



# **Ministering to Families Affected by Military Deployment**

Resources for America's Clergy

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Ministering to Families Affected by Military Deployment  
Version 4, September 2008

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## A Message from the U. S. Army Chief of Chaplains:



*"...the nation's soldiers are only as strong as the Families that support them. Therefore a commitment must be made to ensure that every Soldier knows the community is there supporting not only them but also their Families in these times of war." (Source, "The Army Community Covenant")*

Soldiers are the centerpiece of the United States Army and they are the strength of our great Nation. Throughout our history, the Army has achieved remarkable success because of the exceptional men and women – Soldiers of unequalled skill, valor and courage – who have joined our ranks. Today's Soldiers are no different. They continue to epitomize what is best about America. They carry huge responsibilities and heavy burdens while providing faithful and selfless service to our nation in an uncertain world of global challenges and persistent conflict.

We are extremely grateful to partner with the local communities located near our camps, posts, and stations in taking care of our Army Families. We welcome the representatives of all interested faith groups and religious organizations to join us in providing more effective support of our Soldiers and their Families as a part of the Army Community Covenant initiative. See [http://www.acsim.army.mil/community\\_covenant/](http://www.acsim.army.mil/community_covenant/).

We are especially committed to ensure that our Army Reserve and National Guard Family members receive community assistance when their Soldiers are mobilized in support of their official military duties. These Families frequently have limited access to the kinds of services and support systems available to those who live on or near large military installations. This handbook is intended as an information resource to guide civilian clergy and religious organizations who wish to reach out and support military Families who live in or near their communities.

Repeated operational deployments have placed a tremendous strain on our Soldiers and their Families. And yet they courageously carry on, daily making great sacrifices for the American people. Soldiers, Sailors, Airmen, Marines, and Coast Guardsmen are the real unsung heroes of all wars and conflicts. Thank you for your sincere interest and desire to support our men and women in uniform and the Families who stand with them. May God richly bless you and your communities as you extend your hand of fellowship and heart of support to our Army Families.

*Pro Deo Et Patria!*

  
Douglas L. Carver  
Chaplain (Major General) US Army  
Chief of Chaplains

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# The New Emotional Cycles of Deployment

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## *New Emotional Cycles of Deployment*

For Service members and their Families



As our country's operational commitments have increased throughout the world, military families are now often faced with deployments in more rapid succession. In many situations, it is unknown when the deployment will end, increasing the anxiety and uncertainty for military families. Whereas the previous emotional cycles of deployment may have allowed for a period between deployments of 18 months to 2 years, some military families are now facing another deployment of the service member within 9-12 months of the member's return. Some of the military services describe 5 stages of the emotional cycles of deployment, while others describe 7 stages; however, the changes in spouses' behavior and emotions during the stages are similar. Learning about the feelings that you may experience, as well as the resources that are available to you, can help you maintain a strong military family team.

**What are the stages of the "New" Emotional Cycles of Deployment?** Although the actual stages haven't changed, the change in the timing of the various stages and nature of the deployments can cause increased turmoil and stress for the military family. The "new" stages are:

- Stage 1 – Anticipation of Departure
- Stage 2 – Detachment and Withdrawal
- Stage 3 – Emotional Disorganization
- Stage 4 – Recovery and Stabilization
- Stage 5 – Anticipation of Return
- Stage 6 – Return Adjustment and Renegotiation
- Stage 7 – Reintegration and Stabilization

**Stage 1 - Anticipation of Departure:** In this stage, spouses may alternately feel denial and anticipation of loss. As reality sinks in, tempers may flare as couples attempt to take care of all the items on a family pre-deployment

checklist, while striving to make time for "memorable" moments. In the new emotional cycles of deployment, Stage 1 may begin again before a couple or family has even had time to renegotiate a shared vision of who they are after the changes from the last deployment.

**Stage 2 - Detachment and Withdrawal:** In this stage, service members become more and more psychologically prepared for deployment, focusing on the mission and their unit. Bonding with their fellow service members is essential to unit cohesion, but this may create emotional distance within the marriage. Sadness and anger occur as couples attempt to protect themselves from the hurt of separation. In the new emotional cycles of deployment, as this stage happens more often and more frequently, marital problems may escalate. When a husband or wife must repeatedly create emotional "distance", they may gradually shut down their emotions. It may seem easier to just feel "numb" rather than sad, but the lack of emotional connection to your spouse can lead to difficulties in a marriage.

**Stage 3 - Emotional Disorganization:** With back to back deployments, one might think that this stage of adjusting to new responsibilities and being alone would get easier. Although a military spouse may be familiar with the routine, (s)he may also be experiencing "burn-out" and fatigue from the last deployment, and feel overwhelmed at starting this stage again.

**Stage 4 - Recovery and Stabilization:** Here spouses realize they are fundamentally resilient and able to cope with the deployment. They develop increased confidence and a positive outlook. With back to back deployments, however, spouses may find it hard to muster the emotional strength required, but many resources are available to provide needed support.

**Stage 5 - Anticipation of Return:** This is generally a happy and hectic time spent preparing for the return of the service member. Spouses, children and parents of the service member need to talk about realistic plans and expectations for the return and reunion.

**Stage 6 - Return Adjustment and Renegotiation:** Couples and families must reset their expectations and renegotiate their roles during this stage. The key to successful adjustment and renegotiation is open communication. Families also need to be prepared to deal with the effects of combat stress on the returning service member. Such stress and trauma can be difficult to deal with. Troops with combat stress are often irritable, guarded, and want to be alone. Some may use increased alcohol or drugs in a failed attempt to "numb" the emotional pain they are experiencing. Attempts at renegotiation may result in increasing marital arguments.

**Stage 7 - Reintegration and Stabilization:** This stage can take up to 6 months as the couple and family stabilize their relationships anew. As noted with Stage 6, the presence of combat stress can severely disrupt the stabilization process. Reintegration and stabilization can hit more roadblocks when a family must make a Permanent Change of Station (PCS) move immediately upon the return of the service member. Back to back deployments create stress as families stabilize only to begin Stage 1 once again.

#### Where can families find help?

- Your military service Family Support Center on the installation offers groups, classes, and counseling for a variety of issues. National Guard and Reserve families can contact their state or regional Family Assistance Center for assistance.

- Military OneSource, DoD's 24/7 Call Center (1-800-342-9647, [www.militaryonesource.com](http://www.militaryonesource.com)) provides access to six (6) free private counseling sessions per problem per person with a provider in your local area for issues such as coping with deployment, reintegration, and marital and family problems.

- Local Military healthcare facilities

- TRICARE: [www.tricare.osd.mil](http://www.tricare.osd.mil)

- Online, mental health screening tools (anonymous self-assessments for depression, alcohol disorder, post-traumatic stress disorder (PTSD), generalized anxiety disorder, and bipolar disorder) are available online at [www.MilitaryMentalHealth.org](http://www.MilitaryMentalHealth.org).

Individuals can print the results of their assessments to take with them to a health care provider. Results and resources are listed at the end of every assessment tool. Information on TRICARE providers, Veterans' Centers and Military OneSource is also listed.

#### FACTS TO REMEMBER:

- The emotions you experience during the cycles of deployment are a normal reaction to an abnormal situation unique to the military
- If your service member experiences combat stress, it can interfere with your ability to reintegrate as a couple- seek help early rather than later
- You don't have to go it alone! Use the many resources available to you

#### FEATURED RESOURCES AND DOWNLOADS:

Article on "The Emotional Cycles of Deployment - A Military Family Perspective."  
<http://www.hooah4health.com/deployment/familymatters/emotionalcycle.htm>

Resources and links specific to National Guard families:  
<http://www.guardfamily.org/>

Life Articles on deployment and return, including articles specific to Reserve families:  
<http://www.militaryonesource.com/skins/MOS/home.asp>  
[x](#)

Multiple articles on issues related to the cycles of deployment:

<http://www.lifelines.navy.mil/lifelines/MilitaryLife/Deployment/CyclesofDeployment/index.htm>

*Source: Jennifer Morse, M.D., Navy CAPT (Ret), San Diego, CA*

#### Additional Sources of Information and Assistance

**Military OneSource**  
24/7 Call Center, Tip Sheets & Life Articles  
1-800-342-9647 (24/7 Confidential Call Center)  
1-800-3429-6477(Overseas)  
[www.militaryonesource.com](http://www.militaryonesource.com)

**USACHPPM**  
<http://chppm-www.apgea.army.mil>

**Naval Medical Center San Diego**  
<http://www-nmcsd.med.navy.mil>

**Commanders Page**  
[www.commanderspage.dod.mil](http://www.commanderspage.dod.mil)

**MilitaryHOMEFront**  
[www.militaryhomefront.dod.mil](http://www.militaryhomefront.dod.mil)

**DoD Reserve & National Guard**  
[www.defenselink.mil/ra](http://www.defenselink.mil/ra)  
[www.guardfamily.org](http://www.guardfamily.org)

**FirstGov.gov** (See Military Personnel and Veterans section)  
[http://www.firstgov.gov/Citizen/Audiences/Military\\_Veterans.shtml](http://www.firstgov.gov/Citizen/Audiences/Military_Veterans.shtml)

**Deployment Health & Family Readiness Library**  
<http://deploymenthealthlibrary.fhp.osd.mil>

**Military Students in Transition & Deployment**  
[www.militarystudent.org](http://www.militarystudent.org)

**National Military Family Association**  
[www.nmfa.org](http://www.nmfa.org)

Your Suggestions: [http://deploymenthealthlibrary.fhp.osd.mil/product\\_feedback.jsp](http://deploymenthealthlibrary.fhp.osd.mil/product_feedback.jsp)

# Chaplain Support to Soldier/Family Reunion and Reintegration

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## CHAPLAIN SUPPORT TO SOLDIER/FAMILY REUNION AND REINTEGRATION

The mission of the U.S. Army Chaplains Corps is to provide religious support to America's Army. Chaplains' assist Commanders in ensuring the right of free exercise of religion and provide spiritual, moral and ethical leadership to the Army.

Chaplains and Chaplain Assistants are known as Unit Ministry Teams, or UMTs, and are embedded throughout all components of the Army. The UMT is a task-organized, mission-based team designed to support the religious, spiritual, and ethical needs of Soldiers and their Families, members of other services, and authorized civilians.

Chaplains serve in the Army as clergy representing faiths or denominations that endorse them. A chaplain's call, ministry, message, ecclesiastical authority, and responsibility come from the religious organization that the chaplain represents. Chaplains preach, teach, and conduct religious services in accordance with the tenets and rules of their tradition, the principles of their faith, and the dictates of conscience. They also perform ecclesiastical rites and ceremonies and administer the sacraments and ordinances of their faith community. When a conflict arises between the standards of a chaplain's faith tradition, and the requirements of a religious support mission, chaplains are required to provide for the religious needs of the Soldiers by obtaining other chaplains or qualified person to perform the needed religious support.

The mission of the UMT is to provide and perform religious support for Soldiers, Families, and authorized civilians as directed by the commander. Chaplains serve as personal staff officers to commanders at all levels of the command providing essential information on troop and unit morale, quality of life matters, free exercise of religion issues, ethical decision-making, and impact of religion on the operation.

Comprehensive religious support includes the following major functions:

- Nurture the living;
- Care for the dying; and
- Honor the dead.

UMTs provide and/or perform the following major religious activities, within the unique military context:

- Religious services
- Rites, Sacraments, and Ordinances
- Pastoral care and counseling
- Religious education
- Family Life ministry
- Institutional ministry
- Professional support to the Commander and Staff
- Ethical counseling to leaders
- Management and administration
- Religious/Humanitarian support
- Religious support planning/operations
- Religious support training

## CHAPLAIN SUPPORT TO SOLDIER/FAMILY REUNION AND REINTEGRATION

Chaplains are trained and educated in a variety of fields such as basic human interaction, suicide intervention and awareness, clinical pastoral education, traumatic event management, and Family Life chaplain skills. Chaplains support Soldiers and their Families through a variety of deployment specific programs:

**Family Life Chaplains.** The Family Life Chaplain's primary mission is to train UMTs and to direct the Chaplain Family Life Center (CFLC). Family life ministry consists of three major elements: enrichment, prevention, and intervention. These elements are expressed through educational programs, family wellness development programs, and marriage and Family counseling.

The Family Life Chaplain consults with senior chaplains to determine the specific training needs for subordinate units. Each Family Life Chaplain tailors the training program to meet the needs of the installation and the mission of the tactical units. Training could be in the form of technical assistance, educational resources, and specific training for UMTs. In addition, the Family Life Chaplain helps UMTs prepare Families for the stress of mobilization and deployment. Training topics include:

- Ministry to Family Readiness Groups
- Family stress
- Communication skills
- Family counseling skills
- Reunion after deployment
- Grief and loss

A healthy home environment directly influences the Soldier's performance of duty. With its support of the Family, the Family Life ministry program sustains the Soldier's spiritual fitness in peacetime and during combat.

**Deployment Cycle Support.** In March 2003 the Army instituted a process known as Deployment Cycle Support. Deployment Cycle Support (DCS) is a comprehensive process that ensures Soldiers, Department of the Army Civilians and their Families are better prepared and sustained throughout deployments. It provides a means to identify those Soldiers, Department of the Army Civilians and their Families who may need assistance with the challenges inherent to extended deployments. The UMTs play a vital role in this process. Beginning in the mobilization stage and continuing through reunion and reintegration, chaplains provide training on a variety of subjects to include suicide awareness and prevention and suicide intervention skills for leaders. Chaplains also provide "Battlemind" training for Soldiers, spouses and Families. The Army Medical Department created the Battlemind concept with the specific goals of addressing problems associated with the mental health of Soldiers affected by combat. In addition chaplains conduct reunion and reintegration training, training on communication with spouses, Families, and children, provide opportunities for Soldiers and their spouses to take a marital assessment, as well as provide counseling to those in need.

**Strong Bonds.** Strong Bonds is a unit-based, chaplain-led relationship program that helps Soldiers build effective relationship skills. This is done through targeted, preventive programs that focus on building and strengthening strong marriages and relationships. Each program is designed to meet Soldiers where they are in their relationship cycle and is administered through a training process that culminates in an off-site retreat. It is a proactive program versus a reactive program. There are four Strong Bonds programs: Strong Bonds Pre-deployment, Strong Bonds for Families of Deployed Soldiers, Strong Bonds Post-Deployment and Strong Bonds Singles.

# Ministry Support Programs

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## MINISTRY SUPPORT PROGRAMS

In today's military environment Service Members and their Families are experiencing an unprecedented number of extended deployments. The average deployment for an active duty Soldier is approximately 12 to 15 months and 18 months for members of the U.S. Army Reserve and Army National Guard. Soldiers are experiencing multiple deployments with little time in between which can be a particularly stressful time for Soldiers and their Families, as they prepare for deployments, cope with the separation, and deal with unexpected challenges upon return. The men and women in the Armed Forces and their Families need and deserve our support. The local community is particularly important for members of the reserve component and veterans who are often miles away from the traditional military resources offered on a military installation. Below is a list of some of the things a congregation can do to support service members and their families. It is by no means all inclusive list and you are encouraged to think of new ways to reach out to military Families and share your ideas with other members of the faith-based community and within your specific denominations.

### *Before (Pre-deployment):*

- Welcome military families by providing a safe environment and making your congregation "military-friendly."
- Pray, regularly and intentionally, for those at home and those deployed.
- Appreciate and affirm their service.
- Honor those who serve on a regular basis; conduct a service in their honor.
- Encourage congregation members to reach out to their military neighbors.
- Display pictures of those serving and/or list their names in the weekly bulletin.
- Acknowledge publicly, in publications or from the lectern, the military members of your community.
- Assure the service member that the congregation will support their family during their absence.
- Initiate a proactive Singles ministry; stay in contact with them during deployment and reach out to their parents and siblings.
- Offer premarital guidance, marital counseling and enrichment retreats.
- Develop a strategy and cadre of people committed to minister to military members and their families.
- Offer premarital guidance, marital counseling, and enrichment retreats.
- Offer parenting skills and seminars or classes.
- Offer financial management seminars or classes.
- Offer stress management seminars or classes.
- Develop bible study groups taught by military members (active, retired, spouses)
- Involve military families in existing ministry.
- Help military members new to the area get settled.
- Provide time for mediation and reflection.
- Preach relevant sermons that address contemporary issues.
- Become familiar with the language and vocabulary of the military.

## MINISTRY SUPPORT PROGRAMS

### *During (Deployment):*

- Pray for them!
- Maintain contact with deployed members by sending letters and cards, hometown newspapers, church bulletins and care packages.
- Reach out to the children of the service member through youth groups, etc.
- Display pictures of those deployed or list their names in the weekly bulletin.
- Offer to bring a meal for the family.
- Maintain regular contact with families through phone calls and personal visits.
- Begin a family fellowship group and meet regularly to provide a system of mutual support for the spouse.
- Provide a meeting space for family support group activities.
- Offer help with small repair jobs around the house, with yard work, general maintenance, car repair and housekeeping.
- Offer child care to allow remaining spouse some personal time or to run errands.
- Help out with transportation for after school events.
- Provide pastoral counseling for spouse and children.
- Learn about issues and concerns of military families and provide support groups to discuss them.
- Teach on issues/topics of concern to military families.
- Help military families prepare for the reunion with their loved one.

### *After (Post-Deployment/Reintegration):*

- Acknowledge and celebrate their return.
- With the service member's permission, conduct a welcome home celebration.
- Listen, support, absolve and don't condemn.
- Provide a place where they can safely share their experiences of war and listen without judgment.
- Help them find forgiveness and peace.
- Keep political opinions to yourself.
- Treat the military family of a deployed service member as you would any other family in crisis.
- Don't overwhelm the service member with attention but don't ignore them; give them the space they need to reintegrate back into their normal routines.
- Offer child care so couples can have time alone to reconnect.
- Pay for them to attend a marriage enrichment retreat.
- Check in regularly with the service member and their family and be alert for signs of distress.
- Become knowledgeable of resources available to service members and their families.
- Don't forget about them after they come home.

# Post- Traumatic Stress Disorder (PTSD)

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## POST-TRAUMATIC STRESS DISORDER (PTSD)

Post-traumatic stress disorder (PTSD) is an anxiety disorder that can develop after exposure to a terrifying event or ordeal in which grave physical harm occurred or was threatened. Traumatic events that can trigger PTSD include violent personal assaults such as rape or mugging, natural or human-caused disasters, accidents, or military combat. PTSD can be extremely disabling.

PTSD can be complicated by the fact that it frequently occurs in conjunction with related disorders such as depression, substance abuse, problems of memory and cognition and other physical and mental health disorders. The condition is also associated with impairment of a person's ability to function in social or family life, including occupational instability, marital problems and divorce, family discord and difficulties in parenting.

An estimated 7.8 percent of Americans will experience PTSD at some point in their lives, with women (10.4 percent) twice as likely as men (5 percent) to develop PTSD. About 3.6 percent of U.S. adults aged 18 to 54 (5.2 million people) have PTSD during the course of a given year. This represents a small portion of those who have experienced at least one traumatic event: 60.7 percent of men and 51.2 percent of women reported at least one traumatic event in their life.

The traumatic events most often associated with PTSD for men are rape, combat exposure, childhood neglect and childhood physical abuse. The most traumatic events for women are rape, sexual molestation, physical attack, being threatened with a weapon and childhood physical abuse. About 30 percent of the men and women who have spent time in war zones experience PTSD. An additional 20 to 25 percent have had partial PTSD at some point in their lives.

PTSD can develop at any age, including in childhood. Symptoms typically begin within three months of a traumatic event, although occasionally they do not begin until years later. Once PTSD occurs, the severity and duration of the illness varies. Some people recover within six months, while others suffer much longer.

