health care for military pets. Community recreation is automating a number of services from transportation to libraries. A long-term objective is to develop self-service kiosks to provide tickets for local movies and events, airline e-tickets, regional and national theme parks, and sports venues. Mid-term objectives include expansion of services overseas and to deployed forces. Consistency of delivery is a well-being theme being supported by establishing standards, improving quality assurance, developing an accreditation program, and providing training materials. Improved business practices are aimed at improving productivity and generating additional resources. In addition to implementing several of these initiatives, the sports and fitness field has long-term objectives to upgrade facilities and equipment. The Armed Forces Recreation Centers are modernizing with an expansion of Shades of Green, the complete renovation of the Ilima Tower of the Hale Koa, and the construction of a new hotel in Garmisch that will consolidate all of AFRC-Europe.

D. General Trends. While many of these well-being objectives are unique in their approach, there are some general trends that can be discerned from this review:

1. Expansion to the Reserve Components. There is an obvious recognition that with recent changes in the operational environment, the evolving needs of

Reserve Component soldiers and families necessitates the expansion and improved delivery of numerous well-being programs and initiatives.

2. Consistency of Delivery. Consistency of delivery is a well-being theme supported across many of the functions. Use of common standards, improved quality assurance, development of accreditation programs, and improved training materials are all methods being used to accomplish this theme.

3. Increased Synergy. With the advent of Army Well-Being, it has become apparent as never before that much can be gained by combining the efforts of multiple programs focused on a single purpose. Throughout the appendices to this document there are indications that common purposes are being identified and complementary initiatives being coordinated.

4. Increased Use of Automation. A significant number of programs are developing ways to use automation, especially web-based applications, to further the reach and quality of their services.

5. Long-Term Strategic Planning. There is a preponderance of near and mid-term objectives across the breadth of well-being initiatives. This represents the Army's continued commitment to the well-being of its people. However, attention must be paid to developing long-term objectives if near-term successes are to be sustained for the Objective Force and changing expectations and aspirations identified.

6. Civilians, Veterans, and Retirees. With the advent of Army Well-Being, a new focus has been placed on these important constituent groups. As many of the objectives indicate, the Army is beginning to addresses ways to enhance the well-being of these key constituent groups. This action plan represents a first step, but much more is required if we are to achieve the holistic focus and impact desired.

6. Conclusion – Enhancing Army Well-Being. This Well-Being Action Plan is a Department of the Army-level strategic planning document that uses the Well-Being Architecture to consolidate the objectives of a multitude of well-being programs/initiatives into a holistic, integrated approach to enhancing the Well-Being of our people. As such, it is only the beginning of the process to achieve our goals. Individual programs and initiatives must be prioritized and resourced, policy decisions made, legislation changed, and programs implemented. However, the

THE ARMY VISION BEGINS AND ENDS WITH PEOPLE……

"The Army - - is People: The magnificence of our moments as an Army will continue to be delivered by our people. They are the engine behind our capabilities, and the soldier remains the centerpiece of our formation. We will continue to attract, train, motivate, and retain the most competent and dedicated people in the Nation to fuel our ability to be persuasive in peace and invincible in war. We will assure the Nation's security by equipping, training, and caring for our people and their families and enabling their full potential as individuals. The Army will be a professionally rewarding and personally enriching environment within which people take pride in being part of the Nation's most highly esteemed institution. Our physical, moral, and mental competence will give us the strength, the confidence, and the will to fight and win anywhere, anytime."

strategic direction of Army Well-Being is clear. The Army Vision begins and ends with "People." We must provide consistent and continuous service across the entire breadth of our Army Family, creating a climate of confidence and teamwork, not dependency and isolation. We must achieve the cultural balance between the Army's expectations of its people and our people's expectations of the Army. The plans laid out in this document are a major step toward meeting the expectations of our people.

ANNEXES

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B Standard of Living
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Annex E: Well-Being Intangibles (TBP)

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Army Well-Being Strategic Goal #1: Implement a comprehensive strategy that integrates well-being initiatives, programs, and resources to meet the well-being needs of The Army.

Associated Well-Being Strategies:

Category	Title	Strategy
1.1	Process	Design and implement an integrated Army Well-Being process.
1.2	Standards	Develop and deploy Well-Being standards to provide objective means that measure performance.
1.3	Metrics	Establish and field metrics to assess Well-Being and its impact on Army outcomes.
1.4	Strategic Communications	Initiate a Well-Being strategic communications program for both internal and external audiences.
1.5	Doctrine	Develop Well-Being doctrine and integrate into training and leader development programs.
1.6	Well-Being Division	Establish a Well-Being Division to assist Army senior leaders in developing strategies and policies that sustain Well-Being support of institutional outcomes.

Associated Well-Being Objectives:

The above listed strategies and their associated objectives and tasks are detailed in the Army Well-Being Campaign Plan published 28 August 2001. The Well-Being Action Plan is an integral component of the Well-Being Process (Category 1.1 above). It details the Well-Being Architecture, and integrates/synchronizes well-being objectives and tasks in support of Goals 2-5 and their associated strategies (see Annexes B-E). In general, the Well-Being Action Plan outlines the "strategic direction" for each specific function – that is, a roadmap of intended achievements that transforms Army Well-Being into what is necessary to support the Objective Force. The goals and strategies define our desired "ends" and should remain stable throughout the transformation. These "ends" provide consistency of purpose over time. However, the specific "ways" and "means" to achieve these "ends" will be fairly dynamic.

Methodology:

The Well-Being philosophy identifies three compelling strategic goals:

- A competitive standard of living for all Soldiers, civilians, and their families.

- A unique culture, sense of community, and record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, civilians, and their families.

- An environment that allows Soldiers, civilians, and their families to enrich their personal life by achieving their individual aspirations.

While these three goals describe how well-being affects our people, they do not fit well with the programmatic world of the Army Staff. Therefore, the multitude of well-being programs has been organized into seven lines of operation. Management of these programs institutionalizes well-being for the objective force. The Well-Being matrix shown below (Figure 1) portrays the relationship between the philosophical goals and the practical lines of operation.

	Army Well-Being Goals		
Lines of Operation	**Competitive Standard of Living (to live)**	**Pride and Sense of Belonging (to connect)**	**Enriched Personal Life (to grow)**
Command Programs		3.1	4.1
Pay & Compensation	2.2		4.2
Health Care	2.3		
Housing & Workplace Environment	2.4	3.4	
Education	2.5	3.5	4.5
Family Programs		3.6	4.6
Morale, Welfare, & Recreation			4.7

Figure 1. Army Well-Being Matrix

In order to fully integrate and synchronize the major components of the Well-Being process, a central organizing architecture must be adopted. This architecture (Figure 2) begins with the overarching philosophy and ultimately links the philosophy to the management of well-being programs. The "Philosophy-Category-Function" architecture provides the macro-to-micro linkages.

The "philosophy" is captured in the Well-Being Strategic Plan and can be summarized by its four major components (three tiers and the intangibles). The "categories" link these

philosophical components to major groups of programs having similar features – these are referred to as "Lines of Operation." In a matrix formed by the philosophical components on one axis and the lines of operation on the other, the intersecting points form the categories of well-being. The number representing a category includes the goal followed by the line of operation (e.g., 2.4 - Housing). Each category is further broken down into a series of functions with objectives and associated tasks. The numbering system for the functions simply adds a sequential number to the parent strategy's number (e.g., 2.4.1 – Family Housing). Functions are programs or groups of programs that share the same purpose. One of the central principles of well-being is that programs be managed based upon their function or purpose relative to the human perspective. This final level in the organizational model institutionalizes that principle.

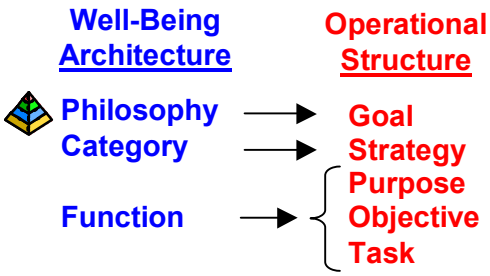

Figure 2 – Architecture and the Operational Structure

From this architecture comes the operational structure (Figure 2) that turns philosophy into action. The "Goal-Strategy-Purpose-Objective-Task" structure translates the components of the architecture into actionable "tasks" designed to achieve a specific "objective." A number of these objectives work together within the framework of a given "strategy" to ultimately accomplish one of the well-being "goals." Well-Being programs are incorporated into the architecture based upon the function they provide. Each well-being function is a collection of programs and initiatives that serve a common purpose. The appendices to Annexes B-D of this document outline each individual function. The information contained in each appendix demonstrates its place in the architecture, the proponent along with basic reference material, the affected constituent groups, a description of the function with a list of representative programs, any other well-being functions significantly impacted by the subject function, and finally a list of near-, mid-, and long-term objectives and associated tasks. A complete guide to the format of these appendices is included in Appendix 2 to this Annex.

By creating a logical link from the overarching philosophy to the management of individual tasks, this Philosophy-Category-Function architecture forms the superstructure around which the Army's well-being is constructed. It provides a mechanism by which to synchronize the Well-Being Status Report (annual report on the status of Army Well-Being programs), the Well-Being Resource Crosswalk (process to monitor program resourcing), the Strategic Readiness System (holistic measure of readiness that includes the influence of well-being), and the Army Transformation Campaign Plan (the Army's master transformation plan). Together, the objectives and associated tasks included in

this plan chart the Army's course for achieving our well-being goals. The entire Well-Being Architecture is included in Appendix 1 to this Annex.

As stated earlier, the architecture is key to maintaining an integrated and synchronized approach to well-being. The simplistic diagram shown below (Figure 3) provides a general idea of how the major components of the well-being process are linked.

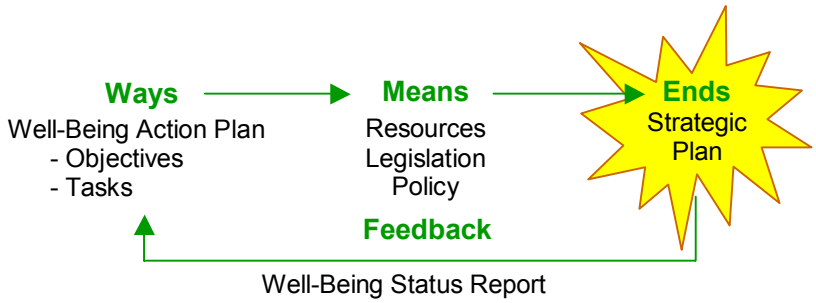

Figure 3 – Critical Relationships

The goals are published in the Well-Being Strategic Plan and are the "ends" to which we strive. The "ways" in which we accomplish those goals are embodied in the Strategy-Objective-Task portion of the operational model and are appropriately captured in the Well-Being Action Plan. The funding necessary to implement well-being programs is managed through the Well-Being Resource Crosswalk and forms, in part; the "means" by which many of the objectives are accomplished. Finally, the feedback mechanism that ensures all of the above works in harmony to produce the intended results is the Well-Being Status Report.

Each of these components is organized using the same architecture – Philosophy-Category-Function. This ensures that for a given well-being function, the objectives, tasks, standards, metrics, and resources are all considered as a holistic management package that ultimately supports the well-being philosophy. Maintaining the integrity of the architecture and ensuring it is incorporated in all evolving aspects of the well-being process is critical to the ability to institutionalize the well-being philosophy.

Process:

This plan is intended to be dynamic, ever changing with the operational environment and societal evolution - but always focused on fulfillment of the well-being needs of our people. While the goals and lines of operation are designed to remain constant, the subordinate categories, objectives, and tasks will undoubtedly change. The Human Resources/Well-Being Division of the Office of the G-1 maintains the plan and functional proponents routinely coordinate changes to their objectives, tasks, and programs. The contents of the plan are incorporated into the Transformation Campaign Plan Matrix, routinely updated, and synchronized with other elements of the transformation. The plan is formally updated and presented to the Well-Being General Officer Steering Committee (WBGOSC) each September. Once accepted by the WBGOSC, the plan is presented to senior Army leadership for approval and release. The

Well-Being Action Plan is a living document and serves as a companion to the Well-Being Status Report.

The objectives and actions that are documented in this plan have been reviewed and approved in some form of HQDA process that generates and/or approves requirements or programs. There are numerous initiatives and actions that merit further review and analysis. As new initiatives and actions are vetted through the well-being process, they will be either incorporated into this plan or returned for further study.

Appendices:

1 – Well-Being Architecture
2 – Explanation of Appendix Format
3 – Example Format

2 Standard of Living

2.2 Pay & Compensation
- 2.2.1 Military Base Pay
- 2.2.2 Allowances
- 2.2.3 Retirement Pay
- 2.2.4 Incentive and Special Pay
- 2.2.5 Civilian Pay
- 2.2.6 Other Compensation
- 2.2.7 RC Employer Support
- 2.2.8 Finance Processing

2.3 Health Care
- 2.3.1 Preventive Services
- 2.3.2 Patient Care
- 2.3.3 Dental Services
- 2.3.4 Customer Service
- 2.3.5 Health Care Infrastructure

2.4 Housing
- 2.4.1 Family Housing
- 2.4.2 Barracks Complexes
- 2.4.3 Army Lodging

2.5 Continuous Learning
- 2.5.1 Soldier Continuing Education
- 2.5.2 Civilian Continuing Education

3 Pride & Sense of Belonging

3.1 Command Programs
- 3.1.1 Safety
- 3.1.2 Religious Support
- 3.1.3 Human Relations
- 3.1.4 Relocation
- 3.1.5 Overseas Support
- 3.1.6 Risk Reduction
- 3.1.7 Legal Services
- 3.1.8 Voter Assistance
- 3.1.9 Transition/Retirement
- 3.1.10 Final Honors
- 3.1.11 Army Family Action Plan
- 3.1.12 Army Community Services

3.4 Workplace Environment
- 3.4.1 Workplace Modernization
- 3.4.2 Workplace Maintenance

3.5 Family Member Education
- 3.5.1 DODEA Schools
- 3.5.2 School Liaison Services
- 3.5.3 Education Transition

3.6 Family Programs
- 3.6.1 Mobilization and Deployment Support
- 3.6.2 Family Adaptation
- 3.6.3 Child Development Services
- 3.6.4 Youth Services
- 3.6.5 Exceptional Family Member Support
- 3.6.6 Family Advocacy

4 Personal Enrichment

4.1 Religious Programs
- 4.1.1 Religious Programs

4.2 Financial Readiness
- 4.2.1 Personal Financial Management
- 4.2.2 Financial Training

4.5 Educational Assistance
- 4.5.1 Family Member Continuing Education

4.6 Family Member Employment
- 4.6.1 Spouse Employment (Public)
- 4.6.2 Spouse Employment (Private)

4.7 MWR
- 4.7.1 Community Recreation
- 4.7.2 Sports & Fitness
- 4.7.3 Armed Forces Recreation Centers
- 4.7.4 Pet Services

Goal (#): The short title and goal statement under which the subject function falls in the Well-Being Architecture.

Category (#.#): The short title and strategy statement under which the subject function falls in the Well-Being Architecture.

Function (#.#.#): The short title and purpose statement for the subject of the appendix.

Army Proponent(s): The staff element responsible for part or all of the function. If more than one proponent is involved, a lead proponent should be identified. The format should include the common reference to the staff element followed by the office symbol of the part of the organization with proponency (e.g., G-1 (DAPE-PR)).

Reference(s): The base documents from which an individual can gain a basic understanding of the subject function. The list does not need to be all encompassing but should include the principle works.

Homepage(s): Similar to the references, this item refers to internet locations where an individual can go to gain a fundamental understanding of the subject function. As much as possible the URL should take viewers directly to the specific subject material rather than requiring them to navigate a complex series of menus.

Constituents: There are seven Well-Being constituent groups: Soldiers (Active, Guard, Reserve), retirees, veterans, civilians, and family members. If part or all of the subject function affects a significant part or all of one of these constituent groups, then that group should be listed. This is not intended to be a detailed explanation of program eligibility. The active duty constituent group refers to soldiers from any of the three components currently serving on "active status." When referring to the Guard or Reserve constituent groups, the reference is to the component.

Description: A short paragraph describing the subject function. This paragraph also establishes the boundaries for the function. That is, it indicates what is included and, if necessary, what is not included in this function from a Well-Being perspective.

Representative Army Programs/Initiatives: A listing of programs or initiatives associated with the subject function. The list does not need to be all encompassing but is simply intended to be illustrative of the description that immediately precedes it.

Associated Well-Being Functions: This list includes a bulletized listing of well-being functions with which significant functional overlap exists.

Near-Term: Refers to the budget years (e.g., 02-03).

Mid-Term: Refers to the POM years (e.g., 04-09).

Long-Term: Refers to the years beyond the POM (e.g., 10 and beyond).

Objectives: Statement articulating what the proponent intends to achieve. Each objective should focus on Well-Being impact and include the milestone (FY) by which the achievement is intended to be accomplished, a statement of what is to be achieved, a general indication of the constituents affected by the achievement, and a parenthetical indication of the proponent responsible for the achievement.

Tasks: These bulletized entries under each objective should include the major enabling efforts necessary to accomplish the stated objective. At a minimum they should address policy, resource, and legislative decisions/changes necessary to accomplish the objective. The tasks provide a means by which progress toward the objective can be measured.

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (#):
Category (#.#):
Function (#.#.#):

Army Proponent(s):
Reference(s):
Homepage(s):
Constituents:

Description:

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

Near-Term Objective(s):

By FY 03, provide something to someone to some standard. (Proponent)

- Policy Task
- Resource Task
- Legislative Task

Mid-Term Objective(s):

By FY06, achieve something for someone to some standard. (Proponent)

- Policy Task
- Resource Task
- Legislative Task

Long-Term Objective(s):

By FY12, provide something for someone to some standard. (Proponent)

- Policy Task
- Resource Task
- Legislative Task

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Army Well-Being Strategic Goal #2: Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.

Associated Well-Being Strategies:

Category	Title	Strategy
2.2	Pay & Compensation	Provide comparable compensation for serving Soldiers, retirees, and civilians.
2.3	Health Care	Provide quality, affordable, effective health care services for Soldiers and military families.
2.4	Housing	Provide Soldiers and their families with quality affordable housing commensurate with that of civilian society.
2.5	Continuous Learning	Promote continuous personal and professional learning through expanded educational and professional training opportunities for Soldiers and civilians.

Associated Well-Being Objectives:

Function	Title	Objectives
2.2.1	Military Base Pay	See Appendix 1
2.2.2	Allowances	See Appendix 2
2.2.3	Retirement Pay	See Appendix 3
2.2.4	Incentive & Special Pay	See Appendix 4
2.2.5	Civilian Pay	See Appendix 5
2.2.6	Other Compensation	See Appendix 6
2.2.7	RC Employer Support	See Appendix 7
2.2.8	Finance Processing	See Appendix 8
2.3.1	Preventive Services	See Appendix 9
2.3.2	Patient Care	See Appendix 10
2.3.3	Dental Services	See Appendix 11
2.3.4	Customer Service	See Appendix 12
2.3.5	Health Care Infrastructure	See Appendix 13
2.4.1	Family Housing	See Appendix 14
2.4.2	Barracks Complexes	See Appendix 15
2.4.3	Army Lodging	See Appendix 16

Function	Title	Objectives
2.5.1	Soldier Continuing Education	See Appendix 17
2.5.2	Civilian Continuing Education	See Appendix 18

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.
Function (2.2.1): Military Base Pay – Provide a foundation of financial compensation to Soldiers that provides a competitive standard of living.

