



Deployment Readiness Handbook

for USACE Personnel and Family Members

Getting Prepared and Staying Prepared



BUILDING STRONG®

US ARMY CORPS OF ENGINEERS
Jacksonville District

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Welcome

Message from the Commander:

I would like to personally extend thanks to all of the Jacksonville District personnel who volunteer for deployment in support of the Overseas Contingency Operations and their families. Through deployments, our team members provide a tremendous service to this country. Unquestionably, our people are our most valuable asset and the foundation of the district. Many times Family and friends who remain at home are sometimes forgotten about during deployments. I want to change that by providing you with the *Jacksonville District Deployment Readiness Handbook* for the deployee and their Family members.

This handbook provides guidance and resource information to assist deploying civilians and their loved ones in preparing for time apart during deployment. You will find information on the stages of deployment, as well as resources that can provide assistance during that time.

As we get through these deployments together, I encourage you to familiarize yourselves with the information this handbook provides. I am proud of the service that our deployees provide to our nation. I also want you to know that your sacrifices in their absence are also greatly appreciated.

Thank you for all you do to take us from "*Good to Great!*"

The U.S. Army Corps of Engineers (USACE) Historical Role & Service to the Nation

The U.S. Army Corps of Engineers (USACE) team plays a unique and important role in our country's defense. Through overseas deployment and disaster response, our team members provide a tremendous service to this country. This dedication helps the Corps step forward and meet the evolving needs of our Nation's military.

Few career paths present the challenges to family life that come with being part of national defense. Challenges such as separation, travel and duty in remote locations under arduous conditions are part of the daily lives of deployed USACE personnel. The readiness of the USACE team is enhanced when employees prepare their families to meet these challenges.

The Corps leadership deeply appreciates the support family members and friends provide to our civilian volunteers. USACE is committed to keeping family members and friends informed of key information and providing a support network during deployments. USACE continues to move ahead with developing family support programs for deployed individuals.

Purpose of the Deployment Handbook

Extended separation and arduous conditions are daily challenges for deployed Jacksonville District personnel. Preparing employees and their Families to meet these challenges enhances SAJ team readiness.

Enhancing civilian readiness is directly related to successfully preparing USACE SAJ Family Members. The topics covered in this handbook address key deployment readiness issues, both for the deploying civilian (deployee) and their Family Members.

This Handbook applies to all types of deployment, whether in support of the Overseas Contingency Operation (OCO) or in response to disasters in country. This Handbook applies to everyone being deployed, but there is a special focus on OCO specific deployments in the last section.

For more information contact your local Family Readiness representative or visit the USACE Family Readiness Website at: www.saj.usace.army.mil

Emotional Cycle of Deployment (5 Stages)

The following cycle describes changes in family behavior and emotions during deployments.

Pre-deployment (varies)	Deployment (1 st month)	Sustainment (months 2 thru 5)	Re-deployment (last month)	Post- deployment (3-6 months after)
Anticipation of loss Frustration Detachment Denial Shock Anger Rejection	Despair Irritability Confusion Loneliness Sleeplessness Overwhelmed by Responsibility	Calm Self-assured Self-assured Being alone Detachment Confidence	Joy Excitement Apprehension Expectation Hope	Renegotiation of marriage & family duties Disappointment Ecstasy Change Relief Guilt

The emotional cycle of an extended deployment, six months or greater, is readily divided into five distinct stages. These stages are comprised as follows: Pre-deployment Stage, Deployment Stage, Sustainment Stage, Re-deployment Stage and Stage Post-deployment.

Each stage is characterized both by a time frame and specific emotional challenges, which must be dealt with and mastered by each Family member. Failure to adequately negotiate these challenges can lead to significant strife - both for Family members and the deployed Soldier.

Providing information early about what to expect, especially for Families who have not endured a lengthy separation before, can go a long way towards "normalizing" and coping positively with the deployment experience. Furthermore, promoting understanding of the stages of deployment helps to avert crises, minimize the need for command intervention or mental health counseling and can even reduce suicidal threats.

Feelings are real - they are not good or bad. Therefore, ways of coping can and will vary with each person. Getting ready for a deployment starts long before the deployee walks out the

door. Many people tend to deny that deployment will actually happen. They fantasize that the plane will break down before the deployee can get on it, or that something will happen so their spouse does not have to leave. Family members may try to avoid the reality of the departure. Suddenly, a small event, a date, or a commonplace happening will trigger an emotion and/or recognition of the fact that the departure is imminent and real.

It's natural for deployees and family members to feel:

- A sense of despair.
- A feeling that the marriage is out of control, feeling a desire to separate, to run away to reduce the pain.
- A lack of energy, feelings of fatigue and depression.
- Difficulty in making decisions.
- Ambivalence towards one's partner and sex. It is difficult to be physically intimate when trying to separate emotionally. This should be viewed as a reaction to deployment rather than rejection of each other.

Pre-Deployment

Time frame: variable

The onset of this stage begins with the notification of selection for deployment. This stage ends when the deployee actually departs from home station. The pre-deployment timeframe could vary from several weeks to more than a year depending on the deployment date.

The pre-deployment stage is characterized alternately by denial and anticipation of loss. As the departure date gets closer, spouses often ask: "You don't really have to go, do you?" The pre-deployment medical and training requirements, preparation, and the anticipation of the unknown and months away from home herald the extended separation that is to come. Deployees will energetically talk more and more about their upcoming deployment and what they anticipate life in Iraq or Afghanistan will be like. This could also create an increasing sense of emotional and physical distance for spouses of deployees. In their frustration, many spouses might complain: "I wish you were gone already." It is as if their loved ones are already "psychologically deployed."

As the reality of the deployment finally sinks in, the deployee and Family try to get their affairs in order. Long "honey-do" lists are generated dealing with all manner of issues including: home repairs, security (door and window locks, burglar alarms, etc.), car maintenance, finances, tax preparation, child care plans and wills, just to name a few. At the same time, many couples strive for increased intimacy. Plans are made for the "best" Christmas, the "perfect" vacation, or the "most" romantic anniversary. In contrast, there may be some ambivalence about sexual relations: "this is it for six months, but I do not want to be that close." Fears about fidelity or marital integrity are raised or may go unspoken. Other frequently voiced concerns may include: "How will the children handle the separation? Can I cope without him/her? Will my marriage survive?" In this very busy and tumultuous time,

resolving all these issues, completing the multitude of tasks or fulfilling high expectations often falls short.

A common occurrence, just prior to deployment, is for deployees and their spouses to have a significant argument. For couples with a long history, this argument is readily attributed to the ebb-and-flow of marital life and therefore not taken too seriously. For younger couples, especially those experiencing an extended separation for the first time, such an argument can take on "catastrophic" proportions. Fears that the relationship is over can lead to tremendous anxiety for both deployee and spouse. In retrospect, these arguments are most likely caused by the stress of the pending separation. From a psychological perspective, it is easier to be angry than confront the pain and loss of saying goodbye for six months or more.

However, the impact of unresolved Family concerns can have potentially devastating consequences. From a command perspective, a worried, preoccupied deployee is easily distracted and unable to focus on essential tasks on construction sites or the critical movement of heavy equipment. In the worst-case scenario, this can lead to a serious accident or the development of a stress casualty who is mission ineffective. On the home front, significant spousal distress interferes with completing basic routines, concentrating at work, and attending to the needs of children. At worst, this can exacerbate children's fears that the parents are unable to adequately care for them or even that the Soldier will not return. Adverse reactions by children can include inconsolable crying, apathy, tantrums, and other regressive behaviors. In response, a downward spiral can develop - if not quickly checked - in which both Soldier and spouse become even more upset at the prospect of separating.

Although easier said than done, it is often helpful for couples - in the pre-deployment stage - to

discuss in detail their expectations of each other during the deployment. These expectations can include a variety of issues, to include: freedom to make independent decisions, contact with the opposite sex (fidelity), going out with friends, budgeting, child-rearing, and even how often letters or care packages will be sent. Failure to accurately communicate these and other expectations is frequently a source of misperception, distortion and hurt later on in the deployment. It is difficult at best to resolve major marital disagreements when face-to-face, let alone over six thousand miles apart.

In the days or weeks before leaving, families may experience:

- Difficulty accepting the reality of leaving or separating.
- Feeling an increase in tension; arguments may happen.
- Cramming in of activities/projects - fixing up the house, lawn mower, washing machine, etc.
- Feelings of anger, frustration, and emotional distance between family members.
- Difficulty with intimacy and sexual relations. It is hard to feel warm and loving when feeling angry at each other: "It's easier just to let him/her go" or an increase in such activities may occur, as clinging, fearing the loss of the lover/support person.
- Symptoms of restlessness, irritability, anxiety, feeling an inability to cope, concern about the changes in the home environment that will occur.
- Women may cry unexpectedly and men may withdraw. Allow this to happen, to an extent, as it is essential to release the varying emotions.
- Some couples deny the forthcoming separation by putting off chores, discussions, not facing the inevitable, and procrastinating.
- Feelings of frustrations with changing deployment timelines.

Deployment

Time frame: 1st month

A roller coaster of mixed emotions is common during the deployment stage. Some spouses report feeling disoriented and overwhelmed. Others may feel relieved that they no longer have to appear brave and strong. There may be residual anger at tasks left undone. The deployee's

departure creates a "hole," which can lead to feelings of numbness, sadness, being alone or abandonment. It is common to have difficulty sleeping and anxiety about coping. Worries about security issues may ensue, including: "What if there is a pay problem? Is the house safe? How will I manage if my child gets sick? What if the car breaks down?" For many, the deployment stage is an unpleasant, disorganizing experience.

On the positive side, the ability to communicate home from Iraq, Afghanistan, or any other site, is a great morale boost. The Defense Satellite Network (DSN) provides deployees the ability to call home at no cost, although usually for a fifteen-minute time limit. For some deployees, who are unwilling to wait on line, using commercial phone lines is an option. Unfortunately, it is common for huge phone bills to result, which can further add to familial stress. Another potential source of anxiety for Families is that several weeks may pass before deployees are able to make their first call home.

For most spouses, reconnecting with their loved ones is a stabilizing experience. For those, who have "bad" phone calls, this contact can markedly exacerbate the stress of the deployment stage and may result in the need for counseling. One possible disadvantage of easy phone access is the immediacy and proximity to unsettling events at home or in theater. It is virtually impossible to disguise negative feelings of hurt, anger, frustration and loss on the phone. For example, a spouse may be having significant difficulty (children acting out, car breaking down, finances etc.) or a Deployee may not initially get along with peers or a supervisor. Spouse and deployee may feel helpless and unable to support each other in their time of need. Likewise, there may be jealousy towards the individual(s) whom the spouse or deployee do rely on, or confide in, during the deployment. These situations can add to the stress and uncertainty surrounding the deployment. Yet, Families have come to expect phone (and now even video) contact as

technology advances. However, most report that the ability to stay in close touch - especially during key milestones (birthdays, anniversaries, etc.) - greatly helps them to cope with the separation.

Sustainment

Time frame: months 2 thru 5

Sustainment is a time of establishing new sources of support and new routines. Many rely on the Family Readiness or Community Support Coordinators, which serves as a close network that may meet on a regular basis to handle problems and disseminate the latest information. Others are more comfortable with family, friends, church or other religious institution as their main means of emotional support. As challenges come up, most spouses learn that they are able to cope with crises and make important decisions on their own. They report feeling more confident and in control.

Family members start adjusting to changes. Family rules, roles and responsibilities are often realigned and structural changes adapt to the loss. Families find a new level of functioning without the previous ups and downs. Families that don't adjust and cope with the separation could experience greater difficulties at this time. Often someone feels depressed. ***If you believe you are suffering from depression or if your family can't seem to adjust, seek help.*** You have many options to help you through deployment. Set goals to accomplish during separation. Establish consistent ways to maintain contact, and include the children. Set one night a week aside for family time. Make sure you give yourself a break each week and allow yourself some privacy. Get involved in activities. If you feel your energy level is low, do something with a friend, your children or relatives. Recognize the roller coaster as normal. If you feel your fears of infidelity rising, express your trust to your spouse. When you identify a problem, tell your spouse about it and what you're doing about it.

The most important thing to remember is to establish and maintain frequent contact. Separation from loved ones and significant others can be stressful and may lead to feelings of loneliness and isolation. Encourage your family to express feelings as early and openly as possible. Especially with children, be sure to offer love and reassurance while discussing future fears or doubts. Keep lines of communication open and use them frequently. Keeping in touch helps your family feel togetherness. Often a service member will really be missed. Don't try to fill their shoes. Just do what you can as a family or individual. Share responsibilities with others and be fair and realistic. There are only 24 hours in a day. When things get to be too much, don't be afraid to ask for help. Friends, neighbors, relatives and your Family Readiness Coordinator would be glad to help.

