S/S Feb 23

CORRECTED COPY

CHANGE No. 1

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., *19 January 1968*

PERSONAL AFFAIRS

ARMY COMMUNITY SERVICE PROGRAM

AR 608-1, 6 July 1967, is changed as follows:

Page 11. Figure 1 including the legend, is superseded.

ARMY COMMUNITY SERVICE EMBLEM

Theme: 'Self-Help, Service, and Stability'

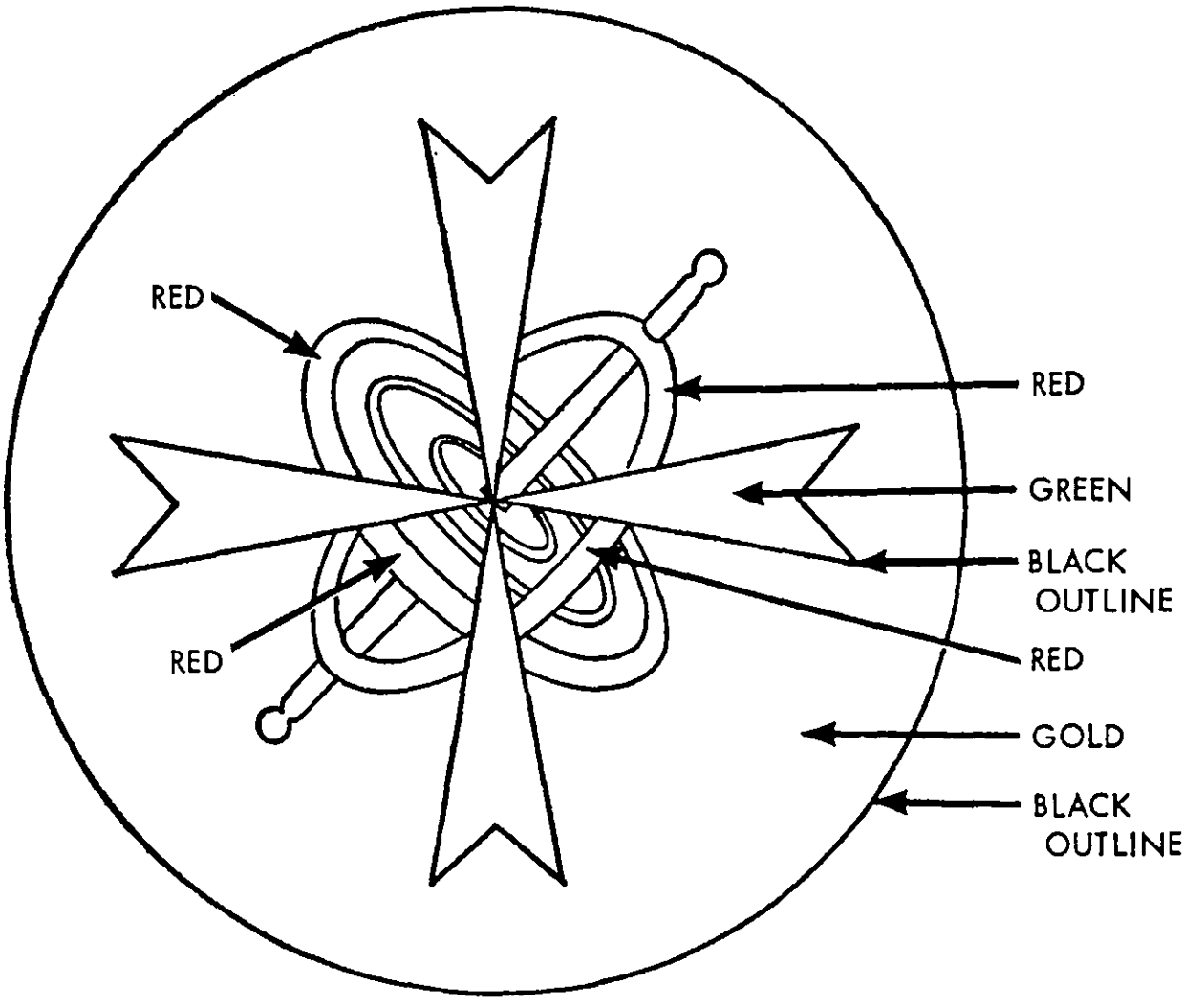

Figure 1.