Army Proponent(s): G-1 [DAPE-PRC]
Reference(s): DoD 7000.14R
Homepage(s): www.dtic.mil/comptroller/fmr/07a/index.html
Constituents: Soldiers

Description: Military base pay is the main component of military compensation, established by the Department of Defense in comparison with Department of Labor civilian pay data. It consists of the pay an officer or enlisted member is entitled to according to rank and longevity. Base pay is separate of additional amounts or allowances for quarters, subsistence, flying status, etc. It is an annual salary divided into 12 equal installments, subject to income tax withholding and FICA taxes, and entitled to active duty personnel and Reserve component members ordered to active duty or in a full-time status.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11): #461 – Pay Table Reform

Near-Term Objective(s):

By FY 03, provide Base Pay entitlement to Soldiers who attend ROTC Green to Gold program in order to broaden the base of those able to apply for the program. (G-1)

- Support legislation that would provide full pay for Soldiers in this category
- Provide implementing regulations as required
- Provide funding, as required, to execute

Mid-Term Objective(s):

By the end of FY06, achieve pay comparability for Soldiers, as defined in the Report of the 9th Quadrennial Review of Military Compensation (QRMC), while ensuring appropriate levels of funding in order to meet Congressionally mandated end strength and the Defense Planning Guidance. (G-1)

- Support legislative changes needed to enable recommendations
- Revise Army policies and regulations to effect recommended changes
- Ensure adequate funding to implement QRMC recommendations

Long-Term Objective(s):

By FY09, reengineer the Army compensation process, designate process ownership, and assign process management to look holistically at all elements of pay and compensation in order to develop a compensation system to attract, retain, and motivate the diverse workforce of the 21st Century. (G-1)

- Define process output, and develop reengineering POA&M.
- Annually, in conjunction with Pay Table Review, assess status of pay comparability in order to preclude erosion over time, and, as required, support legislation to ensure Soldiers are paid a comparable salary to private industry standards based on education and experience.

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.
Function (2.2.2): Allowances – Preclude Soldiers and their families from bearing out-of-pocket expenses caused by the unique requirements of Army life.

Army Proponent(s): G-1 [DAPE-PRC]
Reference(s): DoD 7000.14R
Homepage(s): www.dtic.mil/comptroller/fmr
Constituents: Soldiers and family members

Description: Out-of-Pocket expenses are those costs borne by Soldiers and their families from Base Pay caused by requirements of Army life (e.g., relocation expenses) that are either not reimbursed or for which the designate allowance does not cover the actual cost.

Representative Army Programs/Initiatives:
- Basic Allowance for Housing (BAH)
- Basic Allowance for Subsistence (BAS)

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11)
  - #307 – Inferior Shipment of Household Goods
  - #363 – Temporary Lodging Expenses
  - #400 – First Time PCS Dislocation Allowance
  - #442 – Lack of Benefits Due to Geographic Location
  - #448 – Basic Allowance for Housing Appropriation and Data Collection Criteria
  - #451 – CONUS Cost of Living Allowance Threshold Index
  - #455 – Extension of Temporary Lodging Expense
  - #457 – Modification of Weight Allowance Table
  - #458 – Newly Acquired Dependent Travel Entitlement

Near-Term Objective(s):

Mid-Term Objective(s):

By FY04, eliminate out-of-pocket expenses associated with Army-directed moves and other transitional costs for all Soldiers. (G-1)

- By FY02, provide dislocation allowance equal to one month BAH II for first term enlistees.

- By FY02, provide temporary living expenses for officers' move to first permanent duty station
- By FY 02, send an Army-wide message explaining Soldier's entitlement for newly acquired dependents.
- By FY 04, develop the Army position for the ULB to extend Temporary Lodging Expense (TLE) entitlement from 10 to 14 days
- By FY 04, study the need to implement household goods weight table reform for enlisted soldiers.
- As required, adjust policy and regulations to implement approved changes.

By the end of FY 05, increase monetary compensation in order to reduce recurring national average out-of-pocket expenses for Soldiers and their families. (G-1)

- Develop and implement an Army action plan to increase BAH, and eliminate active component soldiers' national average out-of-pocket housing costs for rent, and utilities.
- Support legislation to restore ability to have multiple BAS rates.
- Support legislation to authorize reimbursement for taxes imposed on homeowners assistance program benefits by FY04
- As required, adjust policies and regulations to implement approved changes.
- Cost and ensure funding to implement approved changes

.

Long-Term Objective(s): Reengineer Army Compensation Process (See 2.2.1)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.
Function (2.2.3): Retirement Pay – Provide career Soldiers with a non-participating form of retirement compensation.

Army Proponent(s): G-1 [DAPE-PRC]
Reference(s): DoD 7000.14R
Homepage(s): www.dtic.mil/comptroller/fmr/07b/index.html
Constituents: Soldiers

Description: Military retired pay is defined as "reduced compensation for reduced services." Retired pay is generally computed either on length of service or on percentage of disability. Retiring Active Duty and Reserve Soldiers are eligible for retired pay. Payments are made monthly and administered by DFAS. If qualified, VA Disability Compensation offsets retired pay.

Representative Army Programs/Initiatives:
- Survivor Benefit Plan
- Thrift Savings Plan

Associated Well-Being Functions:

Near-Term Objective(s):

By FY 03, redress major retirement pay and benefits issues. (DCS G-1)

- Develop Army Position for FY 03 Unified Legislative Budget (ULB) Personnel Summit for legislation that treats active duty deaths as a 100% disability and provides SBP compensation for eligible survivors of active duty soldiers.
- Support legislation to ensure survivor eligibility for dependent dental plan.

During FY 02-03, provide information and counseling for Soldiers eligible for Career Status bonus.

Mid-Term Objective(s):

By FY04, support efforts to provide for concurrent receipt of retired pay and VA disability compensation for disabled retirees.

- Increase Army TOA to fund the Army portion

Long-Term Objective(s): Reengineer Army Compensation Process (See 2.2.1)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.
Function (2.2.4): Incentive and Special Pay – To provide additional pay to adjust base compensation to unique circumstances (e.g., skills, locations, job characteristics) in order to maintain the compatibility/competitiveness of military or civilian compensation.

Army Proponent(s): G-1 [DAPE- PRC]
Reference(s): DoD 7000.14R
Homepage(s): www.dtic.mil/comptroller/fmr/07c
Constituents: Soldiers and civilians

Description: Incentive pay is a wage amount, in addition to other pay and allowances, intended to attract or retain Soldiers into hazardous or critical skills. Entitlement must meet DoD-established criteria, extends only for the duration of the duty, and, depending on the type of incentive, is payable in either a lump sum or in installments. Incentive pay is subject to income tax withholding but not FICA taxes.

Special pay is a wage amount, in addition to other pay or allowances, awarded to service members with duties that are extremely demanding or require advanced skill proficiency, or as a bonus for enlistment/accession or continued service. The amount is payable in a lump sum or in installments for the duration of the duty concerned, depending upon the type of pay, and is subject to income tax withholding but not FICA taxes. DoD-established criteria must be met and longer duration duties are subject to annual eligibility certification.

Civilian Incentive pay is in addition to other pay and allowances, intended to attract or retain civilians into positions identified as hard-to-fill. Entitlements must meet the Office of Personnel Management or DoD's established criteria. Depending on the type of incentive, the payment may be made as either a lump sum or in biweekly payments. Incentive pay is subject to income tax withholding and FICA taxes.

Representative Army Programs/Initiatives:
- Aviation Career Incentive Pay
- Hazardous Duty Incentive Pay
- Hostile Fire or Imminent Danger Pay
- Enlistment and Reenlistment Bonus
- Foreign Language Proficiency
- Critical Skills Pay (doctors, dentists, nurses, veterinarians, and optometrists)
- Other special situations such as enlisted overseas extensions, and hardship duties.

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):

#483 – Incentives for Reserve Component Military Technicians

Near-Term Objective(s):

By FY 03, identify initiatives and maintain current efforts to sustain special pay for Soldiers in recognition of hazardous or arduous circumstances. (G-1)

- Develop Army Position for FY 03 Unified Legislative Budget (ULB) Personnel Summit to subsidize Reservists that travel over 50 miles or 90 minutes to their drill assembly site that require overnight accommodations

By FY 03, sustain the special skills needs of the force through targeted monetary incentives to support recruiting and retention, and proficiency/ professional certifications. (G-1)

- Develop integrated priority list of special skill sets, and support legislative process to ensure necessary funding.
- Initiate hazardous duty incentive pay for National Guard Civil Support Teams
- Initiate special duty incentive pay for National Guard Civil Support Team members. Develop Army position to support FY04-FY09 Unified Legislative Budget (ULB) Proposal for NG-CS Special Duty Incentive Pay.

By FY 03, develop Army Position for FY 03 Unified Legislative Budget (ULB) Proposal Personnel Summit to address monetary incentives for Soldiers. (G-1)

Develop Army Position for FY 03 Unified Legislative Budget (ULB) Proposal Personnel Summit to address monetary incentives for Soldiers. (G-1)

Mid-Term Objective(s):

By FY04, study the practicality and cost associated with monetarily compensating Soldiers for expenses incurred due to lack of access to military facilities based on geographic location. (G-1)

By FY 06, support and pursue efforts to eliminate military pay disparity for highly skilled, hard-to-fill occupations, e.g., high tech, other than medical, etc. (G-1)

Long-Term Objective(s): Reengineer Army Compensation Process. (See 2.2.1)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.
Function (2.2.5): Civilian Pay – Provide the foundation of financial compensation for DA Civilians sufficient to attract and retain the required workforce.
Army Proponent(s): G-1 [DAPE-CP-PL]
Reference(s):

- Title 5, U.S. Code ---
  - Chapter 51, sections 5101 to 5113 – Classification
  - Chapter 53, subchapter I, section 5301 – Pay Policy
  - Chapter 53, Subchapter I, section 5302 (8) and (9) – Pay Definition, and section 5304 – Locality-based Comparability Payments
  - Chapter 53, subchapter III, sections 5331 to 5336 – GS Pay Rates
  - Chapter 53, Sections 5361-5366, Grade and Pay Retention
  - Chapter 55, Section 5545 (d) – Hazardous Duty Differential
  - Chapter 57, Subchapter IV, section 5753 to 5755
  - Chapter 59, subchapter III, section 5924 – Cost-of-living Allowances
  - Chapter 43, sections 4302 and 4303 – Performance Appraisal
  - Chapter 75, subchapter II, section 7512 – Adverse Actions

- Title 5, CFR ---
  - Part 511 - Classification Under the General Schedule
  - Part 530, subpart C – Special Salary Rate Schedules;
  - Part 531, Subpart B – Determining Rate of Basic Pay: subpart D – Within Grade Increases; subpart E- Quality Step Increases
  - Part 531, subpart F – Locality-based Comparability Payments
  - Part 536 – Grade and Pay Retention
  - Part 550, subpart I – Pay for Duty Involving Physical Hardship or Hazard
  - Part 575, subparts A, B, C, and D – Recruitment and Relocation Bonuses, Retention Allowances, and Supervisory Differential
  - Part 591, subpart B – Cost-of-living Allowance and Post Differential – non-foreign areas
  - Part 430, Subpart B – Performance Appraisal for the General Schedule
  - Part 432, sections 432.101 to 432.107 – Performance Reduction in Grade and Removal Actions
  - Part 752, Section 752.401 (a)(3) – Adverse Actions

Homepage(s): http://www.opm.gov/cfr/index.htm
http://cpol.army.mil/index.html
http://cpol.army.mil/permiss/index.html
http://cpol.army.mil/library/armyregs/memos.html#T&LD
Constituents: Civilians

Description: Civilian pay is the salary for Department of Defense civilian employees. Similar to military base pay, it is the main component of civilian compensation and is determined by rank and longevity, expressed as grade level and step. Civilian pay is an annual salary divided into 26 pay-periods.

Representative Army Programs/Initiatives:

- Civilian Personnel Management System XXI – Compensation System Development

Associated Well-Being Functions:

- Incentive and Special Pay (2.2.4)
- Other Compensation (2.2.6)
- Army Family Action Plan (3.1.11):
  - #332 – Portability of Benefits Act for NAF Employees of 1990
  - #479 – Equal Compensatory Time for Full-Time NAF Employees
  - #481 – Federal Employee Paid Parental Leave

Near-Term Objective(s):

By FY 03, submit legislation proposals to modify the overtime pay cap for Army Civilian Employees to receive an overtime hourly rate in an amount equal to the basic pay of the employee. (G-1)

- Legislative proposal submitted -- currently in the Omnibus for FY 03.
- Waiting for OMB decision.
- Funding requirements will need to be made at the local installation level.

By FY03, submit legislative proposals for the "last move home" of civilians who are eligible for annuity or within five years of eligibility and who relocate at government expense. (G-1)

- Legislative proposal submitted –currently in the Omnibus for FY 03.
- Waiting for OMB decision.
- Funding requirements will be determined at a later date.

By FY03, support and pursue efforts to eliminate civilian pay disparity for highly skilled, hard-to-fill occupations, e.g., high tech, other than medical, etc.

Mid-Term Objective(s):

By FY04, establish an alternative civilian pay system, e.g. pay banding. (G-1)

- Oversee contract to build a pay banding system by FY 04.
- Recommendations will be forwarded to OSD in FY 05.
- Until system is built, budget requirements cannot be determined.

By FY 06, support and pursue efforts to eliminate civilian pay disparity for highly skilled, hard-to-fill occupations, e.g., high tech, other than medical, etc. (G-1)

Long-Term Objective(s):

By FY10 and beyond, re-evaluate alternative pay system to ensure pay equity for the civilian objective force. (G-1)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.
Function (2.2.6): Other Compensation – Services provided to eligible personnel that extend the purchasing power of their pay or provide greater convenience/access to services.

Army Proponent(s): ASA(M&RA); G-1; G-4
Reference(s): DoD 1330.17-R, Armed Services Commissary Regulations
DoDD 5105.55, Defense Commissary Agency
AR 60-20, AR 60-10, DOD 1330.9
Homepage(s): www.commissaries.com
www.aafes.com
Constituents: Soldiers, retirees, civilians serving overseas, and family members

Description: Other compensation refers to those benefits of military service that increase the value of the military compensation package. These include such things as use of the commissary and exchange systems.

Representative Army Programs/Initiatives:
- Army and Air Force Exchange Services (AAFES)
- Commissary.

Associated Well-Being Functions:

Near-Term Objective(s):

During FY 03, identify new initiatives and maintain current efforts to increase the purchasing power of Soldiers' pay through non-monetary compensation, such as:

- Commissary
  - Support DeCA objective of a 30 percent savings over commercial grocery stores and supercenters by FY 2002, through actions that increase commissary sales and in turn strengthen DeCA's price negotiations with its grocery suppliers.
    - Ensure policy and resources are in place to introduce every new soldier and family member to their commissary benefit during basic training and at the initial duty station, in concert with the DeCA patron outreach program.

- AAFES
  - Support AAFES goal of providing a reasonable savings while still meeting profitability objectives to support both AAFES costs/capitalization and the dividend provided to the Army MWR programs.

Mid-Term Objective(s):

- Commissary:
  - Support retention and furtherance of commissary introduction and outreach programs in basic training and initial duty station orientation, and expand into installation community councils.
    - Ensure policy and resources are in place that foster participation by community councils in the DeCA patron outreach program, including recruitment of participants for commissary customer focus groups.
- AAFES:
  - Maintain quality of life standards for military, family members, retirees, and authorized civilians. Maintain MWR dividend return base.

Long-Term Objective(s):

- Commissary:
  - Support retention and furtherance of commissary introduction and outreach programs in basic training and initial duty station orientation, and expand into installation community councils.
    - Ensure policy and resources are in place that foster participation by community councils in the DeCA patron outreach program, including recruitment of participants for commissary customer focus groups.
- AAFES:
  - Maintain AAFES viability, continue to improve physical plants, invest in technology that will support its customers.

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.
Function (2.2.7): RC Employer Support – Promote continuity of economic support for RC soldiers and their families when transitioned to and from active status both for training and operations.

Army Proponent(s): ARNG, OCAR
Reference(s): DODI #1250.1
Homepage(s): http://www.esgr.org/index.html
Constituents: Reserve Component soldiers

Description: Supported by a DoD agency established by Congress in 1972, this function promotes understanding and support among employers for employees who serve in the National Guard and Reserves.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
  - #486 – Tax Credit for Employers of Reserve Component Soldiers on Extended Active Duty

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Near-Term Objective(s):

By FY03, support OSD study analyzing the potential benefits of a Tax Credit for employers of RC soldiers. (OCAR, ARNG)

By FY03, develop a plan to aggressively use regional and national awards, such as My Boss Is a Patriot (MBIAP), sponsored by the National Committee for Employer Support of the Guard and Reserve (ESGR).

Mid-Term Objective(s):

Long-Term Objective(s):

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

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Category (2.2): Pay & Compensation – Provide comparable compensation for serving Soldiers, retirees, and civilians.
Function (2.2.8): Finance Processing – Services provided to eligible personnel to ensure timely and correct receipt of compensation and benefits.

Army Proponent(s): G-1 [DAPE-PRC]; TAPC
Reference(s): AR 37-104-4
Homepage(s): http://www.dfas.mil/
Constituents: Soldiers, retirees, and civilians

Description: Finance processing refers to the processes and procedures used to ensure individuals receive timely and correct compensation and benefits. It is the "customer service" mechanism through which the Finance and Accounting System can be accessed for information, to make dispersal changes, or to correct errors.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  - #232 – Incapacitation Pay Procedures
  - #351 – Emergency Relief for Reserve Components
  - #473 – Untimely Finance Transactions

Near-Term Objective(s):

By FY 03, increase the effectiveness and responsiveness of routine and emergency financial support for Reserve component soldiers and their families. (G-1)

- Improve emergency assistance support for Reserve Component (RC) soldiers (DACH)
- Pursue AER charter amendment to provide assistance for RC soldiers activated for fewer than 31 days. (DACH)
- Improve incapacitation pay procedures for RC soldiers. (G-1)
- Publish revised AR 135-381 (Incapacitation of Reserve Component Soldiers) (G-1)
- Publish revised AR 600-8-4 (Line of Duty Investigations) (TAPC)
- Improve timeliness of finance transaction processing (DAPE-ZXS)

By the end of FY 03 establish Army IOC for Pay Processing portions of Defense Integrated Military Human Resources System (DIMHRS). (DAPE-ZXS)

Mid-Term Objective(s):

By the end of FY 04 establish Army FOC for Pay Processing portions of DIMHRS. (DAPE-ZXS)

Long-Term Objective(s):

By the end of FY 10 establish Army FOC for all modules of DIMHRS. (DAPE-ZXS)

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Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.
Function (2.3.1): Preventive Services – Provide services to monitor and enhance health related issues such as immunizations, age and gender appropriate screening, occupational safety, and environmental surveillance.

Army Proponent(s): OTSG
Reference(s): OTSG Balanced Scorecard, AR 40-3
Homepage(s): http://chppm-www.apgea.army.mil
http://armymedicine.army.mil
http://tricare.osd.mil
http://hooah4health.com
Constituents: Soldiers, retirees, their family members, and selected civilians.

Description: All activities involved in ensuring that the military force is healthy and prepared to face physiological and psychological threats in the event of deployment. It also assures a safe workplace and community. Primary activities include immunizations, age and gender appropriate screening, injury prevention, and environmental surveillance.

Representative Army Programs/Initiatives:
- Injury Prevention Program
- MEDPROS
- E-Health

Associated Well-Being Functions:
- Risk Reduction (3.1.6)
- Army Family Action Plan (3.1.11):
  #428 – Deployment Medication

Near-Term Objective(s):

By FY03, improve preventive health services by standardizing and automating the medical/dental status reporting of Soldiers and deployable civilians and medical risk assessments. (OTSG)

- Fully implement Medical Protection System (MEDPROS).
- Develop and deploy the Injury Prevention Program surveillance system for Soldiers and civilians that will inform leaders of injury trends.
- Attain Army FY03 target of 75 percent of Medical Threat/Risk Assessments and Health Status Reports delivered electronically on demand (within 24 hours).