During the sustainment stage, it is common to:

- Realize ***"Hey, I'm doing OK. I can do this!"***
- Establish new family patterns/interactions that do work for them.
- Feel more comfortable with their situation, self, and the reorganization of roles and responsibilities that does occur.
- Attempt and successfully accomplish some goals, which add to self-confidence and feelings of being able to cope.
- Reach out for support through friends, church, work or spouse groups, etc.
- Have higher long distance telephone bills - but must learn to keep within the budget.
- Go through the "my" syndrome: my house, my car, kids, etc.
- Experience more sickness (at first), as the increased responsibilities tend to be more stressful until healthy coping skills are practiced.
- Feel vulnerable due to isolation from the family member, especially if recently moved to a new area without close friends or family.
- Spouses may feel uncertain of their abilities to cope and may experience self-doubt.
- Feel asexual - no longer in need of sex or affection;

Re-Deployment

Time frame: last month

The re-deployment stage is generally one of intense anticipation. Like the deployment stage, there can be a surge of conflicting emotions. On the one hand, there is excitement that the deployee is coming home. On the other, there is some apprehension. Some concerns include: "Will he (she) agree with the changes that I have made? Will I have to give up my independence? Will we get along?" Ironically, even though the separation is almost over, there can be renewed difficulty in making decisions. This is due, in part, to increased attention to choices that the returning deployee might make. Many spouses also experience a burst of energy during this stage. There is often a rush to complete "to-do" lists before their mate returns - especially around the home. It is almost inevitable that expectations will be high.

Loved ones often:

- Experience feelings of joy, excitement in anticipation of the deployee's return & being together again.
- Experience feelings of fear & apprehension. "Does he/she still love me?"
- Clean the house of activities acquired to fill the void to make room for the deployee again. Some resentment maybe felt at having to give up some of these things, and having to change again.
- Experience uncomfortable feelings like, "I want him/her back, but what will I have to give up?"
- Feel tense, nervous and apprehensive — burying fears/concerns in busy work and activities.
- Experience a sense of restlessness again, but this is generally productive. Some family members may feel confused due to conflicting emotions.

Children have concerns, too . . .

"Will my parent be proud of me?"

"Will rules change again?"

"Will my parent leave again?"

"Will I be in trouble for some of the things I did?"

Talking about these concerns helps children cope with them. One way to get children to talk about

their concerns is for you to tell your children one of your concerns, and then ask them about their worries.

Couples:

- Need to refocus on the relationship, share experiences, feelings and needs, avoid forcing issues.
- Must stop being a "geographically single" person in a relationship and start being a couple again. Go from independence to interdependence.
- May feel a loss of freedom and independence; may feel disorganized and out of control as "deployment routines" are disrupted.
- Need to renegotiate roles and responsibilities. Family members often feel isolated, unwanted, unneeded and left out during this phase, which can cause arguments and hurt feelings for both partners.
- Need to be aware that too much togetherness can cause friction due to having been apart so many weeks/months.
- Need to make "their" decisions together.
- Need to increase their time to talk to each other and their children. They may want to plan special activities of short duration as a couple and as a family.
- Need to progress slowly with ardently desired sexual relations that may fall short of expectations. This can be frightening, and produce intense emotions. Couples may feel like strangers and be hesitant at first about intimate relations. Talk to each other about expectations.
- Need to allow sufficient time to court each other before true intimacy can occur. Get to know each other again.
- May find questions threatening, interpreting the questions as being judgmental, not just curious.
- Should return to the "our" stage ("our" children, "our" house...)

This stage can renew and refresh a relationship, creating new trust and mutual understanding.

REUNION TIPS

- **STAY FLEXIBLE.** He/she may be very tired. Leave room for changes.
- **STAY CONFIDENT.** Even though your loved one may act differently, he/she is still the same person!
- **NEGOTIATE ACTIVITIES.** Make time for everyone's favorite activities. Ask everyone for ideas.
- **MAKE INDIVIDUAL TIME.** It's important for spouses to spend time together without family or friends.
- **BE PATIENT AND ADJUST GRADUALLY.** Don't expect everything to happen at once. Readjustment can take weeks. Start with small changes and make them slowly. Large or rapid changes in roles are often a shock for the whole family.
- **RE - THINK YOUR BUDGET.** Costs will be different with the returning deployee home, and pay will change too. Set realistic goals, stick to your budget, and avoid over-spending.

Post Deployment

Time frame: 3-6 months after deployment

This stage starts with the "homecoming" of the deployee. This can be a wonderfully joyous occasion with children rushing to the returning parent followed by the warm embrace and kiss of the reunited couple.

Homecoming can also be an extremely frustrating and upsetting experience. The date of return may change repeatedly or the deployee may be traveling over several days. Despite best intentions, the spouse at home may not be able to meet the returning deployee (short notice, the children might be sick, sitters cannot be found in the middle of the night, unable to get off work, etc.). Deployees may expect to be received as "heroes" and "heroines" only to find that they have to make their own way home. Typically, a

"honeymoon" period follows in which couples reunite physically, but not necessarily emotionally. Some spouses express a sense of awkwardness in addition to excitement: "Who is this stranger in my bed?" For others, however, the desire for sexual intimacy may require time in order to reconnect emotionally first.

Eventually, deployees will want to reassert their role as a member of the Family, which can lead to tension. This is an essential task, which requires considerable patience to accomplish successfully. Deployees may feel pressure to make up for lost time and missed milestones. Deployees may want to take back all the responsibilities they had before. However, some things will have changed in their absence: spouses are more autonomous, children have grown, and individual personal priorities in life may be different. It is not realistic to return home and expect everything to be the same as before the deployment.

During this period, spouses may report a lost sense of independence. There may be resentment at having been "abandoned" for six months or more. Spouses may consider themselves to be the true heroes (watching the house, children, paying bills, etc.) while deployees cared only for themselves. At least one study suggests that the stay-at-home parent is more likely to report distress than the deployed individual. Spouses will also have to adapt to changes. Spouses may find that they are more irritable with their mates underfoot. They may desire their "own" space. Basic household chores and routines need to be renegotiated. The role played by the spouse in the marriage must be reestablished.

Reunion with children can also be a challenge. Their feelings tend to depend on their age and understanding of why the Soldier was gone. Babies less than 1 year old may not know the deployee and cry when held. Toddlers (1-3 years) may be slow to warm up. Pre-schooler's (3-6 years) may feel guilty and scared over the separation. School age children (6-12 years) may

want a lot of attention. Teenagers (13-18 years) may be moody and may not appear to care. In addition, children are often loyal to the parent that remains behind and do not respond to discipline from the returning individual. They may also fear the deployee's return: "Wait till Mommy/Daddy gets home!" Some children may display significant anxiety up to a year later ("anniversary reaction"), triggered by the possibility of separation. In addition, the deployee may not approve of privileges granted to children by the non-deployed parent. However, it is probably best for the deployee not to try to make changes right away and to take time renegotiating Family rules and norms. Not heeding this advice, the deployee risks invalidating the efforts of his/her mate and alienating the children. Deployees may feel hurt in response to such a lukewarm reception. Clearly going slow and letting the child(ren) set the pace goes a long way towards a successful reunion

Post-deployment is probably the most important stage for both deployee and spouse. Patient communication, going slow, lowering expectations and taking time to get to know each other again is critical to the task of successful reintegration of the Deployee back into the Family.

Accept and Share Your Feelings...

- Sharing requires a lot of talking and listening.
- Active listening means to really listen, not thinking about how to defend yourself or what you'll say next.
- If you need to clarify what was said, repeat it in your own words. When you understand, respond thoughtfully.
- You may have to renegotiate your relationship.
- You have changed; your partner has changed; and your children have changed. If you expect them to be the same, you're in for a hard time.
- Do not criticize each other for doing things differently

Lessons Learned

Pitfalls

- Over-interpreting arguments
- Hot topics/long distances
- Rumors/loss of trust
- Investment in date of return
- Not accepting changes in marriage

There are many challenges for Families to overcome during the five stages of deployment. Anticipating these challenges is important to minimize the emotional trauma caused by extended deployment. It is important not to over-interpret arguments which are often caused by the pain and loss of separation. Resolving marital issues that precede deployment is very difficult to accomplish over long distances and is probably best left until the deployee's return. Dates of departure and return often "slip" forwards and backwards. Establishing or maintaining a support network helps Families cope. Rumors are hurtful and are best not repeated. If they cannot be resolved, then contact the chain of command to find out the truth or put a stop to them. Breaking up the time is a useful technique to prevent being overwhelmed. This can include: weekly get-togethers with other Families, monthly outings for the children (a favorite restaurant, the park, a picnic etc.), and a visit to, or from, parents and in-laws around mid-deployment just to name a few. In order to maintain their sanity, parents - now "single" because of the deployment - will need time without their children. Scheduling a regular "Mommy's (Daddy's) day out" can be achieved by daycare or sharing sitting with someone you trust. Overspending or increased alcohol use may provide short-term relief; but in the long-term, they will only exacerbate the stress of deployment. **Lastly, and most importantly,**

deployee, spouse and children will change and grow during the deployment. It is critical to go slow, be patient and allow several months to reestablish Family bonds.

Helpful Hints

- Establish a base of support
- Make plans to break up time
- E-mail/phone calls/letters
- Avoid overspending/alcohol
- "Single" parents need time without kids

Children and Deployment

The response of children to extended deployment of parent is very individualized and also depends on their developmental age: infants, toddlers, preschool, school age, and teenagers. It is reasonable to assume that a sudden negative change in a child's behavior or mood is a predictable response to the stress of having a deployed parent.

Negative Changes in Children				
	Ages	Behaviors	Moods	Remedy
Infants	< 1 yr	Refuses to eat	Listless	Support for parent, pediatrician
Toddlers	1-3 yrs	Cries, tantrums	Irritable, sad	Increased attention, holding, hugs
Preschool	3-6 yrs	Potty accidents, clingy	Irritable, sad	Increased attention, holding, hugs
School Age	6-12 yrs	Whines, body aches	Irritable, sad	Spend time, maintain routines
Teenagers	12-18 yrs	Isolates, uses drugs	Anger, apathy	Patience, limit-setting, counseling

Infants (< 1 year) must be held and actively nurtured in order thrive. If a primary caregiver becomes significantly depressed then the infant will be at risk for apathy, refusal to eat and even weight loss. Early intervention becomes critical to prevent undue harm or neglect. Pediatricians can perform serial exams to ensure growth continues

as expected on height/weight charts. Army Community Services and Social Work can assist with parenting skills and eliciting Family or community support. Lastly, the primary caregiver may also benefit from individual counseling.

Toddlers (1-3 years) will generally take their cue from the primary caregiver. One issue is whether it is the mother or father who is the deployee leaving - especially when children are very young. If the "non-deploying" parent is coping well, they will tend to do well. The converse is also true. If the primary caregiver is not coping well, then toddlers may become sullen, tearful, throw tantrums or develop sleep disturbance. They will usually respond to increased attention, hugs and holding hands. The "non-deploying" parent may also benefit from sharing their day-to-day experiences with other parents facing similar challenges. In particular, it is important for the primary caregiver to balance the demands for caring for children alone with their own needs for time for self.

Preschoolers (3-6 years) may regress in their skills (difficulty with potty training, "baby talk," thumb sucking, refusal to sleep alone) and seem more "clingy." They may be irritable, depressed, aggressive, prone to somatic complaints and have fears about parents or others leaving. Caregivers will need to reassure them with extra attention and physical closeness (hugs, holding hands). In addition, it is important to avoid changing Family routines such as sleeping in their own bed, unless they are "very" scared. Answers to questions about the deployment should be brief, matter-of-fact and to the point. This will help to contain the free-floating anxiety of an overactive imagination.

School age children (6-12 years) may whine, complain, become aggressive or otherwise "act out" their feelings. They may focus on the deployed-parent missing a key event, for example: "will you (the Deployee) be here for my birthday." Depressive symptoms may include: sleep disturbance, loss of interest in school, eating or

even playing with their friends. They will need to talk about their feelings and will need more physical attention than usual. Expectations regarding school performance may need to be a little lower, but keeping routines as close to normal is best for them.

Teenagers (13-18 years) may be irritable, rebellious, fight or participate in other attention-getting behavior. They may show a lack of interest in school, peers and school activities. In addition, they are at greater risk for promiscuity, alcohol and drug use. Although they may deny problems and worries, it is extremely important for caregivers to stay engaged and be available to talk out their concerns. At first, lowering academic expectations may be helpful; however, return to their usual school performance should be supported. Sports and social activities should be encouraged to give normal structure to their life. Likewise, additional responsibility in the Family, commensurate with their emotional maturity, will make them feel important and needed.