LEGEND: This emblem represents The Cross, The Gyroscope, and The Heart, an idea associated with the giving of kind-hearted help and stability. The image of the cross is taken from an organization whose purpose, among other things, was to provide help for sick and needy Crusaders during the Middle Ages. This may have been the first organized program of individualized relief services in relation to an Armed Force. The cross, a symbol for help, the gyroscope, a symbol for equilibrium and stability, are combined with a heart to reflect the program as a living, sustaining force in the lives of Army personnel and their dependents. The color of the Army green uniform and the gold of buttons and insignia are combined in the emblem. The full circle represents the whole, or the Army Community.

The proponent of this regulation is the Office of the Deputy Chief of Staff for Personnel, U.S. Army. Users are invited to send comments and suggested improvements to Deputy Chief of Staff for Personnel, U.S. Army ATTN: DCSPER-PSD, Department of the Army, Washington, D.C. 20310.

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:
KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:
Active Army, NG, and USAR: To be distributed in accordance with DA Form 12-9 requirements for Military Personnel General—A.

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See Corrected Copy

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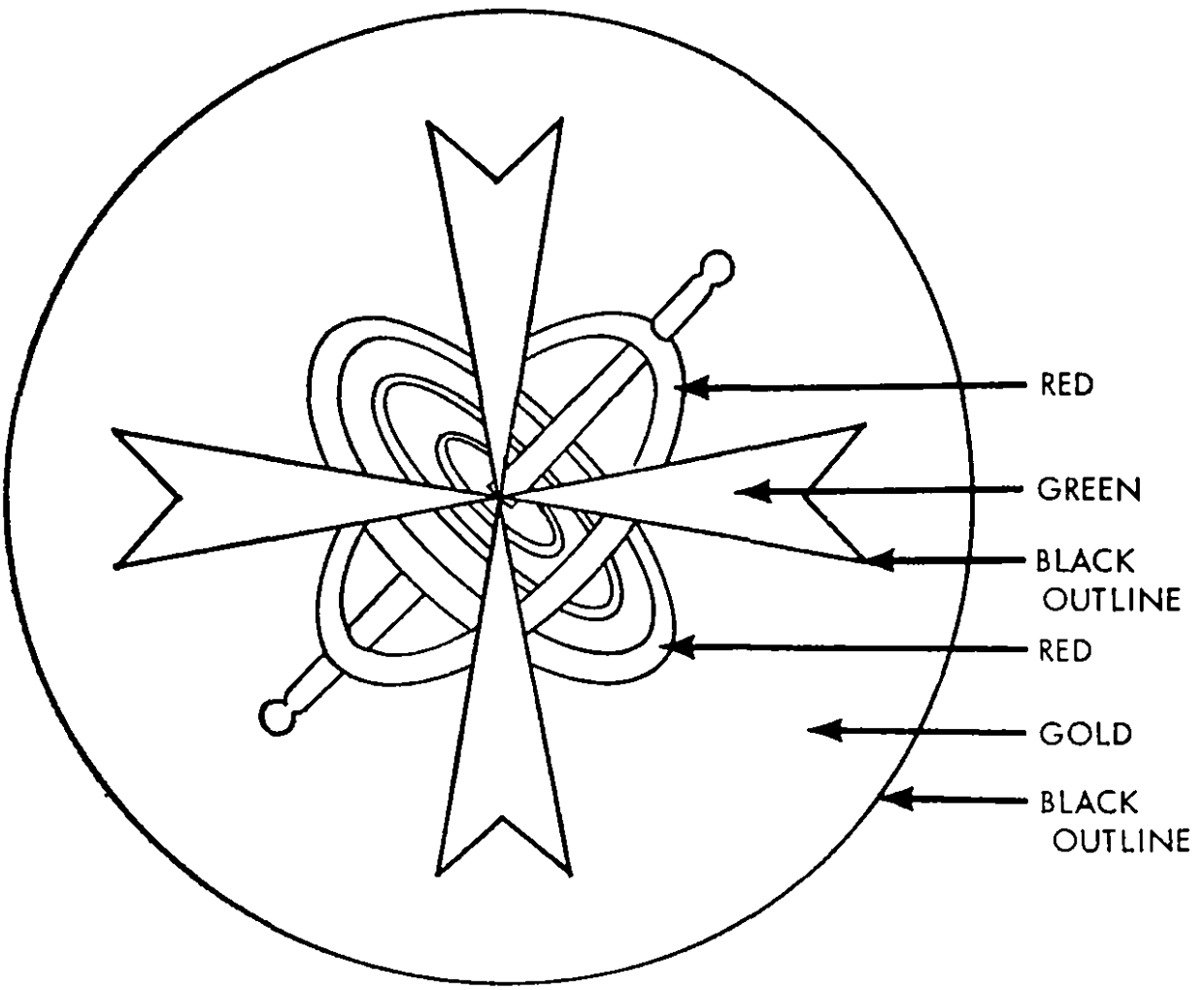

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*AR 608-1

ARMY REGULATION No. 608-1

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HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C., *6 July 1967*

PERSONAL AFFAIRS

ARMY COMMUNITY SERVICE PROGRAM

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Section I. GENERAL

1. Purpose. This regulation outlines procedures for the establishment and operation of an Army Community Service (ACS) Program at the installation level.