By FY 03 fund and implement the Injury Prevention Program pilot initiatives that will result in doctrinal and policy changes. (OTSG)

Mid-Term Objective(s):

By FY06, establish preventive services to improve and sustain the general health of Soldiers and deployable civilians, ensuring medically-ready deployable forces. (OTSG)

- Support TMA efforts to develop new options for ensuring the medical readiness of early deploying RC soldiers.
- Fully fund and deploy the Injury Prevention Program for Soldiers and civilians.
- Establish and standardize Occupational Health Support Requirements for Installations.
- Implement E-Health, a series of web-based health information and management tools.

By FY09, develop an Army wide tracking capability to identify aggregate percentages of active duty soldiers, retirees, and family members who have completed the AMEDD identified age and gender appropriate screening. (OTSG)

Long-Term Objective(s):

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.
Function (2.3.2): Patient Care – Provide eligible personnel with required medical treatment equaling or exceeding professional benchmarks.

Army Proponent(s): OTSG
Reference: AR 40-3
Homepage(s): http://armymedicine.army.mil
http://TRICARE.osd.mil
Constituents: Soldiers, retirees, their families, and other eligible beneficiaries.

Description: All activities involved in the care and treatment of eligible beneficiaries. The TRICARE program, a combination of the military's direct care system and civilian providers, is the process by which care is provided and benefits afforded. This includes inpatient hospitalization and outpatient care. This function does not include the health benefit plan administered as a Civilian Personnel Office compensation, but does include the care provided to civilians as a result of work-related injuries or illnesses.

Representative Army Programs/Initiatives:
- TRICARE

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  - #122 – Non-subsidized RC Group Health and Dental Insurance
  - #402 – Health Care Benefits for Retirees Age 65 and Over
  - #408 – Medical Care at Remote Locations
  - #424 – Beneficiary Expansion for TRICARE Prime Remote
  - #468 – TRICARE Chiropractic Services
  - #484 – OCONUS Medical/Dental Personnel Shortages
  - #487 – TRICARE Services in Remote OCONUS Locations

Near-Term Objective(s):

By FY03, support, facilitate, and enhance the implementation of current TRICARE programs for all applicable beneficiaries and constituent groups (OTSG)

- Ensure access to care in areas of impaired access by attracting and retaining providers through improved TRICARE claims and reimbursement processes.
- Extend TRICARE Prime Remote to all active duty soldiers and families in geographically separated units and remote sites.

- Standardize medical and guarantee dental benefits to families of mobilized reserve component soldiers throughout the period of mobilization.
- Ensure that all seniors know about the TRICARE for Life Benefit and are assisted to use it.
- Fully implement TRICARE Plus to eligible retirees both CONUS and OCONUS.

Mid-Term Objective(s):

By FY05, develop and implement successor to current TRICARE contracts. (OTSG)

By FY06, expand TRICARE benefits and programs to more effectively respond to current and future constituent priorities. (OTSG)

- Institute chiropractic services as a TRICARE benefit for active duty soldiers.
- Pursue legislation to establish self-funded insurance plan for reserve component soldiers and families.

Long-Term Objectives(s):

By FY10, fully deploy Composite Health Care System II (CHCSII), a medical information system that will generate and maintain a comprehensive, life-long, computer-based patient record for each Military Health System (MHS) beneficiary. (OTSG)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.
Function (2.3.3): Dental Services – Provide eligible personnel with required dental treatment equaling or exceeding professional benchmarks.

Army Proponent(s): OTSG
Reference(s): AR 40-3
AR 40-35
AR 40-400
Homepage(s): http://www.dencom.army.mil/
http://www.tricare.osd.mil
Constituents: Soldiers, retirees, and their families.

Description: For active duty soldiers, preventive and restorative care is provided by the military Dental Treatment Facilities (DTF). For soldiers in remote locations, the Military Medical Support Office coordinates care delivered by civilian providers. Dental care for active duty family members, and soldiers of the SELRES and their families, is provided through the TRICARE Dental Program. In some overseas locations, dental care for active duty family members may be available in military dental treatment facilities. Dental care for military retirees and their eligible family members is provided through the TRICARE Retiree Dental Program. This function does not include civilian dental care administered through the Civilian Personnel System benefit plans.

Representative Army Programs/Initiatives:

- TRICARE Dental Program (TDP)
- TRICARE Retiree Dental Program
- Community Oral Health Promotion Disease Prevention Program
- Dental Readiness Program
- Clinical Oral Health Promotion Disease Prevention Program
- Dental Care Optimization (DCO)

Associated Well-Being Functions:

Near-Term Objective(s):

By FY03, monitor, support and facilitate all processes to maximize timely access to Dental Care for all applicable beneficiaries. (OTSG)

- Ensure TRICARE programs are providing necessary informational materials to eligible beneficiaries to maximize their potential enrollment in these voluntary programs.

- Ensure Leadership in the Reserve Component (RC) is provided promotional information on the TDP, and that all RC soldiers are aware of their eligibility for this voluntary program.
- Ensure that active component soldiers have access to routine dental care appointments within 21 days.
- Continue Deployment of DCO throughout the Army Dental Care System (ADCS), with increased use of Expanded Function Dental Auxiliaries to maximize appointment time availability.

By FY03, monitor, support and facilitate all processes to maximize the level of satisfaction of eligible beneficiaries with their care by the ADCS. (OTSG)

- Ensure greater than 95% of treated beneficiaries are satisfied with the quality of care they received in Army DTFs.
- Ensure greater than 95% of treated beneficiaries are satisfied with the service they received by the staff in the Army DTFs.
- Ensure greater than 95% of treated beneficiaries are satisfied with the waiting time for their appointment in the Army DTFs.

By FY03, monitor, support and facilitate all processes to maximize the Oral Health Promotion And Disease Prevention Practices of the ADCS. (OTSG)

- Ensure that a full Caries and Tobacco Risk Assessment is performed on greater than 90% of all patients seen in Army DTF's during their periodic Oral Exams.
- Ensure emphasis on Health Promotion and Disease Prevention measures with biannual Clinic Level training occurring at greater than 95% of Army DTFs.

Mid-Term Objective(s):

By FY06, develop and implement the successor to current TDP contracts. (OTSG)

By FY08, increase dental health by achieving Dental Readiness Class I standards (Oral Health) for more than 65% of active duty soldiers. (OTSG)

BY FY08, be well underway for the deployment of the Dental Component to CHCS II and the computerized patient dental record. (OTSG)

Long-Term Objective(s):

Have a fully integrated Computerized Patient Dental Record database that will allow immediate determination of Oral Disease patterns within the Reserve and Active Components. (OTSG)

Support Legislative Activity and Policy Development that will improve the mobilizing RC soldiers' Oral Health Standards to levels consistent with the AC. (OTSG)

Continue to ensure that TRICARE Programs are consistent with other Third Party Dental Insurance Plans, where fees, co-pays and benefits are reasonably determined and meet the dental needs of our supported beneficiaries. (OTSG)

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Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.
Function (2.3.4): Customer Service – Provide eligible personnel timely access to medical and dental information and services that meet customer expectations.

Army Proponent(s): OTSG
Reference(s): TRICARE standards
AMEDD Balanced Scorecard
Homepage(s): http://armymedicine.army.mil
http://TRICARE.osd.mil
Constituents: Soldiers, retirees, their families and civilians

Description: All of the aspects of the beneficiary-system interface process. It includes interpersonal exchanges, education, communication and marketing, and the process by which access to care is managed. This service results in a knowledgeable patient receiving the appropriate care in a timely and satisfying manner.

Representative Army Programs/Initiatives:
- MTF Optimization Initiative
- Women's Health Improvement Initiative
- Venture Capital Initiative
- TRICARE Plus Program
- VA/Did Resource Sharing

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  #470 – TRICARE Personnel Training
  #477 – Dissemination of Accurate TRICARE Information

Near-Term Objective(s):

By FY03, significantly increase customer satisfaction through the introduction of a series of customer service initiatives aimed at reducing the "hassle factor." (OTSG)

- Fully implement Primary Care Manager by Name program for all TRICARE Prime and Plus beneficiaries.
- Simplify the appointment process thereby improving access to care.
- Improve health care provider efficiency by restructuring physical facilities, staffing ratios and communication techniques (optimization).
- Improve assistance provided to beneficiaries making informed decisions.
- Improve access to care in MTFs for all categories of appointments.

Mid-Term Objective(s):

By FY04, further increase customer satisfaction by improving communications with TRICARE beneficiaries. (OTSG)

- Fully deploy E-Health portal, a web-based health information and management tool.
- Develop instructional materials and ensure their distribution to all beneficiaries.

By FY04, complete the conversion to the National Enrollment Database to enhance portability. (OTSG)

By FY06, develop and field the next generation of TRICARE contracts, designing out the problems and designing in better customer service and improved access. (OTSG)

Long-Term Objective(s):

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Category (2.3): Health Care – Provide quality, affordable, effective health care services for Soldiers and military families.
Function (2.3.5): Health Care Infrastructure – To ensure sufficient infrastructure for health care delivery is both available and functioning to appropriate professional benchmarks.

Army Proponent(s): OTSG
Reference(s): Army Medical Department Facilities Life Cycle Plan
Homepage(s): http://armymedicine.army.mil
http://TRICARE.osd.mil
Constituents: Soldiers, retirees, their families, and other eligible beneficiaries.

Description: Maintains a reliable health facility infrastructure and deploys health facility expertise that supports the mission of the Army and Army Medical Department. Facility life cycle management (FLCM) is the strategy for operations and maintenance and capital investing. In order to maintain a reliable infrastructure near-term objectives include: assessing the existing infrastructure, improving management tools, and leveraging information technologies. A complete assessment and understanding of the inventory is pivotal to developing appropriate targets for the mid and long term objectives.

Representative Army Programs/Initiatives:

Associated Well-Being Functions: n/a

Near-Term Objective(s):

By FY 03, provide guidance and policy to implement the AMEDD facilities strategy – includes code, MEDCOM/Army/DoD standards, mission alignment and regulatory compliance. (OTSG)

By FY 03, develop, manage and defend budget year execution that supports requirements for the AMEDD infrastructure. (OTSG)

By FY 03, develop an AMEDD Capital Investment Strategy Model that will guide and assist decision makers in allocating resources across the spectrum of sustainment, major repair, and construction. (OTSG)

By FY 03, improve the requirements development process (for the Army & DHP POM/BES) and link to both the AMEDD and Army strategies. (OTSG)

Mid-Term Objective(s):

By FY 05, accurately predict, defend and allocate resource requirements through the POM and BES that supports medical facility life cycle management. (OTSG)

By FY 06, maximize resources and reduce the cost of ownership of medical facilities by creating efficiencies in the execution of FLCM. (OTSG)

By FY 07, provide facility life cycle program management (through all phases to include sustainment, acquisition, planning, project delivery, transitioning, and commissioning). (OTSG)

Long-Term Objective(s):

By end of FY 10, ensure reliable facilities infrastructure that would be fully realized and commensurate with private sector expectations. (OTSG)

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Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.4): Housing – Provide Soldiers and their families with quality affordable housing commensurate with that of civilian society.
Function (2.4.1): Family Housing – Provide adequate family housing for active military and eligible DOD personnel.

Army Proponent(s): ACSIM (DAIM-FD); G-1 (DAPE-HR)
Reference(s): AR 210-50
Homepage(s): http://www.hqda.army.mil/acsim/fd/housing/fhousing.htm
Constituents: Active duty soldiers and their families.

Description: Provides active duty soldiers and their families with housing commensurate with that of civilian society, maintains that quality standard, and delivers housing services (including assignment, termination and referral).

Representative Army Programs/Initiatives: Residential Communities Initiative, Army Family Housing Construction, Family Housing Whole Neighborhood Revitalization, Community Homefinding, Relocation and Referral Services, and Basic Allowance for Housing.

Associated Well-Being Functions:

- Allowances (2.2.2): includes Basic Allowance for Housing (BAH)
- Relocation Services (3.1.4): includes Relocation Information Services
- Army Family Action Plan (3.1.11):
  - #440 – Revitalize All Army Family Housing and Eliminate the Deficit by 2010

Near-Term Objective(s):

Mid-Term Objective(s):

By the end of FY07, eliminate inadequate housing worldwide and maintain all family housing for active duty soldiers commensurate with that in the local civilian community. (ACSIM)

- Transition to Residential Communities Initiative at 28 CONUS installations
- Secure adequate funding to operate and maintain housing facilities

Long-Term Objective(s):

Maintain all family housing for active duty soldiers commensurate with that in the local civilian community. (ACSIM)

- Implement Residential Communities Initiative within the U.S.
- Fund family housing revitalization projects.

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.4): Housing – Provide Soldiers and their families with quality affordable housing commensurate with that of civilian society.
Function (2.4.2): Barracks Complexes – Provide a quality place to live for eligible military personnel permanently assigned to an installation; and adequate housing for units and Soldiers when mobilized or during training.

Army Proponent(s): ACSIM (DAIM-FD)
Reference(s): AR 210-50
Homepage(s): http://www.hqda.army.mil/acsim/fd/housing/fhousing.htm
Constituents: Soldiers

Description: Facilities used to house personnel not residing with family members. These facilities are normally found in a dormitory-like configuration. In the active force, barracks complexes are comprised of the barracks facilities themselves plus the dining facility and administrative work areas used to support an entire unit. Trainee barracks, unaccompanied officer and senior enlisted quarters are also considered a part of this function. (Workplace Modernization, ID #3.4.1 contains related Army Facility Strategy focused investment information.)

Representative Army Programs/Initiatives:
- Barracks Modernization Program

Associated Well-Being Functions:

Near-Term Objective(s):

N/A

Mid-Term Objective(s):

By the end of FY08, provide and maintain all barracks complexes for eligible, permanent party soldiers commensurate with equivalent facilities in civilian society. (ACSIM)

- Fund MCA and barracks upgrade projects modernization.

Long-Term Objective(s):

By FY10, centrally fund Initial Issue Furnishings for all barracks renovation/construction projects. (ACSIM)

Maintain all barracks complexes for eligible permanent party soldiers and trainees, commensurate with equivalent facilities in civilian society. (ACSIM)

By FY10, fund all categories to overall C-2 for quality by restoring, modernizing, or replacing selected sets of facilities (including trainee complexes) to C-1. (ACSIM)

By FY23, eliminate the Army Facility Deficit for Trainee Complexes. (ACSIM)

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Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.4): Housing – Provide Soldiers and their families with quality affordable housing commensurate with that of civilian society.
Function (2.4.3): Army Lodging – Provide official travelers and other authorized guests with quality temporary lodging accommodations, commensurate with mid-range commercial hotels, at the lowest possible cost.

Army Proponent(s): CFSC (CFSC-BP-L)
Reference(s): AR 215-1
AR 210-50
Homepages(s): http://www.armymwr.com/lodging/index.htm
Constituents: Soldiers, retirees, civilians, and family members.

Description: Facilities providing short and long term transient accommodations for travel incident to either TDY or PCS with accommodations provided on a space available basis to other authorized patrons.

Representative Army Programs/Initiatives:

- Lodging Success Program (LSP): Establishes contracts with commercial hotels at rates below per diem to provide accommodations to TDY and PCS travelers in geographic locations where either no Army Lodging facilities exist or where the demand for Army Lodging facilities far exceeds the supply.
- Army Lodging Wellness Plan: Provides the blueprint for long-term improvement in Army Lodging facilities, services and operations.

Associated Well-Being Functions:

Near-Term Objective(s):

By FY03 establish Army Lodging specific AMSCO/MDEP to allow tracking of APF support to the program. (CFSC)

By FY03 institutionalize the process for centralized purchase of standardized products in Army Lodging activities. (CFSC)

For the POM FY04-09 (per VCSA), incorporate the lodging requirement in the MILCON at a rate of 60% APF and SRM at a rate of 80%.

Mid-Term Objective(s):

By FY05 establish a web-based Central Reservation System that interfaces with the Army Lodging Property Management System. (CFSC)

By FY08 complete fielding of a standard, state-of-the-art telecommunications system that includes internet access. (CFSC)

Long-Term Objective(s):

By FY10 have identified and begin development of regional conference-hotel facilities in order to keep Army meetings/conferences on installations and reduce associated expenses. (CFSC)

By FY21, provide quality transient lodging for official travelers (TDY and PCS) commensurate with mid-range commercial hotels through implementation of the Army Lodging Wellness Plan. (CFSC)

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Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers, civilians, and their families.
Category (2.5): Continuous Learning – Promote continuous personal and professional learning through expanded educational and professional training opportunities for Soldiers and civilians.
Function (2.5.1): Soldier Continuing Education – Provide Soldiers with voluntary civilian education opportunities for personal development or undergraduate and graduate degrees.

Army Proponent(s): G-1
Reference(s): Sections 1142, 2005, 2007, and 4302 of Title 10 USC
DOD Directive 1322.8
DOD Instruction 1322.25
DOD Instruction 1322.19
AR 621-5.
Homepage(s): http://www.armyeducation.army.mil/Vision_Mission.html#
Constituents: Soldiers

Description: Within the context of Well-Being, "Soldier Education" focuses on the Army Continuing Education System (ACES) and its mission of providing lifelong learning opportunities for soldiers through quality self-development programs and services.

Representative Army Programs/Initiatives:
- Basic Skills Program
- Army Career Degrees
- GI to Jobs - Credentialing the Soldier
- Tuition Assistance
- eArmyU
- Multi-Use Learning Facilities (MLF)

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  #385 – Montgomery G.I. Bill for Veterans Education Assistance Program Era

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Near-Term Objective(s):

By FY 03, standardize the basic skills program to ensure all soldiers can read, write, have functional math skills to a 10.2 grade level and are computer literate. (G-1)

- Obtain funding for recognized hardware, software and personnel requirements
- Expand program to reserve and National Guard soldiers,

- Procure/distribute automated versions of TABE (Test of Adult Basic Education) for participant screening.
- Increase the number of DAC counselor man-hours to handle increased workload.

By FY 03, increase the number of Soldiers participating in education programs by 10 percent. (G-1)

- Increase opportunities for eligible soldiers to utilize available Tuition Assistance funds.
- Fence Tuition Assistance funds.
- Establish centralized system to manage Tuition Assistance funds.
- Expand eArmyU Army-wide including RC soldiers.
- Increase certification testing at Army Education Center (AEC) test centers.
- Increase the number of DAC counselor man-hours and supplement them with contracted counselor man-hours to handle increased workload.
- Develop online transmittal of AARTS transcripts.
- Establish/revitalize computer and automated testing labs in Army Education Center/Army Learning Centers putting them on a 3-year replacement schedule in line with industry standard.
- Develop a plan for providing commercial Internet access for soldier use in AECs and obtain resources to support it.
- Increase/develop staffing to handle increased use of technology equipment and student usage.
- Upgrade office automation putting equipment on a 3-year replacement schedule in line with the industry standard.
- Resource continued development of GI to Jobs Credentialing Opportunities On-line web site.

By FY 03 increase testing capability in AECs to accommodate automated testing requirements of Defense Activity for Non-Traditional Education Support (DANTES) and Distance Learning schools.

- Obtain funding for recognized requirements.
- Conduct updated survey to determine connectivity requirements.
- Purchase hardware and networking equipment to support 14 test stations in each AEC Army-wide.
- Provide necessary training dollars to support staff training.
- Obtain manpower necessary to support technology requirements within the AEC and automated testing centers

By FY 03 establish full AEC connectivity to support increased soldier DL participation, development of virtual delivered services and support out year increase in connectivity requirements.

- Develop plan
- Conduct survey to determine connectivity requirements.

- Obtain funding for recognized requirements.

Mid-Term Objective(s)

By FY 04 expand eArmyU portal to incorporate all ACES programs and establish interface with legacy systems.

- POM for required resources to expand and maintain the eArmyU portal.
- Obtain manpower necessary to support technology requirements within the AEC and automated testing centers.
- Renovate facilities to provide high bandwidth access and improve deployable learning environment.

By FY 05, increase the percentage of soldiers participating in the ACES program by 20 percent.

- Expand eArmyU to support officers (all components), family members and DAC.
- POM to obtain increased funding for program growth.

By FY 07, establish a standardized, automated, and deployable basic skills program Army-wide.