Symptoms to watch for:

- Recurring thoughts or nightmares about the event.
- Having trouble sleeping or changes in appetite.
- Experiencing anxiety and fear, especially when exposed to events or situations reminiscent of the trauma.
- Being on edge, being easily startled or becoming overly alert.
- Feeling depressed, sad and having low energy.
- Experiencing memory problems including difficulty in remembering aspects of the trauma.
- Feeling "scattered" and unable to focus on work or daily activities.
- Having difficulty making decisions.
- Feeling irritable, easily agitated, or angry and resentful.
- Feeling emotionally "numb," withdrawn, disconnected or different from others.
- Spontaneously crying, feeling a sense of despair and hopelessness.
- Feeling extremely protective of, or fearful for, the safety of loved ones.
- Not being able to face certain aspects of the trauma, and avoiding activities, places or even people that remind you of the event.

Research has found cognitive-behavioral therapy to be effective in treating PTSD. Group therapy and exposure therapy, in which the patient gradually and repeatedly relives the frightening experience under controlled conditions to help him or her work through the trauma, have also been shown to be effective. Studies have also shown that medications help ease associated symptoms of depression and anxiety and help promote sleep. Scientists are attempting to determine which treatments work best for which type of trauma. Some studies show that giving people an opportunity to talk about their experiences very soon after a catastrophic event may reduce some of the symptoms of PTSD.

Source: National Center for PTSD [<http://www.ncptsd.va.gov>]

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# Traumatic Brain Injury (TBI)

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## TRAUMATIC BRAIN INJURY (TBI)

“More than 1.5 million U.S. military personnel have deployed to Iraq or Afghanistan since the start of military operations in 2001. Because of improved protective equipment, a higher percentage of soldiers are surviving injuries that would have been fatal in previous wars. Head and neck injuries, including severe brain trauma, have been reported in one quarter of service members who have been evacuated from Iraq and Afghanistan. Concern has been emerging about the possible long-term effect of mild traumatic brain injury, or concussion, characterized by brief loss of consciousness or altered mental status, as a result of deployment-related head injuries, particularly those resulting from proximity to blast explosions. Traumatic brain injury has been labeled a signature injury of the wars in Iraq and Afghanistan.”<sup>1</sup>

### **What is Traumatic Brain Injury?**

Traumatic brain injury (TBI), also called acquired brain injury, or simply head injury, occurs when a sudden trauma causes damage to the brain. TBI can result when the head suddenly and violently hits an object, or when an object pierces the skull and enters brain tissue. Symptoms of a TBI can be mild, moderate, or severe, depending on the extent of the damage to the brain. A person with a mild TBI may remain conscious or may experience a loss of consciousness for a few seconds or minutes. Other symptoms of mild TBI include headache, confusion, lightheadedness, dizziness, blurred vision or tired eyes, ringing in the ears, bad taste in the mouth, fatigue or lethargy, a change in sleep patterns, behavioral or mood changes, and trouble with memory, concentration, attention, or thinking. A person with a moderate or severe TBI may show these same symptoms, but may also have a headache that gets worse or does not go away, repeated vomiting or nausea, convulsions or seizures, an inability to awaken from sleep, dilation of one or both pupils of the eyes, slurred speech, weakness or numbness in the extremities, loss of coordination, and increased confusion, restlessness, or agitation.

### **Is there any treatment?**

Anyone with signs of moderate or severe TBI should receive medical attention as soon as possible. Because little can be done to reverse the initial brain damage caused by trauma, medical personnel try to stabilize an individual with TBI and focus on preventing further injury. Primary concerns include insuring proper oxygen supply to the brain and the rest of the body, maintaining adequate blood flow, and controlling blood pressure. Imaging tests help in determining the diagnosis and prognosis of a TBI patient. Patients with mild to moderate injuries may receive skull and neck X-rays to check for bone fractures or spinal instability. For moderate to severe cases, the imaging test is a computed tomography (CT) scan. Moderately to severely injured patients receive rehabilitation that involves individually tailored treatment programs in the areas of physical therapy, occupational therapy, speech/language therapy, physiatry (physical medicine), psychology/psychiatry, and social support.

### **What is the prognosis?**

Approximately half of severely head-injured patients will need surgery to remove or repair hematomas (ruptured blood vessels) or contusions (bruised brain tissue). Disabilities resulting from a TBI depend upon the severity of the injury, the location of the injury, and the age and general health of the individual. Some common disabilities include problems with cognition (thinking, memory, and reasoning), sensory processing (sight, hearing, touch, taste, and smell),

## TRAUMATIC BRAIN INJURY (TBI)

communication (expression and understanding), and behavior or mental health (depression, anxiety, personality changes, aggression, acting out, and social inappropriateness). More serious head injuries may result in *stupor*, an unresponsive state, but one in which an individual can be aroused briefly by a strong stimulus, such as sharp pain; *coma*, a state in which an individual is totally unconscious, unresponsive, unaware, and unarousable; *vegetative state*, in which an individual is unconscious and unaware of his or her surroundings, but continues to have a sleep-wake cycle and periods of alertness; and a *persistent vegetative state* (PVS), in which an individual stays in a vegetative state for more than a month.

Source: The National Institute of Neurological Disorders and Stroke (NINDS)

<http://www.ninds.nih.gov/disorders/tbi/tbi.htm>

<sup>1</sup> *Mild Traumatic Brain Injury in U.S. Soldiers Returning from Iraq*. Charles W. Hoge, M.D., Dennis McGurk, Ph.D., Jeffrey L. Thomas, Ph.D., Anthony L. Cox, M.S.W., Charles C. Engel, M.D., M.P.H., and Carl A. Castro, Ph.D. *The New England Journal of Medicine*, Volume 358:453-463, January 31, 2008, Number 5

# TRAUMATIC BRAIN INJURY (TBI)

## Organizations

Acoustic Neuroma Association  
600 Peachtree Parkway  
Suite 108  
Cumming, GA 30041  
info@anausa.org  
<http://www.anausa.org>  
Tel: 877-200-8211  
Fax: 877-202-0239

Brain Trauma Foundation  
523 East 72nd Street  
8th Floor  
New York, NY 10021  
<http://www.braintrauma.org>  
Tel: 212-772-0608  
Fax: 212-772-0357

National Rehabilitation Information Center (NARIC)  
4200 Forbes Boulevard  
Suite 202  
Lanham, MD 20706-4829  
naricinfo@heitechservices.com  
<http://www.naric.com>  
Tel: 301-459-5900/5984  
TTY: 800-346-2742  
Fax: 301-562-2401

National Institute on Disability and Rehabilitation Research (NIDRR)  
U.S. Department of Education Office of Special Education and  
Rehabilitative Services  
400 Maryland Avenue, SW  
Washington, DC 20202-7100  
<http://www.ed.gov/about/offices/list/osers/nidrr>  
Tel: 202-245-7460  
TTY: 202-245-7316

Brain Injury Association of America, Inc.  
1608 Spring Hill Road  
Suite 110  
Vienna, VA 22182  
braininjuryinfo@biausa.org  
<http://www.biausa.org>  
Tel: 800-444-6443  
Fax: 703-761-0755

Family Caregiver Alliance/National Center on  
Caregiving  
180 Montgomery Street  
Suite 1100  
San Francisco, CA 94104  
info@caregiver.org  
<http://www.caregiver.org>  
Tel: 800-445-8106  
Fax: 415-434-3508

National Stroke Association  
9707 East Easter Lane  
Suite B  
Centennial, CO 80112-3747  
info@stroke.org  
<http://www.stroke.org>  
Tel: 1-800-STROKES (787-6537)  
Fax: 303-649-1328

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# Warrior Care and Transition

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## WARRIOR CARE AND TRANSITION

**The Army Medical Action Plan:** The Army Medical Action Plan set in motion historic changes to its health care delivery system. These changes focus on the goal of providing a continuum of integrated care and services from point of injury, illness or disease to return to duty or transition from active duty.

During 2007 the Army took unprecedented action in transforming the old unit structures for Soldiers who are patients in Army Medical Treatment Facilities with the creation of 35 new Warrior Transition Units (a patient-centered command and control organization), and Soldier and Family Assistance Centers to facilitate the Warrior in Transition mission of healing. These institutional changes require new facilities to enable a unique environment and culture that centers on healing: Warriors in Transition Barracks; Soldier and Family Assistance Centers (SFAC); and Operations/Command and Control Facilities - ideally located in close proximity to the Medical Treatment Facility. The Army is requesting \$138 million in the Fiscal Year 2008 Supplemental request to build Warrior in Transition complexes. The Army plans to spend almost \$1 billion over the next five years for Warrior in Transition complexes.

### Warrior in Transition

#### Mission:

**I am a Warrior in Transition. My job is to heal as I transition back to duty or continue serving the nation as a Veteran in my community. This is not a status, but a mission. I will succeed in this mission because**

**I AM A WARRIOR AND I AM ARMY STRONG.**

Warriors in Transition are active or reserve component (wounded, injured, or ill) Soldiers who meet the appropriate criteria to fall under the provisions for medical hold, medical holdover or active duty medical extension, and Soldiers assigned or attached to community-based health care organizations. Active Army Soldiers who require a medical evaluation board or have complex medical needs requiring more than six months of treatment are included. Warriors in Transition do not include initial entry training, advanced individual training, or "one station unit" training Soldiers except in extraordinary circumstances. Exceptions to this definition must be approved by the local military treatment facility and the Soldier's unit commander.

The WTU's provide integrated care with each Soldier being assigned to a physician, case manager and registered nurse, and a military squad leader in what is known as the "triad of care". This ensures that each Soldier receives medical care and leadership support as well as full access to administrative and family support services. Collectively, the team helps to facilitate all care, support and service the Soldier needs for a successful transition back to military duty, or into the Department of Veterans Affairs health and benefits systems.

Thus, in some cases, a Soldier may be simultaneously, a Warrior in Transition and an Army Wounded Warrior.

For more information contact the Army Wounded Soldiers and Family Hotline anytime at 1-800-984-8523. Information is also available on the Web at: <http://www.armymedicine.army.mil>.

Source: <http://www.armymedicine.army.mil>

## WARRIOR CARE AND TRANSITION

**U.S. Army Wounded Warrior Program (AW2):** The U.S. Army Wounded Warrior Program - AW2 - embodies the Army Warrior Ethos "we will never leave a fallen comrade." AW2's personalized recovery services for severely wounded Soldiers are not limited by geography or physical location and are not constrained by recovery or rehabilitation timelines. AW2 Program assists and advocates for wounded Soldiers and their Families throughout their lifetimes, wherever they are located.

Initially established in April 2004 as the Disabled Soldier Support System (DS3), the Army responded to the needs of the most severely wounded, injured or ill Soldiers who were returning from Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). Today, AW2 serves more than 2,300 Soldiers and their Families, focusing on the most severely injured. The AW2 Program frequently communicates with Soldiers and their Families to proactively address and mitigate issues they encounter. Some of the services to the most severely wounded are:

- Helping wounded Soldiers remain in the Army by educating them on their options and assisting them in the application process;
- Assisting with career planning and employment opportunities beyond their Army careers;
- Supporting them with a staff of subject matter experts proficient in non-medical benefits for wounded Soldiers;
- Some examples of how AW2 assists wounded Soldiers:
  - ❖ Helping a Soldier obtain full VA and Army benefits;
  - ❖ Helping a Soldier and their Family get healthcare after retiring from the Army;
  - ❖ Helping a Soldier get financial counseling to buy a house;
  - ❖ Helping a Soldier put food on the table for Thanksgiving;
  - ❖ Helping a Soldier receive the awards they earned (e.g., Purple Heart).

### **Soldier Family Management Specialists**

Soldier Family Management Specialists (SFMSs) are located throughout the country at major Military Treatment Facilities and VA Medical Centers providing on the ground support to Soldiers and their Families from the time they arrive. SFMSs are:

- Career and education guides
- Benefit advisors
- Military transition specialists
- Local resource experts
- Family assistants
- Life coaches

### **Eligibility Requirements**

To be considered for the Army Wounded Warrior Program, a Soldier must:

- Suffer from injuries or illnesses incurred after 10 September 2001, in support of the Global War on Terrorism
- Receive or be expected to receive a 30% rating for one or more injuries rated by the Physical Disability Evaluation System in categories such as:

## WARRIOR CARE AND TRANSITION

- ❖ Loss of vision/Blindness
- ❖ Loss of limb
- ❖ Spinal cord injury
- ❖ Paralysis
- ❖ Severe burns
- ❖ Severe hearing loss/Deafness
- ❖ Severe Traumatic Brain Injury (TBI)
- ❖ Severe Traumatic Stress Disorder (PTSD)
- ❖ Permanent disfigurement to areas normally in view
- ❖ Fatal/Incurable disease with limited life expectancy

### Hiring a Wounded Warrior

Companies have the opportunity to support those who sacrificed for our country by hiring severely wounded Soldiers. An important element in rebuilding the lives of severely Wounded Soldiers is gained through meaningful employment with companies throughout the world. AW2 links severely wounded, injured or ill Soldiers and companies together by providing personalized employment counseling and services. AW2 is vital in helping Soldiers become self-sufficient, contributing members of our communities. AW2 Coordinators work closely with the Army Career and Alumni Program (<http://www.acap.army.mil/>) to connect prospective employers with AW2 Soldiers seeking work.

Employers can learn more about hiring a Wounded Warrior by calling 1-800-237-1336 or by email at [aw2@conus.army.mil](mailto:aw2@conus.army.mil). AW2 Soldiers can learn more about career opportunities by contacting his/her SFMS or by calling AW2 headquarters at 1-800-237-1336.

### Continuation on Active Duty (COAD)/Continuation on Active Reserve (COAR)

Soldiers who have experienced a severe wound, injury or illness continue to choose to stay on Active Duty or Reserve, after injury. To date, most Soldiers who have requested to continue in the Army have been able to do so.

AW2 SFMSs assist wounded Soldiers interested in pursuing the COAD/COAR process every step of the way. To be eligible, a Soldier must meet at least one of the following:

- Has served 15-20 years of service for COAD or 15-20 qualifying years of service for non-regular retirement for COAR;
- Is qualified in a critical skill or shortage Military Occupational Specialty (MOS);
- Has a disability as a result of combat or terrorism.

In some cases, a Soldier may be simultaneously, a Warrior in Transition and an Army Wounded Warrior.

Source: <http://www.aw2.army.mil>

## WARRIOR CARE AND TRANSITION

**Mental Health Initiatives:** The Army is making great strides in treating soldiers with Post Traumatic Stress (PTS) and mild Traumatic Brain Injury (mTBI) while challenging the stereotypes and stigma associated with mental illness with progressive and innovative awareness and training programs for Soldiers, Civilians, and Families:

The Secretary of the Army and Chief of Staff of the Army initiated a chain-teaching program to educate all Soldiers and leaders about PTS and mTBI so they can help recognize, prevent and treat these health issues. The Walter Reed Army Institute of Research (WRAIR), a part of the Army Medical Department's U.S. Army Medical Research and Materiel Command (USAMRMC), developed the Post Deployment Health Assessments, administered immediately after redeployment, and the Post Deployment Health Reassessments, administered three to six months later, to help identify soldiers with behavioral health problems. They continue to refine it as our knowledge of preventing and treating behavioral health problems evolve. It is imperative to help Soldiers address their health concerns before they develop into more serious problems. Five Mental Health Advisory Teams (MHATs), which was also the work of WRAIR, evaluated threats to the mental health of deployed Soldiers and resources to counter those threats. The MHAT is now assessing for both Army and Marine units and warriors.

The Army is also working on erasing the perceived stigma associated with receiving mental health care. As a result of a program initiated by the Army Medical Department called Respect.Mil, Soldiers who are concerned about this stigma can access behavioral health care privately through the normal sick-call process at health clinics. Soldiers and their spouses receive preventive training before and after deployments which is referred to as "Battlemind Training". Mental health provider teams also developed two age-appropriate video programs to help children cope with the deployment of their parents. The videos: *Talk, Listen, Connect: Deployments, Homecomings, Changes* are a bilingual (English and Spanish) multimedia outreach program designed to support military families with children between the ages of two and five who are experiencing deployment, multiple deployments, or a parent's return home changed due to a combat-related injury. The videos are presented by Sesame Workshop and available at <http://www.sesameworkshop.org/tlc/>.

**Summary:** The Army pledged never to leave a fallen comrade – not on the battlefield nor lost in a bureaucracy. This pledge applies directly to our wounded, injured, and ill Soldiers. The Army has made dramatic changes in medical care and continues to pursue innovative and unprecedented ways to provide for the needs of the All-Volunteer Force. These changes represent the Army leadership's commitment to fundamental change

# Army Casualty Assistance

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# ARMY CASUALTY ASSISTANCE SYSTEM

## Army Casualty and Memorial Affairs Operations Center (CMAOC)

The mission of the Army Casualty and Memorial Affairs Operations Center (CMAOC) is to assist Army Families in an emotionally stressful time of bereavement.

### Casualty Notification

In the event of a Soldier injury or illness, only primary next of kin will be notified and may be notified telephonically. All notified families will have ready access to information, as it becomes available. In all death and missing cases, the primary and secondary next of kin and any other person listed on the DD Form 93 (Record of Emergency Data), will be notified. The notification will be made as a matter of highest priority, taking precedence over all other responsibilities the notifier has. Whenever possible, the notifier's grade is equal to or higher than the grade of the casualty. When the primary next of kin is also a Soldier, the notifier's grade will be equal to or higher than the grade of the primary next of kin. Personal notification will generally be made between 6:00 am and 10:00 pm local time. The primary next of kin is always notified first. If the primary next of kin cannot be located, the Army Casualty and Memorial Affairs Operations Center will determine when to notify the secondary next of kin. When the secondary next of kin is notified first, they will be queried as to the whereabouts of the primary next of kin. Immediately after primary next of kin notification has been made, all secondary next of kin will be notified.

The person most closely related to the casualty is considered the primary next of kin for notification and assistance purposes. This is normally the spouse for married persons and the parents for unmarried Soldiers/individuals. The following order of precedence is used to identify the primary next of kin:

- Spouse
- Natural, adopted, step and illegitimate children
- Parents
- Persons standing in loco parentis<sup>1</sup>
- Persons granted legal custody of the individual by a court decree of statutory provision
- Brothers or sisters, to include half-blood and those acquired through adoption
- Grandparents
- Other relatives in order of relationship to the individual according to civil laws
- If no other persons are available, the secretary of the military department may be deemed to act on behalf of the individual
- Secondary next of kin secondary next of kin is any other next of kin other than the primary next of kin

The Army will notify next of kin if any of the following become casualties:

- Army members on active duty. The term active duty includes reserve members in an active guard/reserve status.
- Army reserve members who die while en route to or from or while participating in any scheduled training activity.
- National Guard members who die while en route to or from or while participating in any scheduled training activity.

## ARMY CASUALTY ASSISTANCE SYSTEM

- Army retirees
- Soldiers released from active duty within 120 days.
- Department of the Army civilian employees overseas.
- Department of the Army civilians in an overseas temporary duty status.
- Department of the Army dependents overseas.

Many times the notifier travels from outside the area to visit the family. Ordinarily, a chaplain will accompany the Soldier who notifies the family of a death. In the event that a chaplain is not available, the notifier may, at the family's request, contact a clergy or family member to come to the home after he or she has made the notification. The notifier may also ask a local chaplain or community minister to be present at the notification.

Casualty Operations 24-hour Hotline: 1-800-626-3317

Download the *Guide for Families of Fallen Soldiers* at:

<https://www.hrc.army.mil/site/Active/TAGD/CMAOC/SurvivorsGuide/index.html>

<sup>1</sup> loco parentis - Latin for "in place of parent." A person or institution that assumes parental rights and duties for a minor.