2. Objectives. *a.* Establish a centrally located, responsive, and recognizable service to provide information, assistance, and guidance to members of the Army community in meeting personal and family problems beyond the scope of their own resources.

b. Reduce the man-hours consumed by commanders, staff officers, and the individual soldier in seeking appropriate sources of assistance to resolve complex personal problems.

c. Improve retention of military personnel by increasing career satisfaction.

This regulation supersedes AR 608-1, 19 November 1965, including C1, 13 December 1965, and DA letter AGAM-P(M), 18 Jan 67, 23 January 1967, subject: DA Awards Program for Army Community Service, and DA letter AGAM-P(M); (16 Feb 67), 17 February 1967, subject: Army Community Service (ACS) Assistance for Special Care and Care and Treatment Information.

3. Concept. *a.* The concept of an Army Community Service includes—

(1) Improved social functioning in the Army community.

(2) Prevention and reduction of disruptive influences.

(3) Achievement of maximum community stability.

(4) The principle of self-determination (self-help).

(5) Recognition that the goal of services is not to remedy the total situation, but rather to help individuals to help themselves.

b. An effective military community service program for Army personnel and their families will provide the installation commander with an organized system for bringing together all available resources for the relief of personal problems having an adverse effect upon performance, morale, and retention of skilled manpower.

c. This activity normally will provide Army personnel a source of information and services of a personal nature beyond those which are furnished by the installation staff.

4. Eligibility for service. *a.* The following categories of personnel are eligible for assistance:

(1) Active duty and retired Army personnel and their dependents.

(2) Members of the Army Reserve components on active duty for training and their dependents.

(3) Department of the Army civilians overseas who are U.S. nationals, and their dependents, irrespective of their nationality.

(4) Department of the Army civilians and their dependents in the United States where local civilian resources are not available. Determination for eligibility in this instance will be made by the local commander.

(5) Widows, widowers, and other next of kin, regardless of dependency status, of Army personnel who were on active duty or retired at time of decease.

(6) Active and retired members of the other uniformed services and their dependents are eligible for information and referral services when assistance resources of their own service are not available.

b. The term "dependent" as used in this regulation is as defined in AR 608-50, except as specified in *a*(5) above.

5. Services to be provided. A test for adequacy of services is that they are wanted, effective, visible, accessible, efficient, and related to others. Depending upon local needs, Army Community Service may encompass information concerning financial assistance, availability of housing, transportation, relocation, medical and dental care, legal assistance, orientation of new arrivals, and a variety of other related matters, as well as assistance in finding resources for solution of more complex personal problems such as handicapped children. Of great importance is assistance to dependents whose sponsors are absent, depart suddenly on unaccompanied permanent change of station, or are otherwise unavailable to assist with the variety of problems which face a dependent under emergency conditions. For matters related direct to civilian employment, information will be maintained by ACS as to the appropriate personnel technicians in the local civilian personnel office to which persons making inquiries should be referred.

6. Identification of Army Community Service. It is of the utmost importance that Army Community Service be easily recognized and identified worldwide by those who must use it. In order to achieve this recognition and identification, all family assistance type activities will be designated as an Army Community Service. *For example*, Fort --------- Army Community Service. Additionally, a single theme and an identifying emblem will be used as follows:

a. Theme —"Self-Help, Service, and Stability."

b. The Army Community Service emblem has been designed to carry out this theme (fig. 1).