- Purchase hardware for all 121 AECs Army-wide.
- Secure maintenance contract and provide upgrade on a 3-year replacement schedule in line with the industry standard.

Long-Term Objective(s):

By FY 10 provide virtual education programs and services through a core of professional staff at the AEC/MLF.

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (2): Standard of Living – Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians, and their families.
Category (2.5): Continuous Learning – Promote continuous personal and professional learning through expanded educational and professional training opportunities for Soldiers and civilians.
Function (2.5.2): Civilian Continuing Education – Provide Army civilians with voluntary civilian education opportunities for personal development or undergraduate and graduate degrees.

Army Proponent(s): G-1 [SAMR-CP-PL]
Reference(s): Chapter 41 of Title 5, United States Code (5 U.S.C. 41)
Homepage(s): http://www.opm.gov/hrd/lead/pubs/handbook/solft.htm
http://www.opm.gov/cfr/index.htm
http://cpol.army.mil/index.html
http://cpol.army.mil/permiss/index.html
http://cpol.army.mil/library/armyregs/memos.html#T&LD
Constituents: Civilians

Description: Civilian education focuses on providing civilian employees any training or education that improves their performance or the performance of the organization and assists in achieving Army missions. The Army Civilian Training Education and Development System (ACTEDS) identifies functional training and education requirements. The Army Civilian Leader Development Curriculum and Senior Executive Development Curriculum identify required and recommended training and education for civilian employees seeking to qualify for leadership and executive positions.

Representative Army Programs/Initiatives:
- Army Training and Leader Development Panel Study (ATLDP-Civilian)
- Army Civilian Training and Education Development System (ACTEDS)
- Army Civilian Leader Development Curriculum
- Senior Executive Development Curriculum

Associated Well-Being Functions:
- Soldier Continuing Education (2.5.1)

Near-Term Objective(s):

By end of FY 02, finalize ATLDP study and provide recommendations to the CSA. (G-1)
- Mirror military methodology for data collection and synthesis.
- Conduct IPRs with the Commander, TRADOC, other MACOM Commanders, and the CSA.

By end of FY 03, increase Army civilian intern workyears. (G-1)

- Use Intern Forecasting System to identify and validate programmatic requirements
- Communicate with and gain endorsement from senior leadership for intern program funding.

Mid-Term Objective(s):

By FY 07, fully assess implementation of ATLDP-Civilian final recommendations. (G-1)

- Prepare and present continuous justification for CSA-endorsed implementation for civilian training and leader development recommendations.
- Present recommendations for centralized funding for such supporting programs as the student loan repayment program.

By FY 09, meet Army civilian intern program requirements. (G-1)

- Increase funding for –
  - Updated Cost Factors for change in inflation.
  - OPM fee for Presidential Management Intern Program,
  - Increase per intern workyear to reflect CMICS rate
  - Recruitment Bonus to reflect actual number of newly appointed interns being brought on board to hard-to-fill positions and to reflect actual cost of recruitment bonuses
  - Student Loan Repayment Program
- Continue to utilize Intern Forecasting System to identify and validate programmatic requirements
- Communicate with and gain endorsement from senior leadership for intern program funding.

By FY 09, meet civilian Strategic Army Workforce (SAW) training and education requirements. (G-1)

- Identify training and education requirements for SAW participants (GS-12 and above supervisors, managers and leaders)
- Submit POM requirements for training/education and TTHS-like account.

By FY 09, increase ACTEDS funding for Competitive Professional Development. (G-1)

- Increase funding for –
  - Updated Cost Factors for Change in Inflation Between Base Years FY99 and FY00
  - Adjustment in Workyear Rate (CMICS Reports – Costing Done By CEAC)

- Army Management Staff College (Students, Travel, Supplies, Campus Renovation & Furniture)
- SES Leader Development (LAP replacing LDP) & SML Initiatives (Hay Methodology)
- PME Travel – PME I Increasing By One (1) Session, Thereby Increasing Number of Resource Staff Members by Five (5)
- CAL (Increase to Students, Travel, Supplies; Decrease to Contracts)
- PME Contracts (Assessment Contract)

Long-Term Objective(s):

By FY 10, meet full civilian Strategic Army Workforce (SAW) training and education requirements. (G-1)

- Validate and execute training/education and TTHS-like account

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Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Army Well-Being Strategic Goal #3: Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Associated Well-Being Strategies:

Category	Title	Strategy
3.1	Command Programs	Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
3.4	Workplace Environment	Provide Soldiers and civilians with quality workplace environments commensurate with that of civilian society.
3.5	Family Member Education	Provide for a consistent quality educational experience for military family member students.
3.6	Family Programs	Provide support for families and encourage self-reliance through effective family programs.

Associated Well-Being Objectives:

Function	Title	Objectives
3.1.1	Safety	See Appendix 1
3.1.2	Religious Support	See Appendix 2
3.1.3	Human Relations	See Appendix 3
3.1.4	Relocation	See Appendix 4
3.1.5	Overseas Support	See Appendix 5
3.1.6	Risk Reduction	See Appendix 6
3.1.7	Legal Services	See Appendix 7
3.1.8	Voter Assistance	See Appendix 8
3.1.9	Transition/Retirement	See Appendix 9
3.1.10	Final Honors	See Appendix 10
3.1.11	Army Family Action Plan	See Appendix 11
3.1.12	Army Community Services	See Appendix 12

Function	Title	Objectives
3.4.1	Workplace Modernization	See Appendix 13
3.4.2	Workplace Maintenance	See Appendix 14
3.5.1	DODEA Schools	See Appendix 15
3.5.2	School Liaison Services	See Appendix 16
3.5.3	Education Transition	See Appendix 17
3.6.1	Mobilization and Deployment Support	See Appendix 18
3.6.2	Family Adaptation	See Appendix 19
3.6.3	Child Development Services	See Appendix 20
3.6.4	Youth Services	See Appendix 21
3.6.5	Exceptional Family Member Support	See Appendix 22
3.6.6	Family Advocacy	See Appendix 23

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.
Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
Function (3.1.1): Safety – Enhance safety by providing education and safety awareness and risk management training.

Army Proponent(s): Army Safety Office [DACS-SF], OTSG
Reference(s): AR 385-10, Army Safety Program
Homepage(s): http://safety.army.mil
Constituents: Soldiers, civilians, and family members

Description: Programs that ensure the Army is a safe place for people to work and live by embedding safety considerations and risk management in all aspects of Army life and encouraging continuous application of safety principles by all members of the Army community.

Representative Army Programs/Initiatives:
- Operational Risk Management
- Accident Prevention Program

Associated Well-Being Functions:
- Preventive Services (2.3.1)

Near-Term Objective(s):

By the end of FY 01, reduce Army Class A fatality accidents by 20%, and 6% annually thereafter, through FY 06. (ARMY SAFETY OFFICE)

- Implement NCO Professional Development
- Implement Junior Officer Professional Development
- Implement Assistance Visit Program
- Implement Commander's Risk Management Training Program
- Implement 6-point Privately Owned Vehicle Accident Prevention Program

By FY 03, implement comprehensive injury prevention program to include military and civilians (OTSG).

- Reduce civilian total injuries/illnesses by 3% per year
- Reduce civilian lost-time injuries/illnesses at Top 10 sites by 10% per year
- Reduce civilian lost production days by 2% per year

- Fully implement NCO Professional Development
- Fully implement Junior Officer Professional Development
- Fully implement Assistance Visit Program
- Fully implement Commander's Risk Management Training Program
- Fully implement 6-point Privately Owned Vehicle Accident Prevention Program

By FY 03, conduct Soldier and Decision Maker Risk Management Skills Gap Analysis (at selected activities) and develop corrective action plan. (ARMY SAFETY OFFICE)

- Conduct Soldier and Decision Maker Risk Management Skills Gap Analysis
- Develop corrective action plan
- Implement corrective action plan

By FY 04, develop means to evaluate safety readiness prior to deployment and incorporate as a readiness indicator. (ARMY SAFETY OFFICE)

- Determine requirements for deployment safety readiness
- Determine means for evaluating safety readiness.
- Implement deployment safety readiness evaluation system and status report.

Mid-Term Objective(s):

By FY 06, ensure placement of safety professionals in the development, fielding, and training of Brigades, Cavalry Regiments, and Divisions to provide guidance on operational force design that optimizes force protection, readiness, and well-being. (ARMY SAFETY OFFICE)

- Identify requirements
- Manage career program to support placement of safety professionals in these positions.

Long-Term Objective(s):

By FY 10, reduce injury and illness costs. (ARMY SAFETY OFFICE)

- In concert with USACHPPM and other DoD and Federal agencies, determine reduction goals and identify and implement reduction initiatives.

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well Being Metrics and Standards)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well Being Metrics and Standards)

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, civilians, and their families.
Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
Function (3.1.2): Religious Support – Provide the opportunity to participate in religious worship for all Soldiers deployed and in field settings, and at garrison locations.

Army Proponent(s): Chief of Chaplains
Reference(s): AR 165-1 Chaplain Activities in the United States Army, Chapter 3
Homepage(s): http://www.chapnet.army.mil
Constituents: Soldiers, retirees, civilians and family members

Description: The conduct of religious services, as required by public law, in both field and garrison settings. This includes the protection of "free exercise" rights, monitoring and influencing the moral health of the community, and support of spiritual and religious programs established by the Commander's Master Religious Plan (CMRP).

Representative Army Programs/Initiatives:

Associated Well-Being Functions:
- Family Adaptation (3.6.2) Building Strong and Ready Families
- Religious Programs (4.1.1)

Near-Term Objective(s):

By the end of FY 03,
- Determine religious program elements needed to meet the religious/spiritual needs of the supported population.
- Field new CMRP software to facilitate tracking of resources for statutory and mission essential religious support.

Mid-Term Objective(s):

Through FY 04, maintain personnel and facilities at 100% of the current level to provide religious services and support across the spectrum of operations for Soldiers, DA Civilians and their Families in the near term, through each transformation phase, and postured to leverage long-term structural and technological changes. (CCH)

By FY 07, integrate and refine CMRP processes and integrate refined standards and metrics with Chief of Chaplains Strategic Plan. (CCH)

Long-Term Objective(s):

Adapt program IAW changing culture through each transformation phase. (CCH)

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Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

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Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
Function (3.1.3): Human Relations – Eliminate harassment, discriminatory practice and unfair treatment.

Army Proponent(s): G-1 [DAPE-HR], ASA(M&RA) [SAMR-HR]
Reference(s): AR 600-20, AR 690-600, AR 690-12, AR 600-23
Homepage(s): http://oasamra5.army.pentagon.mil/eeoa/
http://oasamra5.pentagon.mil/index2.htm
http://www.odcsper.army.mil/default.asp?pageid=12f
Constituents: Soldiers, civilians, and family members

Description: To reduce the number and severity of harassment, discriminatory practice and unfair treatment incidents Army-wide.

Representative Army Programs/Initiatives:
- Equal Opportunity
- Equal Employment Opportunity
- 2001 Army Human Relations Action Plan

Associated Well-Being Functions:

Near-Term Objective(s):

By FY 03, develop a web-based, interactive tool to allow better awareness of and access to programs and resources available in the Human Relations arena. (G-1)

By FY 03, develop a Human Relations vision statement jointly signed by the SA, CSA, and SMA that provides strategic guidance for the Army. (G-1)

By FY 03, develop the capability for the HQDA staff to conduct Staff Assistance Visits. (G-1)
- Formalize the Human Relations personnel structure and responsibilities in the Human Resources Directorate.
- Secure funding for TDY requirements.

By FY 03, develop Human Relations metrics and standards that allow Army leaders to assess, sustain and/or improve the Army Human Relations environment. (G-1)

Mid-Term Objective(s):

By FY 06, implement significant components of the 2001 Army Human Relations Action Plan. (G-1)

- Provide POI/TSPs for Program Managers, HR Sergeants Major, and Equal Opportunity Advisors that demonstrate HR's link to unit cohesion/mission readiness (FY 04).
- Develop an installation Platoon Leader/Sergeant and above leadership course that incorporates HR principles (FY 04).
- Revise AR 600-20 to include a Human Relations complaint reprisal prevention plan (FY 05).
- Fully integrate Human Relations training as part of required entry-level and leadership training (FY 05).
- Expand cultural awareness programs to junior levels and incorporate in professional development areas (FY 05).
- Develop a user-friendly version of the Command Climate Survey, to include its use with Windows NT (FY 05).
- Introduce Human Relations functions into the AAR process (FY 05).
- Complete integration of Human Relations concepts into Army doctrine (FY 06).

Long-Term Objective(s):

By FY 10, expand the practical application of diversity programs to incorporate all Well-Being constituent groups and contractors. (G-1)

By FY 10, conduct a formal review of all leadership curriculum and doctrine to ensure it accommodates the human relations needs of the Objective Force. (G-1)

Standards: Developed in conjunction with development with the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

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Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
Function (3.1.4): Relocation – Minimize the turbulence, stress and uncertainty associated with service-related relocation.

Army Proponent(s): CFSC [CFSC-FP], ASA(M&RA)[SAMR-HR]
Reference(s): AR 608-1
Homepage(s): http://trol.redstone.army.mil/acs/virtual2
Constituents: Soldiers, retirees, civilians, and family members

Description: Relocation readiness provides support, information, and preparation for managing the mobile military life-style. It focuses on reducing lost duty time, and providing destination information. It seeks to reduce the amount of stress associated with relocation.

Representative Army Programs/Initiatives:
- Standard Installation Topic Exchange Service (SITES)
- Sponsorship Training
- Relocation Counseling
- Overseas Orientation
- Newcomers Orientation
- Cross-cultural, multilevel language and mediation program
- Waiting families program
- Lending Closet

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  - #454 – Execution of Sponsorship Program
  - #480 – Family Sponsorship During Unaccompanied Tours
- Allowances (2.2.2)

Near-Term Objective(s):

Monitor the impact of the Full Service Moving Project pilot from FY 01-03 (G-1)

Mid-Term Objective(s):

By FY 05, reduce the adverse, non-monetary impact of relocation on Soldiers, civilian, and their families. (G-1, CFSC)

- Implement a systems based relocation service (G-1)

- Increase leader emphasis on unit and/or organization sponsorship programs (CFSC).
- Revise AR 600-8-8 (The Total Army Sponsorship Program) (CFSC)
- Improve the relocation and transition process for parents of special needs children (CFSC)
- Review the feasibility of adopting the USAREUR "S-Gate" sponsorship program Army-wide (CFSC)

Long-Term Objective(s):

By FY 15, eliminate the adverse, non-monetary impact of relocation on Soldiers, civilian, and their families. (G-1, CFSC)

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Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
Function (3.1.5): Overseas Support – Extend fundamental American community services to overseas locations.

Army Proponent(s): DASA(FO)
Reference(s):
- DODI 4525.6M (MPSA)
- AR 600-8-3 – Unit Postal Operations (APO)
- DoD Directive 5120.20-R, Management and Operation of American Forces Radio and Television Service (ABS)
- DoD Financial Management Regulation (FMR), Volume 5, Chapter 34; the current Overseas Military Banking Program (OMBP) Contract; and DoD Directive 1000-11

Homepage(s): n/a
Constituents: Soldiers, retirees, civilians, and family members

Description: Services designed to connect people living overseas with the American community and to facilitate critical life-support functions. Areas included in this function are postal, banking, and broadcast services as permitted under the appropriate Status of Forces Agreements (SOFAs).

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

Near-Term Objective(s):

By FY 03, sustain level of support for Army Broadcast Services, banking, and APO/FPO to connect Soldiers, civilians, and families located overseas with the American community.

- Sustain level of funding for ABS, banking, and APO/FPO.
- Obtain authorization for retirees visiting or residing overseas to utilize military postal services at APO/FPO facilities.
- During FY 02, award contract and transition into the new Overseas Military Banking Program (OMBP) contract so it will be transparent to our customers.
- By FY 05, begin delivery of AFRTS radio and television programming via satellite, in line with the US DirectTV and PrimeStar business models.

- During FY 05, provide appropriate resourcing for a 24/7 full bandwidth transponder in Europe in order to successfully migrate each community from single service analog terrestrial transmission to multiple service direct to home digital distribution.

Mid-Term Objective(s):

By the end of FY 04, review, and if needed, revise current Army postal procedures that meet the requirements of task-force level, contingency operations.

By FY 07, the Army Banking System will update the telecommunications network worldwide to allow the program to standardize the customer service and teller systems that will provide our customers better and faster service for both face-to-face and automated transactions. Moreover, implement Web Banking so our customers can access their accounts no matter where they are deployed in the world.

By the end of FY 09, continue to build the OMBP extensive network of Automated Teller Machines (ATM) that are connected to major ATM networks in the United States to allow our customers access to their personal stateside bank or credit union accounts. Moreover, continually assess the current stateside banking market to determine what products are being offered stateside that OMBP is not currently offering and include these products in the new Request for Proposal for future contractors to bid on.

By FY 09, migrate European Community (EU) from analog terrestrial television transmission to digital terrestrial television transmission.

Long-Term Objective(s):

By FY 10, migrate the Republic of Korea services to digital terrestrial television transmission.

By FY 10, award new contract, and stay abreast of stateside banking service and technology to determine where the OMBP may need to change to serve our customers better.

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Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.6): Risk Reduction – Improve emotional, physical and spiritual health, and reduce the incidence and mitigate the negative effects of high-risk and self-destructive behaviors.

Army Proponent(s): G-1 [DAPE-HR]

Reference(s):

- AR600-9 (Weight Control)
- AR 600-63 (Health Promotion)
- DA PAM 600-24 (Suicide Prevention)

Homepage(s): www.odcsper.army.mil/default.asp
www.hooah4health.com

Constituents: Soldiers, retirees, civilians, and family members

Description: Improves emotional, physical and spiritual health, and reduces the incidence and mitigates the negative effects of high-risk and self-destructive behaviors. The function is comprised of several programs and initiatives including, but not limited to; Tobacco cessation, Stress management, Nutrition/cholesterol education, Weight Control, Civilian Fitness Program, the Army Substance Abuse Program, Suicide Prevention, Violence Prevention, and the Risk Reduction Program.

Representative Army Programs/Initiatives:

- 2001 Army Suicide Prevention Program
- Employee Assistance Program (EAP)
- Nutrition/cholesterol education
- Tobacco Cessation
- Weight Control
- Stress Management
- Health Promotion Councils
- Civilian Fitness Program
- Pregnant Soldier Wellness Program

Associated Well-Being Functions:

- Safety (3.1.1)
- Family Adaptation (3.6.2): (Building Strong and Ready Families)
- Religious Programs (4.1.1)

Near-Term Objective(s):

During FY 03, develop and deploy to battalion level an effective suicide prevention program. (G-1)

By FY 03, reduce the incidence of high-risk behaviors and their impact on unit and personal readiness. (G-1)

- Develop strategies that result in decreasing alcohol-related incidents, contain potential behavioral mishaps and provide alternatives to alcohol and drug related activities.
- Develop and issue guidance on suicide prevention at the workplace.
- Establish community partnerships for addressing prevention and intervention strategies for target populations.
- Incorporate alcohol and other drug abuse preventative education in all Army leadership development training.

By the end of FY 03, have programs available that encourage and support various life coping skills programs. (G-1)

- Identify pre-existing and emerging programs that focus on developing individual life coping skills such as: stress reduction, relationship building, financial management, preventing alcohol abuse
- Ensure that these programs are publicized and promoted throughout the installation and made available to Soldiers (both active, reserves and retired), family members and Army civilian employees
- Evaluate success of such programs. Share recommendations for improvements or information concerning new programs to HQDA for dissemination to other MACOMs & installations.

By the end of FY 03, build life resiliencies for those who respond to, counsel or treat suicidal patients or those exposed to suicides. (G-1)

- Develop services and programs, including training and education tailored for those who respond to suicides (emergency medical technicians, MP's, firefighters) or counsel those at risk (chaplains, counselors) that addresses their own exposure and potential risk. Include training/instruction on the unique requirements of providing initial assistance/counseling to surviving family members.