Preparing the Children

Communication is necessary to help children cope with their parent's absence during deployment.

- Spend time talking with your child about the deployment. At your child's level, explain why dad/mom is going, where, with whom and for how long.
- Sit down with the whole family and talk about feelings. Let each member of the family express how they feel about the separation.
- Discuss the rules of the house. Make them "house rules" rather than Mom's or Dad's rules.
- Encourage the older children to talk with the younger ones about previous deployments – how long it seemed what they did, how they felt while Dad/Mom was away and what it was like when he/she returned.
- Encourage the deployee to spend time individually with each child: play a game, go for a walk, or go out for an ice cream cone – just the two of you.

- Take pictures of each child with you, and display the pictures at your child's eye level.
- Have the deploying parent read stories and talk to the children on a tape player

Be prepared for Changes in Your Children. The biggest complaint many parents have about deployment is the changes that they will miss in their children. They might miss the first steps, or the first words, or the first birthday. One way to accept the changes is to stay connected as much as possible during deployment. That way the changes won't overwhelm you when you return.

Learn the Basics of Child Development. Even though your children will change while you're away, they will do so in regular and predictable ways. Take the time to learn the basics of child development. If you know what your children will be able to do and not do when you return, you will know what to expect. Suppose you return to a six month-old daughter and expect that she can eat with a spoon. You might be disappointed when she grabs a handful of mashed carrots with her fist instead. Armed with knowledge about how children develop, you will know that it will take another six months before your princess' table manners improve.

Allow Your Children to Ask Questions and Express Fears. The world can be a scary place. It's your job to keep your kids safe. Kids these days not only have to deal with the boogey man and monsters in the closet, they worry about things they see on the evening news, in the paper, and in real life! War, crime and disease seem to be the main topics these days. Deployment can also scare and worry kids. Before and after you leave, talk with your children calmly and reassure them that everything is okay. Allow them to ask questions and express fears about anything. This will comfort your children.

Get Help If You Need It. If you need help during deployment, it is available. There are all kinds of help for all kinds of problems. You're not alone.

Do you have the blues or feel depressed? Do you need a baby-sitter because you're up to your neck in kids? Are you in a deep crisis and need spiritual guidance? Regardless of your need, there are people who can help. Check your local phone book for counselors, parenting classes, spiritual leaders, recreational outlets, swimming pools, suicide hot lines, social organizations, gyms, libraries and more. The military has many activities for families—everything from outdoor events to basketball leagues to private counseling. It's all at your fingertips. If nothing else, call a relative or an old friend. Reach out for help by contacting your Family Readiness representative or accessing www.militaryonesource.com.

Ways to Stay Involved with Your Children during Deployment

Courtesy of the "National Fatherhood Initiative"

Parenting while away from home is not easy. Some separated parents find it so emotionally difficult they withdraw and become significantly less involved in the lives of their children while they are apart. This, of course, is not good either for the parent or the children, not to mention the difficulty this causes the parent/caregiver who is at home alone. The most important aspect of parenting from a distance is taking those small efforts to stay in touch. The absent parent should do or say something to let the children know they are missed is most important.

Most of us don't want to think about deployment. After all, it means time away from those we love! But the fact is that families do separate. Deployment can be tough when you don't prepare for it. Here are 10 great tips that can help you and your family make it through deployment. Good luck on a successful deployment! Americans appreciate the sacrifices that you make to defend our freedom and way of life!

Be Creative. Many ways to stay connected: video and cassette tapes, video conferencing, phone calls, postcards, letters, e-mail and Web sites, just

to name a few. Use the ones that work best for you. And use them often!

Put a "Message in a Bottle". Before you leave, write as many short messages to your child as you can and put them in a large jar, can, or box. Tell your child to pull out one message a day while you're gone.

Draw Pictures for Your Children. Your kids will love to receive your drawings. Everyone can draw. Yes, even you! The best part is that your kids will love your artwork, even if you don't. So take a pencil, some paper and five minutes to draw a simple picture of you and your child. Then send it to them. You will make their day.

Record Helpful Phone Numbers. The parent who stays home will need to know who to call in a crisis. Even when it's not a crisis, it's easier to have a phone list handy to avoid fumbling for it while the kids are screaming. Make the list before you're deployed. If you're already deployed, encourage the other parent that stays home to do it.

Preparing for Deployment

Family Readiness

In preparation for deployment, deployees and their family members need to consider family obligations, family health issues, children, parents, special family situations, legal and financial matters, length of tour, emergency situations, safety precautions, availability of family support, and a host of other items before deployment.

Each Division/District has an employee that is assigned with the responsibility of working Family Readiness. These individuals are familiar with programs and resources in their local area, and can be contacted if the deployee or their family is in need of assistance. It is recommended to meet or make contact with the Family Readiness

representative before deployment to discuss the options available to you.

During deployment, the deployee has the option of having their family contacted by the Family Readiness representative on a monthly basis. This service is not mandatory, but it is a good way to be sure that the deployee's family has support during deployment. To ensure family contact, the deployee must fill out the ENG Form 6037-E before deployment. Contact the local Family Readiness representative for more information.

Communications

Deployees are strongly encouraged to maintain communications with family and friends during deployment. Several options are available for families and friends to keep in touch with deployees.

Telephone

Telephone calls are a popular way to keep lines of communication open with family members. Communication challenges include the cost of overseas calls, lack of bandwidth, and time zone differences. To convert time zone differences you may visit the website: www.timeanddate.com.

While overseas, the deployee will have a contact phone number with a U.S. area code (area code 540), so you do not need to worry about international long-distance calling rates. In order for your deployed family member to make a long distance call stateside from a USACE phone, they will need to use a calling card. The Army's Family and Morale, Welfare and Recreation Command (FMWRC) offers phone and internet services at various deployment sites (www.armymwr.com).

Evaluate costs associated with calling cards, cell phones, or long-distance landline charges. Cell phones may be less expensive than landline phone carriers. Many cellular wireless companies offer

military discounts. Check with your wireless provider for details. There are websites that can be used much like a regular phone, Voice over Internet (VOIP), and often times offer lower long-distance rates.

Skype

Skype is a low-cost way to communicate with your internet connection (MWR or Mobile Broadband service). www.skype.com Skype can be used to make free Skype-to-Skype calls (computer-to-computer) and never worry about cost, time, or distance. By downloading the Skype software onto your family and friends computer, you can talk, instant message (IM), make conference calls, or make video calls at no cost. Skype to a landline or cellular phone has low monthly rates.

Email

Most USACE deployees have regular access to email and routinely use this as a quick inexpensive way to keep in touch with family members and friends. The deployee will not be able to access the USACE email account on MWR or United Service Organizations (USO) computer network systems. It is advisable to set up an Army Knowledge On-line (AKO) account before deploying at <https://www.us.army.mil>. It is also recommended the deployee and loved ones obtain personal email accounts to stay in touch. There are many email providers that are free of charge, including yahoo, gmail, and hotmail.

Video Teleconferences

Some divisions and districts offer the opportunity for deployed employees and their families to participate in video-teleconferences free of charge once a month. Contact your District to see if this option is available.

Webcam

Computer and internet technology now have options for connecting a webcam. You can sit in the comfort of your home, connect to the internet, and be able to talk with and see your loved ones via computers and webcams. USACE has limited bandwidth and webcam use cannot be supported on the USACE computer systems. However, deployees can bring personal webcam tools and a laptop to use on FMWRC lines to keep in touch with loved ones. For information on purchasing the equipment and internet requirements, ask a specialist at a store carrying computer equipment.

Voice Record

Letters/email may be difficult or time consuming. Consider recording a voice message and emailing it. The deployee will love hearing your voice! Visit a computer technology store to learn more about this

Social Media

The Jacksonville District publishes information and stays in contact with the community utilizing current technologies. Family members and deployees can stay up to date on all the Jacksonville District programs and projects. In addition, family members and deployees have the option of creating a personal site on the social mediums to stay in contact during the deployment.

YouTube: www.youtube.com/JaxStrong

Flickr: www.flickr.com/photos/jaxstrong

Facebook: www.facebook.com/JaxStrong

Twitter www.twitter.com/JaxStrong

JaxStrong Newsletter: www.saj.usace.arm.mil

Regular U.S. Postal Service (USPS)

Regular U.S. Postal Service (USPS) Mail

Deployees have access to the US Postal Service in AED and GRD where both locations have experienced improved delivery service. However, delivery will depend on location and Army campaign interruptions (the Surge, for example).

Mailing Packages

The deployee will likely have access to the U.S. Postal Service during support of the OCO. Currently, AED and GRD have experienced improved delivery service. However, delivery will depend on location and Army campaign interruptions. You should have the mailing address for your loved one before deployment or be able to obtain the address from EOC/Family Readiness Specialist.

Mailing packages to AED and GRD will require a customs form to be filled out. Packages less than 4 pounds require the smaller green customs form. Forms are available at all U.S. post offices and most post offices allow deployees and family members to stock up on these forms.

These forms are also available on-line at <http://webapps.usps.com/customsforms/>. Check with the Post Office for weight and size restrictions.

Mailing Personal Items

USACE will not reimburse or pay for personal effects to be shipped to/from deployee's residence (personnel deployed to AED are authorized reimbursement per stated amount identified on their travel orders).

Package Inspection

Every package is inspected and placed through scanners, so be sure to send only allowable items to avoid delays. Note that no liquids, flammables, perishables and illegal items are allowed to be shipped. As a special note, mailing chocolate or other potentially soft goodies should be timed according to season—do not mail chocolate or any other item susceptible to melting from April thru September due to high temperatures. Additionally, any items that may leak should be sealed in a clear plastic bag before shipping. Mail is stored in metal ISO containers that reach upwards of 130 degrees or more in some areas. Also, when preparing to send mail to the U.S., deployees are not allowed to seal any packages or bulky envelopes. Customs agents will verify contents and seal (tape) the package personally. For more information, visit: www.usps.com.

Legal Matters



For advice about wills, powers of attorney, and other legal assistance, contact the local Office of the Staff Judge Advocate (SJA) at the nearest military installation. Legal assistance is free; however, some legal matters may involve civilian court proceedings which are not free and probably not supported. Prior to deployment, legal assistance services will be provided to deployees by their home station or through a civil law services support agreement with a nearby DoD component. USACE attorneys cannot represent deployees or their family members in court, but will provide a list of attorneys or civilian

legal service agencies. Additionally, the Employee Assistance Program (EAP) may be able to help. Check with your local supporting Civilian Personnel Advisory Center (CPAC). Also note that the SJA may provide free notary public services.

Power of Attorney

During deployment, there may be times when legal matters need attention. No one is legally authorized to act on the deployee's behalf without a power of attorney. It is important that a spouse, relative or other trusted friend be named to act on the deployee's behalf. With a power of attorney, the deployee can specify what decisions an agent can and cannot make and revoke the power of attorney at any designated time. General, Limited and Medical powers of attorney are described as follows:

General Power of Attorney: Authorizes a person designated to sign legal instruments and conduct all business on behalf of the person signing the Power of Attorney.

Limited Power of Attorney: Authorizes the person designated to conduct only legal and business matters specified in the document on behalf of the person signing the Power of Attorney.

Medical Power of Attorney: Authorizes a person designated in the Power of Attorney to authorize medical care for dependent family members of the deployee.



Also, we caution deployees and the person(s) named in their power of attorney to read and understand any contract before signing. Never accept verbal promises, which are not written into the contract.

Important Documents

It is important to have certain documents and family records readily available. Should an emergency arise, family members may need some or all of those documents. For a full list of important documents, see references in Appendices A-S. Keep this handbook and these documents in a safe place for easy retrieval by trusted persons. If the original documents are unavailable, obtain certified copies. It is also a good idea to scan copies of important documents to a CD or thumb drive for backup.

Benefits

Insurance Policies

Review insurance needs and determine the adequacy of existing policies for life, auto, health, flood, fire, homeowners/renters and personal articles. Take inventory of personal items, electronic, jewelry, etc. Make a video or take pictures of each room, and all valuable assets.

Beneficiaries

Beneficiaries should be designated for life insurance, unpaid compensation, retirement, Thrift Savings Plan (TSP), and other survivor benefits. It is extremely important for the deployee to contact the Civilian Personnel Advisory Center (CPAC) to file and/or review and update designation of beneficiary forms, as appropriate.

Government Life Insurance and Death Benefits

Deploying to a combat zone does not cancel Federal Employee's Group Life Insurance (FEGLI) coverage. Civilian employees deploying in support capacity keep their FEGLI coverage, including Accidental Death & Dismemberment (AD&D)

coverage. Deploying to a combat zone does not affect the amount of FEGLI coverage, provided the deployee is not engaged in combat. (Combat is not defined as self-defense.) If a federal employee working in a war zone is killed, regular death benefits are payable to the employee's designated beneficiaries. In addition, accidental death benefits are also payable under basic insurance (and Option A, if the employee had that coverage), unless the employee was in actual combat or nuclear weapons were used at the time of death.