Section II. CRITERIA FOR ESTABLISHMENT, RESPONSIBILITIES, FUNCTIONS, AND ORGANIZATION

7. Criteria for establishment. *a.* All installations not tenants or satellites of an Army host installation where 500 or more military personnel are assigned and dependents may join them will designate an officer within G-1 or S-1 as the Army Community Service Officer. When feasible, this

position should be identified in the appropriate TDA. This duty may be performed as a primary duty or as an additional duty depending upon the requirements of the installation concerned and desires of the commander. Major personnel support will be provided by organized volunteer groups of dependents. The functions of Army Emergency Relief, Army Relief Society, Army Personal Affairs, Survivor Assistance Officer, and Retired Affairs should be integrated with Army Community Service as local conditions permit.

b. At installations where 2,000 or more military personnel are assigned and dependents may join them an Army Community Service will be established. At these installations, a Community Service Coordinator and such other personnel as may be authorized should be assigned to operate the activity as a primary duty under the supervision of the designated Army Community Service Officer. Major personnel support will be provided by volunteer personnel.

c. Installations with a military strength of 500 or below and where dependents may join the sponsor are encouraged to establish an Army Community Service Program designed to meet the needs of that particular installation.

8. Responsibilities. The Army Community Service program is a command responsibility.

a. Major commanders will adapt the Army Community Service program to the overall needs of installations and activities under their jurisdiction and insure that the program is carried out effectively.

b. Installation commanders are responsible for the establishment of Army Community Service commensurate with the mission, strength, needs, and numbers of families within their area of responsibility.

c. General Staff supervision of the Army Community Service program is the responsibility of the Deputy Chief of Staff for Personnel.

9. Functions. *a.* It is not intended that the Army Community Service program absorb or duplicate functions or services normally furnished by the installation's military and civilian staffs.

b. The function of Army Community Service is to support and assist command efforts to provide information, assistance, and services to members of the Army community to meet routine living requirements, as well as complex social problems requiring resources beyond those normally available.

c. The role of Army Community Service is supportive, educational, and advisory in nature. The commander has the primary interest and responsibility in resolving personal problems of the soldier, and no service agency can assume this responsibility. Close and understanding relationships between Army Community Service personnel and all levels of command are fundamental to a sound service program.

d. Functions of ACS do not conflict with provisions of AR 940-10.

10. Organization. *a.* The organizational plan will depend upon local conditions and requirements of the installation. Army Community Service is a professionally based program. Army Social Work Officers and Social Work Specialists will be assigned to Army Community Service when resources permit and when dependent population and complexity of social problems so warrant.

b. It is intended that the organization plan include maximum use of operating committees composed of trained volunteer workers. Such planning will provide the installation commander with an effective pool of personnel without unduly increasing his military manning level.

c. A chart outlining a recommended organization for an Army Community Service is shown in figure 2. The organizational structure may be expanded or decreased to fit the commander's resources and requirements. Responsibilities may be grouped within a small number of volunteer committees at smaller installations and expanded at larger installations where an extensive program is established.

Section III. FACILITIES AND FUNDS

11. General. It is highly desirable to maintain central facilities for the operation of the Army Community Service Program. New construction for this purpose is not authorized. When feasible, the service should be operated near or in conjunction with appropriate staff agencies. Suitable facilities for volunteer activities and reception of families should be provided.

12. Source of funds. The following sources of funds may be used in support of program activities:

a. As a staff activity, appropriated funds may be used for the following:

(1) Costs of maintenance and operation of Army Community Service facilities.

(2) Military and civilian personnel costs.

(3) Travel and transportation allowances for Department of Army civilian and military personnel engaged in direct support of the Army Community Service program.

(4) Operating supplies and equipment required in day to day operations of Army Community Service activities.

b. Nonappropriated funds may be used to supplement appropriated funds in support of the Army Community Service program as authorized in AR 230-5 and AR 230-81, relating to financial support of activities benefiting dependents of military and civilian personnel.

(1) Nonappropriated military welfare funds may be expended from central post and major command welfare funds for support of the Army Community Service program activities subject to determination of installation and major commanders that the use of such funds for this purpose will not adversely affect the support of morale, welfare and recreational activities operated primarily for the benefit of military personnel.

(2) Nonappropriated civilian welfare funds may be expended for support of the Army Community Service program activities benefiting civilian employees and their dependents in isolated areas when local community services and facilities are not available, consistent with the intent of paragraph 36*d*, AR 230-81.

(3) When authorized by the installation commander, a nonappropriated sundry fund may be established for internal operation of Army Community Service activities (see AR 230-5 and AR 230-60). Members of the welfare fund councils may also be designated as members of the governing body of the Army Community Service Sundry Fund, but the accounts will be maintained so that the sundry fund is identified as a fiscal entity, separate and apart from welfare funds and private associations. The source of income to the sundry fund will be from gifts and donations and fund-raising and other authorized activities. Nonappropriated welfare funds will not be paid into the sundry fund.