By the end of FY 03, eliminate any policy that inadvertently discriminates, punishes or discourages a soldier from receiving mental health care. (G-1)

By FY 03, ensure prompt and easy accessibility of all Army helping agencies. (G-1)

- Educate Soldiers, family members, Army civilian employees and retirees residing in the local community of the location and protocols for scheduling and receiving assistance from the available varying helping services (i.e., AER, American Red Cross, MH care)
- Incorporate education within installation in-processing procedures

By the end of FY 03, review the existing Army Weight Control Program to ensure it is based upon the latest medical research. (G-1)

By FY 03, establish Health Promotions Councils at the installation level across the Army

By FY 04 at least 50% of pregnant active duty soldiers will participate in command sponsored PPPT. (G-1)

Mid-Term Objective(s):

By FY 06, integrate health promotion/wellness, unit readiness, and MWR fitness/sports programs and partnerships. (Lead – CFSC; Assist – G-1, OTSG, ACSIM, OTSG)

By FY 06 integrate physical fitness, body composition, and health data to assist in target health programs for the individual and units. (G-1)

- Develop DA Fitness/Health partnership strategy

By FY 05 ARNG State Area Commands will comply the provisions of AR 600-63, Army Health Promotion. (G-1)

By FY 10, fully review all cases of substance-impaired or at-risk Soldiers who have the potential for continued honorable military service with the intent of appropriate return to duty. (G-1)

- By FY 03, deploy Referral campaign plan.
- By FY 03 deploy internet background check capability
- By FY 04 increase counseling capacity at installations to match increased referrals
- In FY 04, begin pilot testing of Initial Entry Training identification-remediation programs
- In FY05, deploy upgraded early intervention/Soldier Assistance Programs
- In FY 07 evaluate IET identification/remediation programs
- In FY 08, implement IET programs Army-wide if warranted.

Long-Term Objective(s)

By FY 10, develop a standardized Army-wide annual Health Risk Appraisal system to capture population health of the total Army family.

By FY 14, reduce the incidence of self-reported and officially reported Soldier and family member high-risk behaviors by 50%. (G-1)

- Deploy social norms campaign by FY03
- Deploy drug testing modifications by FY 04
- Implement mandatory Risk Reduction by FY04. Complete by FY07
- Implement Risk Reduction—Well Being process migration pilots by FY05
- In FY 06, conduct Well-Being Command and Family programs interim evaluation/needs assessment.
- In FY 07, Develop Risk Reduction/Well Being process/software Modification Block 1.
- In FY 07, Develop 2nd generation campaign, educational materials and programs.
- In FY 08, deploy FY 07 developments.

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers, civilians, and their families.
Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
Function (3.1.7): Legal Services – Provide fundamental legal information, advice and assistance.

Army Proponent(s): OTJAG
Reference(s):
- DoD Dir 1350.4, Legal Assistance Matters (http://www.dtic.mil/whs/directives/corres/html/13504.htm)
- AR 27-3, Legal Assistance (http://books.usapa.belvoir.army.mil/cgi-bin/bookmgr/BOOKS/R27_3/CCONTENTS)

Homepage(s): http://www.jagcnet.army.mil/legal.
Constituents: AC, RC, ANG (when on active duty), Family Members, Retirees, & Army Civilian employees **(**Overseas)

Description: A broad range of legal services designed to deliver legal information, advice, and assistance to soldiers and other eligible clients on their personal legal affairs (e.g., estate plan, will divorce, and adoption). This professional service is designed to meet their informational needs and resolve personal legal problems whenever possible.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  #467 – State Laws Impacting Military Families
  #476 – Adoption Reimbursement in Overseas Areas

Near-Term Objective(s):

Continue improving legal services/support for eligible clients and review annually (OTJAG)

- By the end of FY 03, secure resources (personnel and funding) to institutionalize Legal Services web site;
- By 1 January 03 review/update legal tax information for 03 tax filing season to provide for changes in the law on Legal Services online.
- At least annually review/update all content on Legal Services site.

Mid-Term Objective(s):

By the end of FY 08, expand/establish preventive legal information services to improve and sustain the general legal affairs well being/readiness of Soldiers and deployable civilian employees, ensuring legally-ready deployable forces. (OTJAG)

- Fully implement existing policies that improve and sustain "legal readiness".
- Develop and deploy a "Legal Readiness Tool Kit".
- Implement a web-based client legal services information and management tool.

By the end of FY 08, secure resources (personnel, equipment, & funding) for Legal Services to support online legal document preparation, secure/private virtual consultation/document storage. Includes at least two people to respond to site user queries, review/update content. (OTJAG)

Long-Term Objective(s)

Establish secure/private, virtual legal file for individuals eligible for Legal Assistance in an online Self-Help Center with connection to/information on many basic legal and court procedures, resources, referrals to legal service programs and lawyer referral services, among other information. Additionally, the site will include information on specific topics, such as domestic violence, family law, guardianship, elder law, landlord/tenant issues, juvenile law, small claims and traffic of interest to military community members. Site will offer step-by-step assistance to those who seek legal assistance and/or desire to represent themselves. (OTJAG)

- By FY 10, establish web-based client legal files to improve delivery of personal legal assistance.

Obtain DoD approval to pursue adoption of a Model Uniform Code of Rights and Protections for Members of the Uniformed Services (now at DoD for review). (OTJAG)

- Complete Model Uniform Code of Rights and Protections for Members of the Uniformed Services (see mid-term objective).

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.
Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
Function (3.1.8): Voter Assistance – Provide information, material and opportunity to allow eligible voters to participate in the election process.

Army Proponent(s): G-1 [TAPC-PDO-IP]
Reference(s): 2002-2003 Voting Assistance Guide
Homepage(s): http://www.fvap.ncr.gov/publications/vaginfo.html
Constituents: Soldiers and family members

Description: The Army Voting Assistance Program's principal purposes are to make registration and voting information, materials and assistance readily available to the eligible Army voters, and provide them every opportunity and encouragement to register for and cast a ballot in elections.

Representative Army Programs/Initiatives:

Associated Well-Being Functions:

Near-Term Objective(s):

During FY 02-03, continue to ensure Soldiers and their family members, and overseas DA civilians and their families, are provided with the means and opportunity to execute their legal right to vote. (G-1)

- Develop Army implementing instructions for conduct of the Army Voting Program based upon DoD guidance and lessons learned.
- Provide Army Voting Assistance Program implementing instructions for commands to ensure voting assistance is conducted within the prescribed legal limits.
- Conduct Voter Registration Month to provide information and assistance to Soldiers, their family members, and overseas DA civilians, and their families.
- Educate Soldiers, their family members, and overseas DA civilians, and their families on the process they need to follow to exercise their right to vote.

Mid-Term Objective(s): Participate in DoD Efforts to establish absentee registration and voting over the internet for Soldiers, their family members, and overseas DA civilians and their family members with IOC in FY 04. (G-1)

Long-Term Objective(s):

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Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.9): Transition and Retirement – Transition Soldiers, DA Civilians and family members from the Army to the private sector.

Army Proponent(s): ASA(M&RA) [SAMR-HR and SAMR-CP-PPE], G-1 (DAPE-RSO), OTSG, PERSCOM (TAPC-PDT-O)

Reference(s):

- Title 10, Chapter 58, Sec. 1142, 1143
- DoD Directive, No. 1332.35 Transition Assistance for Military Personnel
- DoD Instruction, 1332.36 Pre-separation Counseling for Military Personnel
- AR600-8-7, Army Retirement Services Regulation

Homepage(s): http://www.odcsper.army.mil/retire
http://www.acap.army.mil

Constituents: Soldiers, retirees, civilians, and family members

Description: Services designed to ensure a smooth transition from the Army to the private sector. These services include counseling on transition benefits and services, retirement physicals, employment assistance, Survivor Benefit Plan information and counseling, and a host of post-retirement information services.

Representative Army Programs/Initiatives:

- Army Retirement Services
- Army Career and Alumni Program (ACAP)

Associated Well-Being Functions:

- AFAP (3.1.11)

Near-Term Objective(s):

During FY 02-03, continue to provide Soldiers, civilians, and family members with an improved transition/retirement experience that positively connects them with the Army for a lifetime (G-1)

- Enhance DCSPER Retirement Services Websites.
- Reinstate *Army Echoes* funding for four issues per year by FY 02
- Market the different facets of the Retirement Services program to soldiers, retirees and families.

- Improve and standardize military pre-retirement counseling. Implement new technologies as they become available. Ensure that 100 percent of soldiers receive pre-retirement briefings.
- Improve and standardize Survivor Benefit Plan (SBP) counseling. Implement new technologies as they become available. Ensure that 100 percent of soldiers are counseled on SBP.
- Improve and standardize mandatory Retirement Services Officer (RSO) training programs.
- Ensure that 100 percent of eligible soldiers receive information on CSB/REDUX/TSP before they reach their 15th year of service.
- Ensure that an Army Chief of Staff's Retiree Council meeting is held annually and that the CSA and Council co-chairmen meet every six months.
- Support installation Retiree Appreciation Days and publicize them in Army Echoes and through the marketing program.
- Provide a support structure to assist retired soldiers and family members. Support of retirees and families through structure of HQDA Army Retirement Services, installation RSOs, home page, and *Army Echoes* is ongoing. Possible realignment of AOR for RSOs, working with CAO and Reserve Support Areas has not advanced beyond initial review.
- Ensure that all separating and retiring Soldiers are provided transition services offered by the Army Career and Alumni Program (ACAP).
- Ensure that 75% of all separating and retiring Soldiers complete the Pre-separation Counseling Checklist (DD Dorm 2648) a minimum of 90 days prior to their separation or retirement date.
- Ensure that 58% of all separating and retiring Soldiers participate in Job Assistance Training provided by the Army Career and Alumni Program.
- Increase the average number of client visits to the Army Career and Alumni Program from 1.5 to 2.

By FY 03, obtain change to DODI 1332.38 that requires the application of the presumption of fitness ruling to all who are separating. (OTSG)

Mid-Term Objective(s):

By FY 04, standardize and fund Army civilian pre-retirement counseling, to include retirement planning seminars. (ASA(M&RA))

By FY 04, ensure that 80% of all separating and retiring Soldiers complete their Pre-separation Counseling Checklist (DD Form 2648) a minimum of 90 days prior to their separation or retirement date. (TAPC-PDT-O)

By FY 04, ensure that 62% of all separating and retiring soldiers participate in Job Assistance Training provided by the Army Career and Alumni Program. (TAPC-PDT-O)

By FY 04, increase the average number of client visits to the Army Career and Alumni Program from 2 to 3. (TAPC-PDT-O)

By FY 05 further refine retirement medical examination processing by increased collaboration between Veterans Administration and Department of Defense. (OTSG)

Long-Term Objective(s):

By FY 10, meet Congressional Mandate to process 90% of Army Board for Correction of Military Records cases in 10 months. (G-1)

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Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.

Function (3.1.10): Final Honors – Provide final honors for Soldiers, retirees and veterans.

Army Proponent(s): G-1 [DAPE-ZA]

Reference(s):

- NDAA 2000 – mandates minimum requirement for Military Funeral Honors (Jan 2000)
- 10 USC Section 1491, (Jan 2000)
- DoD 7000.14R Volume 9, Chapter 4, (Sep 2000)
- DoD Directive 1300.15 – Military Funeral Support, (Jan 2001)
- AR600-25 Salutes, Honors, and Visits of Courtesy
- FM 22-5, Drill and Ceremonies

Homepage(s): http://www.militaryfuneralhonors.osd.mil
http://www.perscom.army.mil/tagd/msg/00-67.htm

Constituents: Soldiers, veterans, and retirees

Description: Federal law mandates rendering of Military Funeral Honors for eligible veterans if requested by the family. An honor guard detail for burial of an eligible veteran consists of not less than two members of the Armed Forces, of which one member represents the parent Service of the deceased veteran. At a minimum, the ceremony includes folding and presenting of the American flag to the next of kin and the playing of Taps.

Representative Army Program/Initiatives:

- Bi-Annual Military Funeral Honor Conference

Associated Well-Being Functions:

- AFAP #391 Survivor Benefits for Service Connected Deaths
- Religious Support (3.1.2)
- Religious Programs (4.1.1)
- Overseas Support (3.1.5)
- Legal Services (3.1.7)
- Financial Readiness (4.2)
- Family Member Employment (4.6)
- Pay and Compensation (2.2)

Near-Term Objective(s):

By FY 03, increase the number and quality of final honors and support to accommodate up to 60,000 Soldiers and veterans per year. (G-1)

- Increase awareness and provide guidance on how to establish ceremonial teams.
- Assist States in developing State-funded programs to include contracting State coordinators.

Mid-Term Objective(s):

Long-Term Objective(s):

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Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
Function (3.1.11): Army Family Action Plan (AFAP) – Connect soldiers, retirees, civilians and families to the Army by involving them as principle associates influencing actions that maintain their own well-being.

Army Proponent(s): CFSC [CFSC-FP]
Reference(s): AR 608-XXX , currently in OTJAG for legal review.
Homepages(s): http://www.armymwr.com/portal/family/actionplan/
Constituents: Soldiers, retirees, civilians, and family members

Description: AFAP is an ACS program at installations and MACOMs. AFAP Program managers are assigned responsibility to ensure compliance with accreditation standards and baseline program standards to include issue solicitation, development and management; delegate acquisition; training, quality control and consistent management and delivery of the program. An AFAP Commanders' Steering Committee performs the same functions for local AFAP issues as the HQDA AFAP GOSC, ensuring that issue progress is reported by proponent agencies on a regular basis. The objective is to sustain and improve standards of living within Army communities at all levels by providing a direct communication link between the force, its families, and leadership.

Representative Army Programs/Initiatives:
- General Officer Steering Committee (GOSC)
- Installation, MACOM and HQDA AFAP conference
- Issue development, tracking, management and resolution

Near-Term Objective(s):

Develop and implement program standards for AFAP by 4th Qtr FY 02. (CFSC)

Implement accreditation system for AFAP by FY 03. (CFSC)

Implement full AFAP programs at installations, regional locations and MACOMs by FY 03. (CFSC)

Mid-Term Objective(s):

Adequately resource AFAP programs, managers, and operations at Installations, regional locations and MACOMs by FY 05. (CFSC)

Long-Term Objective(s):

By FY 10, ensure that AFAP issues reflect the critical concerns of the majority of Army and DoD constituents. (CFSC)

- Market the program broadly to all components and special-interest segments of the Army and DoD. Partner with sister military Services and OSD to implement like programs within DoD
- Develop and implement complementary AFAP delivery systems for the National Guard and Reserve components at all levels
- Resource the program to support required operations
- Facilitate continued volunteer participation

By FY 10, develop and implement complementary AFAP delivery systems for the Army National Guard and Reserve components at all levels. (CFSC)

Standards: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Metrics: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

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Category (3.1): Command Programs – Provide effective command programs that contribute to a positive command climate and maximize personal readiness.
Function (3.1.12): Army Community Services – Provide a primary family readiness resource to facilitate access to installation and community Well-Being services.

Army Proponent(s): CFSC
Reference(s): AR 608-1, AR 215-1, AR 930-4, AR 930-5
Homepage(s): http://trol.redstone.army.mil/acs/virtual2/
Constituents: Active soldiers, retirees, civilians, and family members

Description: Providing access to routine and emergency community programs/services (e.g., coordination with Army Emergency Relief and the American Red Cross) facilitates the commander's ability to establish and sustain Soldier and family readiness during peace and war. Coordination of a wide variety of programs in ACS Centers (e.g., Army Emergency Relief and the American Red Cross), on the installation and in the surrounding civilian community contributes to the improvement of personal safety, personnel preparedness, self-reliance and community cohesion. Strong, adaptable and interdependent Soldiers and families are assets to the U.S. Army. Problems that can be prevented or resolved result in higher unit readiness, less time away from duty, fewer distractions while on duty and less time spent by commanders addressing personal and family issues.

Representative Army Programs/Initiatives:
- Volunteer Programs
- Outreach
- Information, Referral and Follow-Up
- Staffing of ACS Programs

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  - #10 – AER for Reserve Components
  - #184 – Support for Volunteers
  - #231 – Incapacitation Pay Procedures
  - #351 – Emergency Relief for Reserve Components
  - #491 – Army Community Services (ACS) Manpower Authorizations/Funding
- Allowances (2.2.2)
- Preventive Services (2.3.1)
- Risk Reduction (3.1.6)
- Safety (3.1.1)
- Religious Programs (4.1.1)
- Mobilization and Deployment Support (3.6.1)

- Family Adaptation (3.6.2)
- Exceptional Family Member Support (3.6.5)
- Family Advocacy (3.6.6)
- Relocation (3.1.4)
- Financial Training (4.2.2)

Near-Term Objective(s):

By FY 03, implement accreditation system for all ACS centers.

Mid-Term Objective(s):

By FY 05, provide cost effective Army community programs for Soldiers and their families that contribute to the improvement of safety, personnel preparedness, self-sufficiency, and community cohesion. (CFSC)

- Implement ACS staffing guide by FY 04.
- Adequately resource the development, distribution and analysis of ACS community needs assessment and customers satisfaction survey by FY 04.
- Pursue means to reimburse childcare costs for family members attending command-sponsored training.

Long-Term Objective(s):

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Category (3.4): Workplace Environment – Provide Soldiers and civilians with quality workplace environments commensurate with that of civilian society.
Function (3.4.1): Workplace Modernization – Improve or replace Army garrison workplace facilities.

Army Proponent(s): ACSIM (DAIM-FD)
Reference(s): The Army Facility Strategy
Homepage(s): http://www.hqda.army.mil/acsimweb/topicindex.shtml
Constituents: Soldiers and civilians

Description: Workplace Modernization consists of resourcing facility capital investment to support mission readiness using MILCON and Operations and Maintenance. This facility investment covers restoration, modernization, and facility shortfalls of the Active Component, Army National Guard, and Army Reserve. (Key to the success of this investment is full funding of the annual sustainment of facilities as discussed in Workplace Maintenance, ID#3.4.2)

Representative Army Programs/Initiatives:

- Army Facility Strategy Focused Investment: Concentrates resources on selected facility types to raise the quality of existing Army facilities and reduce facility shortfalls in those selected facility types. Program includes Active and Reserve Component facilities and encompasses MILCON (MCA, MCAR, MCNG) and SRM (OMA, OMAR, OMNG) dollars to renew, replace, or construct focused facility types.
- Revitalization: Resources the Army's capital investment to support mission readiness. Establishes and maintains a viable recapitalization cycle. Program includes Active and Reserve Component facilities and encompasses MILCON (MCA, MCAR, MCNG) and SRM (OMA, OMAR, OMNG) dollars to renew, replace, or construct facility types not covered under the AFS Focused Investment.

Associated Well-Being Functions:

Near-Term Objective(s):

Mid-Term Objective(s):

Long-Term Objective(s):

By FY 10, establish a 67-year recapitalization cycle for Army facilities. (ACSIM)

- Achieve adequate annual Recapitalization funding (PRV/67)

By FY 10, bring Army facilities to an overall C-2 for quality by restoring, modernizing or replacing selected sets of facilities to C-1. (ACSIM)

- Achieve adequate funding for the Army Facility Strategy Focused Investment

By CY 23, reduce the Army facility deficit. (ACSIM)

- Achieve adequate funding for new construction.

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Category (3.4): Workplace Environment – Provide Soldiers and civilians with quality workplace environments commensurate with that of civilian society.
Function (3.4.2): Workplace Maintenance – Keep existing Army garrison workplace facilities functioning within the parameters of original design.