The Office of Federal Employees' Group Life Insurance decides whether to pay Accidental Death and Dismemberment (AD&D) benefits only after thoroughly studying the facts and documentation surrounding an employee's death; and the Office of Personnel Management (OPM) makes such determinations on a case-by-case basis. While we cannot say that in 100 percent of civilian deaths AD&D benefits will be payable, it is highly unlikely for a civilian to be in actual combat.

*If an employee is **not** covered under FEGLI, and will be deploying overseas, there is an opportunity to enroll for basic FEGLI under a 60-day personal "open season" because that employee is an emergency essential employee by virtue of deployment to such a position.*

Financial Matters

Accounts

Checking, savings and credit card accounts should be established well in advance of deployment. Deployees should designate someone to handle financial matters on their behalf in case of emergencies. If accounts are solely in the name of the deployed employee, the spouse or other designated individual may have trouble resolving any problems that may arise. For instance, if a debit card is lost or stolen, the bank may not issue a new card without the signature of the account holder. Consider establishing joint accounts with signatures being required by only one individual

and/or those with a power of attorney. For more financial considerations, see Appendix B.

Federal Employee Health Benefits (FEHB)

FEHB helps protect deployees and family members from the expenses of illness and accident. Deployees must register for FEHB during regularly designated open seasons and cannot initiate coverage at other times. FEHB plans consist of Health Maintenance Organization (HMO), Point of Service, Preferred Provider and Fee-for-Service coverage. Family members need to be well informed regarding their FEHB coverage and limitations. Deployees are encouraged to continue medical coverage for their families. Deployees should have statements from licensed doctors or medical officers verifying medical conditions of dependents.

Federal Employee's Compensation Act (FECA) or Workman's Compensation

Deployees who sustain injury or death while deployed may receive benefits provided under the FECA. A DoD deployee who sustains traumatic injury during the performance of duty must notify the onsite supervisor as soon as possible, but no later than 30 days from the date of injury. If the deployee becomes incapacitated, someone acting on their behalf may inform the supervisor.

DoD civilian employees who require treatment for a disease or injury sustained during the deployment will be provided care at no cost to the employee under the DoD Military Health Service system. The care provided will be equivalent to that received by active duty military personnel.

In the event of the death of an employee, the Division Regional Community Support Coordinator (RCSC) will work closely with CPAC regarding all entitlements under the federal retirement system, health, life insurance, and thrift savings plans.

Advice and assistance may be provided in completion of such tasks through personal visits.

Employee Deployment Process

Applying

Enhancing civilian readiness is directly related to successfully preparing USACE family members. This handbook was developed to cover key deployment readiness topics, both the deploying civilian (deployee) and for family their members. Contact the Emergency Operations Center (EOC) Deployment Coordination Administrator (DCA) for the latest information.

Deployment Selection

Once selected for a position, the selectee will receive an email from the Administrative Personnel Processing Office (APPO), Middle East District (TAM)/UDC with details about the position, the type of assignment, pre-deployment instructions and requirements, links to pertinent websites, and a point of contact. The process may vary depending on the type of position. The APPO will direct you to the UDC web site to get you started on the paperwork necessary for deployment. You will be working with the APPO for submission of your pre-deployment package. All pre-deployment paperwork, to include completed medical documents and training certificates, with the exception of your security clearance verification, will be submitted through the APPO and must be received **three weeks prior** to reporting to the UDC. Failure to provide this info in the requested timeline might result in delays to your original deployment date.

Pre-Deployment Processing

The UDC processes all deployees and serves as the transition point as personnel deploy to AED and

GRD. The UDC is located in Winchester, Virginia, at the Middle East District (TAM). Required pre-deployment training, passport application process, medical examinations, lab work, mandatory shots, and general administrative deployment processes require an early start to a lengthy process. Paperwork, training and medical requirements and timelines must be followed, so volunteers should begin the process early. Contact your district Emergency Operations Center (EOC) or Division Deployment Coordination Administrator (DCA) for more information.

Charleston District, 843-329-8108

Jacksonville District, 904-232-3626

Mobile District, 251-690-2495

Savannah District, 912-652-5431

Wilmington District, 910-251-4508

South Atlantic Division DCA, 404-562-5153

Pay and Benefits

Civilian Compensation and benefits for deployees are outlined in a downloadable document located <http://www.usace.army.mil> Depending on the type of assignment, length, and location, volunteers may be eligible for a Relocation Bonus, Danger Pay, Post Differential Pay, and Separate Maintenance Allowance (SMA). Where authorized, deployees may also receive overtime, night differential and holiday pay. There are earning limits that apply, referred to as pay caps. Contact your APPO for more information. Employment benefits vary based on employment status. For more information, check with the Civilian Personnel Advisory Center (CPAC), CEHEC-CP, 202-761-1885/1632.

Army Benefits Center

The Army Benefits Center (ABC), <https://www.abc.army.mil/>, provides services for the Federal Employees Health Benefits (FEHB),

Federal Employees Group Life Insurance (FEGLI), and Federal Employees Compensation Act (FECA). Employees receive automated benefits support through the Employee Benefit Information System (EBIS), the Interactive Voice Response System (IVRS), and trained counselors. Both systems are available 24 hours per day, seven days per week; benefits counselors are available Monday through Friday from 6 a.m. to 6 p.m. Central Time. (Please note that open season restrictions for making changes to benefits still apply.)

Employee Benefits Information System (EBIS)

The EBIS is a web application that allows employees access to general and personal benefit information and to conduct electronic transactions using a computer. The system contains comprehensive information and personalized benefits statements which will help deploying employees assess their current benefits and decide what changes need to be made to prepare for the upcoming deployment. Access EBIS via the web at <https://www.ebis.army.mil/> (User ID and password required).

Interactive Voice Response System (IVRS)

The IVRS is an automated, self-service system that employees can access from a touch-tone telephone. Unlike the web, the IVRS allows employees to speak with a benefits counselor for additional assistance. To access the IVRS, call the toll-free number (877) ARMY-CTR [(877) 276-9287]. For hearing-impaired access, call (877) ARMY-TDD [(877) 276-9833]. (Information from leave and earnings statement required). You can visit <https://www.abc.army.mil/ABCCMenu.htm> for additional information.

Government Travel Credit Card

Deployees on official travel are expected to use the government contractor-issued travel charge card to cover travel expenses to include hotel and meals while staying at the UDC. Expenses between \$600 and \$800 can be expected. If conditions preclude the use of the official government travel charge card, the traveler is authorized an advance not to exceed 80 percent of the estimated cash expenses. This exception to the advance limitation is not available to cardholders whose government issued charge card has been suspended or cancelled because of their payment history. To prevent any credit rating problems, cardholders are required to pay unpaid balances regardless of receiving travel reimbursement. To apply for a government travel card, contact the Travel Card Agency Program Coordinator at 540-665-4014/3609. Allow approximately two weeks for processing time. Deployees are required to enroll in the direct deposit/electronic funds transfer (EFT) program for travel payment purposes.

Passport/VISA



Deployees in support of military operations are required to carry a passport at all times when traveling. All deployees must possess a brown U.S. Government (official) and a blue U.S. Civilian (tourist) passport for deployment. The passport expiration date must be at least 180 days past the projected tour end date. Due to the time involved, the process for obtaining a passport should be started within 48 hours after

assignment notification via tasker. The processing time for official passports is three to four weeks. *Please note: deployees will need a VISA stamped in their passport for Afghanistan.*

Visas are required for AED deployments only. All forms and instructions on how to apply for Passports, the processing of passports, and instructions for completing the Afghanistan Visa can be found at <http://www.tam.usace.army.mil>

Travel

Deployees should make travel arrangements immediately after assignment notification. You do not need to wait for travel orders to make your travel arrangements. Contact the TAM Carlson Wagonlit Travel agent at 540-665-3798. Your electronic ticket and travel orders will be released after completion of all home station pre-deployment processing.

Eagle Cash Cards



Eagle Cash Cards are now mandatory for civilians while they are deployed to Iraq, Afghanistan and Kuwait. The card is a cash management tool designed to support personnel deployed in combat zones or peacekeeping missions and will improve convenience for deployees replacing the use of cash while deployed. The cards are a type of payment card referred to as Stored Value Cards (SVC) and can interface with automated kiosk devices located at convenient locations on the camps/bases, which allow enrolled cardholders self-service access to funds in their U.S.-based

checking or savings accounts. Funds on the card can be used to purchase goods and services at the Post Exchange or Base Exchange, Postal Facility, and most concessionaires on base. A copy of the DD Form 2887, Application for Department of Defense (DoD) Stored Value Card (SVC) Programs can be downloaded at

<http://www.tam.usace.army.mil>. You will be briefed on the use of the card at the UDC.

Common Access Card (CAC)

To process an overseas Geneva Convention CAC card, the Security Office will need official travel orders and two forms of picture identification. The front of the overseas CAC card will show your grade, and the back must have your Social Security Number. Check to make sure the CAC card does not expire until 30 days after the tour return date. Make every effort to get a new CAC that includes Geneva Convention privileges before you arrive at the UDC. If that is not possible before departing their home duty station, one will be issued at the UDC. Current policy dictates that all civilian personnel going TDY in support of OCO have Geneva Convention certificates placed on their CAC. This is currently being accomplished at TAM when deployees in-process; however, the UDC at TAM is unable to keep up with the high demand for CAC issuance and has requested the support of local security field offices (if they have CAC issuing capabilities) or the ID Card issuing facilities of nearby Army installations.

Medical Prescriptions

If the deployee has any special medication needs, it is strongly recommended that arrangements are made to bring a supply of prescriptions with them or arrange to have prescriptions mailed to them while deployed. OCO pharmacies will fill prescriptions; however, they may not carry a particular prescription or dosage needed. Also note that the deployee should plan ahead for any

expiring prescriptions and discuss a “refill” strategy with their doctor.

Physicals

Each deployee is required to have a physical prior to deployment. Upon arrival at the UDC, a doctor will verify a physical has been completed, height and weight, general health, and medical history. If the potential deployee’s body mass index (BMI) is above 40, the deployee may be ineligible to deploy. Additionally, any pre-conditions and doctor visits within the last two years must be declared and results provided to the UDC doctor. It is preferred that all medical requirements are met by scheduling exams, immunizations, lab work, etc., through Military Treatment Facilities (MTF), if feasible. Talk to your District EOC to determine what type of medical support has been coordinated to support your deployment. Medical documentation from civilian providers will be accepted and deployees can claim reimbursement for those costs when filing their vouchers at the UDC. Keep in mind that the screenings completed by MTFs are often more stringent than those completed by civilian providers. There have been cases where civilian providers and the UDC medical staff have disagreed on an employee’s ability to deploy. Deployees “must” be cleared by the UDC before a deployment date gets locked in.

Absentee Voting Information

Due to unpredictable mail delivery times, deployees should request an absentee ballot from their local County Election Office as soon as possible so that voting deadlines can be met. Contact your District’s Voting Assistance Officer for assistance. For more information, visit the Federal Voting Assistance Program web site at www.fvap.gov/index.html.

Overseas Living Conditions and Work Hours

Living conditions vary depending upon tour location. Billeting may be in a barracks- type building, construction-type trailer, military tent, or steel cargo container converted to living quarters. Single accommodations that include bathrooms are limited. However, trailers may be available with a bathroom shared by two people who live on either side of it. Amenities vary. Rooms may have twin, or full beds depending on the location. Some billeting may have a TV, DVD player, internet hookup, and Armed Forces Network (AFN) television stations. Additionally, rooms may come equipped with a refrigerator, desk, and chair.

USACE Deployment Center (UDC)

Arriving at Washington Dulles International

All USACE personnel are required to process through the USACE Deployment Center (UDC) and will arrive and depart via the Washington (Dulles) International Airport and/or ground transportation arranged by Carlson Wagonlit. Upon arrival at Dulles, a limo driver will be waiting in the baggage claim area holding a red USACE castle sign and will take deployees to the hotel. The limo service costs between \$75 and \$100 per person and accepts government credit cards, personal credit cards, or cash. DoD employees must use their government travel card to pay for the limo service or taxi. However, *non-DoD* deployees are authorized to pay with a *personal* credit card or cash. Also, should flight arrangements change or delays occur, notify the limo service. If the deployee misses the limo service at Dulles, taxis are available from the airport to the hotel in Winchester. The taxi driver will accept credit cards or cash, but not personal checks. Note: Rental cars are *not* authorized for

deploying personnel and those who rent a car will be liable for incurred charges. However, those deploying to fill GS-15/O-5 positions and above are authorized to rent a car. Expect difficulty gaining access to the UDC grounds with a rented vehicle.