(4) Grants or loans to individuals for emergency welfare needs are not authorized from nonappropriated welfare or sundry funds.

(5) Purchase of Army Community Service awards (para 23) is authorized from military nonappropriated funds.

c. Private associations identified by paragraph 3*b*, AR 230-5 are not subject to the provisions of *b* above. Financial support of the Army Community Service Program by such associations is subject to the associations' constitution and by-laws, charter or articles of agreement.

d. Voluntary contributions of gifts to ACS may be accepted subject to the provisions of AR 1-100, AR 1-101, and AR 230-5.

Section IV. OPERATION OF ARMY COMMUNITY SERVICE

13. General. *a.* Personnel (military, civilian, or volunteer) who are assigned to Army Community Service should be selected from among those persons who evidence mature judgment in human relations. Individuals with backgrounds of experience in the fields of social work, education, and personnel management are particularly suitable.

b. Notwithstanding availability of volunteer personnel, commanders will insure that appropriate responsible officials, such as the ACS Officer, or ACS Coordinator, are available after normal duty hours to respond to emergency requests for assistance.

14. Operating and other Army Community Service personnel. *a. Army Community Service Coordinator.* See figure 2.

(1) As directed by local commanders, develops policies and procedures for operation

of the local Army Community Service program.

(2) Maintains effective working relationships with commanders, military and civilian staff agencies, local authorities, and community health and welfare agencies.

(3) Insures establishment of volunteer training programs and assures maximum effective utilization of volunteer skills.

(4) Determines services required and insures that referrals to the appropriate agency are made when indicated.

(5) Establishes a followup system for referrals to see that required service has been received by persons seeking assistance.

b. Army Community Service Council. A council will be appointed by the installation commander to insure the development and operation of a sound program of coordinated services. Its membership will be determined by the size and scope of the operation contemplated. Suggested responsibilities would be to advise on the operation of the activity; to assist in the formulation of new plans and programs to meet emergent needs; and to advise on methods for coordination of resources. Suggested membership is shown in figure 2. Civilian members of the local civilian community, such as school principals and health and welfare agency representatives, may be invited to attend meetings in the capacity of observer as desired.

c. Social Work Officers and Social Work Specialists. Assignment of Army Social Work Officers and Social Work Specialists to Army Community Service is authorized at installations where the post population or the complexity of problems warrants such assignments. When the aforementioned factors do not apply, consultation to Army Community Service will be provided by local Army social work officers.

d. Volunteer service.

(1) The recruitment, training, utilization, and retention of volunteers are essential to the success of the Army Community Service program.

(2) Detailed information concerning the formation of the volunteer corps is contained in appendix A.

(3) The suggested training program for the volunteers is contained in appendix B.

Section V. VOLUNTEER COMMITTEES AND FUNCTIONS

15. Volunteer committees. The number of volunteer committees formed will be dependent upon the needs of the installation and availability of qualified volunteers. Committees should be of adequate size to insure continuous operation once established. Suggested functions in broad categories of committees are—

16. Functions. *a. General service committees.* Members of this committee may provide services as follows:

(1) Assist newly assigned or departing personnel.

(2) Operate "lending closets" to provide temporary loans and household articles.

(3) Perform essential office duties in direct support of ACS operation.

(4) Conduct scheduled orientation sessions to advise newly arrived dependents of available facilities and service on-post and in the nearby community.

(5) Operate an informational-orientation course directed primarily to junior officer and junior enlisted wives. A suggested outline is contained in paragraph 2*b* (5), (6), and (7), appendix B.

(6) In coordination with the local installation housing manager maintain current listings of availability and adequacy of appropriate housing.

(7) Maintain, with approval of installation commander, listings of desired or available services such as baby sitting, house cleaning, car pools, and articles wanted or for sale.

b. Emergency service committees. Volunteers available for call on a 24-hour basis to provide—

(1) Assistance to next of kin in casualty situations as required.

(2) Temporary care of children.

(3) Transportation.

(4) Shopping assistance.

(5) Other services necessary to the physical and mental well-being of families whose normal routine has been interrupted by unusual problems.

c. Intake service committees. This service pro-

vides a centralized point from which requests for assistance are channeled to appropriate known resources. This is a sensitive area of operation requiring patience, tact, and familiarity with both military and civilian community resources. Members of this committee operate as a reception and referral service. Suggested duties are as follows:

(1) Receive persons seeking assistance and obtain facts concerning problems for presentation to the Army Community Services Coordinator.