Army Proponent(s): ACSIM (DAIM-FD)
Reference(s): N/A
Homepage(s): http://www.hqda.army.mil/acsimweb/topicindex.shtml
http://www.rkeng.com/downloads/cfhb/index.html
Constituents: Soldiers and civilians

Description: Provides resources for maintenance and repair activities necessary to keep a typical inventory of facilities in good working order over a full service life.[1]

Representative Army Programs/Initiatives:
- Sustainment SRM

Associated Well-Being Functions:

Near-Term Objective(s):

Mid-Term Objective(s):

Fund sustainment throughout the FYDP to the benchmarks defined by the standard DoD Facilities Sustainment Model. (ACSIM)

Long-Term Objective(s):

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[1] "[Sustainment] includes regularly scheduled adjustments and inspections, preventive maintenance tasks, and emergency response and service calls for minor repairs. It also includes major repairs or replacement of facility components (usually accomplished by contract) that are expected to occur periodically throughout the facility life cycle. This work includes regular roof replacement, refinishing wall surfaces, repairing and replacing electrical, heating, and cooling systems, replacing tile and carpeting, and similar types of work. It does not include repairing or replacing non-attached equipment or furniture, or building components that typically last more than [the life cycle] (such as foundations and structural members). Sustainment does not include restoration, modernization, environmental compliance, specialized historical preservation, or costs related to acts of God, which are funded elsewhere. Other tasks associated with facilities operations (such as custodial services, grass cutting, landscaping, waste disposal, and the provision of central utilities) are also not included." (Source: R&K Engineering, see Homepage b)

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Category (3.5): Family Member Education - Provide for a consistent quality educational experience for military family member students.

Function (3.5.1): Department of Defense Education Activity Schools (DODEA) – Provide school age family members in overseas and selected CONUS locations quality education consistent with or exceeding National benchmarks.

Army Proponent(s): ASA(M&RA) [SAMR-HR]
Reference(s): DODEA Community Strategic Plan, Goal One
Homepage(s): http://www.odedodea.edu
http://www.odedodea.edu/csp/goal1.htm
Constituents: Active duty soldiers, civilians and their family members

Description: The Department of Defense Education Activity (DODEA) provides, in military communities worldwide, exemplary educational programs that inspire and prepare all students for success in a global environment. DODEA includes operational responsibility for DOD Dependent's (DODDS) schools overseas and DOD Domestic Dependent Elementary and Secondary Schools (DDESS) in the United States and its territories in support of over 100,000 students.

Representative Army Programs/Initiatives:

- Sure Start
- High School POM
- Safe and Secure Schools POM
- Military Child Education Coalition Program
- SETS (Secondary Education Transition Study)
- GLOBE – Global Learning Observations to Benefit the Environment
- SICC – Subcommittee on Inter-Component Coordination
- Joint Monitoring for Special Education (overseas locations only)
- Distance Learning

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11)
  - #432 – Full Day Kindergarten
  - #478 – DoDDS Tuition for Family Members of DoD Contractors and NAF Employees

Near-Term Objective(s):

By FY 03, as an interim objective toward ensuring all students will achieve or exceed challenging standards in academic content so that they are prepared for continuous learning and productive citizenship. (ASA (M&RA))

- Complete development and implement standards-based curriculum implementations for all core content areas.
- Complete development of a balanced assessment system using multiple internal (local) and external (system-wide) assessments.
- Collect baseline student achievement data in reading, writing, English language arts, mathematics, social studies, and science and determine proficiency levels in standards-based assessments.
- Obtain resources for increased staffing and required facilities to provide full-day kindergarten at all DoDDS schools.
- Obtain resources for increased staffing and required facilities to reduce the class size for grades 1-3 from the current ratio of "24 to one" to "18 to one."

By FY 03, as an interim objective toward ensuring all students have an opportunity to achieve high standards efforts will focus on providing opportunities and reducing the number of lowest performing students. (ASA (M&RA))

- Measure and disaggregate student access to varied, challenging, and productive learning opportunities to identify student groups not achieving this goal so that appropriate interventions or modifications can be implemented.
- Initiate dissemination of programmed resources for support courses for students scoring below 50th percentile on standardized English and math; reading support for those below the 25th percentile; core subject Advanced Placement courses; distributed education courses; a minimum of two "state-of- the-art" technical programs by SY 2006/2007; one academic counselor in every school; one assistant principal in almost every school.
- Initiate system for using school schedules, course enrollment, grade reports, and student assessment results to monitor access and success in challenging and supporting learning opportunities, including the use of technology.

By FY 03, build DoDEA capacity to recruit, select, retain, and train a *highly motivated and committed* workforce that reflects the diversity of the school community. (ASA (M&RA))

- Measure the diversity gap between the DoDEA workforce and the student population. Select and retain a well-qualified, more diverse educator population that reflects the diversity of the U.S. military and civilian population. Equal

opportunity in hiring, regardless of race, color, sex, age, religion, national origin, disability, or sexual orientation, will be practiced.

- Measure and record the percentage of educator vacancies filled prior to the start of school. Measure employee job satisfaction by item 10 on the on-line survey.
- Ensure participation by all levels of personnel in ongoing quality professional development and training to support standards-based instruction for every student. Meet high quality standards as defined by the National Staff Development Council's Standards for Staff Development for all development opportunities.

By FY 03, initiate implementation of worldwide transportation security, school physical security upgrades, and accelerate funding for MILCON force protection construction to meet new DoD criteria. (ASA (M&RA))

- Obtain bus security attendants for all overseas off-base school buses.
- Obtain Global Positioning Systems for all overseas off-base school buses.
- Increase Security Management staffing positions by 3.

By FY 03, through DoDEA's Military Child Education Coalition program, SETS (Secondary Education Transition Study) develop an infrastructure for enhancing successful transitions for secondary students from school system to school system. (ASA (M&RA))

Mid-Term Objective(s):

By FY 06, ensure all students attending DoDEA schools meet or exceed academic standards that include reading at grade level (K-3); demonstrating proficiency on criterion referenced tests aligned to the English Language, Arts, and Math performance standards; and standards established for student growth in productive citizenship and continuous learning. (ASA M&RA (HR))

- Implement and maintain a world-class standards-based curriculum in all content areas to enhance the academic success for every student.
- Implement and maintain a comprehensive system-wide assessment program for the core curriculum areas.
- Ensure all students meet or exceed the standards in core content areas.
- Ensure all students are reading at grade level by grade 3.
- Modernize facilities to include the special learning environments necessary for academic achievement.
- Ensure connectivity is available to support the increased use of distance learning technologies to enable DoDEA schools to meet these goals in an effective, cost-efficient way. Provide adequate resources for T-1 lines/satellite required for technology initiatives.

By FY 06, provide access to all students attending DoDEA schools to varied and challenging learning opportunities and appropriate interventions and/or modifications to ensure continuous learning and productive citizenship. (ASA (M&RA))

- Quality high schools: Ensure DoDEA students have the opportunity to complete core subject Advanced Placement courses; distributed education courses; a minimum of two "state-of- the-art" technical programs
- Provide math and reading support classes for secondary students and ensure early reading interventions are available to every student not meeting the academic standards.
- Within DoDEA, ensure there is one academic counselor in every high school and one assistant principal in the majority of schools.
- Ensure school schedules, course enrollment, grade reports, and student assessment results are used to monitor access and success in challenging and supporting learning opportunities, including the use of technology.
- Ensure all students demonstrate productive citizenship through:
    - Participation in one or more co-curricular activities (high school only);
    - Positive student attitudes reported on the DoDEA Student Survey;
    - Student discipline reports that show a decrease in "serious" incidents.

By FY 06, ensure that DoDEA has a highly motivated and committed workforce that reflects the diversity of the school community in support of student achievement. (ASA (M&RA))

- Monitor and measure the impact of a highly motivated and committed workforce by parent/teacher/student surveys and student performance assessments.

By FY 06, ensure that all levels of DODEA have a network of meaningful partnerships and alliances to enhance social, emotional, and academic growth, and to maximize resources to promote student achievement. (ASA (M&RA))

- Through DoDEA's Military Child Education Coalition program, SETS (Secondary Education Transition Study), implement a system for successful transitions for secondary students' from school system to school system.

Long-Term Objective(s):

Ensure DoDEA students continue to meet or exceed high academic standards in core content areas. (ASA (M&RA))

Reduce the achievement gap so that every DODEA student will experience academic success, continuous learning and productive citizenship. (ASA (M&RA))

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.
Category (3.5): Family Member Education - Provide for a consistent quality educational experience for military family member students.
Function (3.5.2): School Liaison Services– Represent the needs and interests of Army family members in local community school districts.

Army Proponent(s): CFSC (CFSC-CYS)
Reference(s): AR600-8-101
Army Secondary Education Transition Study (SETS)
Army Education Summit Issue #8
FY 02 DoD Authorization Act
Homepage(s): http://209.100.134.195/mwr/cys/school_liaison/school_liaison.htm
Constituents: Soldiers, retirees, civilians, and their family members

Description: Dedicated installation and regional personnel (School Liaison Officers) who support youth impacted by the mobile military lifestyle. The function of the position of School Liaison Officer (SLO) is to assist commanders, parents, and youth with school transition problems highlighted in the Army Secondary Education Transition Study. The installation SLO serves as the subject matter expert on youth education/school transition issues and is the commander's liaison to local school systems. The regional SLO provides outreach services to geographically isolated military-connected families.

Representative Army Initiatives:
- School Liaison Officers

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  #379 – Impact Aid to Schools

Near-Term Objective(s):

By the end of FY 03, fund an additional 49 SLOs and provide resources/training to permit effective program execution. (CFSC)

- Ensure/monitor the SLO UFR is submitted in FY03 budget process
- Ensure all SLOs complete baseline training (MWR Academy residential course)
- Ensure the SLO update is provided in conjunction with professional association
- Ensure SLO program materials are developed and distributed (SLO Handbook, Partners in Education Handbook)

Mid-Term Objective(s):

By the end of FY 07, ensure fully funded and trained SLOs are in place at each installation and selected regional locations. (CFSC)

- Monitor POM FY 04-09 for full SLO funding requirement
- Ensure SLO policies outlined in appropriate regulatory guidance
- Ensure updated SLO program materials and training are provided annually
- Ensure SLOs function within CYS delivery system

Long-Term Objective(s):

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.
Category (3.5): Family Member Education - Provide for a consistent quality educational experience for military family member students.
Function (3.5.3): Education Transition – Transition school age family members from one school system to another in conjunction with PCS moves.

Army Proponent(s): CFSC [CFSC-CYS]
Reference(s): AR 600-8-101
Secondary Education Transition Study (SETS)
Homepage(s): http://209.100.134.195/mwr/cys/YESS!/YESS_Overview.html
Constituents: Soldiers, retirees, civilians, and their family members

Description: Services provided in partnership with local schools to address youth education issues (e.g., transfer of comparable grades, local testing requirements) stemming from the Army's mobile lifestyle. The goal is to assist military youth prior to and following PCS moves to successfully assimilate into the new school. The intent is to place military youth on a par with community youth who remain in a stable location. Services will be based on recommendations from the Army's Secondary Education Transition Study (SETS) and bring Army-wide consistency to policies and services affecting military families as they deal with local schools. Meets PL 104-106, Sec 1785 Youth Sponsorship requirement to help integrate military youth into the local community.

Representative Army Initiatives:

- Army Youth Education Action (YEA) Group: Youth education transition issues identified in the SETS report and reviewed through the Army Education Summit and Army Family Action Plan processes. Army Youth Education Action (YEA) Group established to address issues in conjunction with DoD, school systems, and private organizations. Services provided through Army CYS delivery system.

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
  - #453 – Education Transition Assistance for K-12 Military Family Members
  - #456 – Graduation Requirements for Transitioning High School Family Members
- Relocation (3.1.4)

Near-Term Objective(s):

By the end of FY 03, implement strategies to address transition/military lifestyle issues. (CFSC)

- Train school personnel re: unique challenges of a military lifestyle
- Sponsor Army Education Summit Update Forum

Mid-Term Objective(s):

By the end of FY 06, establish on-site youth education transition services. (CFSC)

- Adequately resource POM initiatives (youth education transition; youth computer labs; School Liaison Officer (SLO) requirements)
- Issue youth education transition operating guidance
- Initiate partnerships with local schools to deliver transition services (e.g., academic assistance, orientation to new setting)
- Maintain and sustain connectivity of youth computer labs
- Work with SETS MOA signatories to achieve actual changes (transition policies) through the development and implementation of a SETS MOA Action Plan.

Long-Term Objective(s):

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.

Function (3.6.1): Mobilization and Deployment Support – Plan and provide family assistance and support services in preparation for and during times of deployment and mobilization.

Army Proponent(s): CFSC
Reference(s): AR 608-1, DA Pam 608-47
Homepage(s): http://trol.redstone.army.mil/acs/virtual2/
Constituents: Soldiers, civilians, and family members

Description: In order to enhance unit cohesion and readiness, the Army provides assistance services (contractual or statutory obligations of the Army) and support services (voluntary activities to promote mutual reinforcement) to families of all mobilizing and deploying personnel. Planning and organizing family assistance and support begins long before deployment in order to ensure comprehensive, realistic, effective and coordinated delivery of services. This Function includes coordination with state and local service agencies; coordination with Reserve Component headquarters and units; orientations and training for individuals and key organizations; assistance to families in OCONUS areas during Noncombatant Evacuation Operations (NEO) and support to unaccompanied family members who are evacuees or forced early returnees from an OCONUS area.

Representative Army Programs/Initiatives:

- Mobilization/Deployment
- Family Assistance Plan
- Family Care Plans
- Family Readiness Groups
- Family Assistance Centers

Associated Well-Being Functions:

- Army Community Services (3.1.12)
- Army Family Action Plan (3.1.11):
  - #380 – Inadequate Support of Family Support Groups
  - #465 – Reserve Component Post Mobilization Counseling
- Allowances (2.2.2)

Near-Term Objective(s):

Mid-Term Objective(s):

By FY 05, provide cost effective Army community programs for Soldiers and their families that contribute to the improvement of safety, personnel preparedness, self-sufficiency, and community cohesion. (CFSC)

- Develop and implement ACS Unit Service Strategy by FY 04.
- Implement Family Readiness program for AC and RC by FY 04.
- Establish and adequately resource full-time Family Readiness Group program managers for all Reserve Components.

Long-Term Objective(s):

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.

Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.

Function (3.6.2): Family Adaptation – Provide information, knowledge and skills to create families that can cope with the challenges of Army life.

Army Proponent(s): CFSC [CFSC-FP] – Army Family Team Building
CCH – Building Strong and Ready Families

Reference(s): AR 608-XXX, Army Family Team Building, (in development; at SJA for legal review)
AR 165-1, Chaplain Activities in the United States Army, Chapter 3

Homepage(s): www.armyfamilyteambuilding.org
www.aftb.org
www.armymwr.com/armyfamilyteambuilding
www.chapnet.army.mil; click under "Building Families"

Constituents: Soldiers, civilians, and family members

Description: Army Family Team Building (AFTB) is one of the commander's primary readiness educational programs that develops skills to promote self-reliant and strong Army families within both active and Reserve Components. The AFTB training consists of over 40 modules of instruction that are organized into three distinct levels based on the family members' experience. The curriculum is designed to teach family members the Army's culture along with life coping skills and to introduce them to available support services that will enhance their independence and self-sufficiency, prepare volunteers and family members for leadership roles within their military communities and harness the knowledge of more experienced spouses. Army Family Team Building is a pivotal player in assisting families to prepare for deployment, separation, relocation, other contingencies, and military life in general.

The Building Strong and Ready Families (BSRF) program is the commanders' program facilitated by unit chaplains of marriage education and health promotion designed to facilitate first term married couples' transition into the Army culture. BSRF fosters growth of couple resilience, connections to community and access to helping resources.

Representative Army Programs/Initiatives:

- Army Family Team Building (CFSC) Levels I, II, and III
- Spouse Orientation and Leader Development
- Building Strong and Ready Families
- AFTB Master Trainer Course
- AFTB Senior Spouse Leadership Seminar
- AFTB Core Volunteer Instructor Course
- AFTB Professional Development Courses
- AFTB Managers Course

Associated Well-Being Functions:

- Risk Reduction (3.1.6)
- Army Family Action Plan (3.1.11):
  - #421 – AFTB and AFAP Program Resources
  - #445 – Shortage of Professional Marriage and Family Counselors (OCONUS)
  - #466 – Program Standards for AFAP
  - #474 – Shortage of Professional Marriage and Family Counselors (CONUS)
- Army Community Services (3.1.12)
- Religious Programs (4.1.1)
- Risk Reduction (3.1.6)
- Preventive Services (2.3.1)
- Relocation (3.1.4)
- Family Member Employment (4.6)
- Financial Training (4.2.2)

Near-Term Objective(s):

By FY 02, implement Building Strong and Ready Families (BSRF) program with a pilot program in 17 Brigades, in 6 MACOMs Army-wide. (CCH)

- Capture best implementation and collaboration practices and validate protocol of program.

By FY 03, develop institutional training base for Unit Ministry Team training in NCO/OES and marketing and brand identity plan to facilitate participation and placement of BSRF in the Army culture. (CCH)

Beginning FY 03, and in ensuing FYs, implement BSRF sequentially through POM process. (CCH)

Develop and implement program standards for AFTB by 4th Qtr FY 02 (CFSC)

Implement full AFTB programs at installations, regional locations and MACOMs by FY 03 (CFSC)

Implement accreditation system for AFTB by FY 03 (CFSC)

Mid-Term Objective(s):

By FY 05, implement programs throughout the Army to train and inform Soldiers and families on Army systems and support programs, and provide Soldier and family feedback to the Army leadership on well-being issues (CFSC)

- Adequately resource AFTB programs, managers, and operations at installations, regional locations and MACOMs by FY 05
- Adequately resource local (unit) level training of instructors and family members for Reserve Components and Active Duty geographically separated units by FY 04
- Identify best approach for addressing need for RC post-mobilization counseling by FY 04
- Revise and replenish publications for distribution by FY 04.
    - Publish "You belong to the US Army Reserve Family."
    - Publish instructor's guide
    - Purchase "Mission Readiness Guide – Nation Guard and Reserve Members" booklet.

By FY 06, fully implement the BSRF program Army-wide. (CCH)

- By FY 03, validate BSRF program with survey data and posture for sequential Army-wide implementation.
- Provide adequate resources through POM process.
- Adapt program IAW changing culture through each transformation phase.
- Update and reevaluate program every two years.

Long-Term Objective(s):

By FY 10, ensure Soldiers are focused on their mission with self-reliant family members who know where and how to get help when they need it. (CFSC)

- Implement AFTB within DoD
- Fully develop AFTB Net Trainer On-line
- Develop comprehensive Marketing Plan and Commanders Guide
- Develop and implement complementary AFAP delivery systems for the Army National Guard and Reserve components at all levels

Adapt BSRF program IAW changing culture and unit mission through each transformation phase. (CCH)

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Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.
Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.
Function (3.6.3): Child Development Services – Provide full-day and part-day infant, toddler, preschool, hourly care, extended hours care, after school programs, full day programs during school vacation and closures, and summer camp.

Army Proponent(s): CFSC (CFSC-CYS)
Reference(s): AR 608-10
Homepage(s): 209.100.134.195/mwr/cys/cys_web_front.htm
Constituents: Children (ages 4 weeks – 12 years) whose sponsors are Active Duty military personnel (including Guard and Reserve personnel on active duty); APF and NAF DoD civilians; DoD contractors; retired military personnel where space is available within the program.

Description: Child Development Services (CDS) [to include School Age Services (SAS)] support Army readiness by reducing the conflict between Soldiers' parental responsibilities and their on-the-job mission requirements. Within CDS, full-day and part-day infant, toddler, preschool, hourly care, and extended hours care are available. School Age Services offers before and after school programs, full day programs during school vacation and closures, and summer camp for children generally in the 1st – 5th grades.

Representative Army Programs/Initiatives: Child Development Services operates in the seamless delivery system of Army Child and Youth Services and is comprised of:

- Facility-based care in Child Development Centers (CDCs) and SAS Centers
- Home-based care in Family Child Care (FCC) Homes
- Outreach Services that encompass referral to community programs and on-site care options.