## ARMY LONG TERM FAMILY CASE MANAGEMENT

Army Long Term Family Case Management was established in 2006 as part of the Army's ongoing efforts to better assist Families of fallen Soldiers. Army Long Term Family Case Management (ALTFCM) is the part of the Army's continuum of care for its Soldier's Families. Initially, a Casualty Assistance Officer (CAO) works with a Family in the months following their loss. Upon completion of their duty, the CAO transitions the Family into the care of ALTFCM.

Army Long Term Family Case Management provides long-term support to Families of fallen Soldiers by offering assistance with any concerns or issues, and providing information on services and programs, as well as connecting Families to various outreach organizations. Support Coordinators are liaisons to information on employment, children and youth programs, counseling, financial assistance, education, healthcare, legal assistance, military and government programs, peer support groups, and other local services.

To date, ALTFCM has served over 4,000 Family members, distributed more than 700 million dollars in retroactive benefits and handled 7,700 phone calls. The program continues to expand its services based on input from surviving Family members. In addition navigating through Government agencies on behalf of beneficiaries to provide necessary resolution, ALTFCM:

- Contacts every Soldier's next of kin
- Connects Families to support services
- Obtains military reports
- Offers proactive solutions

Families of fallen Soldiers are encouraged to contact the Army Long Term Family Case Management office for personal assistance or benefit concerns by calling toll-free 1-866-272-5841, by visiting online at <http://www.altfcm.army.mil>, or by emailing [ALTFCM@conus.army.mil](mailto:ALTFCM@conus.army.mil).

Source: Army Long Term Family Case Management [\[http://www.altfcm.army.mil\]](http://www.altfcm.army.mil)

## SURVIVOR OUTREACH SERVICES

Since February, 2008, an advisory panel composed of Army agencies and surviving spouses have worked to develop a comprehensive program to support families of our fallen soldiers. This program is called Survivor Outreach Services (SOS).

The advisory panel recommended important changes in how the Army selects, trains, and employs its Casualty Assistance Officers, and recommended adding Benefits Advisors and Financial Counselors to help survivors navigate the complex array of benefits and entitlements. Additional services offered include grief/loss counseling and assisting Survivors with child care needs, respite care and support groups. These services will be provided at the installation level and across all components to reach Reserve Component and geographically dispersed Families of the Fallen.

In addition to working various issues related to support following the death of a Soldier, the Army is also actively engaged in preparing families earlier in the deployment process, addressing estate planning issues and ensuring that families have the long-term support they need until they are ready to move to the next phase of their life.

SOS will expand and improve the services provided by ensuring a holistic and multi-agency approach. Coupled with support provided by various community and private organizations, surviving families are afforded the opportunity to grieve and to heal while remaining associated with the Army for as long as they desire.

The "[Our Survivors](#)" page, found on the [Army Families Online](#) website, provides additional information and resources for the Families of fallen Soldiers.

# Assistance Resources

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## ARMY INTEGRATED FAMILY SUPPORT NETWORK (AIFSN)

The Army Integrated Family Support Network (AIFSN) is a program designed to support Soldiers and their Families in geographically dispersed areas. The AIFSN is a collective effort by the Active Army, National Guard, and U.S. Army Reserve that, when fully implemented, will address Family issues by providing a single, holistic institutional network of standardized services. Historically, Active Army, National Guard and U.S. Army Reserve organizational structures created overlapping lines of authority with regard to programs for Army Families, functioning independently in the delivery of Family services.

The network is being specifically designed with geographically dispersed Soldiers and their Families in mind, in both the active and reserve component, from mobilized Soldiers, to recruiters, and to Family members located outside reasonable driving distances of military facilities. The program capitalizes on Internet usage, harnessing resources that are already in place and linking military and civilian agencies to improve on the delivery of service so that Army Families get support closest to where they live.

The AIFSN is important to the Army because it supports the Family readiness needs of the entire expeditionary force and will provide more consistent and uniform Family services during extended deployments to all Army Families regardless of component.

Source: MyArmyLifeToo [<http://www.myarmylifetoo.com>]

## MILITARY ONESOURCE

Military OneSource is a free 24/7/365 information and referral service available via toll-free telephone and Internet access to Active Duty, Reserve and Guard (regardless of activation status) and their immediate Family members. The services of Military OneSource are especially beneficial to those geographically separated from installation services or those who are unable to seek assistance during traditional working hours. The Military OneSource program improves the quality of life of military families and the overall effectiveness of the military community.

Calls to Military OneSource are answered live by trained Master's level consultants. Support includes personalized consultations on specific issues such as deployment, relocation, parenting, education, special needs and finances. Depending on the request, consultations may include customized research detailing community resources and appropriate military referrals. Simultaneous language interpretation and document translation is also available.

Military OneSource provides referrals for non-medical short-term solution-focused, face-to-face counseling at no cost to service member and their families in their local community. Face-to-face counseling services will focus on issues such as normal reaction to abnormal situations (e.g. combat), couples concerns, work/life balance, grief and loss, adjustment to deployment, stress management, and parenting. Persons seeking counseling will receive up to six months counseling session per issue. To access a counselor in their local community, individuals may call the Military OneSource toll-free number. Face-to-face referrals are available in the continental United States as well as Hawaii, Alaska, U.S. Virgin Islands and Puerto Rico.

Service members in remote locations and overseas are eligible for short-term solution-focused telephonic (STSF-T) consultation. STSF-T consultations include up to six non-medical telephonic sessions for issues such as stress, decision-making, and parenting. STSF-T sessions are not appropriate for children under 18, couples counseling or more serious issues such as addictions, mental health conditions, and abuse or neglect. To access STSF-T, individuals may call the Military OneSource toll-free number.

The interactive web site, [www.militaryonesource.com](http://www.militaryonesource.com), includes search and decision tools; locators for education and child care; educational materials; recordings; links to military and community resources; financial calculators, search by topic, live online workshops, podcasts, discussion boards and "email a consultant." During tax season, service members can prepare and file federal and state tax returns at no cost.

Prepaid educational materials are available in a variety of formats (booklet, CD, cassette, and electronic downloads) and can be ordered via phone or online. Featured topics include parenting and child care, deployment, return and reunion, education, finances, elder care, health and wellness, deployment, crisis support, relocation and more. Materials and shipping are free to service members and their families.

From the United States: 1-800-342-9647

En español llame al: 1-877-888-0727

TTY/TDD accessible: 1-800-607-6794

From Overseas: xx-800-3429-6477 (access codes can be found online)

Overseas collect: 484-530-5908 (contact an international operator first)

Source: Military OneSource [<http://www.militaryonesource.com>]

## FAMILY READINESS GROUP (FRG)

The Family Readiness Group (FRG) is a command sponsored organization of family members, volunteers, Soldiers, and civilian employees belonging to a unit, that together provide an avenue of mutual support and assistance, and a network of communications among family members, the chain of command, chain of concern, and community resources.

FRG membership consists of all assigned and attached Soldiers (married and single), their spouses, and children. It can also include extended families, fiancées, significant others, retirees, and Department of the Army (DA) Civilians. Although participation is voluntary, it plays a vital role in assisting unit commanders with military and personal deployment preparedness as well as enhancing family readiness of Soldiers and families. As noted in the Army Community Service (ACS) Family Readiness Group Computer-Based Training manual, the FRG assists unit commanders in several different ways.<sup>3</sup>

- The FRG enhances the flow of information between command and families providing feedback to the command on the state of the unit family. The FRG also disseminates information from command to families.
- FRGs encourage self sufficiency among its members by providing information, referral assistance and mutual support.

The FRG mission is to:

- Act as an extension of the unit in providing official, accurate command information.
- Provide mutual support between the command and the FRG membership.
- Advocate more efficient use of available community resources.
- Help families solve problems at the lowest level.

Although the traditional FRG is based at the unit's physical location, the Army has established a virtual Family Readiness Group (vFRG) website to facilitate inclusion of FRG members who live outside the commuting distance of most FRG activities or who are, for some other reason, unable to participate in FRG activities in person. The vFRG website is also used for secure communication exchange and information dissemination. The vFRG website is located at: <http://www.armyfrg.org>.

<sup>3</sup> *Army Community Service, Family Readiness Group Computer-Based Training, Module 1: Basics of Family Readiness, page 1-2.*

Source: MyArmyLifeToo [<http://www.myarmylifetoo.com>]

# AMERICAN RED CROSS

The American Red Cross links members of the U.S. Armed Forces with their families during a crisis. Twenty-four hours a day, 365 days a year, the Red Cross quickly sends emergency communications to deployed service members on behalf of their family. Military members can have peace of mind knowing that when they are on a mission, in training or stationed far from home - and leaving cell phones and email behind - they are still connected to home.

While providing service to 1.4 million active duty military personnel and their families, the Red Cross also reaches out to more than 1.2 million members of the National Guard and Reserves and their families living in nearly every community in America.

Red Cross workers in hundreds of chapters and on military installations brief departing service members and their families regarding available support services, and they explain how the Red Cross may assist them during the deployment.

Both active duty and community-based military can count on the Red Cross to provide emergency communications that link them with their families back home, access to financial assistance from the military aid societies, counseling, referral to community resources and assistance to veterans. Red Cross Service to the Armed Forces (SAF) personnel form a global network in more than 700 U.S. chapters, 58 military installations worldwide and in forward deployed locations in Kuwait, Afghanistan and Iraq.

## Emergency Communications Services

When a military family experiences a crisis, the American Red Cross is there to help. Twenty-four hours a day, 365 days a year, the Red Cross relays urgent messages containing accurate, factual, complete and verified descriptions of the emergency to service members stationed anywhere in the world, including ships at sea, embassies and remote locations.

Red Cross emergency communications services keep military personnel in touch with their families following the death or serious illness of a family member, the birth of a service member's child or grandchild or when a family faces other emergencies.

Whether a service member is on a mission, in training, transferring between bases or on a ship at sea, he or she knows that the Red Cross will deliver notification when something important happens at home. Even if the service member receives an email or phone call from home, Red Cross-verified information assists commanding officers with making a decision regarding emergency leave. Without this verification, the service member may not be able to come home during a family crisis or help family members who are experiencing a serious illness.

## How to Contact the Red Cross for Assistance

Active duty service members stationed in the U.S. and family members residing with them should call (877) 272-7337. Family members who do not reside in the service members' household, members of the National Guard and Reserves, retirees and civilians should call their local Red Cross chapter listed in local telephone directory and at <http://www.redcross.org/where/where.html>.

Active-duty service members and Department of Defense civilians stationed overseas and family members residing with them should call base or installation operators or the Red Cross office at the overseas location. When calling the Red Cross, please provide the following information about the service member:

- Full name
- Rank/rating

## AMERICAN RED CROSS

- Branch of service (Army, Navy, Air Force, Marines, Coast Guard)
- Social Security number or date of birth
- Military address
- Information about the deployed unit and home base unit (for deployed service members only)

### Emergency Financial Assistance

The American Red Cross works in partnership with the military aid societies including the Army Emergency Relief, Navy-Marine Corps Relief Society, Air Force Aid Society and the Coast Guard Mutual Assistance. This alliance helps to provide financial assistance for emergency travel that requires the presence of the service member or his or her family, burial of a loved one, or with assistance that cannot wait until the next business day such as for food, temporary lodging, urgent medical needs, or the minimum amount required to avoid eviction, utility shut off, etc. In fiscal year 2007, the Red Cross, in partnership with the military aid societies, facilitated access to more than \$5.5 million in emergency financial aid to more than 5,000 service members, their families, retired military personnel and widows of retired military personnel.

### Casualty Travel Assistance Program

The Casualty Travel Assistance Program (CTAP) provides travel assistance for two immediate family members to attend a memorial or funeral service for a service member killed on active duty in a combat zone. The assistance includes roundtrip airfare, lodging and food. In December 2007, the Red Cross expanded its financial assistance through CTAP. When traveling to the bedside of a service member injured in a combat zone, financial assistance is available for up to two immediate family members or eligible undeclared family member(s) visiting a service member in the Continental U.S. and its territories. Assistance includes:

- Roundtrip airfare
- Lodging costs for up to six nights
- Food and incidentals for seven days at \$50.00 per day per person

To qualify for assistance, attending medical authorities must recommend the presence of the family members, and the military must have declined to issue Invitational Travel Orders.

### Counseling

The American Red Cross offers confidential services to all military personnel - active duty, National Guard and Reserves - and their families. Counseling, guidance, information, referrals and other social services are available through our worldwide network of chapters and offices on military installations. Red Cross chapters are listed in local telephone directory and at <http://www.redcross.org/where/where.html>.

### Services for Veterans

For information and assistance, veterans and their families should contact their local Red Cross chapters, which are listed in local telephone books and on the American Red Cross Web site at <http://www.redcross.org/where/where.html>.

Source: American Red Cross [<http://www.redcross.org>]

## TRAGEDY ASSISTANCE PROGRAM FOR SURVIVORS (TAPS)

The Tragedy Assistance Program for Survivors, Inc. (TAPS) was founded in the wake of a military tragedy - the deaths of eight soldiers aboard an Army National Guard aircraft in November 1992. In the months and years following the loss of their loved ones, the survivors turned to various grief support organizations for comfort; but when they turned to each other for comfort and to share common fears and problems, they found strength and truly began to heal. They realized that the tragedy they shared, losing a loved one in the line of military duty, was far different from other types of losses. They shared pride in their spouses' service to America, and tremendous sadness at the ultimate sacrifice their loved ones made.

In talking with each other and people across the country that had lost loved ones in military service, they realized that gaps existed in support once the official casualty case file was closed. And that this follow-up was best done by the private sector, by peers who had the empathy and understanding to help those facing a sudden loss. Much like the national organization founded over twenty years ago to support police survivors; TAPS offers peer support and assists survivors through a wide variety of programs.

TAPS is America's front line resource for all who are grieving the death of a loved one serving in the Armed Forces. Since 1994, TAPS has provided comfort and care 24 hours a day, 7 days a week. Its comprehensive services include a national network of peer-based emotional support, case work assistance, crisis intervention, and grief and trauma resources. To date, TAPS has assisted more than 25,000 surviving family members, casualty officers, and caregivers. All services provided by TAPS are free of charge to surviving families and are made possible by the generosity of our donors.

Since 1994, TAPS has conducted 14 National Military Survivor Seminars and "Good Grief Camps." In 2007-2008, TAPS held 18 regional grief seminars and "Good Grief Camps" around the country at locations including Camp Lejeune, Fort Campbell, Michigan, Camp Pendleton, New York City, Fort Hood, Fort Carson, and Fort Drum. These seminars and camps have helped more than 2,000 surviving family members cope with their grief and establish support networks.

Military and veterans' agencies provide exceptional services, but often those most in need of answers to complicated questions lack the energy and perseverance to track down information in an often complicated bureaucracy. TAPS has experienced, empathetic caseworkers who act as liaisons, assisting the family members in finding solutions to problems. Working hand in hand with the appropriate federal, state and private agencies, they have been successful in helping find solutions to problems that arise long after the official file has been closed.

TAPS also has resources such as their Survivor Care Package to help civilian clergy become familiar with some of the unique factors that may be involved with military fatalities and sudden traumatic death that can complicate the grieving process for survivors. *Helping each other Heal* (TAPS Survivor Care Package) is available to download at <http://www.taps.org/resources/Carepkg.pdf>.

Tragedy Assistance Program for Survivors, Inc. (TAPS)  
National Headquarters  
910 17th Street, NW, Suite 800  
Washington, DC 20006  
<http://www.taps.org>

General Information: [info@taps.org](mailto:info@taps.org)  
Main Telephone Number: 202-588-TAPS (8277)  
Business Offices: 202-457-8277

Source: Tragedy Assistance Program for Survivors, Inc. [<http://www.taps.org>]

## UNITED SERVICE ORGANIZATIONS (USO)

Since before the United States entered World War II the United Service Organizations (USO) has been the bridge between the American public and the U.S. military. In times of peace and war, the USO has consistently delivered its special brand of comfort, morale and recreational services to the military. The USO, a congressionally chartered, private, nonprofit organization, relies on the generosity of individuals and corporations to support USO activities.

Today, the USO delivers its programs and services at more than 130 locations around the world with a paid staff and a volunteer corps numbering 26,000. In recent years, the USO opened centers in Kuwait, Qatar and Afghanistan to support service members participating in Operation Enduring and Iraqi Freedom, as well as center in Vicenza, Italy, and the Dallas/Fort Worth, Raleigh/Durham, Denver and Charlotte-Douglas Airports.

Military personnel and family members visited USO centers more than 5.6 million times last year. Services include free Internet and email access, libraries and reading rooms, housing assistance, family crisis counseling, support groups, game rooms and nursery facilities.

The USO reaches out through:

- Airport center, welcoming weary military travelers with a place to rest and the ability to familiarize themselves with their new surroundings;
- Family and community centers, promoting intercultural understanding and orientation to unfamiliar locations; and
- Mobile USOs, reaching out to troops in remote and sometimes unstable locations.

USO celebrity entertainment tours bring volunteer celebrities to entertain, lift morale, and express the gratitude and support of the American people.

For more than 67 years, the USO's mission has remained the same. The USO will support U.S. troops and their families wherever they serve. Across the United States and around the world, the American military know that the USO is there for them. By supporting the USO, Americans show their appreciation and express their gratitude to the men and women who defend us.

USO programs include USO Operation Phone Home®, Operation USO Care Package, United Through Reading® Military Program, Mobile USO program, Operation Enduring Care, USO CarePages, USO Operation Mail Call and Gifts from the Homefront. For more information on these special programs go to <http://www.uso.org/whatwedo/specialprograms/>.

Source: USO [<http://www.uso.org/>]

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# National Guard Family Support Resources

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# NATIONAL GUARD FAMILY SUPPORT RESOURCES

## I. Family Program Offices

Family Program services are a comprehensive blend of quality of life programs in support of National Guard activities. Customer-focused and business-based, the programs offered are intended to provide support services, education, and information to assist members of the National Guard community. All programs are offered through the State Family Program Office to a joint service population in keeping with “the total force” concept. Their mission is to assist Guard personnel and their Families in every way possible, either by direct assistance or by referral into the proper channels. This is accomplished through Family services, youth programs, community outreach, the National Volunteer Program, and training.

For more information regarding services in your state contact your State Family Program Office. Contact information is provided on the following pages.

## II. Family Readiness Assistance Offices

Family Readiness is the level of preparedness families and guard members have in preparation for that call to state or federal active duty. Whether a Guardsman is attending a military school, providing state or local disaster relief, or defending freedom in support of the Global War on Terrorism, the Family Readiness Program is invaluable in providing the concentrated military support that is critical throughout the deployment cycle.

Family Readiness offers several programs, through the State Family Readiness Assistance Offices, which can introduce families to the various services that are available nationally and locally to help them with integration into the guard family. These programs provide education, referral, and assistance that can help families become more self-reliant. With self-reliance and knowledge comes a feeling of increased self-confidence. This in turn leads to stronger individual and Family well being.

For more information contact your State Family Readiness Assistance Office. Contact information is provided on the following pages.

## III. Family Assistance Centers (FAC) Coordinators

Family Assistance Centers (FAC) are located nationwide in order to assist families with problems and concerns during deployment. FACs are available 24 hours a day to provide additional help in the six essential areas:

- ID cards and Defense Enrollment Eligibility Reporting System (DEERS) enrollment
- TRICARE and military medical benefits information
- Emergency financial assistance
- Legal information
- Crisis referral
- Community information and referral

For FAC locations in your state contact your State FAC Coordinator. Contact information is provided on the following pages.