(2) Coordinate recommended solutions to problems with military and civilian agencies on routine matters as required.

d. Handicapped service committees. This service provides a centralized point for information and request for assistance for handicapped individuals. If the size of the ACS activity and number of persons seeking such information warrants, a special handicapped service committee could be established for this purpose. If this is not practical, the service will be included within the functions of the general service committee. Volunteers for this service need to be familiar with and have available information on procedures to obtain medical evaluation of handicapped individuals (para 19). Familiarity with the provisions of AR 40-121 is a requirement for this committee. Suggested duties of the volunteers are as follows:

(1) Assist in the surveying and obtaining of information of available resources for the handicapped.

(2) Assist in the maintenance of current files on the availability of resources for the handicapped.

(3) Provide information on resources to those seeking such information. The Intake Service Committee (*c* above) should be alert to make referrals to the Handicapped Service Committee.

(4) Committee may contact the Health Resources Information Branch, Office of the Civilian Health and Medical Program of the Uniformed Services (OCHAMPUS), Office of The Surgeon General, Department of the Army, Denver, Colo. 80240.

Section VI. EMERGENCY AND SPECIALIZED PROGRAMS

17. General. *a.* Planning and preparation for emergencies relating to care of Army families must be a continuing consideration. Every possible means must be employed to insure that the well-being, morale, and welfare of Army families are maintained. Whether the family suffers loss through fire, flood, or other natural disaster, or whether military operational requirements cause disruptive and adverse impact upon the morale and well-being of Army families, Army Community Service should serve as the hub for assistance.

b. When a unit or individual is suddenly ordered to an unaccompanied permanent change of station, and the sponsor is unable to resolve the many personal problems confronting his family, a plan to alleviate family difficulties must be placed into effect. Problems should be anticipated in such areas as financial support, housing, transportation, relocation, legal affairs, medical care and treatment, and personal adjustment.

18. Command planning for dependents' assistance. *a. Use of the plan.* Use of the plan outlined herein will give assurance of maximum Army assistance to dependents and materially reduce adverse morale impact. This plan is based upon the following considerations:

(1) Permanent change of station orders for military personnel may arrive with insufficient advance notice to permit initiation or completion of personal and family care planning.

(2) The majority of affected dependents reside in a civilian community and a portion of these dependents are not entitled to transportation of dependents or movement of household goods (grades E-4 and below with less than 4 years service).

(3) All personal and financial actions to provide care and support for dependents are being initiated and processed by commanders of individuals or deployed units.

(4) Necessary support for preparation of allotments and other administrative actions is available during transit status of military personnel.

(5) Necessary support for legal services, including wills and powers of attorney, is available.

(6) Maximum effort to insure proper support of dependents is exercised by commanders of all military personnel.

b. Planned actions, departure date of sponsor (D-Day) to D-Day +3.

(1) Establish a centralized agency to supply dependent information and assistance.

(2) Inform all dependents, by the most expeditious means, of the sponsor's departure, postal arrangements, designation of the established centralized agency as a contact for immediate and emergency needs, and plans for appropriate dependent orientations to assist in personal planning.

(3) Designate, as appropriate, officer and/or unit sponsorship for specified segments of the dependent population.

(4) Insure the appropriate security, storage, or necessary shipment of personal property of deployed personnel who have no dependents.

c. Planned actions, D-Day +4 to D+120 Days.

(1) Establish coordination with Army Emergency Relief and American Red Cross to insure rapid response to emergency financial needs.

(2) Assure expeditious and continued processing of personnel actions affecting financial support of dependents.

(3) Assure availability of guidance and assistance in resolving problems of indebtedness.

(4) Urge all relocating dependents to seek housing near a military installation, in order to take advantage of medical care, commissary, Armed Forces Exchanges, and other facilities.

(5) Establish priorities for movement among dependents residing on and off post.

(6) Assess availability of local facilities to move, pack, and crate household goods.

(7) Consider establishment of criteria shown below affecting retention of on post quarters (except excess housing). Commanders are encouraged to provide excess housing in accordance with chapter 8, AR 210-50.

(*a*) Permit occupancy of on-post quarters for at least 60 days.

(*b*) Permit 120 days' occupancy of quarters based upon a liberal consideration of compassionate requests submitted by dependents.

(*c*) Permit occupancy over 120 days for special and unusual dependent requirements as may be determined by the post commander.

(8) Establish contacts with real estate firms to assist in locating stateside housing for relocating dependents.

(9) Encourage families living off-post stateside to retain current housing until return of sponsor, when circumstances and the dependent situation permit.