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
  - #447 – Audio/Video Surveillance for Child Development Centers
  - #449 – Child Care Funds for Family Member Training
  - #513 – Child Care for Geographically Isolated Active Duty Soldiers

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Near-Term Objective(s):

By the end of FY 03, establish support systems that will achieve and sustain quality, affordability, and availability factors allowing CYS expansion. (CFSC)

- Install video surveillance systems at all CDCs
- Ensure 100% accreditation of SAS programs
- Utilize "best practices" sites / Benchmarks for commanders

Mid-Term Objective(s):

By the end of FY 09, meet 80 percent of child care demand for eligible active duty Soldiers commensurate with DOD and congressional goals. (CFSC)

- Increase child spaces from 65% to meet 80% of demand
- Add facilities to allow expanded operations
- Ensure patron fee equity (based on military pay grade)
- Ensure child care program sustainment (staff incentives/compensation)
- Provide support for geographically-isolated Soldiers
- Accommodate special needs children
- Provide back-up / emergency child care

Long-Term Objective(s):

By FY 12, execute facility recapitalization plan to support child care requirements of the Objective Force. (CFSC)

- Identify new construction / facility replacement/renovation

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Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

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Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.
Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.
Function (3.6.4): Youth Services – Provide a range of community, educational and sports activities for school age children.

Army Proponent(s): CFSC [CFSC-CYS]
Reference(s): AR 215-1
Homepage(s): 209.100.134.195/mwr/cys/cys_web_front.htm
Constituents: Children and youth (in grades 1 – 12) whose sponsors are Active Duty military personnel (including Guard and Reserve personnel on active duty); APF and NAF DoD civilians; DoD contractors; retired military personnel where space is available within the program.

Description: Youth Services (YS) supports Army readiness by reducing the conflict between Soldiers' parental responsibilities and their on-the-job mission requirements by offering a range of positive activities for school age children and middle school youth and teens that promotes healthy development and eases the transition to adulthood. YS may also offer specialized programs and services to younger children where internal program integration supports this concept.

Representative Army Programs/Initiatives: YS operates in the seamless delivery system of Army Child and Youth Services and includes activities from four areas:
- Sports, Fitness, & Health
- Life Skills, Citizenship, & Leadership
- Mentoring, Intervention, and Education
- Arts, Recreation, and Leisure

Initiatives include actions aimed at expanding availability of programming (example: partnerships with Boys & Girls Clubs of America and 4-H), recruiting and sustaining a quality workforce, and maintaining an affordable program.

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  #439 – Teen Program Standardization
- Preventive Services (2.3.1)
- Risk Reduction (3.1.6)
- Family Member Education (3.5)
- Army Community Services (3.1.12)
- Family Adaptation (3.6.2)
- Religious Programs (4.1.1)
- Financial Training (4.2.2)
- Family Member Continuing Education (4.5.1)
- MWR (4.7)

Near-Term Objective(s):

By the end of, FY 03, establish support systems that will achieve and sustain quality, affordability, and availability factors. (CFSC)

- Install video surveillance equipment at all Youth Centers
- Promote "best practices" sites / Benchmarks for commanders

Mid-Term Objective(s):

By FY 05, serve 35 percent of eligible youth population for eligible active duty Soldiers commensurate with Army goals. (CFSC)

- Increase YS participation to 35 percent
- Add facilities to expand program
- Upgrade youth computer labs
- Provide Reserve Component support
- Ensure Youth Program sustainment (staff incentives/compensation)

Long-Term Objective(s):

By the end of FY 12, execute facility recapitalization plan to support youth participation levels for the Objective Force.

- Identify new construction/facility replacement/renovation

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

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Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.
Function (3.6.5): Exceptional Family Member Support. Provide a comprehensive, coordinated, multi-agency approach for medical, educational, community support, housing, and personnel services to families with special needs.

Army Proponent(s): ACSIM (CFSC – Program Manager)
Reference(s): AR 608-75, AR-608-1
Homepage(s): http://www.armycommunityservice.org/home.asp
Constituents: Active duty soldiers, civilians, and family members

Description: The Exceptional Family Member Program (EFMP) is a mandatory enrollment program that develops and implements a comprehensive plan to support Army families whose members have special needs. Actions encompass identification and enrollment of EFMs, assignment coordination, housing modification, information and referral, support groups, respite care, and recreational and cultural programs.

Representative Army Programs/Initiatives:
- Exceptional Family Member Program

Associated Well-Being Functions:
- Army Community Services (3.1.12)
- Child Development Services (3.6.3)
- Youth Services (3.6.4)
- Army Family Action Plan (3.1.11):
  - #220 – Exceptional Family Member Program
  - #501 – Funding for Exceptional Family Member Program (EFMP)
- Relocation (3.1.4)
- Patient Care (EFMP) (2.3.2)

Near-Term Objective(s):

Mid-Term Objective(s):

By FY05, provide cost effective Army community programs for Soldiers and their families that contribute to the improvement of safety, personnel preparedness, self-sufficiency, and community cohesion. (CFSC)

- Adequately resource personnel requirements for the improvement of the relocation and transition process for parents of special needs children by FY04.

Long-Term Objective(s):

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (3): Pride & Sense of Belonging – Provide a unique culture, sense of community, and a record of accomplishment that engenders intense pride and sense of belonging amongst Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and their family members.
Category (3.6): Family Programs – Provide support for families and encourage self-reliance through effective family programs.
Function (3.6.6): Family Advocacy. Provide for the prevention of child or spouse abuse and respond effectively to cases involving such abuse.

Army Proponent(s): CFSC
Reference(s): AR 608-18, AR-608-1
Homepage(s): http://trol.redstone.army.mil/acs/virtual2/
Constituents: Soldiers, civilians, and family members

Description: The objective of the Family Advocacy Program (FAP) is to prevent spouse and child abuse, encourage the reporting of all instances of such abuse cases to ensure the prompt assessment and investigation of all abuse cases to protect those who are victims of abuse, to treat those affected by abuse, and ensure personnel are professionally trained to intervene in abuse cases. FAP provides commanders with staff assistance in addressing the problems of abuse, provides information and education designed to support strong, self-reliant families and enhance coping skills, service to at-risk families, and education and awareness programs. FAP also provides for shelters, OCONUS foster care arrangements and transitional compensation for dependent family members of soldiers separated for dependent-abuse offense.
Representative Army Programs/Initiatives:

- Family Advocacy Program
- New Parent Support Program
- Transitional Compensation

Associated Well-Being Functions:

- Army Community Services (3.1.12)

Near-Term Objective(s):

By FY 03:

- Establish Family Advocacy Program Centers of Excellence
- Implement New Parent Support Plus at 50 installations.

Mid-Term Objective(s):

By FY 05, provide cost effective Army community programs for Soldiers and their families that contribute to the improvement of safety, personnel preparedness, self-sufficiency, and community cohesion. (CFSC)

- Adequately resource established requirements for Victim Advocate personnel at each Army installation by FY 04.
- By FY 04, double the number of MPs receiving Family Advocacy Child Abuse and Domestic Violence Training.
- Provide financial assistance for victims of abuse by Soldiers who are separated for a Dependent Abuse offense by FY 04.

Long-Term Objective(s):

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Army Well-Being Strategic Goal #4: Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Associated Well-Being Strategies:

Category	Title	Strategy
4.1	Religious Programs	Provide Soldiers, retirees, civilians, and their families the opportunity to enrich their spiritual lives through religious programs.
4.2	Financial Readiness	Provide Soldiers, veterans, retirees, civilians, and their families the opportunity to optimize their military compensation packages.
4.5	Educational Assistance	Provide or ensure access to competitive education for military and civilian family members.
4.6	Family Member Employment	Provide opportunities for family members to pursue employment and career development commensurate with their skills and abilities.
4.7	Morale, Welfare, & Recreation	Provide access to a wide spectrum of MWR activities.

Associated Well-Being Objectives:

Function	Title	Objectives
4.1.1	Religious Programs	See Appendix 1
4.2.1	Personal Financial Management	See Appendix 2
4.2.2	Financial Training	See Appendix 3
4.5.1	Family Member Continuing Education	See Appendix 4
4.6.1	Spouse Employment (Public)	See Appendix 5
4.6.2	Spouse Employment (Private)	See Appendix 6
4.7.1	Community Recreation	See Appendix 7
4.7.2	Sports & Fitness	See Appendix 8
4.7.3	Armed Forces Recreation Centers	See Appendix 9

4.7.4 Pet Services See Appendix 10

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.
Category (4.1): Religious Programs – Provide Soldiers, retirees, civilians, and their families the opportunity to enrich their spiritual lives through religious programs.
Function (4.1.1): Religious Programs – Provide opportunities for spiritual and religious development.

Army Proponent(s): Chief of Chaplains
Reference(s): AR 165-1 Chaplain Activities in the United States Army, Chapter 3, 13, 14
Homepage(s): http://www.chapnet.army.mil
Constituents: Soldiers, retirees, civilians, and family members

Description: The spiritual and religious development of individuals and communities through a broad range of activities designed to foster connection with the transcendent, expression of faith and service to others. These activities can facilitate personal growth, ethical development, selfless service, moral strength and provide comfort during transitions, challenges and crises of life.

Representative Army Programs/Initiatives:
- Religious Education
- Family Life Ministry and Education
- Pastoral Care
- Pastoral Counseling

Associated Well-Being Functions:
- Religious Support (3.1.2)
- Army Family Action Plan (3.1.11):
  - #445 – Shortage of Professional Marriage and Family Counselors (OCONUS)
  - #474 – Shortage of Professional Marriage and Family Counselors (CONUS)
- Family Adaptation (3.6.2) "Building Strong and Ready Families"
- Preventive Services (2.3.1)
- Risk Reduction (3.1.6)
- Final Honors (3.1.10)
- Family Adaptation (3.6.2)

Near-Term Objective(s):

Annually, develop Commander's Master Religious Plan (CMRP) at each echelon, which integrates the process of assessment, planning, implementation, and evaluation. Approve, adequately resource, and operationally integrate CMRP into the commander's

organizational mission. This plan includes but is not limited to religious services, rites, sacraments, ordinances, religious education, pastoral care, and family life ministry. This CMRP becomes the basis for resourcing decisions to support the religious programs for the command. (CCH)

By FY 03, and annually thereafter, conduct/update religious needs assessment at each echelon in order to provide for diverse faith groups and changing demographics. This assessment becomes the basis of the CMRP. (CCH)

By FY 03, and annually thereafter, evaluate religious support mission resources (personnel, finances, facilities, time) to ensure that the religious support mission as contained in the CMRP is adequately resourced. (CCH)

By the end of FY 03, review data collection measures to establish baseline metrics in order to maintain religious support at current levels or higher for constituents. (CCH)

- Field new CMRP software to facilitate tracking of RSE-associated resources to ensure appropriate funding.
- Identify gaps in CMRP process with special attention to Reserve Components

By FY 04, define Standard Levels of Service (SLOS) for the religious support mission contained in the CMRP for all Army Major Commands to installation level of detail. Update and reevaluate SLOS for adequacy every two years. (CCH)

Mid-Term Objective(s):

Long-Term Objective(s)

Adapt program IAW changing culture through each transformation phase. (CCH)

Standards: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Metrics: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.
Category (4.2): Investment – Provide Soldiers, veterans, retirees, civilians, and their families the opportunity to optimize their military compensation packages.
Function (4.2.1): Personal Financial Management – Provide Soldiers and their families with access to a variety of programs that allow them to manage financial resources to their personal goals.
Army Proponent(s): G-1 [DAPE-PR], Others TBD
Reference(s): Summary of Thrift Savings Plan for the Uniformed Services
Homepage(s): www.tsp.gov
Constituents: Soldiers, and their family members

Description: Financial programs beyond basic pay and compensation that allow soldiers and their families to manage resources to match their personal longer-term goals and objectives.

Representative Army Programs/Initiatives:
- Soldier Thrift Savings (TSP)
- SGLI
- VGLI
- Tax Preparation
- Army Benefits Tool
- Long Term Care Insurance

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  #434 – Military Savings Plan
- Pay and Compensation (2.2)
- Soldier Continuing Education (Montgomery GI Bill) (2.5.1)
- Legal Assistance (3.1.7)
- Transition/Retirement (3.1.9)
- Financial Training (4.2.2)

Near-Term Objective(s):

During FY 02 initiate program (G-1)

- Publicize the TSP program start up
- Provide TSP education/information programs at the command level
- Monitor TSP participation rates

Mid-Term Objective(s):

During FY 04 shift TSP sustainment counseling to the Army Benefits Center financial counselors at installation level. (G-1,)

Long-Term Objective(s): See 2.2.1

Standards: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Metrics: Developed in conjunction with development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.
Category (4.2): Investment – Provide Soldiers, veterans, retirees, civilians, and family members the opportunity to optimize their military compensation packages.
Function (4.2.2): Financial Training – Provide Army families with the knowledge to manage their personal finances make informed decisions and develop self-sufficiency.

Army Proponent(s): CFSC (CFSC-FP)
Reference(s): AR 608-1
Homepage(s): http://trol.redstone.army.mil/acs/virtual2
Constituents: Soldiers, veterans, retirees, civilians, and family members

Description: A military life-cycle training program designed to increase financial management skills and resiliency of Soldiers and their families. Currently, the service is provided through ACS' professional staff and is augmented as necessary with community partnerships and interagency collaboration.

Representative Army Programs/Initiatives:
- Mandatory financial readiness training
- Financial counseling
- Debt liquidation assistance
- Consumer advocacy services
- Consumer complaint resolution
- Emergency financial assistance through Army Emergency Relief (AER)

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  #441 – Financial Planning Education
- Family Adaptation (3.6.2)
- Army Community Services (AER) (3.1.12)
- Pay and Compensation (2.2)
- Transition/Retirement (3.1.9)
- Personal Financial Management (4.2.1)
- Family Member Employment (4.6)
- Relocation (3.1.4)

Near-Term Objective(s):

By FY 03, provide financial training to enable Soldiers and their families to achieve self-reliance in managing their military compensation package. (CFSC)

- Adequately resource program to provide financial readiness training to all active duty Soldiers.
    - Provide sustained personal financial management training and counseling
    - Provide life-cycle personnel financial management training
    - Provide financial counseling and screening
    - Provide Thrift Savings Plan and career Status Bonus education and training at all Army installations
    - Credit card education training for junior soldiers to include proper use of Government credit cards

Mid-Term Objective(s):

By FY 05, adequately resource program to provide financial assistance to short term deployed reserve component soldiers (CFSC)

Long-Term Objective(s):

- By FY 10, decrease overall Soldier and family debt, and increase knowledge of financial planning and investment that will lead to financial security through long term investment (CFSC)
- Provide sustained personal financial management training for Soldiers and family members
- By FY 11, implement long-range financial plan for all levels of mobilization and deployment (family members are an integral part of the plan).
    - Review plan and goal progression annually (including short and long range goals).
- By FY 12, implement Financial Readiness Preparedness model for family members- targeted population junior enlisted
- By FY 13, implement Individual Financial Readiness Plan (IFRP); establish/ensure unit Well-Being representatives provide Individual Financial Readiness services; this initiative is in line with the Chief of Staff of the Army's total well-being approach for readiness for Soldiers and families: (NOTE: The IFRP target population includes first term Soldiers (and family members) to include the Army Reserve and National Guard.)
- Outline projected goals for the IFRP in the following areas:

*Retirement planning	*Health Planning
*Auto purchases	*Home purchasing
*PCS moves/duty station info	*Education/college planning
*Consumer awareness issues	*Family planning

- By FY 14, implement three phase/level training for all military personnel, use the IFRP as the basis for the start of the program
- By FY 15, implement training for Phase I New Soldiers to the military on an introduction to first term financial readiness training and initial IFRP
- By FY 16, Phase II monitor progression as Soldier matures along with promotion and career advancement and family growth

- By FY 17, Phase III provide a retirement review and investment re-focusing/education
- By FY 18, develop a database for all phases; initial partnerships with other services/shared resources
- By FY 19, obtain Congressional approval for a joint program for all services.
- By FY 20, obtain Congressional approval for adequately resourcing this initiative

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Standards: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

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Goal (4): Personal Enrichment – Provide an environment that allows Soldiers, civilians, and their families to enrich their personal life by achieving their individual aspirations.
Category (4.5): Educational Assistance – Provide or ensure access to competitive education for military and civilian family members.
Function (4.5.1): Family Member Continuing Education – Provide the opportunity to family members to pursue continuing education.

Army Proponent(s): G-1
Reference(s): AR 621-5
Homepage(s): www.armyeducation.army.mil
Constituents: Family Members of active duty soldiers

Description: Due to the nature of military service, family members of active duty soldiers face significant challenges to continuing their education. Initiatives associated with this Well-Being function seek to remove obstacles confronting Army family members' pursuit of lifelong learning opportunities.

Representative Army Programs/Initiatives:
- Basic Skills Education Program – Skills development/academic refresher
- College Programs – Service members Opportunity Colleges Degree Plans
- Academic Testing (OCONUS) – Defense Activity for Non-Traditional Support (DANTES)
- Headstart Classes (OCONUS) – Introduction to local language and culture

Associated Well-Being Functions:
- Army Family Action Plan (3.1.11):
  - #416 – Tuition Assistance for Overseas Spouses (**Completed, Mar 02**)
    - Available through AER in USAREUR, Okinawa, Japan and Korea
    - Covers half tuition up to $350 per Term; Ceiling of $1,750 per Academic Year (AY)
  - #475 – Active Duty Spouse Tuition/Education Assistance
- Decision Paper submitted 25 Apr 02 through TAG, CG, PERSCOM, G-1 to ASA, M&RA recommending establishment of 50% Tuition Assistance program for military spouses.
- Family Member Employment (4.6)
- Soldier Continuous Learning (MGIB Transferability) (2.5.1)
- Family Member Education (3.5)
- Family Adaptation (3.6.2)
- Youth Services (3.6.4)
- Financial Readiness (4.2)
- Overseas Support (3.1.5)

Near-Term Objective(s):

- AY 02/03 – 10% increase in overseas spouse participation in college programs
- By 4th Qtr, FY 03 - Standardization of In-State Tuition rates for military personnel and family members
    - Support CSA Education Summit, July 02
    - Support agencies working this issue with current research
- 4th QTR, FY 03 - Active duty spouse tuition assistance program
    - Secure Army leadership position on providing active Army spouses Tuition Assistance (TA)
    - Secure other Services support on providing active Army spouses Tuition Assistance (TA)
    - Submit Unified Legislative Budget (ULB) to include military spouses in U.S. Code, Title 10, Section 2007.

Mid-Term Objective(s):

- Include resource requirement in POM 04 - 09 for additional DAC counselor and contracted counselor man-hours to handle increased workload due to family member participation in ACES programs and services.
- FY 05 - Active duty spouse tuition assistance program included in POM
    - POM 04 – 09 includes spouse TA and manpower resources
- Ensure reporting system captures family member participation in ACES programs and services.

Long-Term Objective(s):

- Increase spouse participation in education programs to 35% of population
- Continue inclusion of family member related resource requirements in POM cycles

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Metrics: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.6): Family Member Employment – Provide opportunities for family members to pursue employment and career development commensurate with their skills and abilities.

Function (4.6.1): Spouse Employment (Public) – Provide Army spouses with the opportunity to become employed and develop a career in the Government Civil Service.

Army Proponent(s): G-1

Reference(s):

- Public Law 99-145, Department of Defense (DoD) Authorization Act, November 8, 1985, Section 806, "Employment Opportunities for Military Spouses"
- Executive Order 12721, "Eligibility of Overseas Employees for Noncompetitive Appointments," July 30, 1990
- DoD Instruction 1400.23, "Employment of Spouses of Active Duty Military Stationed Worldwide, January 12, 1989
- DoD Priority Placement Operations Manual, July 1998

Homepage(s): http://www.dtic.mil/whs/directives/search.html
http://cpol.army.mil/library/
http://cpol.army.mil/library/manuals/ppp_ops/
http://www.mscn.org/

Constituents: Active duty soldier and civilian family members.