Source: National Guard Online Community [<http://www.guardfamily.org>]

## NATIONAL GUARD PROGRAM OFFICES

| STATE                | PHONE              |
|----------------------|--------------------|
| Alabama              | 334-271-7283       |
| Alaska               | 888-917-3608       |
| Arizona              | 602-267-2593       |
| Arkansas             | 800-446-4645       |
| California           | 800-449-9662       |
| Colorado             | 866-333-8844       |
| Connecticut          | 800-858-2677       |
| Delaware             | 302-326-7268       |
| District of Columbia | 202-685-9826       |
| Florida              | 904-823-0360       |
| Georgia              | 678-569-5065       |
| Guam                 | 671-735-0410       |
| Hawaii               | 808-672-1442       |
| Idaho                | 800-543-0887       |
| Illinois             | 217-761-3413       |
| Indiana              | 800-237-2850 x3227 |
| Iowa                 | 515-252-4416       |
| Kansas               | 785-274-1171       |
| Kentucky             | 800-372-7601 x3    |
| Louisiana            | 800-541-5860       |
| Maine                | 207-626-4410       |
| Maryland             | 410-576-2992       |
| Massachusetts        | 888-301-3103 x7222 |
| Michigan             | 517-481-8361       |
| Minnesota            | 888-234-1274       |
| Mississippi          | 888-288-4898       |
| Missouri             | 800-299-9603       |
| Montana              | 406-324-3239       |

| STATE               | PHONE              |
|---------------------|--------------------|
| Nebraska            | 402-309-7331       |
| Nevada              | 775-887-7318       |
| New Hampshire       | 603-227-5175       |
| New Jersey          | 888-859-0352       |
| New Mexico          | 866-464-1822       |
| New York            | 877-715-7817       |
| North Carolina      | 800-621-4136 x6324 |
| North Dakota        | 800-242-4940       |
| Ohio                | 614-336-7352       |
| Oklahoma            | 866-649-6031       |
| Oregon              | 503-584-3543       |
| Pennsylvania        | 717-861-2650       |
| Puerto Rico         | 787-289-1516       |
| Rhode Island        | 877-440-7994       |
| South Carolina      | 803-806-1750       |
| South Dakota        | 605-737-6728       |
| Tennessee           | 615-355-3996       |
| Texas               | 512-782-6751       |
| U.S. Virgin Islands | 340-712-7787       |
| Utah                | 801-523-4533       |
| Vermont             | 888-607-8773       |
| Virginia            | 800-428-2682 x5551 |
| Washington          | 800-364-7492       |
| West Virginia       | 800-794-8273       |
| Wisconsin           | 608-242-3480       |
| Wyoming             | 307-772-5208       |

## NATIONAL GUARD READINESS ASSISTANCE OFFICES

| STATE                | PHONE              |
|----------------------|--------------------|
| Alabama              | 800-231-2846       |
| Alaska               | 888-917-3608       |
| Arizona              | 602-267-2391       |
| Arkansas             | 501-212-4019       |
| California           | 559-706-0223       |
| Colorado             | 720-250-1192       |
| Connecticut          | 860-628-0276       |
| Delaware             | 302-326-7267       |
| District of Columbia | 202-685-9967       |
| Florida              | 386-984-7129       |
| Georgia              | 706-396-7747       |
| Guam                 | 671-735-0455       |
| Hawaii               | 808-672-1438       |
| Idaho                | 208-272-4999       |
| Illinois             | 309-697-7922       |
| Indiana              | 800-237-2850 x4030 |
| Iowa                 | 800-294-6607 x4781 |
| Kansas               | 785-213-1208       |
| Kentucky             | 800-372-7601 x4    |
| Louisiana            | 866-631-6121       |
| Maine                | 888-365-9287       |
| Maryland             | 410-576-6019       |
| Massachusetts        | 508-233-7946       |
| Michigan             | 517-481-8356       |
| Minnesota            | 888-234-1274       |
| Mississippi          | 888-288-4898       |
| Missouri             | 573-638-9500 x7733 |
| Montana              | 406-324-3234       |
| Nebraska             | 402-309-7341       |
| Nevada               | 775-884-8409       |
| New Hampshire        | 603-225-1828       |
| New Jersey           | 609-562-0557       |
| New Mexico           | 866-460-4100       |
| New York             | 877-715-7817       |
| North Carolina       | 800-621-4136 x8750 |
| North Dakota         | 701-333-2271       |
| Ohio                 | 866-278-5756       |

|                     |                    |
|---------------------|--------------------|
| Oklahoma            | 866-649-6031       |
| Oregon              | 503-557-6052       |
| Pennsylvania        | 800-634-1790       |
| Puerto Rico         | 787-289-1516       |
| Rhode Island        | 401-275-4162       |
| South Carolina      | 803-806-1641       |
| South Dakota        | 605-381-5761       |
| Tennessee           | 800-311-3264       |
| Texas               | 800-252-8032       |
| U.S. Virgin Islands | 340-712-7774       |
| Utah                | 801-523-4219       |
| Vermont             | 802-878-6541       |
| Virginia            | 434-298-6336       |
| Washington          | 800-364-7492       |
| West Virginia       | 866-986-4326       |
| Wisconsin           | 715-743-2732       |
| Wyoming             | 866-992-7641 x5197 |

## NATIONAL GUARD ASSISTANCE CENTER (FAC) COORDINATORS

| STATE                | PHONE            |
|----------------------|------------------|
| Alabama              | 800-231-2846     |
| Alaska               | 888-917-3608     |
| Arizona              | 602-629-4442     |
| Arkansas             | 501-212-4131     |
| California           | 916-361-4956     |
| Colorado             | 720-250-1186     |
| Connecticut          | 800-858-2677     |
| Delaware             | 302-854-7630     |
| District of Columbia | 202-685-9966     |
| Florida              | 904-814-4487     |
| Georgia              | 678-569-5069     |
| Guam                 | 671-828-8229     |
| Hawaii               | 808-672-1438     |
| Idaho                | 800-272-4330     |
| Illinois             | 217-761-3413     |
| Indiana              | 260-356-5806 x14 |
| Iowa                 | 515-331-5856     |
| Kansas               | 785-742-5652     |
| Kentucky             | 800-372-7601     |
| Louisiana            | 337-593-2044     |
| Maine                | 207-430-2106     |
| Maryland             | 410-576-6019     |
| Massachusetts        | 508-823-0891     |
| Michigan             | 517-481-8362     |
| Minnesota            | 888-234-1274     |
| Mississippi          | 888-288-4898     |
| Missouri             | 888-526-6664     |

| STATE               | PHONE              |
|---------------------|--------------------|
| Montana             | 406-324-3232       |
| Nebraska            | 402-309-7086       |
| Nevada              | 775-887-7317       |
| New Hampshire       | 603-227-5175       |
| New Jersey          | 201-833-8356       |
| New Mexico          | 505-863-3376       |
| New York            | 877-715-7817       |
| North Carolina      | 800-621-4136 x5029 |
| North Dakota        | 701-333-2098       |
| Ohio                | 614-336-7031       |
| Oklahoma            | 405-228-5841       |
| Oregon              | 503-359-0334 x1600 |
| Pennsylvania        | 800-634-1790       |
| Puerto Rico         | 787-260-8000 x7519 |
| Rhode Island        | 401-275-4177       |
| South Carolina      | 803-667-2059       |
| South Dakota        | 800-658-3930       |
| Tennessee           | 615-355-3997       |
| Texas               | 800-252-8032       |
| U.S. Virgin Islands | 866-724-0348       |
| Utah                | 866-456-4507       |
| Vermont             | 888-607-8773       |
| Virginia            | 800-542-4028       |
| Washington          | 800-364-7492       |
| West Virginia       | 866-986-4326       |
| Wisconsin           | 800-292-9464       |
| Wyoming             | 866-922-7641 x5099 |

# US Army Reserve Family Support

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## U.S. ARMY RESERVE – WARRIOR AND FAMILY ASSISTANCE CENTER

The requirements placed on Army Reserve Soldiers and their Families are much more demanding than in the past. Additional training and more frequent deployments can (and often do) place a heavier burden on Soldiers and their Families. That is why the Warrior and Family Assistance Center was formed - to help all members of the Army Reserve community work through these challenges.

A team of mobilized Army Reserve Soldiers working at the Headquarters, U.S. Army Reserve Command in Atlanta, Georgia are available to assist Soldiers and their Families 24 hours a day. All team members have a wealth of experience and a wide variety of military specialties and will provide assistance in resolving issues.

The Army Reserve - Warrior and Family Assistance Center serves:

- Army Reserve Soldiers, whether they drill in a unit, are assigned as Active Guard, Reserve, Individual Mobilization Augmentees or members of the Individual Ready Reserve.
- Veterans who served with the Army Reserve.
- Retirees from the Army Reserve.
- Families of all Army Reserve Soldiers, past and present.

The Army Reserve - Warrior and Family Assistance Center can help Reserve Soldiers with a myriad of issues to include, but not limited to, the following:

- Medical care
- Military and VA benefits
- Personnel actions
- Financial difficulties
- Individual and Family counseling

Contact Information:

- 1-866-436-6290
- [ar-wfac@usar.army.mil](mailto:ar-wfac@usar.army.mil)

Source: Army Reserve Family Programs Online  
[\[https://www.arfp.org/skins/ARFP/home.aspx?mode=user\]](https://www.arfp.org/skins/ARFP/home.aspx?mode=user)

## U.S. ARMY RESERVE FAMILY PROGRAM OFFICES

| STATE                | COMMAND                              | PHONE                   |
|----------------------|--------------------------------------|-------------------------|
| Alabama              | 81st Regional Readiness Command      | 877-749-9063 x1735/1733 |
|                      | 81st Regional Readiness Command      | 877-749-9063 x1798      |
|                      | 87th Training Support Division       | 800-260-1337 x5290      |
| Alaska               | 9th Regional Readiness Command       | 877-984-8727 x3292      |
| Arizona              | 63rd Regional Readiness Command      | 800-987-5517 x2182      |
| Arkansas             | 90th Regional Readiness Command      | 800-501-1493 x7838      |
| California           | 63rd Regional Readiness Command      | 800-987-5517 x2182      |
|                      | 311th Corps Support Command          | 877-551-7142 x4241      |
|                      | 91st Training Support Division       | 800-250-2482 x4018      |
| Colorado             | 96th Regional Readiness Command      | 800-348-0039            |
| Connecticut          | 94th Regional Readiness Command      | 800-554-7813 x2260      |
|                      | 98th Division (Individual Training)  | 800-238-3138 x2260      |
| Delaware             | 99th Regional Readiness Command      | 800-400-2650 x8320      |
| District of Columbia | 99th Regional Readiness Command      | 800-400-2650 x8320      |
| Florida              | 81st Regional Readiness Command      | 877-749-9063 x1716      |
|                      | 143rd Transportation Command         | 800-221-9401 x1019      |
| Georgia              | 81st Regional Readiness Command      | 877-749-9063 x1716      |
|                      | 3rd Medical Command                  | 404-469-4218            |
| Guam                 | 9th Regional Readiness Command       | 877-984-8727 x3191      |
|                      | 9th Regional Readiness Command       | 877-984-8727 x3292      |
| Hawaii               | 9th Regional Readiness Command       | 877-984-8727 x3191      |
|                      | 9th Regional Readiness Command       | 877-984-8727 x3292      |
| Idaho                | 70th Regional Readiness Command      | 800-677-3980            |
| Illinois             | 88th Regional Readiness Command      | 612-713-3490            |
| Indiana              | 88th Regional Readiness Command      | 612-713-3490            |
| Iowa                 | 89th Regional Readiness Command      | 800-892-7266 x1389      |
|                      | 89th Regional Readiness Command      | 800-892-7266 x1245      |
| Kansas               | 89th Regional Readiness Command      | 800-892-7266 x1389      |
|                      | 89th Regional Readiness Command      | 800-892-7266 x1245      |
| Kentucky             | 81st Regional Readiness Command      | 877-749-9063 x1716      |
|                      | 100th Division (Individual Training) | 502-454-1309            |
| Louisiana            | 90th Regional Readiness Command      | 800-501-1493 x7838      |
| Maine                | 94th Regional Readiness Command      | 800-554-7813 x2260      |
|                      | 98th Division (Individual Training)  | 800-238-3138 x2260      |
| Maryland             | 99th Regional Readiness Command      | 800-400-2650 x8319      |
| Massachusetts        | 94th Regional Readiness Command      | 800-554-7813 x2260      |
|                      | 98th Division (Individual Training)  | 800-238-3138 x2260      |
| Michigan             | 88th Regional Readiness Command      | 612-713-3490            |
| Minnesota            | 88th Regional Readiness Command      | 612-713-3490            |
| Mississippi          | 81st Regional Readiness Command      | 877-749-9063 x1716      |
|                      | 412th Engineer Command               | 800-673-1051 x160       |
| Missouri             | 89th Regional Readiness Command      | 800-892-7266 x1389      |
|                      | 89th Regional Readiness Command      | 800-892-7266 x1245      |
| Montana              | 96th Regional Readiness Command      | 800-348-0039            |
| Nebraska             | 89th Regional Readiness Command      | 800-892-7266 x1389      |
|                      | 89th Regional Readiness Command      | 800-892-7266 x1245      |
| Nevada               | 63rd Regional Readiness Command      | 800-987-5517 x2182      |

## U.S. ARMY RESERVE FAMILY PROGRAM OFFICES

| STATE          | COMMAND                              | PHONE                   |
|----------------|--------------------------------------|-------------------------|
| New Hampshire  | 94th Regional Readiness Command      | 800-554-7813 x2260      |
|                | 98th Division (Individual Training)  | 800-238-3138 x2260      |
| New Jersey     | 77th Regional Readiness Command      | 800-441-5476            |
|                | 78th Training Support Division       | 800-575-9073 x1813      |
|                | 98th Division (Individual Training)  | 800-238-3138 x2260      |
| New Mexico     | 90th Regional Readiness Command      | 800-501-1493 x7838      |
| New York       | 77th Regional Readiness Command      | 800-441-5476            |
|                | 98th Division (Individual Training)  | 800-238-3138 x2260      |
| North Carolina | 81st Regional Readiness Command      | 877-749-9063 x1716      |
|                | 108th Division (Individual Training) | 866-215-3647 x5109      |
| North Dakota   | 96th Regional Readiness Command      | 800-348-0039            |
| Ohio           | 88th Training Support Division       | 612-713-3490            |
|                | 85th Training Support Division       | 800-741-4650 x2198      |
| Oklahoma       | 90th Regional Readiness Command      | 800-501-1493 x7838/7808 |
|                | 95th Division (Individual Training)  | 800-427-6995 x302       |
| Oregon         | 70th Regional Readiness Command      | 800-677-3980            |
| Pennsylvania   | 99th Regional Readiness Command      | 800-400-2650 x8320      |
| Puerto Rico    | 65th Regional Readiness Command      | 888-348-7326            |
| Rhode Island   | 94th Regional Readiness Command      | 800-554-7813 x2260      |
|                | 98th Division (Individual Training)  | 800-238-3138 x2260      |
| South Carolina | 81st Regional Readiness Command      | 877-749-9063 x1716      |
| South Dakota   | 96th Regional Readiness Command      | 800-348-0039            |
| Tennessee      | 81st Regional Readiness Command      | 877-749-9063 x1716      |
| Texas          | 90th Regional Readiness Command      | 800-501-1493 x7838      |
|                |                                      | 800-390-8948 x233       |
|                |                                      | 800-467-9426 x14705     |
| Utah           | 96th Regional Readiness Command      | 800-348-0039            |
| Vermont        | 94th Regional Readiness Command      | 800-554-7813 x2260      |
|                | 98th Division (Individual Training)  | 800-238-3138 x2260      |
| Virginia       | 99th Regional Readiness Command      | 800-400-2650 x8320      |
|                | 80th Division (Individual Training)  | 800-315-9102 x5828      |
| Washington     | 70th Regional Readiness Command      | 800-677-3980            |
|                | 104th Division (Individual Training) | 800-517-8379 x4190      |
| West Virginia  | 99th Regional Readiness Command      | 800-400-2650 x8319/8320 |
| Wisconsin      | 88th Training Support Division       | 612-713-3490            |
|                | 85th Training Support Division       | 800-741-4650 x2198      |
|                | 244th Aviation Brigade               | 847-266-4478            |
|                | 416 Engineer Command                 | 800-315-6327 x212       |
| Wyoming        | 96th Regional Readiness Command      | 800-348-0039            |

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# Soldier/Family Ministry Reading List

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## Soldier / Family Ministry Reading List

| Author<br>Last Name | Author<br>First Name | Title  | Description   | Date<br>Published |
|---------------------|----------------------|--|---|-------------------|
| <i>Coping</i>       |                      |  |   |                   |
| Adsit               | Chris                | <i>The Combat Trauma Healing Manual</i>          | <p><i>The Combat Trauma Healing Manual</i> offers spiritual solutions for struggles with post-traumatic stress disorder (PTSD) by helping construct an environment that will give God optimal access to the wounded soul. Designed for individual or group study, the <i>Combat Trauma Healing Manual</i> combines the latest insights of the medical and counseling communities with the timeless principles of God's Word. The book outlines a step-by-step program that will help PTSD sufferers. Understand your trauma — spiritually, psychologically and physiologically:</p> <ul style="list-style-type: none"> <li>• Adopt therapeutic spiritual disciplines to bring you closer to God</li> <li>• Process your loss and grief; experience the freeing influence of giving and receiving forgiveness</li> <li>• Rebuild your identity based on what God says about you</li> <li>• Strengthen yourself spiritually against future attacks</li> <li>• Connect with those who will support you in many ways</li> <li>• Define plans to fully reintegrate into society as a strengthened man or woman of God</li> </ul> | September<br>2007 |
| Canfield            | Jack                 | <i>Chicken Soup for the Military Wife's Soul</i> | A soldier swears an oath to uphold the Constitution and protect our country. A soldier's spouse takes the unwritten oath of a life of constant moves, lengthy separations and endless anxieties. Their commitment requires a unique blend of patriotism, dedication, hard work and, most of all, flexibility. Written by soldiers' wives and the courageous women who themselves serve in the military, these stories speak directly to those who live the life, understand the jargon, and thrive on the joys and challenges of military life.   | April<br>2005     |

## Soldier / Family Ministry Reading List

| Author<br>Last Name | Author<br>First Name | Title  | Description   | Date<br>Published |
|---------------------|----------------------|--|---|-------------------|
| <i>Coping</i>       |                      |  |   |                   |
| Lester              | Andrew D.            | <i>Anger Discovering Your Spiritual Ally</i> | Anger is unavoidable and perfectly natural, according to Lester, professor of pastoral theology and pastoral counseling at Brite Divinity School. As part of what God created and called good in Genesis, anger is only wrong or sinful when used in destructive rather than creative ways. In this primer on the subject, Lester explores frequently misinterpreted biblical narratives about God, Jesus, and anger; and provides a six-step process for recognizing, naming, evaluating and using creatively that emotion most of us wish would go away. Anger occurs when our values, self-understanding, physical being or future hopes and dreams are threatened, says Lester. Using illustrative stories from the Bible and contemporary life, he makes a convincing case for his "threat model." The book is written in clear and nontechnical language, with frank descriptions of the inappropriate ways people express anger, as well as suggestions for using it as an ally instead. This book will help readers from a Christian background understand, befriend and use their anger creatively.  | May<br>2007       |
| Maslach             | Christina            | <i>Burnout: The Cost of Caring</i>           | Are you in the position of taking care of others? Helping them? Teaching them? Are you in the business of being a professional caregiver, or have you become one informally because friends, family and others put you in that position? Do you feel that all your caring and all your efforts to make things right take too much out of you? That no one really appreciates all that you do? If so, you could be among the many caregivers suffering from the burnout syndrome. Is it as hopeless as it seems? No — for now Christina Maslach, the leading pioneer in research on burnout, offers the help you've been searching for. Using illustrative examples and first-hand accounts, she points out what causes the feeling of emotional exhaustion, the callous indifference to people's problems, and the sense of inadequacy about one's ability to help and relate to others. Written for everyone who has extensive contact with other people in his or her work and personal life, this insightful guide will help you understand burnout and show you how to beat it. Guaranteed to give new ideas and a fresh perspective, it is one book that can help restore your compassion for others and your pride in helping them. | November<br>2003  |