(10) Accord consideration to problems confronting dependents who are not authorized government transportation of dependents and household goods.

(11) Insure that continued occupancy of off-post housing is possible for at least 60 days if required by dependents.

(12) Provide assistance in the appropriate disposition and/or transportation of automobiles and trailers as required.

(13) Maintain, or as required, increase, post capability in the following areas:

(*a*) Child care (day nurseries, 24-hour care, and special care for handicapped children).

(*b*) Local transportation of dependents (local car pools and other volunteer means of transportation).

(*c*) Medical care and handling of personal adjustment problems.

(*d*) Youth activities and supervision to reduce incidence of delinquency.

(*e*) Casualty assistance.

(*f*) Recreational activities.

(*g*) Volunteer assistance services—all areas of potential need.

(*h*) Army Community Service with emphasis upon immediate response to emergency requirements and personal adjustment problems.

d. Planned actions, D-Day+121 for an indefinite period.

(1) Resolution of special problem areas outlined in *c* above.

(2) Maintain personal sponsorship and pro-

vide centralized assistance and contacts for affected dependents residing in the civilian community.

19. Specialized programs. *a.* It is not the intent of the Department of the Army that treatment programs for individuals be provided by Army Community Service. Rather, the Army Community Service should assist families in locating appropriate resources in or outside of the military establishment, so that appropriate service may be provided. The legal and ethical aspects of health and welfare programs require professional knowledge and experience which will insure maximum protection of the individual and of the activity concerned. Assumption of responsibility for providing guidance in specialized programs directed to the area of family relationships, or planning for handicapped family members, requires the service of personnel who are members of a professional discipline. Adherence to this requirement will insure proper avenues of communication, professional sanction and ethical standards.

b. The Office for Civilian Health and Medical Program of the Uniformed Services (OCHAMPUS), Office of The Surgeon General, Department of the Army, Denver, Colo. 80240, has established a Health Resources Information Center to maintain an information exchange concerning location, costs, and services available from agencies, and facilities having special care and treatment programs. Their files include a large number of directories, pamphlets, listings, and brochures. Although there is no single directory, the Information Center is prepared to provide directly to the ACS centers upon request relevant information for individual cases.

(1) To suitably respond to resource inquiries, the Health Resources Information Center requires the following information:

(*a*) Name, grade, service number, branch of service, and duty assignment of the sponsor.

(*b*) Name and address of the dependent. If in an institution, the name and address of the institution.

(*c*) Age and relationship of the dependent to sponsor.

(*d*) A brief description of the dependent's condition.

(2) If determination of eligibility for care is desired, items in (*a*), (*b*), and (*c*) above are required. In lieu of (*d*) above, a signed statement by a physician giving the diagnosis, history of dependent's disability, present condition, prognosis, a recommended plan for management of the condition, and estimated costs will be provided.

(3) Requests for information only may be handled by telephone if it is more expedient to do so. Post surgeons will provide assistance in compiling the information required by the Health Resources Information Center, OCHAMPUS.

c. Each ACS center has the responsibility for continuously collecting and maintaining information concerning the location, costs, and services available from agencies, organizations, and facilities for the handicapped in its local area. The ACS in liaison with the Office of the post surgeon will insure that both local military and civilian resources are identified. The identification of resources will also include programs of special educational and day nursery facilities. The evaluation of the individual's disability including recommendations as to the resource assistance required is a medical responsibility. When assistance requires counseling and guidance in family relationships, such service is a proper matter for a professional social worker. If none is assigned, such services would be provided by the local social work officer assigned to the post surgeon. When the aforementioned factors do not apply, the ACS officer in consultation with the post surgeon would determine the proper professional person.

(1) Each ACS center will on the request of the Health Resources Information Branch provide resource information for the handicapped in its local area for inclusion in the Health Resources Information Center's repository. The Information Center will provide the guidance as to the information needed.

(2) Although all ACS centers have direct access to the Information Center, this in no way diminishes the importance of direct communication on the handicapped among ACS centers.

Section VII. COMMUNICATION AND REPORTS

20. Communication. Efforts should be made to reduce the anxiety of those individuals whose problems cannot be resolved prior to departure from the home station by assuring them of continuing attention at the next assignment. To afford maximum assistance to military personnel and their dependents, commanders of losing and gaining ACS activities are encouraged to communicate with each other direct concerning unresolved, continuing, or anticipated personal problems of individuals including those one-parent families relocating because of the departure of the sponsor to an unaccompanied area. In the latter cases, the location of the nearest ACS center should be given to the one-parent family and information of the move should be provided to the ACS activity nearest the dependent's new location. In order to assure the above is accomplished, major commanders should devise systems for the identification of dependents moving in and out of their area.