Description: Policies aimed at increasing employment opportunities for both civilian and military family members including initiatives that provide job training and educational entitlements to military spouses in order to make them more competitive for Federal positions.

Representative Army Programs/Initiatives:

- DoD Priority Placement Program

Associated Well-Being Functions:

- Army Family Action Plan (3.1.11):
  #38 – DA Employment Opportunities for Non-Status Family Members
- Spouse Employment (Private) (4.6.2)
- Soldier Continuous Learning (MGIB Transferability) (2.5.1)
- Family Member Education (3.5)
- Family Adaptation (3.6.2)
- Financial Readiness (4.2)
- Family Member Continuing Education (4.5.1)
- Relocation (3.1.4)
- Overseas Support (3.1.5)
- Transition/Retirement (3.1.9)

Near-Term Objective(s):

By FY 03, facilitate Department of the Army employment opportunities for non-status family members. (G-1)

- Pursue legislation aimed at increasing employment opportunities for both status and non-status family members.

Mid-Term Objective(s):

Develop and propose legislative initiatives aimed at collaborative efforts to increase employment opportunities for both military spouses and Army family members. (G-1)

Long-Term Objective(s):

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Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.

Category (4.6): Family Member Employment – Provide opportunities for family members to pursue employment and career development commensurate with their skills and abilities.

Function (4.6.2): Spouse Employment (Private) – Provide employment assistance to Army family members in finding private sector employment for financial security, personal and professional development.

Army Proponent(s): CFSC (CFSC-FP)
Homepage(s): http://trol.redstone.army.mil/acs/virtual2
http://www.mscn.org/
Constituents: Active duty soldier and civilian family members

Description: Spouse Employment Program affords eligible spouses the opportunity to develop a career or become employed. The program is designed to assist spouses who are relocating as a result of a military or civilian sponsor's PCS in obtaining employment. Interagency and public partnerships are developed to not only market the program, but also to provide training, career continuity, and retirement benefits for military spouses. Training includes effective job-hunting skills, career counseling, and employment skills-building.

Representative Army Programs/Initiatives:

- Employment Readiness Program
- Resource information
- Job search assistance
- Career counseling
- Private sector job bank

Associated Well-Being Functions:

- Spouse Employment (Public) (4.6.1)
- Soldier Continuous Learning (MGIB Transferability) (2.5.1)
- Family Member Education (3.5)
- Family Adaptation (3.6.2)
- Financial Readiness (4.2)
- Family Member Continuing Education (4.5.1)
- Relocation (3.1.4)
- Overseas Support (3.1.5)
- Transition/Retirement (3.1.9)

Near-Term Objective(s):

By FY 03, develop public partnerships with private corporations to provide training and career continuity. (CFSC)

- By end FY 02, produce an Army/corporate memoranda of agreement/understanding
- By end FY 03, produce 10 new Army/corporate agreements.
- By end FY 02, produce first four DoD/corporate memoranda of agreement
- By end FY 02, finalize the Spouse Telework Employment Program (STEP) and DoD/DoL spouse partnership
- Develop a marketing plan that provides awareness, access, and uses spouse employment by the end of FY 03.
- Develop at least three new DoD/Federal agreements or additions to existing agreements by end of FY 04
- Develop and carry out a plan of action to increase employment opportunities for family members, including partnerships with the private sector by FY 03
- Identify alternative measures to be examined by FY 03

Mid-Term Objective(s):

Design a partnership strategy that includes arrangements with at least 10 national or international corporations by FY 04. (CFSC)

- Assess the feasibility of successfully implanting each option identified by FY 04
- Complete pilot testing of alternatives by FY 06
- Fully execute the plan by FY 08 based on evaluations of results
- Obtain adequate resources to support the Spouse Employment Program
    - Monitor Unfinanced Requirement submitted in the FY 04-09 POM

Long-Term Objective(s):

Continue monitoring and internal evaluation of spouse employment programs thru FY 12. (CFSC)

By FY 12, develop new pilots and programs based on results of pilots, ongoing programs, and emerging issues. (CFSC)

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Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.
Category (4.7): Morale, Welfare, & Recreation – Provide access to a wide spectrum of MWR activities.
Function (4.7.1): Community Recreation – Provide diverse range of indoor and outdoor recreational activities at Army installations.

Army Proponent(s): CFSC (CFSC-CR)
Reference(s): AR 215-1
Homepage(s): http://www.armymwr.com/portal/recreation/recreation/
Constituents: Soldiers, retirees, civilians, and family members

Description: Recreation programs provide a diversion from the rigors of military service and reduce the stress of daily living and enhance mental and physical fitness. They offer the widest possible opportunity for life skills development, self expression, leisure and social activities and mental or physical fitness while in garrison or during contingency/mobilization operations.

Representative Army Programs/Initiatives: Programs include but are not limited to:
- Arts & crafts
- Automotive skills
- Social recreation
- Libraries
- Outdoor recreation
- Entertainment
- Leisure travel
- BOSS (Better Opportunities of Single Soldiers)

Associated Well-Being Functions:
- Continuous Learning (Libraries) (2.5)
- Family Member Education (3.5)
- Family Member Continuing Education (4.5.1)
- Safety (3.1.1)
- Overseas Support (3.1.5)
- Risk Reduction (3.1.6)
- Youth Services (3.6.4)
- Sports and Fitness (4.7.2)
- Armed Forces Recreation Centers (4.7.3)

Near-Term Objective(s):

By FY 03 fully integrate CFSC MIS programs for demographic and funding data. Fully utilize all RecTrac modules and use demographic data. (CFSC)

- Use RecTrac to issue military travel vouchers
- Mandate reporting, incorporate results into HQ management processes

In FY03, install an Internet-connected PC for customer use to research travel options, and book air and other travel arrangements. (CFSC)

- Establish the maximum transaction fees contracted CTOs can charge within each Region.

Develop a mechanism to staff MWR programs supporting contingency operations by FY03. (CFSC)

- Ensure library personnel are a part of the MWR deployed support team
- Develop deployment recreation training by FY04

Support overseas military missions by FY03. (CFSC)

- Provide library services beyond paperback kits (e.g. magazines, CDs, DVDs, etc.)
- Provide Recreation Kits to overseas units

Revamp CR website by FY03. (CFSC)

- Improve graphics, navigation, and content
- Contract web designer to deliver professional product
- Improve/simplify processes for updating pages

Begin implementation of Benefits-Based Army Recreation services by FY03. (CFSC)

- Complete implementation by FY08

Field the Outdoor Recreation Desk Reference by FY03. (CFSC)

Develop specific lesson plans and "how-to" manuals / CD ROMs to provide the field with an instruction manual. (CFSC)

- Identify program trends and market niches by FY03
- Contract for lesson plan development (that is adaptable to various ages and stages) and ensure that environmental compliance issues are instituted in the document NLT FY 03
- Complete and field lesson plans NLT FY05

Promulgate Community Recreation Standards by FY04. (CFSC)

- Finalize and adopt standards
- Measure compliance and shortfalls

- Resource, and ensure compliance and sustainment
- Provide/monitor POM submissions for FAPC and QDPC
- Measure changes in customer satisfaction
- Develop activity specific program standards (Marinas, White Water Rafting, Stable operations, etc.) by FY06

Implement IT initiatives. (CFSC)

- By FY04, implement a proven automated ticket system at every ITR office with the goal of obtaining $250K in ticket sales annually
- Incorporate globally connected Integrated Library System
- Employ state of the art technology for all recreation programs
- Obtain user statistics digitally
- Provide digital reference service (24/7) for libraries

In FY 04, conduct biennial Joint Service Leisure Travel Training. (CFSC)

Establish CAT C Automotive Skills program element by FY04. (CFSC)

- Define parameters and operating guidance
- Establish accounting codes; resolve qualification and liability issues
- Publish, provide assistance, foster compliance

Develop an interactive web page to provide professionals and users program specific information by FY04. (CFSC)

Implement and improve customer-driven programs. (CFSC)

- Implement employee certification standards for targeted employees by FY04
- Devise ASE certification plan for Automotive Skills staff by FY 05
- Manage certification process for all recreation programs

Mid-Term Objective(s):

By FY 05, provide cost effective Army community recreation programs for Soldiers and their families that contribute to the improvement of self-sufficiency, personnel fitness, preparedness, and community well-being. (CFSC)

Implement New Library Training by FY 05. (CFSC)

- Implement a new librarian training program at MWR Academy
- Implement an online library technician training program

Develop E-business initiatives. (CFSC)

- Provide CR products available through on-line stores by FY 05

By FY 07, implement on-line sales of ITR services with a goal of obtaining a net income of $1.5M annually

Develop Standard Facility Design Guides. (CFSC)

- Develop a Library Construction Manual by FY 05
- Develop an Outdoor Recreation Construction Manual by FY 08

By FY 05 obtain accreditation for Community Recreation programs. (CFSC)

- Complete CAPRA roll out.
- Ensure maintenance efforts are in place.
- Develop library accreditation

Implement WebTrac! throughout the Army by FY 05. (CFSC)

- Integrate www.pathsacrossamerica.com to allow customers on-line registration
- Develop central registration guidance
- Implement web-based registration

By FY 05 provide cost effective Army Recreation programs for Soldiers, family members, civilians and retirees that are responsive to their leisure/recreation needs and interests. (CFSC)

Improve Infrastructure and implement quality assurance measures. (CFSC)

- Develop activity specific benchmarks for ODR program elements by FY 04
- Provide ongoing professional technical training for recreation disciplines

By FY 06, ensure all eligible patrons can acquire leisure travel services through an MWR on-line web site and telephonically from a supporting ITR office at an installation.

By FY 06, ensure ITR offices generate NIBD of no less than $2M. (CFSC)

Operate an Enterprise Management System with real-time data roll up at installation and HQ by FY 06. (CFSC)

- Implement Enterprise Reporting System data through RecTrac interface

Long-Term Objective(s):

By FY 10, become the benchmark for providing recreation services to eligible patrons through improved customer driven programs and services. (CFSC)

Establish self-service kiosks by FY 08 including airline e-tickets, local theatres and event tickets, regional and national theme parks tickets, and sports venue tickets throughout CONUS and OCONUS where practical

Transition offices at CONUS locations (with ITR gross sales of more than $1M) from Category B to Category C status; Release USA funds to support other programs; exempt ITR programs at those locations from A-76 studies by FY 10. (CFSC)

Develop strategy to integrate a philosophy of environmental awareness, conservation, and activism into Army culture through recreation. (CFSC)

Initiate effort to realign Automotive Skills operations with future changes in automotive technology. (CFSC)

By 2020, re-equip shops and educate/school staffs to meet future changes in automation (to include low/no emission technology (e.g. solar electric, electric storage, regenerative electric, hydrogen cell)). (CFSC)

Develop the perception that libraries are the installation knowledge management center NLT FY 10. (CFSC)

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Metrics: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.
Category (4.7): Morale, Welfare, & Recreation – Provide access to a wide spectrum of MWR activities.
Function (4.7.2): Sports and Fitness – Provide recreational sports and fitness, and physical activity and sports programs and facilities at Army installations.

Army Proponent(s): CFSC [CFSC-CR]
Reference(s): AR 215-1
DA Pam 28-9
Homepage(s): http://www.armymwr.com/portal/recreation/recreation/
Constituents: Soldiers, retirees, civilians, and family members.

Description: Community Recreation Sports and Fitness provides facilities and programs, designed to meet both the recreational and physical readiness needs of the community they serve. Fitness facilities are the hub of the installation-level sports program and vital to Commands' ability to ensure fitness throughout the Army. The Sports and Fitness programs and facilities have continuously been ranked the highest utilized programs and facilities within MWR.

Representative Army Programs/Initiatives:
- Focused Investment Program (FIP)
- Benefit Based Army Recreation
- MWR Baseline Standards
- Standard Design for Fitness Facilities
- Sports Administration Certification and Physical Fitness Specialist Certification

Associated Well-Being Functions:
- Safety (3.1.1)
- Overseas Support (3.1.5)
- Risk Reduction (3.1.6)
- Youth Services (3.6.4)
- Community Recreation (4.7.1)
- Armed Forces Recreation Centers (4.7.3)

Near-Term Objective(s):

By FY 03 have an approved Strategic Action Plan (SAP) in place. (CFSC)

By FY 03 revise/simplify the DA Standards data collection process. (CFSC)

By FY 03 update all archaic regulations applicable to the Army Sports & Fitness Program. (CFSC)

Mid-Term Objective(s):

By FY 04 have all MCA projects properly identified throughout the Army. (CFSC)

By FY 04 have approved aquatic standards. (CFSC)

By FY 04 have training for required certifications available to all personnel through the MWR Training Center, or other more cost-effective avenues. (CFSC)

By FY 05 revise all Position Guides and Job Descriptions for all sports and fitness personnel. (CFSC)

By FY 07 establish a bulk buy process to assist installations in receiving a greater discount for purchase of high dollar items, i.e. scoreboards, saunas, fitness equipment. (CFSC)

By FY 08 provide adequate resourcing to ensure all Fitness Facilities have proper staffing to meet DA Standards. (CFSC)

Long-Term Objective(s):

By FY 12 have all MCA projects that were on the books in FY 03/04 completed. (CFSC)

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Metrics: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.
Category (4.7): Morale, Welfare, & Recreation – Provide access to a wide spectrum of MWR activities.
Function (4.7.3): Armed Forces Recreation Centers – Provide high-quality, resort-style vacation opportunities at substantial cost savings.

Army Proponent(s): CFSC (CFSC-BP)
Reference(s): AR 215-1
DODI 1015.10
Homepage(s): http://www.Armymwr.com
http://www.AFRCEurope.com
http://www.DragonHillLodge.com
http://www.HaleKoa.com
http://www.shadesofgreen.org
Constituents: Soldiers, retirees, civilians, and family members

Description: AFRC resorts are affordable Joint Service facilities operated by the U.S. Army Community and Family Support Center and located at ideal vacation destinations. AFRCs offer a full range of resort hotel services and amenities for service members, their families, and other members of the Total Defense Force. AFRCs are self-supporting and funded by nonappropriated fund revenues generated internally from operations. Revenues from AFRCs are continually reinvested to maintain and improve the physical plant while providing the greatest possible value for AFRC guests. AFRC room rates are affordable and based on rank (significant rate advantage being afforded to junior enlisted active duty personnel), pay grade, duty status, room size, and/or room location.

Representative Army Programs/Initiatives:
- AFRC-Europe
- Dragon Hill Lodge
- Hale Koa Hotel
- Shades of Green

Associated Well-Being Functions:
- Overseas Support (3.1.5)
- Risk Reduction (3.1.6)
- Youth Services (3.6.4)
- Sports and Fitness (4.7.2)
- Community Recreation (4.7.1)

Near-Term Objective(s):

Replace current property management system (hotel management information system) at all four AFRCs by March 03. (CFSC)

Mid-Term Objective(s):

Complete 299-room expansion of Shades of Green by FY 04. (CFSC)

Complete construction of a 330-room hotel in Garmisch, Germany to consolidate all AFRC-Europe lodging in one hotel facility, and recreation programs in one region, by FY 05. (CFSC)

Complete renovation of the Hale Koa Hotel (Ilima Tower) by FY 07. (CFSC)

Long-Term Objective(s):

Standards: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

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Goal (4): Personal Enrichment – Provide an environment that allows Soldiers (Active, Guard, Reserve), veterans, retirees, civilians, and family members to enrich their personal life by achieving their individual aspirations.
Category (4.7): Morale, Welfare, & Recreation – Provide access to a wide spectrum of MWR activities.
Function (4.7.4): Pet Services – Provide limited preventive and emergency veterinary services, information, and limited assistance in the care and relocation of pets.

Army Proponent(s): OTSG (DoD Veterinary Service Activity); CFSC
Reference(s): AR 40-905
Homepage(s): http://www.defenseweb.com/vacs/moving_family/pets/index.asp
http://vets.amedd.army.mil/dodvsa/index.html
http://vets.amedd.army.mil/vetcom/
https://www.dmdc.osd.mil/swg/owa/WebGuard.prc_TOCPost?p_App_ID=9004&p_Rule=01
Constituents: Active duty service members, retirees, authorized civilians, and their families.

Description: Army Veterinary Treatment Facilities (VTFs) are located on most military installations across DoD. These VTFs offer vaccinations, deworming, heartworm testing, FeLV/FIV testing, heartworm preventive medication, flea and tick products, health certificates, sick call examinations, as well as diagnostic testing and treatment primarily focused on public health by preventing disease transmission between animals and man.

Representative Army Programs/Initiatives:
- Human-Animal Bond (HAB) Programs
- Rabies Control Program

Associated Well-Being Functions:
- Preventive Services (2.3.1)
- Housing (2.4)
- Relocation (3.1.4)
- Safety (3.1.1)
- Overseas Support (3.1.5)

Near-Term Objective(s):

By FY 03, maintain the level of pet services provided CONUS and OCONUS within the guidelines agreed to with the AVMA. Continue ongoing initiatives to expand access to care. (OTSG)

Mid-Term Objective(s):

By FY 05, obtain U.S. Army VETCOM Food and Animal Diagnostic Laboratory (FADL) approval from the DEFRA for rabies antibody testing; this is one of the first steps in working toward eliminating the 6 month rabies quarantine for service members' pets going to the United Kingdom. (OTSG)

- Pursue recognition from the United Kingdom's Department for Environment, Food, and Rural Affairs for rabies antibody testing performed by the FADL.

Long-Term Objective(s):

By FY 10, standardize and link computerized animal medical records systems throughout DoD at all Army Veterinary Treatment Facilities (VTFs) to enable electronic access to and transfer of pet records between VTFs during PCS moves. (OTSG)

- Obtain adequate resources for the Veterinary Services Information Management System (VSIMS to upgrade computer systems and obtain software which will accomplish linking the animal medical records systems throughout the DoD

Standards: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Metrics: Developed in conjunction with the development of the Well-Being Status Report and contained in the Well-Being Action Plan Vol II (Well-Being Metrics and Standards)

Army Well-Being Strategic Goal #5: Provide a climate in which intangibles such as command climate, training, and turbulence enable well-being outcomes.

To Be Published

Architecture – The "Philosophy-Category-Function" model fully integrates and synchronizes the major components of the Well-Being process. The model devolves directly from the overarching philosophy and ultimately links this philosophy to the practical management of Well-Being programs.

Philosophy – The reasoned understanding of the "state" of Army Well-Being. Focused on understanding personal needs and aspirations, it addresses the physical, material, mental, and spiritual state of Soldiers, retirees, veterans, civilians, and their families as it contributes to their preparedness to perform and support the Army's mission.

Tier – Refers to three major elements of the Well-Being model that represent the personal aspirations to live, to connect, and to grow. Each tier carries its own title of essential, defining, and enhancing respectively.

Lines of Operation – Seven major groups of programs having similar features as described by their respective titles. A methodology adopted to translate the philosophical nature of Well-Being into practical terms.

Category – A sub-division of the lines of operation that form the connection between the philosophical world (goals) and the practical (lines of operation).

Function – Sub-groups of programs within a specific category that have the same purpose. One of the central principles of well-being is to manage programs based upon their purpose relative to the human perspective.

Operational Model – The "Goal-Strategy-Objective-Task" model turns philosophy into action by translating the components of the organizational model into actionable tasks designed to achieve a specific objective. A number of these objectives work together with in the framework of a given strategy to ultimately accomplish one of the Well-Being goals.

Goals – Derived directly from the Well-Being philosophy, these are the "ends" through which the Well-Being vision or end-state is achieved. The goals are enduring, providing stability and consistency of purpose over time.

Strategy – The comprehensive plan to achieve success in each of the Well-Being Categories. Focuses the subordinate objectives and tasks in support of the associated strategic goal.

Objective – Discrete milestones of achievement that are inherent components of each strategy.

Task – Specific actions to be taken in support of a specific objective. At the Department of the Army level, these normally fall within the following areas: programmatic, policy, or legislative.