## Soldier / Family Ministry Reading List

| Author Last Name | Author First Name | Title   | Description   | Date Published |
|------------------|-------------------|---|---|----------------|
| <i>Coping</i>    |                   |   |   |                |
| Matasakis, PhD   | Aphrodite         | <i>In Harm's Way: Help for the Wives of Military Men, Police, EMTs and Firefighters</i>   | Millions of American women live each day with a troubling question in the backs of their minds: Will my partner come home today? It's a fact of life when the individual with whom they share their lives is in the military, the police or fire department, or any other dangerous profession. Of course, these spouses carry on normal day-to-day lives, pursuing their own careers and raising their families. The constant knowledge that the worst could happen at any time can cause them considerable emotional pain and certainly raises significant practical concerns about how to think about and plan for the rest of their lives. For every woman in this situation, this book is a much-needed source of information, comfort and support.              | August 2005    |
| Rothchild        | Babette           | <i>Help for the Helper: Self-care Strategies for Managing Burnout and Stress</i>  | Therapist burnout is a pressing issue, and self-care is possible only when therapists actively help themselves. The authors examine the literature from neurobiology, social psychology, and folk psychology in order to explain how therapists suffer from an excess of empathy for their clients, and then they present strategies for dealing with burnout and stress.   | March 2006     |
| Skoholt          | Thomas M.         | <i>The Resilient Practitioner: Burnout Prevention and Self-Care Strategies for Counselors, Therapists, Teachers, and Health Professionals</i> | This title focuses on the work of practitioners in counseling, therapy, teaching, and the health professions. These are all "high-touch" practitioner fields where the quality of the interaction with the client/student/patient is the key to success. To do the work well requires an optimal balance between "other-care" and "self-care." How does one acquire this balance? This book explores elements of this question by describing the joys and hazards of the work, the long road from novice to senior practitioner, the essence of burnout, ways to maintain the professional and personal self, methods experts use to maintain vitality, and, finally, a self-care action plan. Written for counselors, therapists or those in the health professions. | December 2001  |

## Soldier / Family Ministry Reading List

| Author Last Name | Author First Name | Title   | Description   | Date Published |
|------------------|-------------------|---|---|----------------|
| <i>Coping</i>    |                   |   |   |                |
| Steen            | Joanne            | <i>Military Widow: A Survival Guide</i>   | This survival guide for widows of service personnel, a first-of-its-kind, tackles the unique and complex issues arising from the death of a spouse in the military. It speaks to loss in each of the service branches, across the span of rank and rates, and offers invaluable insights and practical strategies for dealing with this life-altering tragedy. The authors expertly blend personal experience with guidance from leading experts on grief and traumatic loss and translate ten years of lessons learned into an effective guide. Short, easy-to-read chapters provide realistic profiles of widows and their responses to loss and the complications generated in the unique world of the military, as well as insight on how to make difficult decisions and cope with everyday situations. Although written primarily for the widow, this book will also prove useful to other family members, friends, and military professionals. | June 2006      |
| Westberg         | Granger E.        | <i>Good Grief</i>   | Many people experience grief as the result of loss. This book describes what happens to us whenever we lose someone or something important. We all need a better understanding of the small grief in life as well as the larger grief experiences that can overwhelm us. Here is a volume to be kept close at hand. It can be used over the years as you encounter a wide variety of grief experiences or as you assist friends in moving beyond grief to good grief.   | September 2004 |
| Yancey           | Philip            | <i>Where is God When It Hurts? A Comforting, Healing Guide for Coping with Hard Times</i> | This perennial bestseller now includes a discussion guide. The book and study materials focus on the role of pain in God's plan for life and how we can respond to it.  | March 1997     |

## Soldier / Family Ministry Reading List

| Author Last Name  | Author First Name | Title  | Description  | Date Published |
|-------------------|-------------------|--|--|----------------|
| <i>Deployment</i> |                   |  |  |                |
| Henderson         | Kristin           | <i>While They're at War: The True Story of America's Families on the Homefront</i> | Many Americans will never experience the gut-wrenching act of sending a loved one off to war, or the joy and stress of welcoming him or her home. Still less known to most of us are the anxiety-ridden moments between these two scenes, the day-to-day reality of life in a military family when a loved one is deployed in a combat zone. <i>While They're at War</i> takes us inside hearts and homes to illuminate the unseen aspects of this critical American story. We meet two very different women, Marissa Bootes and Beth Pratt, both newlyweds experiencing life alone at Fort Bragg, North Carolina, while their husbands are fighting in Iraq. Through the extraordinary stories of these and other military spouses, Kristin Henderson reveals the overwhelming effects of separation — from fears of death to worries about financial stability and marital fidelity. She also explores the official and unofficial support systems that strain to help home front families endure some of their greatest challenges. | November 2002  |
| Newman            | George            | <i>101 Ways to be a Long Distance Super Dad or Mom, Too!</i>                       | <i>101 Ways To Be A Long-Distance Super-Dad or Mom, Too!</i> offers helpful, practical tips for parents who live or work in one place, and whose children live in another. While divorce can geographically separate a mom or dad from a child, so can military service or a job requiring travel. This book can help parents remain an important part of their children's lives. Now in its 14th printing, the book is a must for parents who want to keep in close contact with their children, but find it difficult to overcome the barriers posed by distance. Award-winning journalist George Newman draws on his experience as a divorced father, sharing valuable tips for enriching the parent-child relationship, even during physical separation.   | March 2007     |
| Raddatz           | Martha            | <i>The Long Road Home: A Story of War &amp; Family</i>                             | From ABC White House correspondent Raddatz comes the story of a brutal 48-hour firefight. This story conveys in harrowing detail the effects of war, not just on the soldiers, but also on the families waiting back home.   | March 2007     |
| Vandevoorde       | Shellie           | <i>Separated by Duty, United by Love</i>   | Written by a military wife and U.S. Army veteran, this practical and compassionate guide is intended to help military couples cope with the separation of active deployment. Based on her own years of experience, Vandevoorde offers sound and comforting advice for all military couples.  | March 2006     |

## Soldier / Family Ministry Reading List

| Author<br>Last Name | Author<br>First Name | Title  | Description  | Date<br>Published |
|---------------------|----------------------|--|--|-------------------|
| <i>Family</i>       |                      |  |  |                   |
| Covey               | Sean                 | <i>The 6 Most Important Decisions You Will Ever Make</i>             | <i>The 6 Most Important Decisions You'll Ever Make</i> gives teens the strong advice they need to make informed and wise decisions. Using real stories from teens around the world, Sean shows teens how to succeed in school, make good friends, get along with parents, wisely handle dating and sex issues, avoid or overcome addictions, build self-esteem, and much more. Jam-packed with original cartoons, inspiring quotes, and fun quizzes, this innovative book will help teens not only survive, but thrive during their teen years and beyond.   | October<br>2006   |
| Feguson-Cohen       | Michelle             | <i>Daddy, You're My Hero</i>   | Recommended by the Military Child Education Coalition, DOD Dependent Elementary and Secondary Schools, Iraq War Veterans Organization, USAA, TCK International and the American Press Institute as a source to speak with children about war and deployment. Along with <i>Mommy, You're My Hero</i> the two titles are the first in the Books for Brats series for children of parents in military and public service brought to you by Little Red Haired Girl Publishing. These children's picture books help children of military personnel aged 4 to 8 cope with deployment. The story offers a child's perspective on the deployment of a parent in a simple manner and helps to assure and comfort small children. | February<br>2005  |
| Feguson-Cohen       | Michelle             | <i>Mommy, You're My Hero</i>   | Recommended by the Military Child Education Coalition, DOD Dependent Elementary and Secondary Schools, Iraq War Veterans Organization, USAA, TCK International and the American Press Institute as a source to speak with children about war and deployment. Along with <i>Daddy, You're My Hero</i> the two titles are the first in the Books for Brats series for children of parents in military and public service brought to you by Little Red Haired Girl Publishing. These children's picture books help children of military personnel aged 4 to 8 cope with deployment. The story offers a child's perspective on the deployment of a parent in a simple manner and helps to assure and comfort small children. | January<br>2005   |
| Kay                 | Ellie                | <i>Heroes at Home: Help and Hope for America's Military Families</i> | Filled with actual stories of Ellie Kay's and others' life in the military, the encouraging book provides helpful guidance to families on active duty and insight to their extended families, friends and churches. From her perspective as the wife of an Air Force pilot and mom with five school-age kids, the author includes practical ideas on how to cope with frequent moves, pre-deployment readiness, and how to stay in touch when families are separated.  | November<br>2002  |

## Soldier / Family Ministry Reading List

| Author Last Name | Author First Name | Title  | Description   | Date Published |
|------------------|-------------------|--|---|----------------|
| <i>Family</i>    |                   |  |   |                |
| Pavlicin         | Karen             | <i>Surviving Deployment: A Guide for Military Families</i>                               | As part of today's active duty or reserve forces, your loved one may be called to war, peacekeeping missions, anti-terrorism campaigns, field exercises, disaster relief, and many other duties far from home — and you. <i>Surviving Deployment</i> will help families know what to expect, how to prepare, and how to personally grow as individuals and families during deployment.  | April 2003     |
| Phelan           | Thomas W.         | <i>1-2-3 Magic: Effective Discipline for Children 2-12</i>                               | Addressing the task of disciplining children ages 2 through 12 without arguing, yelling, or spanking, this audio program offers easy-to-follow steps to immediately manage troublesome behavior with reason, patience, and compassion. Parents and teachers learn how to encourage and respect children's growing independence with ten strategies for building self-esteem. Also discussed are the three most important qualities for parents or teachers to exhibit in order to foster competence in kids. Tips are included on how to prevent homework arguments, make mealtimes more enjoyable, conduct effective family meetings, and encourage children to start doing their household chores. An award-winning program discusses the importance of establishing and maintaining a home or classroom with fair and consistent discipline. This revised edition includes suggestions on how to avoid over-parenting, build children's social skills, and apply the program within mental health agencies and classrooms. | October 2003   |
| Sherman          | Michelle          | <i>Finding My Way: A Teen's Guide to Living with a Parent Who Has Experienced Trauma</i> | A unique, three-part book that honestly and gently addresses key issues in dealing with a parent who has experienced trauma. An important resource for anyone working with teens, this interactive book includes clear information and opportunities for self-expression.   | June 2006      |

## Soldier / Family Ministry Reading List

| Author Last Name | Author First Name | Title  | Description   | Date Published |
|------------------|-------------------|--|---|----------------|
| <i>Family</i>    |                   |  |   |                |
| Vandesteeg       | Carol             | <i>When Duty Calls: A Guide to Equip Active Duty, Guard, and Reserve Personnel and their Loved Ones for Military Separations</i> | <i>When Duty Calls</i> is a practical manual to help military families prepare for separations due to military deployment and frequent moves. Author Carol Vandesteeg is the voice of experience when it comes to facing and dealing with military separation successfully — she's been a military wife for more than 20 years. She offers practical and invaluable suggestions for creating a family deployment guide, communicating long distance, household management, managing expectations, and much more.  | September 2005 |
| <i>Marriage</i>  |                   |  |   |                |
| Chapman          | Gary              | <i>Five Love Languages</i>   | Most warning labels are not intended to present a positive message, but Dr. Gary Chapman includes this warning label in the <i>Five Love Languages</i> : "Understanding the five love languages and learning to speak the primary love language of your spouse may radically affect his or her behavior. People behave differently when their emotional love tanks are full." In this study, Dr. Chapman reveals how different people express love in different ways. What speaks love to you may be meaningless to your spouse. This study contains the key to understanding each other's unique needs. Apply the right principles, learn the right language, and soon you'll know the profound satisfaction and joy of being able to express your love and feeling truly loved in return. | August 2007    |
| Gottman, PhD     | John              | <i>Seven Principles for Making Marriage Work</i>   | John Gottman has revolutionized the study of marriage by using rigorous scientific procedures to observe the habits of married couples in unprecedented detail over many years. Here is the culmination of his life's work: the seven principles that guide couples on the path toward a harmonious and long-lasting relationship. Packed with practical questionnaires and exercises, <i>The Seven Principles for Making Marriage Work</i> is the definitive guide for anyone who wants their relationship to attain its highest potential. Dr. Gottman is a professor of psychology at the University of Washington and co-founder and co-director of the Seattle Marital and Family Institute.   | May 2000       |

## Soldier / Family Ministry Reading List

| Author<br>Last Name        | Author<br>First Name                   | Title                             | Description   | Date<br>Published |
|----------------------------|--|-----------------------------------|---|-------------------|
| <i>Marriage</i>            |  |                                   |   |                   |
| Markman                    | Howard                                 | <i>Fighting for Your Marriage</i> | Since it was first published in 1994, <i>Fighting for Your Marriage</i> has been the best-selling book in its field, showing couples how to use the proven principles of PREP to improve their relationships. Now the classic guide to achieving better communication in marriage has been extensively revised to respond to new pressures and changes affecting today's families.  | August<br>2001    |
| Snyder<br>Baucom<br>Gordon | Douglas K.<br>Donald H.<br>Kristina C. | <i>Getting Past the Affair</i>    | In the aftermath of infidelity, couples often struggle with emotional turmoil and sometimes make decisions they later regret. <i>Getting Past the Affair</i> helps them overcome the initial shock, understand what happened and why, and think clearly about their best interests before they act. Based on the combined insight of leading marital therapists and researchers, this unique program encourages couples and individuals to take things one step at a time, whether they stay together or part ways. Research shows that roughly two-thirds of those who use the approach find it significantly beneficial, making it the only program to have been empirically tested — and proven --- to help partners restore trust and rebuild their marriage after an affair. Even in cases where reconciliation is impossible, this compassionate, insightful book emphasizes ways for readers to recover personally and avoid emotional scars so they can pursue healthier relationships in the future. | January<br>2007   |
| Stanley                    | Scott                                  | <i>A Lasting Promise</i>          | This essential resource offers Christian couples a well-researched and proven method for dealing with conflicts and resolving problems in their marriage. <i>A Lasting Promise</i> offers solutions to common problems — facing conflicts, problem solving, improving communication, and dealing with core issues — within a religious framework. With the ultimate purpose of upholding the sanctity of marriage, the book is filled with stories that reflect the sacred teachings of the scripture. The strategies outlined can help Christian couples to improve communication, understand commitment, bring more fun into their relationship, and even enhance their sex life. This book will serve as an invaluable resource for all couples who want to honor and preserve the holy sacrament of their union.  | January<br>1998   |

## Soldier / Family Ministry Reading List

| Author<br>Last Name         | Author<br>First Name | Title                                   | Description   | Date<br>Published |
|-----------------------------|----------------------|---|---|-------------------|
| <b><i>Mental Health</i></b> |                      |   |   |                   |
| Armstrong                   | Keith                | <i>Courage After Fire</i>               | The bravery displayed by our soldiers at war is commonly recognized. However, often forgotten is the courage required by veterans when they return home and suddenly face reintegration into their families, workplaces, and communities. Authored by three mental health professionals with many years of experience counseling veterans, <i>Courage After Fire</i> provides strategies and techniques for this challenging journey home.  | December<br>2005  |
| Cantrell<br>Dean            | Bridget C.<br>Chuck  | <i>Down Range: To Iraq<br/>and Back</i> | <i>Down Range</i> explains the trauma of war through the personal experiences of veterans. It contains expert advice from counselors who are working with troops who have returned home from the Global War on Terrorism. This book can help service members make the transition from war to peace and help their families understand why this transition can be difficult. The invisible wounds of war are described with a detailed explanation of the symptoms and warning signs of PTSD. The treatment and recovery process for PTSD are explained with firsthand accounts from veterans and the reactions of family members.<br><br>Readers will understand why so many combat veterans have flashbacks, depression, fits of rage, nightmares, anxiety, emotional numbing, and other troubling aspects of PTSD. Veterans can feel like they are going from one world to the next as they come home, return to work and try to pick up their lives. Despite the relief and joy of having survived and coming home, many service members find themselves having nightmares, sleep disturbances, survivor guilt and pent up emotions. This book provides many tools and practical suggestions for veterans and their families to help them deal with the aftermath of wartime and PTSD. | July<br>2005      |
| DeLong<br>Berg              | Peter<br>Insoo Kim   | <i>Interviewing for<br/>Solutions</i>   | Clear and applied, <i>Interviewing for Solutions</i> features a unique solutions-oriented approach to basic interviewing in the helping professions. Peter DeJong and Insoo Kim Berg's proven approach views clients as competent, helps them to visualize the changes they want, and builds on what they are already doing that works. Throughout the book, the authors present models for solution-focused work, illustrated by examples and supported by research.   | March<br>2007     |

## Soldier / Family Ministry Reading List

| Author Last Name            | Author First Name | Title   | Description   | Date Published |
|-----------------------------|-------------------|---|---|----------------|
| <i><b>Mental Health</b></i> |                   |   |   |                |
| Herman                      | Judith Lewis      | <i>Trauma and Recovery: The Aftermath of Violence - from Domestic Abuse to Political Terror</i> | When Judith Herman's <i>Trauma and Recovery</i> was first published, it was hailed as a groundbreaking work. In the intervening years, Herman's now-classic volume has changed the way we think about and treat traumatic events and trauma victims. In a new introduction, Herman chronicles the incredible response the book has elicited and explains how the issues surrounding the topic of trauma and recovery have shifted within the clinical community and the culture at large. <i>Trauma and Recovery</i> brings a new level of understanding to a set of problems usually considered individually. Herman draws on her own cutting-edge research on domestic violence, as well as on a vast literature of combat veterans and victims of political terror, to show the parallels between private terrors such as rape and public traumas such as terrorism. The book puts individual experience in a broader political frame, arguing that psychological trauma can be understood only in a social context. Meticulously documented and frequently using the victims' own words as well as excerpts from classic literary works and prison diaries, <i>Trauma and Recovery</i> is a powerful work that will continue to profoundly affect our thinking. | January 1997   |
| Johnson                     | Susan             | <i>Emotionally Focused Couple Therapy with Trauma Survivors: Strengthening Attachment Bonds</i> | This book provides a theoretical framework and an innovative model of intervention for distressed couples whose relationships are affected by the echoes of trauma. Combining attachment theory, trauma research, and emotionally focused therapeutic techniques, Susan M. Johnson guides the clinician in modifying the interactional patterns that maintain traumatic stress and fostering positive, healing relationships among survivors and their partners. In-depth case material brings to life the process of assessment and treatment, showing couples coping with the impact of different kinds of trauma, including childhood abuse, serious illness, and combat experiences. The concluding chapter features valuable advice on therapist self-care.  | January 2005   |