Accommodations

As part of the pre-deployment processing, the UDC will make hotel reservations; however, it is the deployee's responsibility to pay for the hotel. The deployee will file a travel voucher upon arriving at their final destination. Restaurants are located within walking distance of all hotels.

Training

On Monday morning at approximately 0730, a UDC van will be parked outside the hotel lobby waiting to transport deployees to the UDC. The UDC vehicle door is clearly marked with a USACE sign. All deploying personnel will be transported to the UDC in the UDC van. However, in certain cases with prior UDC coordination, local personnel will be allowed to travel to the UDC using their private vehicles. Transportation will be provided for official business while in Winchester. UDC does not provide transportation once deployees are dropped off at their hotel in the evening; however, deployees may elect to either rent a vehicle or use local taxi service for transportation at their own expense.

Roles and Responsibilities

Divisions, Districts, Laboratories and Centers:

USACE Divisions/Centers/Labs are responsible for preparing employees for deployment. Division and District Emergency Operation Centers (EOC) manage the pre-deployment process and ensure deploying personnel meet deployment standards.

UDC Responsibilities include:

- Travel. UDC/APPO coordinates forward travel to theater and provides AED/GRD/RSOI relevant travel information.
- UDC Cycle. The UDC process is a four day process beginning each Monday (Tuesday if Monday is a Federal holiday).

District Home Station EOC:

- Notifying selected personnel.
- Obtaining supervisory approval.
- Validating the completion of all pre-deployment training utilizing the training checklist. Ensuring training documentation is forwarded to the APPO prior to the arrival of the deployee at the UDC.
- Ensuring all medical documentation is forwarded to the APPO prior to the arrival of the deployee at the UDC.
- Ensure deployee completes all activities as outlined on the UDC website prior to arrival at the UDC. UDC certification is valid for 30 days upon completion of processing.

Volunteer (Pre-Selection):

- If not applying via CPOL, notifying Division (HQ employees)/District EOCs of their interest in deploying by submitting a Request for Deployment (Form DCA-2009-01) and a copy of their resume for processing. Volunteers are responsible for completing Section 1 of the deployment request, and obtaining their Supervisor and Commander's endorsements in Sections 2 and 3 of this form.
- Submit a copy of the completed deployment request and resume to through the Division/District EOC to the Division DCA for placement on the OCO Volunteer Lists.

Deployee (Selected for Tasker):

- Ensuring personal data sheet (PDS) information is updated in ENGLink.
- Completing all pre-deployment medical and training requirements. Keeping track of the time it takes to complete each portion of the pre-

deployment process (Provide that time to their District EOC upon completion of all pre-deployment processing).

- Providing copies of completed training certificates to Division/District EOCs so the completion of all training requirements can be validated and signed on the training checklist. Legible scanned copies of the checklist and training certificates should be emailed to APPO representatives.
- Scanning copies of all medical screenings, test results, immunizations and lab reports. Forwarding scanned copies to APPO representatives via email. Do not hold onto medical documentation until everything is completed. Forward documentation by as soon as completed. This could prevent processing delays. Meeting with District Community Support Coordinator to complete Form 107 prior to departing home station.
- Post deployment processing. Deployed USACE personnel will complete post deployment processing through the UDC. There are no exceptions.
- Completion of post deployment readiness health assessment (PDHRA) requirement within established timelines.

Post Deployment / Reunion Preparation

Reunion and Marriage

Homecoming is the time we resume communicating "face to face" again. What will you and your partner talk about? Are you open to talking about changes that have occurred in each of your lives as positive experiences that can promote growth in your relationship? Are you willing to really listen? Your partner may want to tell you many things that happened while you were away. Even though you may have been fortunate enough to have frequent phone contact, letters, and perhaps e-mail and video

teleconferences, your partner needs your undivided attention, face to face.

If you are the deployed member, how will you respond to the way your partner has handled things in your absence? What about decisions he/she made that you question? Will you second-guess your partner, or will you recognize that he/she was operating in a stressful environment and made the best decisions he/she was capable of making? It is helpful to remember that you were not there and you do not know all the factors that went into decision-making. If you choose to criticize your spouse, what do you hope to accomplish? If you choose to criticize of your partner's judgment, you'll be doing damage to your spouse's self-esteem and ultimately to your relationship. So, it's in everyone's best interest for you to accept the decisions your spouse made, acknowledge that he/she made them under difficult circumstances, and move on.

As we've previously discussed, you can expect your partner has developed heightened self-confidence, especially in the area of operating the household. Hopefully you're proud of him/her and will openly express that. In any event, although your partner may be anxious to return many responsibilities to you, this is area that you'll need to negotiate, and maybe transition some roles and responsibilities gradually.

As an example, if you usually managed the family finances before, but your partner has been doing so in your absence, you'll need to get a thorough understanding of what has transpired. As finances can be an emotionally laden area, communication will shut down if you become critical, judgmental, or angry. In short, you and your spouse will need to negotiate a mutually satisfactory "transition plan" for you to reassume your roles within the household. Also, remain open to the possibility that the previous "division of labor" may need to be modified. Use the reunion as an opportunity to take a fresh look at things and make a fresh start in those areas where it makes sense.

You, as the deployed member, have received ribbons, medals and awards for doing a good job in the Corps. The only appreciation you spouse receives for supporting your decision to deploy is the appreciation she or he receives from you. Many spouses feel that without that emotional payoff, going through deployments and other related disruptions of family life is just not worth it.

Avoid getting into the "who had it worse" game. The truth of the matter is that the separation was difficult for both of you. But, it was probably more difficult for the family member who stayed at home, shouldering responsibility for the entire household and often worrying about the safety of the deployed member.

Reunion and Single Parent

If you're a single parent you may be experiencing some unique concerns about reuniting with your children. More specifically, if you're a custodial parent, have you thought about how your children have bonded with their caregiver during your absence and how that will impact your relationship with your children as well as with the caregiver? If, on the other hand, someone else has primary custody of your child, you may wonder how your child will respond to you since you have likely missed "regular" visits with him/her.

If you're a custodial parent, then your children probably have been living with someone else for several months. Accordingly, to the extent this has been a fulfilling relationship, the bond between this caregiver and your children has strengthened. Your children's increased loyalty to their caregiver may be painful for you in that you may initially feel unneeded or even jealous. **Again, go slow.**

Focus on communicating both with the caregiver and your children, and recognize that you and

your children will need to adapt to living with each other again. Your children have been living with someone else who probably had different rules and procedures compared to your own household. Give yourself and your children adequate time to "shift gears". The adjustment period, which may take several weeks, can at times be awkward. You can smooth the transition process by first of all actively involving the caregiver with the transition. To force young children to suddenly separate from the caregiver can be emotionally traumatic. Secondly, since your children have lived with different family rules and procedures, take time to compare with them the rules of your home. As you're doing this, seek your children's inputs regarding how they would prefer life at home to be. They need to feel included in the process of reestablishing the structure and "flavor" of your home environment.

If you are a non-custodial parent, your children's living conditions were probably not impacted by your deployment. Your visits with your children have, however, been curtailed. As you reestablish these visits, remember you and your children have grown and you will need to take time to get reacquainted.

Reunion and Single Member

As a single person, you may have someone living in your home or apartment in your absence. Alternatively, you may have "moth balled" your home or perhaps you moved out prior to deploying and will need to find a new residence when you return. Regardless of your living situation, one of your first tasks will be to "put your house in order." Once you've done that, you'll be ready to focus on reestablishing your family and social ties.

As you anxiously anticipate going home, recognize that you've probably changed in subtle ways. You've made new friends. You've functioned in living and working environments that may be very

different than anything you'd previously experienced. Perhaps you've taken up diving, weightlifting, or jogging. You've rubbed shoulders with a "different world" and stretched your comfort zone. As a result, you'll go home an enriched, but a somewhat changed person. If you have a "significant other" in your life, this person may have also changed in your absence. And change inevitably creates stress. As you adapt to the changes, which may be required in your relationship, you may experience over the short-term some worry, frustration, anger, confusion, appetite disturbance, fatigue, mood swings, or sleep difficulties. Usually such difficulties don't last longer than 2 to 4 weeks. If they continue, consult your physician or mental health professional for assistance.

Regardless of whether or not you have a significant other in your life, there are no doubt people whom you consider to be family. What does family mean to you? Is family restricted to biological relatives or do you also think of close friends as family? Will someone whom you consider family be there to greet you at the airport? Will you be going home to visit your family of origin? If so, how do you feel about seeing them? What will you talk about? How will you respond to changes that may be taking place in your family? Perhaps a sibling is going through a divorce, or a grandparent has become seriously ill. Be prepared for changes.

You may feel that nothing is going the way you planned and hoped. It is still vital that you make plans, especially for the first few days of your return. If you do not have friends or family who live in the local area, make plans with other returning members for a homecoming activity that is special for you and remember to call home.

Beyond practical issues, have you considered what impact the deployment will have on your social relationships and living habits? Many people with whom you've become friendly on the deployment may now be much less available to you,

particularly if they're married and are busy getting reacquainted with their families. This can promote feelings of loneliness and even mild depression. At the same time, you can keep yourself busy by actively reconnecting with old friends and acquaintances back home. And like everyone else who comes back from deployment, it makes sense to keep expectations reasonable and to be patient. Within a few weeks, your life should be back to a predictable and comfortable pattern again.

Reunion and Work

Like other areas of your life, your work environment may be somewhat different when you return. You may be worried about changes that have taken place and how you'll fit back into the organizational picture. Someone else has assumed your role, or at least "taken up the slack," in your absence. If you were a supervisor, decisions have been made by whoever fulfilled your role that you now will have to "live with." You'll also experience a change of pace and activity in your workday. That is, you'll be required to shift from your deployment schedule and activities back into "business as usual."

If you'll apply the same ideas we've discussed throughout this booklet to your work situation, your readjustment should go relatively smooth. Once again, focus on *going slow*. Specifically, talk with colleagues and supervisors to learn of changes and the rationale for those changes. Just as you were encouraged not to question your spouse's judgment in the decisions she or he reached, do not be overly critical of your fellow workers and your supervisory chain. Just as in the situation in your family environment, you were not there at the time, and you do not know everything that went into the decision-making process. In any event, what can you realistically do other than accept decisions that have been made and move on? You can't change the past. In addition to coming to grips with decisions,

which have been made in your work environment, be prepared for the possibility that some colleagues may harbor a degree of *resentment*. Why? One reason could be that *from their perspective*, they've assumed an arduous workload due to your absence. Now that you've been gone for several weeks or months, perhaps you're going to take at least a couple of weeks off work just when they want you to come back and start "pulling your weight" again! *From your perspective* it makes perfect sense that you're entitled to some time off. You've worked long hours, to include weekends and holidays. You've endured the challenges associated with functioning in a deployed environment, and you've been away from your family and friends. The issue here is not whose perception is "right" and whose perception is "wrong." The issue is simply that you need to be prepared for the possibility that you may encounter some resentment when you return to work.

If you encounter resentment, how will you deal with it? One response, and a very tempting one, would be to "give them a piece of your mind" about how unfair they are being. This might temporarily relieve your hurt and anger as you "set them straight." However, the impact on your audience would probably be an increase in resentment. Remember that your co-workers' perception and experience of your deployment is very different than yours. At any rate, a more helpful response could be something like this: *"You're entitled to your point of view. If I were in your position, I might see it that way too. I appreciate the work you did to cover for all of us who were deployed. I'm glad to get back into a familiar daily work routine and to be able to have dinner with my family each night and sleep in my own bed again."*

There is another potential source of co-worker resentment, or at least irritation, amongst your colleagues you would be wise to avoid. Specifically, you may be tempted to entertain your co-workers with "deployment war stories." To a

point, your colleagues will likely be interested in hearing about your experiences, especially if they ask. Once they've reached their "saturation point," however, and that point will be different for each individual, it's time to shift the conversation to another topic. Make sure you are just as interested in hearing about what interesting things they have been doing during your deployment.

Even though there's a limit to how much your colleagues want to hear about your deployment experiences, you'll no doubt want to reflect on your experiences for a while. When you're sitting in your duty section perhaps feeling a little "underwhelmed" as you look back on the "good old days," remember your deployment was another time and place, and you need to live in the "here and now." Your challenge, in short, is to size up the post deployment work environment and develop a way to smoothly transition back into your work environment.

Finally, another work environment challenge you may encounter when you return to the workplace is staff turnover. As you know, in any period of several weeks or months, some folks will go away and others will arrive. In terms of the newcomers, you and they are an "unknown quantity" to each other. For that reason, you'll need to establish your credibility with them, and vice versa. This is especially true if you are in a supervisory role. Also, you'll need to learn to work together effectively as a new team.