## Soldier / Family Ministry Reading List

| Author Last Name               | Author First Name   | Title  | Description   | Date Published   |
|--------------------------------|---------------------|--|---|------------------|
| <b><i>Mental Health</i></b>    |                     |  |   |                  |
| Matsakis                       | Aphrodite           | <i>Back from the Front: Combat Trauma, Love, and the Family</i>                            | The trauma of war can affect not only the warriors, but their partners and children as well. The purpose of this book is to help you (and your veteran) better understand combat trauma and its possible effects on intimate relationships and family life and to guide you to resources that can help strengthen every member of your family. The beginning chapters provide basic information about combat trauma and how it can lead to depression, PTSD, and other forms of emotional pain. The remaining chapters focus on some of the most common problems confronting families of combat veterans: emotional numbing, sexual difficulties, anger, and guilt. There are also chapters on family violence, children, women veterans, and military couples; and sections on how to cope with anger and depression, how to find helpful organizations and books, and how to communicate effectively on difficult issues.   | April<br>2007    |
| Tick                           | Edward              | <i>War and the Soul: Healing Our Nation's Veterans from Post-Traumatic Stress Disorder</i> | This book teaches how truly to heal war trauma in veterans, their families, and our communities. Drawing on history, mythology, and soldiers' stories from World War I to Iraq, it affirms the deep damage war does to the psyche and addresses how to reclaim the soul from war's hell.  | November<br>2005 |
| <b><i>Self Improvement</i></b> |                     |  |   |                  |
| Belknap Marty                  | Margaret F. Michael | <i>Armed Forces Guide to Personal Financial Planning, 6th Edition</i>                      | Revised and updated for today's military, this comprehensive guide covers all key financial decisions from choosing checking accounts and using credit cards to deciding whether to rent or buy a home and choosing an insurance policy. In light of the realities of the war on terrorism, special attention is paid to managing your finances while deployed. Military personnel of all services and ranks will benefit from the advice given in this crisply written book. Each topic is covered in a thorough, logical, and easy-to-read manner. It offers practical tips on investing your money, buying a car, buying a house, paying your taxes, and more. Colonel Margaret H. Belknap chairs the economics program at West Point. A combat veteran of Desert Storm, she holds a Ph.D. from the University of Pennsylvania. Major F. Michael Marty, a field artillery officer, currently teaches corporate finance at West Point. He holds an M.B.A. from Harvard Business School. | January<br>2007  |

## Soldier / Family Ministry Reading List

| Author<br>Last Name     | Author<br>First Name | Title                   | Description  | Date<br>Published |
|-------------------------|----------------------|-------------------------|--|-------------------|
| <i>Self Improvement</i> |                      |                         |  |                   |
| Covey                   | Stephen              | <i>The Eighth Habit</i> | <p>In this latest, important work, bestselling author Stephen R. Covey offers ideas of how leadership roles have changed and how one can take on the roles of the new leader. Dr. Covey introduces the four roles of the new leader -- modeling, path finding, aligning and empowering -- and how those qualities can change you and your organization. He discusses how trust can be lost throughout organizations and how it is imperative that any organization bring trust back to the company if it is to survive. Covey also shows how to move from what he calls a "want to" person to a "can do" person and how doing so can completely transform people and organizations. Through his ideas, one will discover how to:</p> <ul style="list-style-type: none"> <li>• Use the four vital roles to establish trust and make growth a given</li> <li>• Build and sustain an atmosphere of respect and openness</li> <li>• Keep and inspire your most talented workers</li> <li>• Apply creative cooperation to reach new levels of performance</li> <li>• Stay more "promotable"</li> <li>• Develop leadership at every level of your organization</li> <li>• Take advantage of strengths and compensate for weakness</li> <li>• Reduce cynicism and improve morale</li> <li>• Stay flexible and focused to recognize larger opportunities.</li> </ul> | November<br>2004  |

## Soldier / Family Ministry Reading List

| Author<br>Last Name     | Author<br>First Name | Title  | Description   | Date<br>Published |
|-------------------------|----------------------|--|---|-------------------|
| <i>Self Improvement</i> |                      |  |   |                   |
| Maltz<br>Maltz          | Wendy<br>Larry       | <i>The Porn Trap: The Essential Guide to Overcoming Problems Caused by Pornography</i> | <p>Since the explosion of the Internet and other forms of digital technology, the number of people addicted to pornography has skyrocketed. But there has been a distinct lack of resources to help them until now. <i>The Porn Trap</i> is the first book to take a comprehensive look at porn addiction and other devastating consequences of porn use, addressing the full range of problems that affect everyone from recreational "dabblers" to compulsive addicts, and the people who care about them.</p> <p>In this groundbreaking book, sex and relationship therapists Wendy and Larry Maltz take on this important subject with wisdom, authority, and compassion. They shed new light on the power of pornography — revealing why it's so easy to develop a serious problem with porn and often hard to break free from porn's clutches. Without judgment or blame, they outline the destructive effects of porn use, and offer a common sense, practical approach for healing supported by innovative exercises, checklists, and suggestions.</p> <p><i>The Porn Trap</i> will help you to:</p> <ul style="list-style-type: none"> <li>• Identify and evaluate the impact of porn</li> <li>• Decide whether it's time to quit using porn</li> <li>• Learn how to stop using porn and deal with cravings</li> <li>• Rebuild self-esteem and restore personal integrity</li> <li>• Heal a relationship harmed by porn use</li> <li>• Develop a thriving and satisfying sexual life without porn.</li> </ul> <p>Throughout the book are powerful real-life stories from everyday people from all walks of life who have struggled with porn and gotten out from under from its influence. Their experiences show that no matter how bad things may seem, it is possible to change and eventually triumph over this increasingly common problem.</p> <p>With <i>The Porn Trap</i>, Wendy and Larry Maltz provide a unique blend of help, hope, and healing for anyone who wants to move away from porn, improve their lives, and create genuine intimacy with a partner.</p> | April<br>2008     |

## Soldier / Family Ministry Reading List

| Author<br>Last Name               | Author<br>First Name | Title   | Description   | Date<br>Published |
|-----------------------------------|----------------------|---|---|-------------------|
| <b><i>Self Improvement</i></b>    |                      |   |   |                   |
| Richardson                        | Ronald W.            | <i>Becoming a Healthier Pastor</i>                                    | Among the most helpful and widely acclaimed resources for addressing church conflict and the quality of church life is Richardson's groundbreaking volume <i>Creating a Healthier Church</i> (Fortress Press, 1996). His application of family systems theory to the muddles of congregational life has enormously clarified its operative systems and especially its emotional system. In this sequel, Richardson employs the same methodology to address the roots of personal issues that may hinder pastors' ability to function effectively as leaders within their congregations, and may, in fact, get them into deep difficulties. He especially addresses pastors' own families of origin, a major but often hidden component in how they function emotionally in their congregations. When anxiety arises, unresolved familial issues and old family patterns return, often unhelpfully. Richardson explores these patterns, how they operate in church situations, and how pastors can do their own family-of-origin assessment. His volume will become a standard tool for analysis of patterns in ministerial behavior and developing strong personal effectiveness. | December 2004     |
| <b><i>Pastoral Counseling</i></b> |                      |   |   |                   |
| Dayringer                         | Richard              | <i>The Heart of Pastoral Counseling: Healing Through Relationship</i> | <i>The Heart of Pastoral Counseling: Healing Through Relationship, Revised Edition</i> lays the foundation for using the pastoral counseling relationship to bring about positive change as it explores topics such as observation, listening, communication, handling transference, and termination of therapy. Dr. Richard Dayringer explores these topics through research from the disciplines of psychiatry, psychology, marriage counseling, family therapy, and pastoral counseling to help pastoral counselors understand how to use the relationship to bring about the desired ends in the therapeutic process.   | February 1998     |

## Soldier / Family Ministry Reading List

| Author<br>Last Name         | Author<br>First Name         | Title   | Description                             | Date<br>Published |
|-----------------------------|------------------------------|---|---|-------------------|
| <i>Articles of Interest</i> |                              |   |   |                   |
| Deighton<br>Gurris<br>Traue | Russell<br>Norbert<br>Harold | <i>Factors Affecting<br/>Burnout and<br/>Compassion Fatigue in<br/>Psychotherapists<br/>Threatening Tortured<br/>Survivors: Is the<br/>Therapist's Attitude to<br/>Working Through<br/>Trauma Relevant?</i> | Journal of Traumatic Stress 20:1, 63-75 | 2007              |
| Cunningham                  | Maddy                        | <i>Impact of Trauma Work<br/>on Social Work<br/>Clinicians: Empirical<br/>Findings.</i>   | Social Work, 48:4, 451-459              | 2003              |

# Web Resources for Soldiers, Veterans and their Families

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## APPENDIX B – WEB RESOURCES FOR SOLDIERS, VETERANS AND THEIR FAMILIES

| ORGANIZATION                                       | WEB ADDRESS   | ACCOMMODATIONS FOR | ADVOCACY | CHILDCARE EXPENSES | COUNSELING | EDUCATION/ SCHOLARSHIPS | EMPLOYMENT | FAMILY ASSISTANCE | FINANCIAL | MISCELLANEOUS INFORMATION | HOMELESSNESS | HOME REPAIRS/ MODIFICATIONS | MORALE SUPPORT | HOUSING | HOUSING EXPENSES | LEGAL | MEDICAL | TRAINING | TRANSPORTATION | VETERANS BENEFITS |
|--|---|--------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|
|  |   | DISABILITIES       |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| 4 Military Families.com                            | <a href="http://4militaryfamilies.com/">http://4militaryfamilies.com/</a>   |                    | X        |                    |            | X                       | X          | X                 | X         | X                         |              |                             | X              | X       |                  | X     | X       | X        |                | X                 |
| Alabama Department of Veterans Affairs             | <a href="http://www.va.state.al.us/">http://www.va.state.al.us/</a>   |                    | X        |                    | X          |                         | X          |                   |           | X                         | X            |                             | X              |         |                  |       |         |          |                | X                 |
| Alabama Job Links - State Employment Department    | <a href="https://joblink.alabama.gov/ada/">https://joblink.alabama.gov/ada/</a>   |                    |          |                    |            |                         | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Air Force Personnel Center                         | <a href="http://ask.afpc.randolph.af.mil/">http://ask.afpc.randolph.af.mil/</a>   |                    | X        |                    |            | X                       | X          | X                 |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Alaska Department of Military and Veterans Affairs | <a href="http://www.ak-prepared.com/dmva/">http://www.ak-prepared.com/dmva/</a>   |                    | X        |                    | X          |                         | X          |                   |           | X                         | X            |                             | X              |         |                  |       |         |          |                | X                 |
| Alaska Job Center Network                          | <a href="http://www.jobs.state.ak.us/">http://www.jobs.state.ak.us/</a>   |                    |          |                    |            |                         | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| America Supports You                               | <a href="http://www.americasupportsyounil/americasupportsyounil/">http://www.americasupportsyounil/americasupportsyounil/</a> | X                  |          |                    |            | X                       |            | X                 | X         | X                         |              | X                           | X              |         |                  |       |         | X        | X              | X                 |
| American Legion                                    | <a href="http://www.legion.org/">http://www.legion.org/</a>   |                    | X        |                    |            | X                       |            | X                 |           |                           |              |                             | X              |         |                  |       |         |          |                | X                 |
| American Veterans (AMVets)                         | <a href="http://www.amvets.org/">http://www.amvets.org/</a>   |                    | X        |                    |            | X                       |            | X                 |           |                           |              |                             |                |         |                  |       |         |          |                | X                 |
| Arizona Department of Veterans Affairs             | <a href="http://www.azdvs.gov/">http://www.azdvs.gov/</a>   |                    | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Arizona Workforce Connection                       | <a href="https://www.azdes.gov/ASPNew/default.asp">https://www.azdes.gov/ASPNew/default.asp</a>                               | X                  |          |                    |            |                         | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Arkansas Department of Veterans Affairs            | <a href="http://www.veterans.arkansas.gov/">http://www.veterans.arkansas.gov/</a>   |                    | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Arkansas Department of Workforce Services          | <a href="http://www.arkansas.gov/esd/">http://www.arkansas.gov/esd/</a>   | X                  |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Armed Forces Foundation                            | <a href="http://www.armedforcesfoundation.org/">http://www.armedforcesfoundation.org/</a>                                     |                    | X        |                    | X          |                         |            | X                 | X         | X                         |              |                             | X              |         | X                |       |         |          | X              |                   |
| Army Civilian Personnel                            | <a href="http://www.cpol.army.mil/">http://www.cpol.army.mil/</a>   |                    |          |                    |            |                         | X          |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Army Wounded Warrior Program (AW2)                 | <a href="https://www.aw2.army.mil/">https://www.aw2.army.mil/</a>   |                    |          |                    | X          | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Association of the United States Army              | <a href="http://www.ausa.org/">http://www.ausa.org/</a>   |                    | X        |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Blinded Veterans Association                       | <a href="http://www.bva.org/">http://www.bva.org/</a>   | X                  | X        |                    | X          | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        | X              |                   |

## APPENDIX B – WEB RESOURCES FOR SOLDIERS, VETERANS AND THEIR FAMILIES

| ORGANIZATION   | WEB ADDRESS   | ACCOMMODATIONS FOR | ADVOCACY | CHILDCARE EXPENSES | COUNSELING | EDUCATION/ SCHOLARSHIPS | EMPLOYMENT | FAMILY ASSISTANCE | FINANCIAL | MISCELLANEOUS INFORMATION | HOMELESSNESS | HOME REPAIRS/ MODIFICATIONS | MORALE SUPPORT | HOUSING | HOUSING EXPENSES | LEGAL | MEDICAL | TRAINING | TRANSPORTATION | VETERANS BENEFITS |
|--|---|--------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|
|  |   | DISABILITIES       |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| California Department of Veterans Affairs                        | <a href="http://www.cdva.ca.gov/">http://www.cdva.ca.gov/</a>   | X                  | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             | X              |         |                  |       |         | X        |                | X                 |
| California Employment Development Department                     | <a href="http://www.edd.cahwnet.gov/">http://www.edd.cahwnet.gov/</a>   | X                  |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Coalition to Salute America's Heroes                             | <a href="http://saluteheroes.org/index.htm">http://saluteheroes.org/index.htm</a>   | X                  |          |                    |            |                         | X          | X                 |           |                           |              | X                           | X              | X       | X                |       |         |          | X              |                   |
| Colorado Department of Veterans Affairs                          | <a href="http://www.vba.va.gov/ro/denver/index.htm">http://www.vba.va.gov/ro/denver/index.htm</a>   |                    | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Colorado Department of Labor and Employment                      | <a href="http://www.coworkforce.com/">http://www.coworkforce.com/</a>   | X                  |          |                    |            | X                       | X          |                   |           |                           |              |                             |                |         |                  |       |         | X        |                |                   |
| Connecticut Department of Veterans Affairs                       | <a href="http://www.ct.gov/ctva/site/default.asp">http://www.ct.gov/ctva/site/default.asp</a>   |                    | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Connecticut Department of Labor                                  | <a href="http://www.ctdol.state.ct.us/">http://www.ctdol.state.ct.us/</a>   | X                  |          |                    |            | X                       | X          |                   |           |                           |              |                             |                |         |                  |       |         | X        |                |                   |
| Defense Activities for Nontraditional Education Support (DANTES) | <a href="http://www.dantes.doded.mil/dantes_web/danteshome.asp?Flag=True">http://www.dantes.doded.mil/dantes_web/danteshome.asp?Flag=True</a>       |                    |          |                    | X          | X                       | X          |                   |           |                           |              |                             |                |         |                  |       |         | X        |                |                   |
| Delaware Department of Veterans Affairs                          | <a href="http://veteransaffairs.delaware.gov/">http://veteransaffairs.delaware.gov/</a>   | X                  |          |                    |            | X                       | X          |                   |           |                           |              |                             |                |         |                  |       |         | X        |                |                   |
| Delaware Department of Labor                                     | <a href="http://www.delawareworks.com/default.shtml">http://www.delawareworks.com/default.shtml</a>   | X                  |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Department of the Navy Civilian Human Resources                  | <a href="https://www.donhr.navy.mil/Default.asp">https://www.donhr.navy.mil/Default.asp</a>   |                    |          |                    |            |                         | X          |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Disabled American Veterans                                       | <a href="http://www.dav.org/">http://www.dav.org/</a>   | X                  | X        |                    | X          |                         |            | X                 |           |                           |              |                             | X              |         |                  |       |         |          |                | X                 |
| District of Columbia Department of Veterans Affairs              | <a href="http://www1.va.gov/directory/guide/state.asp?State=DC&amp;dnum=ALL">http://www1.va.gov/directory/guide/state.asp?State=DC&amp;dnum=ALL</a> |                    | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| District of Columbia Department of Employment Services           | <a href="http://www.does.dc.gov/does/site/default.asp">http://www.does.dc.gov/does/site/default.asp</a>   | X                  |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| FirstGov.gov   | <a href="http://www.firstgov.gov/index.shtml">http://www.firstgov.gov/index.shtml</a>   |                    |          |                    |            |                         |            |                   |           | X                         |              |                             |                |         |                  |       |         |          |                |                   |
| Fisher House Foundation  | <a href="http://www.fisherhouse.org/">http://www.fisherhouse.org/</a>   | X                  | X        |                    |            | X                       |            | X                 |           |                           |              |                             | X              | X       | X                |       |         |          | X              |                   |

## APPENDIX B – WEB RESOURCES FOR SOLDIERS, VETERANS AND THEIR FAMILIES

| ORGANIZATION  | WEB ADDRESS   | ACCOMMODATIONS FOR DISABILITIES | ADVOCACY | CHILDCARE EXPENSES | COUNSELING | EDUCATION/ SCHOLARSHIPS | EMPLOYMENT | FAMILY ASSISTANCE | FINANCIAL | MISCELLANEOUS INFORMATION | HOMELESSNESS | HOME REPAIRS/ MODIFICATIONS | MORALE SUPPORT | HOUSING | HOUSING EXPENSES | LEGAL | MEDICAL | TRAINING | TRANSPORTATION | VETERANS BENEFITS |   |
|---|---|---------------------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|---|
|   |   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |   |
| Florida Department of Veterans Affairs              | <a href="http://www.floridavets.org/">http://www.floridavets.org/</a>   | X                               | X        |                    | X          |                         | X          | X                 |           |                           | X            |                             | X              |         |                  |       |         |          |                |                   | X |
| Florida State Department of Labor                   | <a href="http://www.stateoflouisiana.com/Portal/DesktopDefault.aspx?tabid=10">http://www.stateoflouisiana.com/Portal/DesktopDefault.aspx?tabid=10</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          | X              |                   |   |
| Georgia Department of Veterans Services             | <a href="http://sdvs.georgia.gov/02/sdvs/home/0,2456,26646926,00.html;jsessionid=C311D13FA5FA3487AF71E03380D0BF85">http://sdvs.georgia.gov/02/sdvs/home/0,2456,26646926,00.html;jsessionid=C311D13FA5FA3487AF71E03380D0BF85</a> | X                               | X        |                    | X          |                         | X          | X                 |           |                           | X            |                             | X              |         |                  |       |         |          |                |                   | X |
| Georgia Department of Labor                         | <a href="http://www.dol.state.ga.us/">http://www.dol.state.ga.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          | X              |                   |   |
| Guam Department of Veterans Affairs                 | <a href="http://www1.va.gov/vso/index.cfm?template=viewreport&amp;Org_ID=135">http://www1.va.gov/vso/index.cfm?template=viewreport&amp;Org_ID=135</a>   | X                               | X        |                    | X          |                         | X          | X                 |           |                           | X            |                             | X              |         |                  |       |         |          |                |                   | X |
| Guam Department of Labor                            | <a href="http://www.guamdol.net/">http://www.guamdol.net/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          | X              |                   |   |
| Hawaii State Department of Veterans Affairs         | <a href="http://www.dod.state.hi.us/ovs/">http://www.dod.state.hi.us/ovs/</a>   | X                               | X        |                    | X          |                         | X          | X                 |           |                           | X            |                             | X              |         |                  |       |         |          |                |                   | X |
| Hawaii Department of Labor and Industrial Relations | <a href="http://hawaii.gov/labor/">http://hawaii.gov/labor/</a>   | X                               | X        |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          | X              |                   |   |
| Hooah4Health  | <a href="http://www.hooah4health.com/">http://www.hooah4health.com/</a>   |                                 |          |                    |            |                         |            |                   |           | X                         |              |                             |                |         |                  |       | X       | X        |                |                   |   |
| Idaho State Department of Veterans Affairs          | <a href="http://www.veterans.idaho.gov/">http://www.veterans.idaho.gov/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         |          | X              |                   | X |
| Idaho Department of Labor                           | <a href="http://labor.idaho.gov/DNN/Default.aspx?alias=labor.idaho.gov/dnn/idl">http://labor.idaho.gov/DNN/Default.aspx?alias=labor.idaho.gov/dnn/idl</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          | X              |                   |   |
| Illinois Department of Veterans Affairs             | <a href="http://www.state.il.us/agency/dva/">http://www.state.il.us/agency/dva/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         |          | X              |                   | X |
| Illinois Department of Employment Services          | <a href="http://www.ides.state.il.us/">http://www.ides.state.il.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          | X              |                   |   |
| Indiana Department of Veterans Affairs              | <a href="http://www.in.gov/dva/">http://www.in.gov/dva/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         |          | X              |                   | X |
| Indiana Workforce Development                       | <a href="http://www.state.in.us/dwd/">http://www.state.in.us/dwd/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          | X              |                   |   |
| Iowa Department of Veterans Affairs                 | <a href="https://www.iowava.org/">https://www.iowava.org/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         |          | X              |                   | X |
| Iowa Workforce Development                          | <a href="http://www.iowajobs.org/">http://www.iowajobs.org/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          | X              |                   |   |

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|---|---|---------------------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|
|   |   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Kansas Commission on Veterans Affairs                   | <a href="http://www.kcva.org/">http://www.kcva.org/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Kansas Job Links  | <a href="https://www.kansasjoblink.com/ada/">https://www.kansasjoblink.com/ada/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Kentucky Department of Veterans Affairs                 | <a href="http://veterans.ky.gov/">http://veterans.ky.gov/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Kentucky Office of Employment and Training              | <a href="http://www.desky.org/">http://www.desky.org/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Louisiana Department of Veterans Affairs                | <a href="http://www.vetaffairs.com/index.asp">http://www.vetaffairs.com/index.asp</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Louisiana Works Department of Labor                     | <a href="http://www.ldol.state.la.us/">http://www.ldol.state.la.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Maine Bureau of Veterans Services                       | <a href="http://www.maine.gov/dvem/bvs/">http://www.maine.gov/dvem/bvs/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Maine Department of Labor                               | <a href="http://www.state.me.us/labor/">http://www.state.me.us/labor/</a>   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Maryland Department of Veterans Services                | <a href="http://www.mdva.state.md.us/">http://www.mdva.state.md.us/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Maryland Department of Labor, Licensing, and Regulation | <a href="http://www.dllr.state.md.us/index.html">http://www.dllr.state.md.us/index.html</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Massachusetts Department of Veterans Services           | <a href="http://www.mass.gov/?pageID=veteranshomepage&amp;L=1&amp;sid=Eveterans&amp;L0=Home">http://www.mass.gov/?pageID=veteranshomepage&amp;L=1&amp;sid=Eveterans&amp;L0=Home</a> | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Massachusetts Workforce Development                     | <a href="http://www.mass.gov/?pageID=dlwdhomepage&amp;L=1&amp;L0=Home&amp;sid=Edwd">http://www.mass.gov/?pageID=dlwdhomepage&amp;L=1&amp;L0=Home&amp;sid=Edwd</a>                   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Michigan Department of Military and Veterans Affairs    | <a href="http://www.michigan.gov/dmva">http://www.michigan.gov/dmva</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Michigan Talent Bank                                    | <a href="http://www.michworks.org/mtb/user/MTB_EMPL.EntryMainPage">http://www.michworks.org/mtb/user/MTB_EMPL.EntryMainPage</a>   | X                               |          |                    |            |                         | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Military Family Program                                 | <a href="http://www.carlisle.army.mil/usawc/dclm/joint.htm">http://www.carlisle.army.mil/usawc/dclm/joint.htm</a>   |                                 | X        |                    |            | X                       | X          | X                 |           | X                         |              |                             |                |         |                  |       |         |          |                |                   |
| Military Homefront                                      | <a href="http://www.militaryhomefront.dod.mil/portal/page/itc/MHF/MHF_HOMEPAGE">http://www.militaryhomefront.dod.mil/portal/page/itc/MHF/MHF_HOMEPAGE</a>                           |                                 | X        |                    |            |                         | X          |                   |           | X                         |              |                             | X              |         |                  |       |         | X        |                | X                 |
| Military OneSource                                      | <a href="http://www.militaryonesource.com/skins/MOS/home.aspx">http://www.militaryonesource.com/skins/MOS/home.aspx</a>   |                                 |          |                    |            | X                       | X          | X                 | X         | X                         |              |                             | X              | X       |                  | X     | X       | X        |                |                   |

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|---|---|---------------------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|---|
|   |   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |   |
| Military Order of the Purple Heart                          | <a href="http://www.purpleheart.org/Membership/default.aspx">http://www.purpleheart.org/Membership/default.aspx</a> |                                 | X        |                    |            | X                       |            |                   |           | X                         |              |                             |                |         |                  |       |         |          |                |                   | X |
| Military.com  | <a href="http://www.military.com">http://www.military.com</a>   |                                 |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          |                |                   |   |
| MilSpouse.org   | <a href="http://www.milspouse.org/">http://www.milspouse.org/</a>   |                                 |          |                    |            |                         | X          | X                 |           |                           |              |                             |                |         |                  |       |         |          |                |                   |   |
| Minnesota Department of Veterans Affairs                    | <a href="http://www.mdva.state.mn.us/">http://www.mdva.state.mn.us/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                |                   | X |
| Minnesota Department of Employment and Economic Development | <a href="http://www.deed.state.mn.us/">http://www.deed.state.mn.us/</a>   | X                               |          |                    |            | X                       | X          | X                 |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |
| Mississippi State Veterans Affairs Board                    | <a href="http://www.vab.state.ms.us/">http://www.vab.state.ms.us/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                |                   | X |
| Mississippi Employment Security Department                  | <a href="http://mdes.ms.gov/wps/portal/#null">http://mdes.ms.gov/wps/portal/#null</a>                               | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |
| Missouri Veterans Commission                                | <a href="http://www.mvc.dps.mo.gov/">http://www.mvc.dps.mo.gov/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                |                   | X |
| Missouri Workforce Resource                                 | <a href="http://www.greathires.org/">http://www.greathires.org/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |
| Montana Veterans Affairs                                    | <a href="http://www.dma.mt.gov/mvad/default.asp">http://www.dma.mt.gov/mvad/default.asp</a>                         | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                |                   | X |
| Montana Department of Labor and Industries                  | <a href="http://www.dli.mt.gov/">http://www.dli.mt.gov/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |
| National Amputation Foundation                              | <a href="http://www.nationalamputation.org/">http://www.nationalamputation.org/</a>                                 | X                               | X        |                    |            |                         |            |                   |           | X                         |              |                             | X              |         |                  |       |         |          |                |                   |   |
| National Center for PTSD                                    | <a href="http://www.ncptsd.va.gov/">http://www.ncptsd.va.gov/</a>   |                                 |          |                    | X          |                         |            |                   |           | X                         |              |                             |                |         |                  |       |         |          |                |                   | X |
| National Military Family Association                        | <a href="http://www.nmfa.org/site/PageServer">http://www.nmfa.org/site/PageServer</a>                               |                                 | X        | X                  | X          | X                       |            | X                 |           | X                         |              |                             | X              |         |                  |       |         |          |                |                   | X |
| Nebraska Department of Veterans Affairs                     | <a href="http://www.vets.state.ne.us/">http://www.vets.state.ne.us/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                |                   | X |
| Nebraska Workforce Development                              | <a href="http://www.dol.state.ne.us/">http://www.dol.state.ne.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |
| Nevada State Department of Veterans Affairs                 | <a href="http://veterans.nv.gov/">http://veterans.nv.gov/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |

## APPENDIX B – WEB RESOURCES FOR SOLDIERS, VETERANS AND THEIR FAMILIES

| ORGANIZATION  | WEB ADDRESS   | ACCOMMODATIONS FOR DISABILITIES | ADVOCACY | CHILDCARE EXPENSES | COUNSELING | EDUCATION/ SCHOLARSHIPS | EMPLOYMENT | FAMILY ASSISTANCE | FINANCIAL | MISCELLANEOUS INFORMATION | HOMELESSNESS | HOME REPAIRS/ MODIFICATIONS | MORALE SUPPORT | HOUSING | HOUSING EXPENSES | LEGAL | MEDICAL | TRAINING | TRANSPORTATION | VETERANS BENEFITS |
|---|---|---------------------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|
|   |   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Nevada Department of Employment, Training, and Rehabilitation | <a href="http://detr.state.nv.us/">http://detr.state.nv.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| New Hampshire Department of Veterans Affairs                  | <a href="http://www1.va.gov/directory/guide/state.asp?State=NH&amp;dnum=ALL#div3">http://www1.va.gov/directory/guide/state.asp?State=NH&amp;dnum=ALL#div3</a> | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| New Hampshire Employment Security                             | <a href="http://www.nhes.state.nh.us/">http://www.nhes.state.nh.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| New Jersey Department of Military and Veterans Affairs        | <a href="http://www.state.nj.us/military/veterans/programs.html">http://www.state.nj.us/military/veterans/programs.html</a>                                   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| New Jersey Department of Labor and Workforce Development      | <a href="http://lwd.dol.state.nj.us/labor/index.shtml">http://lwd.dol.state.nj.us/labor/index.shtml</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| New Mexico Department of Veterans Services                    | <a href="http://www.dvs.state.nm.us/benefits.html">http://www.dvs.state.nm.us/benefits.html</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| New Mexico Department of Labor - Employment Connection        | <a href="http://www.dol.state.nm.us/">http://www.dol.state.nm.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| New York Division of Veterans Affairs                         | <a href="http://www.veterans.state.ny.us/">http://www.veterans.state.ny.us/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| New York Department of Labor - Workforce                      | <a href="http://www.labor.state.ny.us/index.html">http://www.labor.state.ny.us/index.html</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Noncommissioned Officers Association (NCOA)                   | <a href="http://www.ncoausa.org/">http://www.ncoausa.org/</a>   | X                               | X        |                    |            | X                       | X          | X                 | X         | X                         |              | X                           | X              |         |                  |       | X       |          |                | X                 |
| North Carolina Department of Administration                   | <a href="http://www.ncveterans.net/index.htm">http://www.ncveterans.net/index.htm</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| North Carolina Employment Security Commission                 | <a href="http://www.ncesc.com/">http://www.ncesc.com/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| North Dakota Veterans Affairs                                 | <a href="http://www.nd.gov/veterans/">http://www.nd.gov/veterans/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| North Dakota Job Services                                     | <a href="http://www.jobsnd.com/">http://www.jobsnd.com/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Ohio Governor's Office of Veterans Affairs                    | <a href="http://veteransaffairs.ohio.gov/">http://veteransaffairs.ohio.gov/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Ohio Department of Job and Family Services                    | <a href="http://jfs.ohio.gov/">http://jfs.ohio.gov/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |

## APPENDIX B – WEB RESOURCES FOR SOLDIERS, VETERANS AND THEIR FAMILIES

| ORGANIZATION  | WEB ADDRESS   | ACCOMMODATIONS FOR DISABILITIES | ADVOCACY | CHILDCARE EXPENSES | COUNSELING | EDUCATION/ SCHOLARSHIPS | EMPLOYMENT | FAMILY ASSISTANCE | FINANCIAL | MISCELLANEOUS INFORMATION | HOMELESSNESS | HOME REPAIRS/ MODIFICATIONS | MORALE SUPPORT | HOUSING | HOUSING EXPENSES | LEGAL | MEDICAL | TRAINING | TRANSPORTATION | VETERANS BENEFITS |
|---|---|---------------------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|
|   |   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Oklahoma Department of Veterans Affairs                     | <a href="http://www.ok.gov/ODVA/">http://www.ok.gov/ODVA/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Oklahoma Employment Security Commission                     | <a href="http://www.oesc.state.ok.us/">http://www.oesc.state.ok.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Operation Hero Miles  | <a href="http://www.heromiles.org/">http://www.heromiles.org/</a>   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          | X              |                   |
| Oregon Department of Veterans Affairs                       | <a href="http://www.odva.state.or.us/">http://www.odva.state.or.us/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Oregon Employment Department                                | <a href="http://www.employment.oregon.gov/">http://www.employment.oregon.gov/</a>   | X                               |          |                    |            | X                       | X          |                   |           |                           |              |                             |                |         |                  |       |         | X        |                |                   |
| Paralyzed Veterans of America                               | <a href="http://www.pva.org/site/PageServer">http://www.pva.org/site/PageServer</a>   | X                               | X        |                    |            | X                       | X          | X                 |           | X                         |              | X                           | X              |         |                  |       | X       | X        |                | X                 |
| Pennsylvania Department of Veterans Affairs                 | <a href="http://www.milvet.state.pa.us/DMVA/index.htm">http://www.milvet.state.pa.us/DMVA/index.htm</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Pennsylvania Department of Labor & Industry                 | <a href="http://www.dli.state.pa.us/landi/site/default.asp">http://www.dli.state.pa.us/landi/site/default.asp</a>                                   | X                               |          |                    |            | X                       | X          |                   |           |                           |              |                             |                |         |                  |       |         | X        |                |                   |
| Pentagon Federal Credit Union Foundation                    | <a href="http://www.pentagonfoundation.org/support/militaryheroes.html">http://www.pentagonfoundation.org/support/militaryheroes.html</a>           |                                 |          | X                  |            |                         |            | X                 | X         |                           |              |                             |                |         | X                |       |         |          | X              |                   |
| Puerto Rico Department of Veterans Affairs                  | <a href="http://www1.va.gov/directory/guide/state.asp?State=PR&amp;dnum=ALL">http://www1.va.gov/directory/guide/state.asp?State=PR&amp;dnum=ALL</a> | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Puerto Rico Department of Labor                             | <a href="http://jobcorps.dol.gov/centers/pr.htm">http://jobcorps.dol.gov/centers/pr.htm</a>   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Reserve Officers Association                                | <a href="http://www.roa.org">http://www.roa.org</a>   | X                               | X        |                    |            | X                       |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Rhode Island Division of Veterans Affairs                   | <a href="http://www.dhs.ri.gov/DHS/dvetaff.htm">http://www.dhs.ri.gov/DHS/dvetaff.htm</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Rhode Island Department of Labor                            | <a href="http://www.dlt.state.ri.us/">http://www.dlt.state.ri.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           |                           |              |                             |                |         |                  |       |         | X        |                |                   |
| Small Business Administration Veterans Business Development | <a href="http://www.sba.gov/vets/">http://www.sba.gov/vets/</a>   |                                 |          |                    |            |                         | X          |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Social Security Administration                              | <a href="http://www.socialsecurity.gov/">http://www.socialsecurity.gov/</a>   |                                 |          |                    |            |                         |            |                   | X         | X                         |              |                             |                |         |                  |       |         |          |                |                   |
| South Carolina State Office of Veterans Affairs             | <a href="http://www.oepv.sc.gov/va/">http://www.oepv.sc.gov/va/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |

## APPENDIX B – WEB RESOURCES FOR SOLDIERS, VETERANS AND THEIR FAMILIES

| ORGANIZATION   | WEB ADDRESS   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
|--|---|---------------------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|
|  |   | ACCOMMODATIONS FOR DISABILITIES | ADVOCACY | CHILDCARE EXPENSES | COUNSELING | EDUCATION/ SCHOLARSHIPS | EMPLOYMENT | FAMILY ASSISTANCE | FINANCIAL | MISCELLANEOUS INFORMATION | HOMELESSNESS | HOME REPAIRS/ MODIFICATIONS | MORALE SUPPORT | HOUSING | HOUSING EXPENSES | LEGAL | MEDICAL | TRAINING | TRANSPORTATION | VETERANS BENEFITS |
| South Carolina Employment Security Commission            | <a href="http://www.sces.org/">http://www.sces.org/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| South Dakota Department of Military and Veterans Affairs | <a href="http://www.state.sd.us/applications/MV91MVAInternetRewrite/Default.asp">http://www.state.sd.us/applications/MV91MVAInternetRewrite/Default.asp</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| South Dakota Department of Labor                         | <a href="http://www.sces.org/">http://www.sces.org/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Survivor's Guide for Families of Fallen Soldiers         | <a href="https://www.hrc.army.mil/site/active/tagd/cmaoc/survivorsguide/index.html">https://www.hrc.army.mil/site/active/tagd/cmaoc/survivorsguide/index.html</a>   |                                 |          |                    |            |                         | X          |                   | X         | X                         |              |                             |                |         | X                |       |         |          |                | X                 |
| Survivor's Guide to Benefits                             | <a href="https://cs.mhf.dod.mil/content/dam/mhf/QOL-Library/Project%20Documents/MilitaryHOMEFRONT/Service%20Providers/Casualty%20Assistance/Survivors%20Guide.pdf">https://cs.mhf.dod.mil/content/dam/mhf/QOL-Library/Project%20Documents/MilitaryHOMEFRONT/Service%20Providers/Casualty%20Assistance/Survivors%20Guide.pdf</a> |                                 |          |                    |            |                         | X          |                   | X         | X                         |              |                             |                |         | X                |       |         |          |                | X                 |
| Tragedy Assistance Program for Survivors (TAPS)          | <a href="http://www.taps.org/">http://www.taps.org/</a>   |                                 | X        |                    |            |                         |            | X                 | X         | X                         |              |                             |                |         | X                |       |         |          |                | X                 |
| Tennessee Department of Veterans Affairs                 | <a href="http://www.state.tn.us/veteran/">http://www.state.tn.us/veteran/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Tennessee Department of Labor and Workforce Development  | <a href="http://www.state.tn.us/labor-wfd/">http://www.state.tn.us/labor-wfd/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| Texas Department of Veterans Affairs                     | <a href="http://www1.va.gov/directory/guide/state.asp?State=TX&amp;dnum=ALL">http://www1.va.gov/directory/guide/state.asp?State=TX&amp;dnum=ALL</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         | X            |                             |                |         |                  |       |         | X        |                | X                 |
| Texas Workforce  | <a href="http://www.twc.state.tx.us/">http://www.twc.state.tx.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           |                           |              |                             |                |         |                  |       |         | X        |                |                   |
| TRICARE  | <a href="http://www.tricare.osd.mil/">http://www.tricare.osd.mil/</a>   |                                 |          |                    | X          |                         |            |                   |           |                           |              |                             |                |         |                  |       | X       |          |                |                   |
| Troops to Teachers                                       | <a href="http://www.dantes.doded.mil/dantes_Web/troopstoteachers/index.asp">http://www.dantes.doded.mil/dantes_Web/troopstoteachers/index.asp</a>   |                                 |          |                    |            | X                       | X          |                   |           |                           |              |                             |                |         |                  |       |         | X        |                |                   |
| U.S. Department of Labor                                 | <a href="http://www.dol.gov/">http://www.dol.gov/</a>   | X                               | X        |                    |            |                         | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |
| U.S. Department of Veterans Affairs                      | <a href="http://www.va.gov/">http://www.va.gov/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           |                           | X            | X                           |                |         |                  |       | X       | X        |                | X                 |
| U.S. Virgin Islands Department of Veterans Affairs       | <a href="http://www.nasdva.com/usvirginislands.html">http://www.nasdva.com/usvirginislands.html</a>   | X                               | X        |                    | X          | X                       | X          |                   |           |                           | X            | X                           |                |         |                  |       | X       | X        |                | X                 |