Mental Health

It is important to be aware of potential mental health problems that could occur after deployment. Three of the most common problems will be covered in detail, but if you would like more information or need help locating assistance please contact your Family Readiness representative.

Post-traumatic Stress Disorder (PTSD)

According to the Department of Veterans Affairs (VA), post-traumatic stress disorder (PTSD) is an anxiety disorder that can occur after going through a traumatic event. During this type of event, you think that your life or others' lives are in danger. You may feel afraid or feel that you have no control over what is happening. Anyone who has gone through a life-threatening event can develop PTSD. These events can include:

- Combat or military exposure
- Sexual or physical assault
- Serious accidents, such as a car wreck.
- Natural disasters, such as a fire, tornado, hurricane, flood, or earthquake.

After the event, you may feel scared, confused, or angry. If these feelings don't go away or they get worse, you may have PTSD. These symptoms may disrupt your life, making it hard to continue with your daily activities. Symptoms of PTSD may include:

- Reliving the event (also called re-experiencing symptoms)
- Avoiding situations that remind you of the event:
- Feeling numb
- Feeling keyed up (also called hyper arousal)
- Drinking or drug problems
- Feelings of hopelessness, shame, or despair
- Employment problems
- Relationships problems including divorce and violence

If you or your spouse are experiencing any these symptoms it is recommended that you seek help. This information and more can be found on the VA website at www.ptsd.va.gov.

Traumatic Brain Injury

According to the Center for Disease Control and Prevention (CDC), traumatic brain injury (TBI) is a serious public health problem in the United States. TBI is caused by a bump or blow to the head, but not all blows or jolts to the head result in a TBI. The severity of a TBI may range from “mild,” i.e., a brief change in mental status or consciousness to “severe,” i.e., an extended period of unconsciousness or amnesia after the injury. The majority of TBIs that occur each year are concussions or other forms of mild TBI known as MTBI. Symptoms of MBTI include:

- Persistent headache
- Confusion
- Pain
- Cognitive and/or memory problems
- Fatigue
- Changes in sleep patterns
- Mood changes
- Sensory problems such as changes in vision or hearing (post-concussion syndrome)

It is important to be aware of the symptoms of MTBI and seek medical treatment if symptoms persist.

The information on suicide prevention has been adapted for use in USACE from TA-075-0507 published by the U.S. Army Center for Health Promotion and Preventative Medicine

Suicide Prevention: Warning Signs & Risk Factors

Although no one likes to think about the worst, it is important to be aware of what is going on around you. In order to prevent a potentially serious situation, it is important for everyone to be prepared. The following section covers common warning signs and risk factors that everyone should be familiar with, which may lead to suicide.

Warning Signs:

When a deployee presents with any combination of the following, the buddy or chain of command should be more vigilant. It is advised that help should be secured for the deployee.

- Talk of suicide or killing someone else
- Giving away property or disregard for what happens to one’s property
- Withdrawal from friends and activities
- Problems with girlfriend (boyfriend), spouse, or close family member
- Acting bizarre or unusual (based on your knowledge of the person)
- Experiencing financial problems
- Experiencing legal problems (e.g. lawsuits or criminal charges)
- Loss of job including Soldiers who have lost their job at home (reservists)
- Those leaving military or government service (e.g. retirements, ETSs, etc.)
- When a deployee presents with any one of these concerns, the deployee should be seen immediately by a helping provider.
- Talking or hinting about suicide
- Formulating a plan to include acquiring the means to kill oneself
- Having a desire to die
- Obsession with death (music, poetry, artwork)
- Themes of death in letters and notes
- Finalizing personal affairs
- Giving away personal possessions

Risk Factors:

Risk factors are those things that increase the probability that difficulties could result in serious adverse behavioral or physical health. The risk factors only raise the risk of an individual being suicidal it does not mean they are suicidal. These risk factors are often associated with suicidal behavior include:

- Relationship problems (loss of girlfriend, boyfriend, divorce, etc.).
- History of previous suicide attempts.

- Substance abuse.
- History of depression or other mental illness.
- Family history of suicide or violence.
- Work related problems.
- Transitions (retirement, PCS, discharge, etc.).
- A serious medical problem.
- Significant loss (death of loved one, loss due to natural disasters, etc.).
- Current/pending disciplinary or legal action.
- Setbacks (academic, career, or personal).
- Severe, prolonged, and/or perceived unmanageable stress.

- A sense of powerlessness, helplessness, and/or hopelessness.

Suicidal Risk Highest When:

- The person sees **no way out** and fears things may get worse.
- The predominant emotions are **hopelessness and helplessness**.
- **Thinking is constricted** with a tendency to perceive his or her situation as all bad.
- Judgment is impaired by use of **alcohol or other substances**.

APPENDIX A: Family Readiness Information Form ENG 6037-E

U.S. ARMY CORPS OF ENGINEERS FAMILY READINESS INFORMATION FORM	
<small>For use of this form use DA FORM 54, the program's agency or OIGR.</small>	
PRIVACY ACT ADVISORY STATEMENT	
AUTHORITY:	Privacy Act of 1974, Public Law 93-502, December 31, 1974 (5 U.S.C. 552a), and applicable regulations.
PRINCIPLE PURPOSES:	1) To assist United States Army Corps of Engineers in its efforts to provide care and assistance of dependents and military who are away from their home station and 2) To gather data and foster communication efforts that will assist in the development of appropriate family support programs and services.
ROUTINE USES:	The information on this form will be used only by Family Readiness and other authorized staff. This information is protected by the Privacy Act of 1974 and will not be released without the employee's or service member's consent.
DISCLOSURE:	Voluntary; however, failure to provide personal information may serve as a basis for denial of your participation.
INSTRUCTIONS	
The information on this form is for official use only within the Family Programs and will not be furnished to any commercial enterprise, company, representative, organization, or agency outside the Department of Defense, as established by the Privacy Act of 1974 (5 U.S.C. 552a and AR 340-21).	
SECTION I: COMMUNICATION	
1. To ensure your family receives the information and assistance needed, which type(s) of communication may the Family Readiness Team use to contact your family member during your deployment (check all that apply):	
<input type="checkbox"/> a. Information by mail	<input type="checkbox"/> c. Information by e-mail
<input type="checkbox"/> b. Invitation to Family Readiness meetings and events	<input type="checkbox"/> d. Phone calls from employee and/or volunteer
2. Signature: _____	3. Date: (MM/DD/YYYY) _____
4. <input type="radio"/> a. Contractor <input type="radio"/> b. Schedule A <input type="radio"/> c. Military <input type="radio"/> d. DoD Civilian	
SECTION II: EMPLOYEE INFORMATION	
1. Name (Last, First, MI): _____	2. Date of Birth (MM/DD/YYYY): _____
3. Mailing Address (Home): _____ City: _____ State: _____ Zip: _____	
4. Home Phone: _____	5. Work Phone: _____
6. Email Address: _____	7. Office Symbol: _____
8. Home Reason (M/D/S/D/T/US/CA/CN/OT/Other): _____	9. Marital Status: <input type="radio"/> Single <input type="radio"/> Married <input type="radio"/> Divorced <input type="radio"/> Widowed
10. Agency/Company where employed if not USACE	
11. Start Date of Current Tour: _____	12. Location: _____
	13. End Date of Current Tour: _____
SECTION III: FAMILY INFORMATION	
1. Spouse or Primary Point of Contact:	
a. Name (Last, First, MI): _____	b. Relationship: _____
c. Home Address: _____	
d. Mailing Address (if different from above): _____	
e. Telephone Number: _____ <input type="radio"/> Work <input type="radio"/> Home <input type="radio"/> Cell	f. Alternate Telephone Number: _____ <input type="radio"/> Work <input type="radio"/> Home <input type="radio"/> Cell
g. Email Address: _____	h. Date of Birth (MM/DD/YYYY): _____
i. Preferred Method of Contact: _____	

SECTION III: FAMILY INFORMATION (cont.)

2. Children						
Last Name	First Name	MI	Gender	Age	Birth Date	Mailing Address (if different from deployment)

3. Household Information

a. What is the primary language spoken at home? _____

b. Is an interpreter needed? Yes No

c. Do you have a current power of attorney? Yes No

d. Do you have a current will? Yes No

e. Does your spouse have a driver's license and access to a vehicle? Yes No

f. Do you have any pets at home? Yes No. If so, what kind? _____

g. Does your spouse or next of kin have a current passport? Yes No

4. Special Needs/Concerns

a. Do you or any member of your family have special concerns or needs that may require assistance during a deployment?

b. List any holidays or special family days (anniversaries, birthdays, or other) on which you would like your family contacted by a member of the Family Readiness Team?

SECTION IV: ALTERNATE POINT OF CONTACT

1. Do you have a family member/close friend/neighbor that can be contacted if your family needs assistance? Yes No

2a. May we contact your POC? Yes No

2b. Preferred Method of contact? _____

3. Name (Last, First, MI) _____

4. Relationship _____

5. Home Address _____

6. Mailing Address (if different from above) _____

7. Telephone Number Work Home Cell

8. Alternate Telephone Number Work Home Cell

APPENDIX B: Pre-deployment Checklist

PRE-DEPLOYMENT To Do and Discuss Checklist	Date Completed
EMERGENCY INFORMATION	
District Emergency Contacts	
Know location and function of Red Cross	
Know Casualty Assistance process	
IMPORTANT DOCUMENTS	
Organize all Important Documents; know exact location of all documents	
Complete an Inventory of household goods	
FINANCIAL OBLIGATIONS	
Arrange family budget	
Understand how to pay each bill, where to send or drop off each payment	
Organize all payments into a payment calendar – when each bill is due	
MEDICAL CHECKLIST	
Update immunizations for each family member	
Know location of all health and dental records for each family member	
Notify your commander of family members with special needs	
Know the insurance policy on dental care	
HOUSING	
Identify and resolve problem areas with household utilities or appliances	
AUTOMOBILE	
Identify and resolve problem areas with cars, household or appliances	
Service all vehicles (oil change, tire rotations, inspection stickers, etc.)	
Complete “Car Maintenance Checklist”	
PERSONAL	
Update current addresses and telephone numbers of family members	
Update personal telephone directory; important/emergency information	
Conduct safety check of the home	
Inform family members/close friends of Deployee’s address	
Explain how to contact Deployee in case of an emergency	
Secure an extra set of keys to house, car, mailbox, etc.	
Inform Next of Kin of their rights, benefits, and assistance	
Prepare a plan for regular communication during the deployment	
Prepare children for upcoming deployment	
Prepare video or photos to keep	

APPENDIX C: Emergency Contact Information

District: **Jacksonville District**
Emergency Management Manager: **904-232-3626**
Emergency Management Specialist: **904-232-2403**
Deputy Commander: **904-232-2242**
Commander: **904-232-2241**

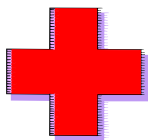
Deployee's Full Name: _____

Deployee's Series/Grade: _____

Immediate Supervisor / Phone: _____

Complete this information and keep it near your home telephone in case of an emergency that requires contacting the deployee.

APPENDIX D: Red Cross Notification



Dear Family,

If you need to contact Red Cross quickly or need their assistance at home, you must contact the American Red Cross (ARC). A message from the American Red Cross is required before documents for transportation on military aircraft and/or commercial aircraft, and for leave authorization.

24 Hour Toll Free Number: **1-877-272-7337**

The Red Cross may be contacted 24 hours a day and there is no charge for this service.

This number can be used whenever a situation fits the criteria for an emergency message. This typically includes birth of a child, death or serious illness of an immediate family member, or other serious emergency. Even if the deployed member learns of the situation through a telephone call or email, the emergency notification service is the first step to receiving emergency leave, command-funded travel, and some relief society assistance.

Following is the information which you should provide the American Red Cross:

- ✓ Employee's Full Name: _____
- ✓ Employee's Social Security Number: _____
- ✓ Employee's Military Address: _____
- ✓ Employee's Telephone Number: _____
- ✓ Employee's Home Unit: _____
- ✓ Name, Location, and Contact Information for the Hospital, Funeral Home, or Doctor whom the Red Cross will contact to verify the family emergency.
- ✓ Name and Phone Number of a Family Member in the local area where the emergency has taken place so that the local Red Cross may contact this individual should additional information be needed.

You must contact the Red Cross to authorize and expedite travel arrangements.

Home Address: _____

Home Telephone Number: _____

Signed: _____ (Deployee)

Deployee: Complete this information and give to family members.

Spouse: Keep this document near your home telephone in case of an emergency.

APPENDIX E: Casualty Assistance Information

Casualty Assistance Information

"You" and "your" refers to the Deployee. "Spouse" refers to the Deployee's spouse.