## APPENDIX B – WEB RESOURCES FOR SOLDIERS, VETERANS AND THEIR FAMILIES

| ORGANIZATION                                    | WEB ADDRESS   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |   |
|---|---|---------------------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|---|
|   |   | ACCOMMODATIONS FOR DISABILITIES | ADVOCACY | CHILDCARE EXPENSES | COUNSELING | EDUCATION/ SCHOLARSHIPS | EMPLOYMENT | FAMILY ASSISTANCE | FINANCIAL | MISCELLANEOUS INFORMATION | HOMELESSNESS | HOME REPAIRS/ MODIFICATIONS | MORALE SUPPORT | HOUSING | HOUSING EXPENSES | LEGAL | MEDICAL | TRAINING | TRANSPORTATION | VETERANS BENEFITS |   |
| U.S. Virgin Islands Department of Labor         | <a href="http://www.vidol.gov/">http://www.vidol.gov/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |
| United Service Organization (USO)               | <a href="http://www.uso.org/whatwedo/specialprograms/">http://www.uso.org/whatwedo/specialprograms/</a>                     |                                 |          |                    |            |                         |            |                   |           | X                         |              | X                           |                |         |                  |       |         |          |                |                   |   |
| USA Cares                                       | <a href="http://www.usacares.org">http://www.usacares.org</a>   |                                 |          |                    |            |                         |            | X                 | X         | X                         |              | X                           |                | X       |                  |       |         |          | X              |                   |   |
| USA Jobs  | <a href="http://usajobs.opm.gov/">http://usajobs.opm.gov/</a>   |                                 |          |                    |            |                         | X          |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |   |
| Utah Department of Veterans Affairs             | <a href="http://veterans.utah.gov/">http://veterans.utah.gov/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         |              | X                           |                |         |                  | X     | X       |          |                | X                 |   |
| Utah Department of Workforce Services           | <a href="http://jobs.utah.gov/jobseeker/dwsdefault.asp">http://jobs.utah.gov/jobseeker/dwsdefault.asp</a>                   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |
| Vermont Office of Veterans Affairs              | <a href="http://www.va.state.vt.us/">http://www.va.state.vt.us/</a>   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |   |
| Vermont Department of Labor                     | <a href="http://labor.vermont.gov/">http://labor.vermont.gov/</a>   |                                 |          |                    |            |                         | X          |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |   |
| Veterans of Foreign Wars                        | <a href="http://www.vfw.org/">http://www.vfw.org/</a>   |                                 | X        |                    |            | X                       |            | X                 | X         | X                         |              | X                           |                |         |                  |       |         |          |                |                   | X |
| Virginia Department of Veterans Services        | <a href="http://www.dvs.virginia.gov/">http://www.dvs.virginia.gov/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         |              | X                           |                |         |                  | X     | X       |          |                | X                 |   |
| Virginia Employment Commission                  | <a href="http://www.vec.virginia.gov/vecportal/index.cfm">http://www.vec.virginia.gov/vecportal/index.cfm</a>               | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |
| Washington State Department of Veterans Affairs | <a href="http://www.dva.wa.gov/">http://www.dva.wa.gov/</a>   | X                               | X        |                    | X          | X                       | X          | X                 |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   | X |
| Washington State WorkSource                     | <a href="https://fortress.wa.gov/esd/worksource/Employment.aspx">https://fortress.wa.gov/esd/worksource/Employment.aspx</a> | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |   |
| West Virginia Division of Veterans Affairs      | <a href="http://www.wvs.state.wv.us/va/">http://www.wvs.state.wv.us/va/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         |              | X                           |                |         |                  | X     | X       |          |                |                   | X |
| West Virginia Workforce                         | <a href="http://www.wvbep.org/bep/default.htm">http://www.wvbep.org/bep/default.htm</a>                                     |                                 |          |                    |            |                         | X          |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |   |
| Wisconsin Department of Veterans Affairs        | <a href="http://dva.state.wi.us/">http://dva.state.wi.us/</a>   | X                               | X        |                    | X          | X                       | X          |                   |           | X                         |              | X                           |                |         |                  | X     | X       |          |                |                   | X |
| Wisconsin Department of Workforce Development   | <a href="http://www.dwd.state.wi.us/">http://www.dwd.state.wi.us/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         |          | X              |                   |   |

## APPENDIX B – WEB RESOURCES FOR SOLDIERS, VETERANS AND THEIR FAMILIES

| ORGANIZATION                             | WEB ADDRESS   | ACCOMMODATIONS FOR DISABILITIES | ADVOCACY | CHILDCARE EXPENSES | COUNSELING | EDUCATION/ SCHOLARSHIPS | EMPLOYMENT | FAMILY ASSISTANCE | FINANCIAL | MISCELLANEOUS INFORMATION | HOMELESSNESS | HOME REPAIRS/ MODIFICATIONS | MORALE SUPPORT | HOUSING | HOUSING EXPENSES | LEGAL | MEDICAL | TRAINING | TRANSPORTATION | VETERANS BENEFITS |
|--|---|---------------------------------|----------|--------------------|------------|-------------------------|------------|-------------------|-----------|---------------------------|--------------|-----------------------------|----------------|---------|------------------|-------|---------|----------|----------------|-------------------|
|  |   |                                 |          |                    |            |                         |            |                   |           |                           |              |                             |                |         |                  |       |         |          |                |                   |
| Wyoming Department of Veterans Affairs   | <a href="http://www1.va.gov/directory/guide/state.asp?State=WY&amp;dnum=ALL">http://www1.va.gov/directory/guide/state.asp?State=WY&amp;dnum=ALL</a> | X                               | X        |                    | X          | X                       | X          |                   |           |                           | X            |                             | X              |         |                  |       | X       | X        |                | X                 |
| Wyoming Department of Workforce Services | <a href="http://www.wyomingworkforce.org/">http://www.wyomingworkforce.org/</a>   | X                               |          |                    |            | X                       | X          |                   |           | X                         |              |                             |                |         |                  |       |         | X        |                |                   |

# Reunion Brochures

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If you feel like you are having trouble coping with adjustment, it is healthy to ask for help. Many normal, healthy people occasionally need help in handling tough challenges in their lives. Contact a counseling agency or a minister, a Military Family Center, Military Chaplain, the Veterans Administration, or one of your community support groups that has been established in your area.



***“COMING HOME”***  
**A Guide for Service Members Returning from Mobilization / Deployment**



As an active, Guard or Reserve Service Member who is just coming home or is arriving soon, you are probably both excited and nervous about the homecoming. Even if you've been through a mobilization/deployment before, this one has been different because of the increased stressors of the time. Regardless of your experience and assignment, you will have a natural period of adjustment. You may find this tip sheet helpful in ensuring a successful homecoming and readjustment.

### *Reuniting with your Spouse:*

- ✓ It is normal to feel nervous and anxious about homecoming. Often Service Members wonder whether my spouse will still: "Be proud of me?" "Love me and need me?" "Expect things from me?"
- ✓ Plan for homecoming day. After homecoming, make an agreement with your spouse on the schedule for the next few days or weeks. Where do the children, extended family members or friends fit in?
- ✓ Realize the day of homecoming is very stressful. You and your spouse may not have slept much and may be worn out from preparations.
- ✓ Don't be surprised if your spouse is a bit resentful of your mobilization/deployment. Others often think of the deployment as more fun and exciting than staying at home - even if you know otherwise.
- ✓ Take time to get used to each other again. Reestablishing sexual intimacy will take patience, time and good communication - some people need to be courted again.
- ✓ **COMMUNICATE!!** Tell your spouse how you feel - nervous, scared, happy, that you love and missed them. Listen to your spouse in return. The best way to get through the reacquaintance jitters, regain closeness and renegotiate your roles in the family is by talking and actively listening.
- ✓ You've both been used to doing what you wanted during personal time. Feeling like you need some space is normal.
- ✓ Your fantasies and expectations about how life will be upon return may be just fantasies. Be prepared to be flexible.
- ✓ You and/or your spouse may be facing a change in job assignment or a move. Readjustment and job transition cause stress. This may be especially true for demobilizing Guard/Reservists who are transitioning back to civilian life.
- ✓ Resist the temptation to go on a spending spree to celebrate the reunion. The extra money saved during deployment may be needed later for unexpected household expenses. Stick to your budget. Show you care through your time and effort.

### *Reuniting with Your Children:*

- ✓ Children may be feeling the same confusing things you and your spouse feel - worry, fear, stress, happiness, excitement. Depending on their age, they may not understand how you could leave them if you really loved them.

- ✓ They may be unsure of what to expect from their returning parent. They may feel uncomfortable around you or think of you as a stranger.
- ✓ It's hard for children to control their excitement. Let them give and get the attention they need from you before you try to have quiet time alone with your spouse.
- ✓ Children's reactions to your return will differ according to their ages. Some normal reactions you can expect, and suggestions for handling them are:
  - **Infants:** Cry, fuss, pull away from you, cling to your spouse or the caregiver they know. Talk to them while holding, hugging, bathing, changing, feeding, playing, and relaxing with them.
  - **Toddlers:** Shy, clingy, may not recognize you, cry, have temper tantrums, return to behaviors they had outgrown (no longer toilet trained). Give them space and warm-up time. Be gentle and fun. Sit on floor at their level and play with them.
  - **Preschoolers:** Feel guilty for making you go away, need time to warm-up to you, intense anger, act out to get attention, be demanding. Reinforce that they are loved unconditionally, listen carefully, accept their feelings, find out new things they are interested in, play with them, control attention-getting behavior.
  - **School Age:** Excitement, joy, talk constantly to bring you up to date, boast about you, guilt about not doing enough or being good enough. Review pictures, school work, family scrapbook, praise for what they did during your deployment, do not criticize.
  - **Teenagers:** Excitement, guilt about not living up to standards, concern about rules and responsibilities, feel too old or unwilling to change plans to meet you or spend extended time with you upon your return. Share what's happened during deployment, encourage them to share, do chores together, listen, respect privacy and friends, don't be judgemental.
- ✓ Reassure children and spouse and communicate your love to family.
- ✓ Children are excited and tend to act out. Accept and discuss these physical, attitudinal, mental, emotional changes.
- ✓ Get re-involved with your children's school and social activities.

### *Single Service Members/Single Parents—Reuniting with Parents, Extended Family Members and Friends:*

- ✓ You have certainly missed your family and friends, and they have missed you. Let them be a part of the reunion but balance your needs

with those you love and care about. You will have a period of readjustment when you return home.

- ✓ If you are single or live with your parent(s), family, or a friend, many of the above tips for a reuniting with spouses and children may apply. Changes in the house or routine may be stressful. Go slowly in trying to make the adjustment to being home again.
- ✓ Some things will have changed at home while you were gone - marriage in your family or with friends, new babies born, new neighbors, changes in relationships.
- ✓ Some things will change with the people you've lived and worked with prior to deployment. Married friends will be involved with their families. Others may return to their old friends and you may feel left out.
- ✓ Your parents and family have been very worried about you over the past months. Give them time and special attention.
- ✓ You may be facing a change in job assignment or a move, or trying to meet new people, looking for a new relationship. All these things cause stress.

### *Take Time for Yourself:*

- ✓ You may have seen or experienced some things that were very upsetting. Some normal reactions to these abnormal situations are fear, nervousness, irritability, fatigue, sleep disturbances, startle reactions, moodiness, trouble concentrating, feelings of numbness, and frequent thoughts of the event. Talking with others who were there and/or counselors trained in crisis stress reactions is very important.
- ✓ Look into ways to manage stress - diet, exercise, recreation - and definitely take care of yourself!
- ✓ Make time to rest. Negotiate the number of social events to attend.
- ✓ Limit your use of alcohol. Remember alcohol was restricted during your deployment and your tolerance is lowered.
- ✓ Depend on family, your unit, and friends for support.

### *Remember...*

*Go slowly - don't try to make up for lost time. Accept that your partner and loved ones may be different. Take time to get reacquainted. Seek help, if needed.*

Points of view or opinions in this pamphlet do not necessarily represent the official position of the U.S. Department of Defense.



## ***“COMING HOME”***

**A Guide for Spouses of  
Service Members Returning  
from Mobilization /  
Deployment**



As a spouse or child of an active, Guard or Reserve Service Member who is just coming home or is arriving soon, you are probably both excited and nervous about the homecoming. Even if you have been through a mobilization/deployment before, this one has been different because of the increased stressors of the time. Regardless of your experience and Service Member's assignment, you will have a period of natural adjustment. You may find this tip sheet helpful in ensuring a successful homecoming and readjustment.

#### *What to Expect When the Service Member Comes Home:*

- ✓ You have become more confident and independent and your spouse has changed too. Expect things to be different.
- ✓ It is normal to feel nervous and anxious about the homecoming. You may wonder whether your spouse will: "Like the way I look?" "Like what I've done with the house?" "Be proud of me for how I've handled things?" "Still need me?" "Still love me?"
- ✓ Plan for homecoming day. After homecoming, make an agreement with your spouse on the schedule for the next few days or weeks. Where do the children, parents, extended family members, or friends fit in?
- ✓ Realize the day of homecoming is very stressful. You and your spouse may not have slept much and may be worn out from preparations.
- ✓ Take time to get used to each other again. Reestablishing sexual intimacy will take patience, time, and good communication - some people need to be courted again.
- ✓ **COMMUNICATE!!** Tell your spouse how you feel - nervous, scared, happy, that you love and missed them. Listen to your spouse in return. The best way to get through the reacquaintance jitters, regain closeness, and renegotiate your roles in the family is by talking and actively listening.
- ✓ You've both been used to doing what you wanted during personal time. Feeling like you need some space is normal.
- ✓ Your fantasies and expectations about how life will be upon return may be just fantasies. Be prepared to be flexible.
- ✓ You and/or your spouse may be facing a change in job assignment or a move. Readjustment and job transition cause stress. This may be especially true for demobilizing Guard/Reservists who are transitioning back to civilian life.
- ✓ Be calm and assertive, not defensive, when discussing decisions you have made, new family activities and customs, or methods of disciplining the children. Your spouse may need to hear that it wasn't the same doing these things alone, that you're glad he/she's back, and that you'd like to discuss problems and criticisms calmly.
- ✓ Reassure your spouse that they are needed, even though you've coped during the deployment. Talk about keeping some of the independence you've developed. It's best not to "dump" all the chores or only the ones you dislike back on your spouse.

- ✓ Your spouse may have seen or experienced some things that were very upsetting. Some normal reactions to these stressful situations are fear, nervousness, irritability, fatigue, sleep disturbances, startle reactions, moodiness, trouble concentrating, feelings of numbness, and frequent thoughts of the event. Talking with others and/or counselors trained in crisis stress reactions is very important.
- ✓ Resist the temptation to go on a spending spree to celebrate the reunion. The extra money saved during deployment may be needed later for unexpected household expenses. Stick to your household budget. Show your care through your time and effort.

#### *What to Expect from Your Children:*

- ✓ Children may be feeling the same confusing things you and your spouse feel - worry, fear, stress, happiness, excitement.
- ✓ Depending on their age, they may not understand how your spouse could leave them if he/she really loved them.
- ✓ They may be unsure of what to expect from your spouse. They may feel uncomfortable or think of him/her as a stranger.
- ✓ It's hard for children to control their excitement. Let them give and get the attention they need from the returning parent before you try to have quiet time alone with your spouse.
- ✓ Children's reactions to the returning parent will differ according to their ages. Some normal reactions you can expect are:
  - **Infants:** Cry, fuss, pull away from the returning parent, cling to you or the caregiver.
  - **Toddlers:** Shy, clingy, not recognize the returning parent, cry, have temper tantrums, return to behaviors they had outgrown (no longer toilet trained).
  - **Preschoolers:** Feel guilty for making parent go away, need time to warm-up to returning parent, intense anger, act out to get attention, demanding.
  - **School Age:** Excitement, joy, talk constantly to bring the returning parent up to date, boast about the returning parent, guilt about not doing enough or being good enough.
  - **Teenagers:** Excitement, guilt about not living up to standards, concern about rules and responsibilities, feel too old or unwilling to change plans to meet or spend extended time with the returning parent.

- ✓ Prepare children for homecoming with activities, photographs, participating in preparations, talking about dad or mom.
- ✓ Children are excited and tend to act out. Accept and discuss these physical, attitudinal, mental, emotional changes. Plan time as a couple and as a family with the children.
- ✓ Stay involved with your children's school and social activities.  
*Take Time for Yourself:*
- ✓ Look into ways to manage stress - diet, exercise, recreation - and definitely take care of yourself!
- ✓ Make time to rest. Negotiate the number of social events you and your family attend.
- ✓ Limit your use of alcohol. Remember alcohol was restricted during your spouse's deployment and tolerance is lowered.
- ✓ Go slowly in getting back into the swing of things. Depend on family, your spouse's unit, friends for support.

#### *Remember...*

*Go slowly - don't try to make up for lost time.*

*Accept that your partner may be different.*

*Take time to get reacquainted.*

*Seek help for family members, if needed.*

**If you feel like you are having trouble coping with adjustment, it is healthy to ask for help. Many normal, healthy people occasionally need help to handle tough challenges in their lives. Contact a counseling agency or a minister, a Military Family Center, Military Chaplain, the Veterans Administration, or one of your community support groups that has been established in your area.**

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## ***“COMING HOME”***

**A Guide for Parents, Extended  
Family Members or Friends  
of Service Members Returning from**

**Mobilization / Deployment**



As a parent, extended family member, or friend of an active, Guard or Reserve Service Member, who is just coming home or is arriving soon, you are probably both excited and nervous about the homecoming. Even if you've been through a mobilization/deployment before, this one has been different because of the increased stressors of the time. Regardless of your experience and Service Member's assignment, there will be a period of adjustment. You may find this tip sheet helpful in ensuring a successful homecoming and readjustment.

### *What to Expect When the Service Member Comes Home:*

- ✓ You have certainly missed your Service Member, as they have missed you. Reestablishing relationships will take time and communication.
- ✓ It's normal for the returning Service Member to "need space" upon their return.
- ✓ It's normal to feel nervous and anxious about the homecoming. Plan for homecoming day. After homecoming, allow the returning Service member to schedule the next few days or weeks.
- ✓ Expect things to be different. Take time to understand how the Service Member has changed. Be prepared and flexible.
- ✓ The Service Member may have seen or experienced some things that were very upsetting. Some normal reactions to these abnormal situations are fear, nervousness, irritability, fatigue, sleep disturbances, startle reactions, moodiness, trouble concentrating, feelings of numbness, and frequent thoughts of the event. Talking with others who were there and/or counselors trained in crisis stress reactions

is very important. The Service Member may be facing a change in job assignment or a move. Readjustment and job transition cause stress. This may be especially true for demobilizing Guard and Reservists who are transitioning back into civilian life.

### *Making the Reunion Easier:*

- ✓ Take time to get reacquainted. Communicate your love and concern.
- ✓ **COMMUNICATE!!** Tell each other how you feel - nervous, scared, happy, that you love and missed them. Listen to each other. The best way to get through the reacquaintance jitters and regain closeness is to talk and actively listen.
- ✓ Reassure the Service Member that they are needed, and that you are happy he/she has returned safely.
- ✓ Be calm and assertive, not defensive, when discussing events that have taken place during the Service Member's absence. The Service Member may need to hear that it wasn't the same doing these things alone, that you're glad he/she's back, and that you'd like to discuss problems and criticisms calmly.
- ✓ Prepare children of the extended family for homecoming and involve them in reunion activities.

### *Take Time for Yourself to Make the Reunion for Everyone Concerned Easier:*

- ✓ Make time to rest. Negotiate social events and activities.
- ✓ Limit your use of alcohol. Remember alcohol was restricted during the Service Member's deployment and tolerance is lowered.
- ✓ Go slowly in getting back into the swing of things. Depend on family and friends for support. You are part of the Service Member's support network.

### *Remember...*

*Go slowly – don't try to make up for lost time.*

*Accept that your Service Member may be different.*

*Take time to get reacquainted.*

*Reassure your loved ones.*

*Seek help for family members, if needed.*

Many of these tips have cross-application to the Service Member, spouse, children, extended family members, and friends. If you feel like you are having trouble coping with adjustment, it is healthy to ask for help. Many normal, healthy people occasionally need help to handle tough challenges in their lives. Contact a counseling agency or a minister, a Military Family Center, Military Chaplain, the Veterans Administration, or one of your community support groups that has been established in your area.

# America's Army: The Strength of the Nation

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