EMERGENCY CONTACT:

Who will know where to locate your spouse in case of an emergency?

1	_____	_____	
	<i>First and Last Name</i>	<i>Relationship to Spouse</i>	

	<i>Address</i>		
	_____	_____	_____
	<i>City</i>	<i>State</i>	<i>Zip Code</i>
	_____		_____
	<i>Area Code/Phone Number</i>		<i>Email addresses</i>

2	_____	_____	
	<i>First and Last Name</i>	<i>Relationship to Spouse</i>	

	<i>Address</i>		
	_____	_____	_____
	<i>City</i>	<i>State</i>	<i>Zip Code</i>
	_____		_____
	<i>Area Code/Phone Number</i>		<i>Email addresses</i>

CASUALTY NOTIFICATION:

In the event of casualty notification, who LOCALLY would you want to be with your spouse for support?

Name: _____ Relationship to Spouse: _____
Phone numbers: _____

Name: _____ Relationship to Spouse: _____
Phone numbers: _____

Name: _____ Relationship to Spouse: _____
Phone numbers: _____

List all children currently living with you (at the address listed above):

	<i>First and Last Name</i>	<i>Age & Birth date</i>
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____

List all children NOT living with you (including those from a previous marriage):

1. _____
First and Last Name *Age & Birth date* *Area Code/Phone number*

_____ *Address*

_____ *City* *State* *Zip Code*

2. _____
First and Last Name *Age & Birth date* *Area Code/Phone number*

_____ *Address*

_____ *City* *State* *Zip Code*

EXTENDED FAMILY MEMBERS OF THE DEPLOYEE AND SPOUSE:
 What extended family members would you like to contact in case of a casualty notification?

1 _____
First and Last Name *Relationship to Soldier or Spouse*

_____ *Address*

_____ *City* *State* *Zip Code*

_____ *Area Code/Phone Number* *Email addresses*

2 _____
First and Last Name *Relationship to Soldier or Spouse*

_____ *Address*

_____ *City* *State* *Zip Code*

_____ *Area Code/Phone Number*

3 _____
First and Last Name *Relationship to Soldier or Spouse*

_____ *Address*

_____ *City* *State* *Zip Code*

_____ *Area Code/Phone Number*

Complete this information and keep it near your home telephone in case of Casualty Notification. Provide district EOC with a copy as well.

APPENDIX F: Important Document Checklist

Gather the following documentation named in this checklist before your deployment. Keep originals and copies of all listed documents in a special container that you can find immediately. A home safe or lock box is suggested. If you are using a safe deposit box, be sure to contact your bank and clarify regulations regarding accessing the safe deposit box.

Family Legal Documents

- Citizenship/Naturalization papers
- Marriage license and certificate
- Divorce decree(s)
- Death certificates of deceased family members
- Passports, Visas
- Wills
- Social security numbers for all family members, including copies of social security cards

Deployment Documents *(Just in Case)*

- Travel Documents (TDY or TCS orders)
- Copy of Medical Screening documents
- Copy of Training Records

Power of Attorney Documents

** Multiple copies of each*

- General (covers everything)
- Specific
- Parental
- Medical

Household/Real Estate Documents

- Rental Information
 - Rental agreement
- Home Ownership documents
 - Deed of Trust
 - Mortgage
 - General Warranty Deed with Lien attached
 - Appraisal
 - Survey
 - Real estate documents. Copies of all documents relating to rent or ownership of land. Documents relating to lease, mortgage, deed, or promissory note
- Inventory of household items
- Video or Photographic record/inventory of household items

Insurance Documents

** Note expiration dates, if applicable.*

- Medical Insurance enrollment information
- Life Insurance policies

- Include name, policy numbers, address, and phone number of insurance companies.
- Declaration of Beneficiaries (DD Form 93), *multiple copies*
- Automobile insurance

Automobile

Secure the following documents for each vehicle you own, including cars, trucks, Vans, SUVs, boats, trailers, motorcycles, and other automobiles:

- Title or lien
- Registration
- Insurance card
- Drivers License information

Children

- Court orders pertaining to child support or child custody
- Adoption papers
- Birth certificates
- Guardianship papers
- Medical records, including immunization record
- School transcripts and report cards

Veterinarian

- Rabies certificate for all pets
- Medical history, including immunization records

Financial Records

- LES (Leave and Earnings) statements
- Bank records
 - Checking account numbers
 - Savings account numbers
- Savings Bond information
- Credit Card information
 - Credit Card Company
 - Company address, phone number, email addresses, website address
 - Name on credit card
 - Credit card number, including security code, if applicable
 - Expiration date
- Tax records, *for current and previous years*
- List of all savings bonds and stocks
- Copies of all installment contracts and loan papers
- Allotments updated with correct amount, name, address and account

APPENDIX G: Financial Information Checklist

BILL INFORMATION SHEET

Bill	Company	Monthly Payment	Account Number	DUE Date
Rent/Mortgage				
Electricity				
Water				
Gas				
Telephone				
Cellular Phone				
Internet				
Credit Card 1				
Credit Card 2				
Car payment				
Insurance payment				
Loan payments				
DPP/PX layaway				

FINANCES: Utilize the following checklist to determine areas needing adjustment or explanation before deployment.

MONEY CHECKLIST FOR SPOUSES <i>Answer the following questions to ensure that the spouse is comfortable with financial responsibilities during deployment:</i>	YES	NO
Do you have a joint checking account?		
Are direct deposits going into the joint account?		
Will your bank accept Power of Attorney?		
Do you know how to make a deposit into your account?		
Do you know how to balance your checkbook?		
Do you know how to read your bank statement?		
Do you know how to read your LES (Leave and Earnings Statement)?		
Do you know how to write checks?		
Do you know how to order more checks?		
Do you know what your service charges are?		
Do you know what 'minimum balance' means?		

If you answered "NO" or "I'm Not Sure" to any of these questions, call ACS and set up an appointment with the Consumer Affairs/Financial Assistance Program Manager or your District Family Readiness Coordinator.

APPENDIX H: Sample Budget/Monthly Financial Sheet

Income:	Base Pay	\$ _____
	BAH (Basic Allowance for Housing)	\$ _____
	Separate Rations	\$ _____
	BAS (Basic Allowance for Subsistence)	\$ _____
	Other Allowances	\$ _____
	Other Income	\$ _____
		\$ _____ Total

Deductions:	Federal Withholding Tax	\$ _____
	State Withholding Tax	\$ _____
	FICA Tax	\$ _____
	Insurance (SGLI)	\$ _____
	GI Bill	\$ _____
	Government debt payment	\$ _____
	AER/Red Cross loan payment	\$ _____
	Contributions	\$ _____
	Allotments	\$ _____
		\$ _____ Total

Available income (income minus deductions) \$ _____

Expenses:	Rent	\$ _____
	Gas	\$ _____
	Water	\$ _____
	Electricity	\$ _____
	Phone	\$ _____
	Food	\$ _____
	Clothing	\$ _____
	Personal items (toiletries, etc.)	\$ _____
	Car	\$ _____
	Gasoline	\$ _____
	Insurance	\$ _____
	Newspapers/books/magazines	\$ _____
	Credit Cards	\$ _____
	Car insurance	\$ _____
	DPP, PX lay away	\$ _____
	Recreation	\$ _____
	Children's allowances	\$ _____
	Gifts	\$ _____
	School costs	\$ _____

Net income (available minus expenses) \$ _____ Total

APPENDIX I: Medical Checklist

The following checklist is designed to assist the Deployee and his/her family in the event of training or contingency deployments. Both the Deployee and the spouse need to go through these checklists together and review these lists at least annually.

Medical questions for all family members:

YES/NO

Are all immunizations (shots) for each family member up-to-date?

Are all health and dental records for each family member easily located?

Do you have family members with special needs? (For example: disability, pregnant, broken bones)

Do you know Army policy on dental care?

Are you familiar with all medical allergies of family members?

APPENDIX J: Housing Information

UTILITY

LOCATION

Electrical control box fuse/circuit/breakers)

Water control valve (for shutting off in case of emergencies -- broken or leaking pipes, freezing water, etc.)

Gas Control valve (for shutting off in case of emergencies -- leaking gas, fire, etc.)

Name/Phone numbers of:

Electrician:

Plumber:

Housing Office:

Set of duplicate keys for:

Home:

Storage units, mailbox, etc.:

APPENDIX K: Automobile Information

Complete and review the following information for each vehicle you use.

Family Driver License Information

	Full Name	License #, State	Expiration Date
Driver 1			
Driver 2			
Driver 3			
Driver 4			

* If family members are NOT licensed to drive, arrange for transportation (bus, taxi, etc.) and plan for this in your budget.

Automobile Insurance Information

- Insurance Company _____
- Policy Number: _____
- Expiration Date: _____
- Deductibles: _____

Automobile Data

- Make: _____ Model: _____ Year: _____ Vehicle ID# _____
- License plate #: _____ State: _____ Expiration: _____
- Warranty: Yes / No Location: _____
- Car title: Yes / No Location: _____
- Car registration: Yes / No Location: _____
- Spare keys: Yes / No Location: _____
- Warranty: Yes / No Location: _____
- Inspection expiration date: _____ Where to have it inspected: _____
- Gasoline: ___ Unleaded ___ Leaded ___ Premium ___ Diesel
- Battery type: _____ Brand: _____
- Tires make/brand: _____ Size: _____ Pressure: _____
- Oil brand: _____ Weight: _____
- Sparkplug brand: _____ Type/Size: _____

APPENDIX L: Automobile Maintenance Schedule

1. Major servicing to be performed at:

Company Name:

Address:

Phone Number:

Website address or Email addresses:

Contact person:

2. Oil filter change/lubricant:

3. Tune up

Next scheduled date: _____ Approximate Mileage _____

Where: _____

Remarks/Instructions:

4. Tire balancing, rotation, front-end alignment

Next scheduled date: _____ Approximate Mileage _____

Where: _____

Remarks/Instructions: _____

Emergency Repairs

This is a list of suggested checks and repairs to learn:

Know what to do in case of:

- Flat tire
- Overheating
- Dead battery
- "Check Engine" light

Know how to check:

- Oil level in the car
- Tire pressure
- Car thermostat

APPENDIX M: Information on Power of Attorney (POA)

General Power of Attorney:

BEFORE MAKING A GENERAL POWER OF ATTORNEY, READ THIS CAUTION:

Making a General Power of Attorney (GPOA) is an important action with serious consequences. Your GPOA gives someone else the legal authority to act on your behalf — to do **anything** that you could do. With a GPOA, your agent can (for example) rent or buy a house with your money, borrow money that you must repay, sell your car, sue someone for you, or remove all funds from your bank account. Your agent can legally bind you. While a GPOA can be very helpful, it can also be very dangerous.

Regarding using a GPOA, consider:

- Limit the power you give away to only that necessary. If you need someone to perform only specific tasks for you, then you don't need a GPOA. Get a *Special* Power of Attorney — one that will authorize your agent to perform only those specific tasks. JAG can help you prepare one.
- Limit the duration of your Power of Attorney to no longer than 1 year or a shorter period. Don't set the expiration date longer than you will need your agent's services, and don't give the Power of Attorney before it will be needed.
- Make sure your agent is someone you can trust. If you lose trust in your agent, talk with a legal assistance attorney about *revoking* your Power of Attorney.
- Don't hesitate to talk to a legal assistance attorney if you have any questions.
- General POA is not accepted for any military affairs or for bank transactions.

Special Powers of Attorney:

With a 'special' Power of Attorney, you can give someone else the authority to:

- Obtain military ID card
- Withdraw funds from bank account
- Pay bills
- Obtain AER loan
- Sell house
- Sell vehicle
- Use vehicle
- Register vehicle
- Sign lease/terminate agreement
- Enroll dependents in DEERS and TRICARE
- Appoint a guardian
- Authorize medical treatment
- File taxes

- Cash income tax refund check
- Purchase/refinance real property
- Clear/accept on-post housing
- Ship household goods
- Ship vehicle
- Receive household goods
- Store household goods
- Store vehicle
- Remove vehicle from storage
- Pick up LES
- File household goods claim
- Cash/write checks
- Start/change/stop allotments
- Create a custom POA

SAMPLE POWER OF ATTORNEY APPLICATION



POWER OF ATTORNEY APPLICATION

PRIVACY ACT STATEMENT: Information is solicited in accordance with Title 10, US Code Section 3013, and is used to prepare a Power of Attorney (POA). Providing information is voluntary; however, failure to provide information precludes the preparation of a power of attorney.

Your Name (First, MI, Last)	Rank	SSN	POA Expiration Date (Usually one year)
Do you want a "Durable" POA that will remain in effect even if you become disabled, incapacitated or incompetent? <input type="checkbox"/> Yes <input type="checkbox"/> No			
If you are a military member and do not want a durable POA you wish to remain in effect if you become a prisoner of war or are declared missing? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Do you want this POA to become effective only if you become disabled, incapacitated, or incompetent? <input type="checkbox"/> Yes <input type="checkbox"/> No			
State or Domicile/Legal Residence:	Will this Power of Attorney be used in Texas? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Name of Person Receiving POA (Your Agent)	Complete Address		
TYPE OF POWER OF ATTORNEY			
<input type="checkbox"/> General Power of Attorney			
<input type="checkbox"/> Special Power of Attorney (See items below)			
Claims/Financial Transactions: <input type="checkbox"/> Cash checks, etc. (Check with your bank or financial institution to see if they have their own form) <input type="checkbox"/> File claims/receive payments <input type="checkbox"/> Allotments <input type="checkbox"/> Start <input type="checkbox"/> Stop <input type="checkbox"/> Change Amount: _____			
<input type="checkbox"/> Receive LES <input type="checkbox"/> Obtain Service Relief Loan			
Bank Name/Address:		Account Number:	
Government Quarters: <input type="checkbox"/> Assign <input type="checkbox"/> Clear <input type="checkbox"/> Other: _____			
Household goods/personal property: <input type="checkbox"/> Receive <input type="checkbox"/> Ship <input type="checkbox"/> Other: _____			
Real Property: <input type="checkbox"/> Buy/Mortgage <input type="checkbox"/> Refinance <input type="checkbox"/> Sell <input type="checkbox"/> Manage <input type="checkbox"/> Lease your house <input type="checkbox"/> Lease new property			
LOCATION OF PROPERTY _____			
LEGAL DESCRIPTION OF PROPERTY _____			
Vehicle: <input type="checkbox"/> Buy <input type="checkbox"/> Sell <input type="checkbox"/> Lease <input type="checkbox"/> Other: _____			
YEAR/MAKE/MODEL _____			
Child Care: <input type="checkbox"/> Medical only <input type="checkbox"/> Temporary custody/care/loco parentis/Education enrollment			
CHILD(REN)'S NAMES and DOB _____			
CHILD(REN)'S NAMES and DOB _____			
Other: To (Insert Description)			

For more information contact EOC Deployment Coordinator or APPO.

APPENDIX N: Employee Deployment Medical Coverage

Medical Coverage for Deployed Civilians

- Civilians requiring treatment while deployed are eligible for medical evacuation and healthcare treatment and services in Military Treatment Facilities (MTF). Such treatment will be at the same level and scope as provided to Military members and will be at no cost to the employee.

Medical Coverage after Return from Theater of Operations

- Civilians and Soldiers Have Different Medical Programs
- Civilians may be entitled to medical and disability benefits under the Federal Employees' Compensation Act (FECA).
- If not covered by the FECA, civilian medical coverage is subject to provisions of health insurance provider.
- In order to be covered by the FECA:
 - The employee (or someone acting on behalf of the employee) must file a written claim to obtain FECA benefits.
 - The Department of Labor, Office of Workers' Compensation Programs (OWCP), decides FECA coverage:
 - The injury or illness/disease must have been caused by factors of employment to be covered by the FECA.
 - The employee is responsible for the submission of evidence to OWCP to justify entitlement to FECA benefits.

Medical Coverage after Return from Theater of Operations

- Soldiers are covered for everything they do 24/7
- Civilians are not covered by the FECA for everything:
 - Traumatic injuries (broken bones, wounds, concussions, stings) are normally covered because it is usually clear-cut that the cause of the medical condition was work-related.
 - Illnesses/diseases (heart attack, stroke, cancer, skin disease, psychiatric illness) require persuasive medical rationale that the claimed medical condition was caused by employment factors. Simply being at work or in a theater of operations when a medical condition arises, does not constitute a factor of employment. (e.g. Having a heart attack while sitting at a computer in an air conditioned office building in would not be covered by the FECA - unless some factor of employment that precipitated the heart attack occurred.)

Civilian Medical Treatment after Return to Home or Medical Evacuation

- Upon return from theater, DoD civilian employees who were treated in theater continue to be eligible for treatment in an MTF or a civilian medical facility if their claim for FECA benefits has been accepted by OWCP.
- DoD civilian employees are also eligible for treatment in an MTF or a civilian medical facility if a medical condition (caused by employment factors while deployed) surfaces after they return from deployment. Medical costs are paid by OWCP if the claim for FECA benefits is approved by OWCP.
- DoD civilian employees, whose claims are covered by the FECA, may elect treatment from a MTF or a private sector medical provider.

How are absences for Medical Treatment charged?

- For Traumatic Injuries (if accepted for FECA coverage)
 - First 45 calendar days: At employee's request, pay may be continued based on management approval w/o charge to personal leave.
 - After first 45 days: Wage loss compensation (75% with dependents or 66 2/3% without dependents) will be paid by OWCP for periods of continuing disability. Employees must make separate application for this benefit. Pay will be continued w/o charge to personal leave
- For Traumatic Injuries (if not accepted for FECA coverage)
 - Employee must request accrued leave (sick, annual or donated leave) or leave without pay to account for absences from work.
- For Illnesses and Diseases (if accepted for FECA coverage)
 - Wage loss compensation (75% or 66 2/3% will be paid by OWCP for periods of disability (employees must make separate application for this benefit). There is no 45 day pay continuation provision as in traumatic injury cases.
- OWCP closely reviews illness and disease claims. A decision to accept or deny may not be made for 3-12 months.
 - While a decision is pending, employee will have to use accrued leave or request leave without pay
 - If accrued leave is used and OWCP later accepts the claim, the employee may arrange with OWCP to "buy back" the leave that was used.

Claims for FECA Benefits Have Statutory Timeliness Filing Requirements

- Traumatic Injury or Death Claims:
 - Must be filed within three years of the date of injury or death.
 - The 45 day pay continuation benefit (for traumatic injury claims) cannot be granted if a claim is filed later than 30 days following the date of injury
- For Illness and Disease Claims:
 - Must be filed within three years from the date the employee or survivor first became aware that a causal relationship existed between the medical condition and factors of employment.

APPENDIX O: Community Support Matrix

SITUATION	MILITARY AGENCY	CIVILIAN AGENCY
Adult/Continuing Education	Army Community Education System ACS/AFTB Classes	Local College or University Educational Centers
Animal Care	Veterinary Clinic Animal Shelter	Veterinary Clinic Animal Shelter
Car Registration/License/ Sticker	Military Police Vehicle Registration Driver Testing (for CONUS)	Department of Motor Vehicles
Crisis Management	Social Services Employee Assistance Program Community Counseling Center ACS/ATFB Classes Family Assistance Centers Chaplain Family Readiness Coordinator	Local College Employee Assistance Program Family readiness Coordinator Religious Organizations Department of Veterans Affairs
Death/Illness Verification	American Red Cross Casualty Assistance Office Chaplain	American red Cross Religious Institution
Drug or Alcohol Abuse	Community Mental Health Services/ Social Services Alcohol & Drug Abuse Prevention Control Program (ADACP) Medical Facility Alcoholic Anonymous/Narcotic Anonymous	Local Counseling Center Alcoholic Anonymous/Narcotic Anonymous Medical facility Dept of Veterans Affairs
Employment Services	Directorate of Human Resources Non-Appropriated Funds Office ACS ACS – Employment Assistance AAFES Office	Dept of Labor (Employment Employment Assistance Program – Temp Agencies Civilian Personnel Office
Family Abuse	ACS – Family Advocacy Program Community Mental Health Social Work Services Chaplain Military Police Hotlines	Department of Social Services Community Shelter/Safe House Religious Institutions Hotlines Crisis Centers 911
Financial Counseling	ACS – Financial Readiness Staff Judge Advocate (JAG) Employee Assistance Program	Lawyer or Legal Aid Center Credit Counselor Local College

SITUATION	MILITARY AGENCY	CIVILIAN AGENCY
Food Assistance	ACS – Food Locker Chapel Women, Infant & Children (WIC) Food Stamps	Local Food bank Food Stamps WIC Religious Institution
Gambling Problem	Community Counseling Center Gamblers Anonymous	Employee Assistance Program Community Counseling Center Religious Organizations Gamblers Anonymous Department of Veterans Affairs
Legal Assistance/Documents	Staff Judge Advocate (SJA)	Lawyer or Legal Aid Center Legal Assistance Office
Marital Counseling	Chaplain Community Mental Health Services/ Social Work Services	Pastor Professional Counselor
Mental Health	Community Mental Health Social Services Hospital	Community Mental Health Social Services Hospital Department of Veterans Affairs
Moving Needs	ACS – Relocation Readiness SJA	Chamber of Commerce Real Estate Agency Library
Needs of Gifted Child	AIS – SLO ACS – Exceptional FM program (EFMP)	School Health Card Provider
Retirement Benefits	Retirement Services Office (RSO) Army Family Team Building Class	Dept of Veterans Affairs
Spiritual Guidance	Chapel/Church	Religious Institution
Stress Management	Social Services Community Counseling Center Chaplain ACS – AFTB Classes	Local College Family readiness Coordinator Religious Organizations Dept Veterans Affairs

APPENDIX P: Resourceful Websites

Top Websites/Facebook pages:

Jacksonville District

www.saj.usace.army.mil

Jacksonville District FACEBOOK

www.facebook.com/pages/Jacksonville-FL/Jacksonville-District-US-Army-Corps-of-Engineers

Afghanistan District

www.aed.usace.army.mil

Afghanistan (North)

www.aed.usace.army.mil/AEN

Afghanistan (North) FACEBOOK

<http://www.facebook.com/AEDNorth>

Afghanistan (South)

www.aed.usace.army.mil/AES

Afghanistan (South) FACEBOOK

<http://www.facebook.com/pages/US-Army-Corps-of-Engineers-Afghanistan-Engineer-District-South/199033262376>

USACE Deployment Center:

www.tac.usace.army.mil/deployment_center

Counseling Services:

EAP

www.FOH4You.com

Military One-Source:

www.militaryonesource.com

Communication Tips in times of crisis:

www.mentalhealth.samhsa.gov/cmhs

Yellow Ribbon Program

www.yellowribbon.mil

Emergency Services:

American Red Cross:

www.redcross.org

American Red Cross North Florida Chapter

www.nefloridaredcross.org

Army Emergency Relief:

www.aerhq.org

National Hurricane Center

<http://www.nhc.noaa.gov>

Family Readiness:

Army Family Team Building:

www.aftb.org

Family Readiness Information:

www.armycommunityservices.org/home.asp

Family Readiness Toolkit

www.defenselink.mil/ra/family/toolkit/

Outreach:

Jacksonville Naval Air Station (NAS JAX)

<https://www.cnic.navy.mil/Jacksonville>
www.jaxairnews.com

Jacksonville Naval Air Station MWR

www.facebook.com/nasjaxmwr

Mayport Naval Air Station

<https://www.cnic.navy.mil/mayport>

Mayport Naval Air Station MWR

<http://www.facebook.com/mwrmayport>

Morale Welfare & Recreation (MWR) Army

www.army.mwr.com

Other Useful Websites:

American Legion Support Network
www.legion.org

Army Knowledge On-Line (AKO)
www.us.army.mil

Army Reserve:
www.army.mil/usar

Civilian Personnel Office
www.cpol.army.mil

Defense Finance and Accounting Service (DFAS)
www.asafm.army.mil/DFAS

Department of Defense (DOD)
www.defenselink.mil

Defense Switched Network (DSN) Directory
www.krccs.com/dsmdir/DSN02IDX.HTM

Department of Veterans Affairs (VA)
www.va.gov

E Cards
www.bluemountain.com

Federal Voting Assistance Program
www.fvap.gov/index.html

Free Calling cards from the VFW
www.operationuplink.org/

Internal Revenue Service (IRS)
www.irs.gov

Leave and Earnings Statements (LES)
<https://maypay.dfas.mil/mypay.aspx>

Lifelines
www.lifelines.com

Military Kids Connect
www.militarykidsconnect.org

Military Child Education Coalition
www.militarychild.org

Operation Home Front (Florida)
www.operationhomefront.net/florida/

Operation Military Kids (Florida)
<http://florida4h.org/military/index.shtml>

Passport Forms
http://travel.state.gov/passport/forms/forms_847.html

Post Deployment
<http://afterdeployment.org>

Social Security Administration:
www.ssa.gov

Tragedy Assistance (TAPS)
www.taps.org

Traumatic Brain Injury (TBI)
http://cdc.gov/TraumaticBrainInjury/tbi_concussion.html

USA Jobs
www.usajobs.gov

United States Post Office
www.usps.com

White House
www.whitehousekids.gov