21. Army Community Service Program DA Form 3063-R (RCS CSGPA-885(R1). *a.* Reports will be prepared by each installation where Army Community Service is established. Reports will be prepared as of 31 July 1967 and thereafter on a semiannual basis as of 31 January and 31 July on DA Form 3063-R (fig. 3). DA Form 3063 R will be reproduced locally on 8- by 13-inch paper.

b. The report will be dispatched through channels (original and one copy) to the Deputy Chief of Staff for Personnel, ATTN: PSD, Department of the Army, Washington, D.C. 20310, in sufficient time to arrive not later than the last day of the month following the "as of" date (31 August for the 31 July 67 report).

c. The following information relates to preparation of the report in figure 3:

(1) *Section B.* Only the overriding cause for the request for assistance is desired. While it it recognized that any single request may involve any or all of the selected problems categories, list only the major problem area presented. If an individual has been given the requested assistance and returns with another problem later, his return visit would be considered as a new individual request for assistance. Item 16 would include unusual or emergency circumstances such as Blue Bark, rapid reassignment.

(2) *Section C.* Item 18 relates only to those requests for assistance or guidance provided at the Army Community Service activity which did not require the assistance of any other agency; item 19 relates only to those requests for assistance or guidance which were referred to one or more other military agencies or civilian resources, in order to provide the assistance or guidance required. Internally generated services will not be included in items 18 and 19. Item 20 relates to requests for guidance or assistance where appropriate resources have not yet been determined.

(3) *Section D.* Included in this section are those activities related to the training of volunteers, the continual in-service educational program, informational lectures to military personnel and dependents, and participation by ACS personnel in planning councils and the like. Item 21 refers to the Volunteer Orientation Course lectures as explained in appendix B. These sessions will be reported in hours. Items 22, 23, and 24 will be reported in terms of number of meetings. Item 22 refers to those meetings designed to insure continual educational program of the volunteers as explained in paragraph 1*f* appendix B. Item 23 refers to those meetings designed to provide information for the military and dependent population on ACS and the Army community (para 16*a*(5)). Item 24 would include all other meetings, such as council meetings, and local welfare planning sessions.

(4) *Section E.* When considered appropriate, enter in this section, or attached in one copy only, information pertaining to requests for assistance where no local resources were available; information per-

taining to unusual needs presented; examples of outstanding service given or developed; examples of unusual problem solutions; and any pertinent comments or suggestions for improvement of the Army Community Service program.

Section VIII. AWARDS PROGRAM

22. Department of the Army awards. *a. General.* It is the policy of the Department of the Army to recognize outstanding performance, achievement in management techniques, and efficient manpower utilization in operation of the Army Community Service program. An annual Department of the Army award is established for outstanding excellence in the operation of ACS activity at installation level. This award will be the highest Department of the Army award for ACS operation.

b. Procedures.

(1) *Eligibility.* Installations of all major commands who have an active ACS program are eligible to be considered for this award.

(2) *Criteria.* Basis for award is an outstanding performance by an installation activity in all areas of management and in the utilization of professional personnel, community resources, volunteer workers, and advisory council. Consideration will be given to the services available to the Army community population and the time and effort of the command involved in the ACS program.

(3) *Category.* For the purposes of the ACS, Department of the Army awards commands are divided into CONUS and overseas (including Alaska and Hawaii). In addition, a separate category of award regardless of location, for commands with less than 2,000 military population, is designated.

(4) *Nominations.* Each major command operating an ACS program (not a tenant on post under another major command) will submit two nominations for special award and two nominations for the remaining category in which the command qualifies (CONUS or overseas). Nominations will be made to Deputy Chief of Staff for Personnel, ATTN: PSD, Department of the Army, Washington, D.C. 20310, by 15 June each year.

(5) *Selection.* A board at Headquarters, Department of the Army will make final selection in each of the three categories. Announcement of recipients of these awards will normally be made on or about 25 July.

c. Nominations will include but not be limited to the following information:

(1) Date ACS established and location of ACS activity in the installation organization.

(2) Type of facility-photographs of interior and exterior if available.

(3) Volunteer corps organization and number.

(4) Scope of services provided.

(5) Utilization of social work officer.

(6) Utilization of community resources on and off post.

(7) Local command emphasis on program.

(8) Post-wide knowledge of objectives and services available through ACS.

(9) Composition and organization of council.

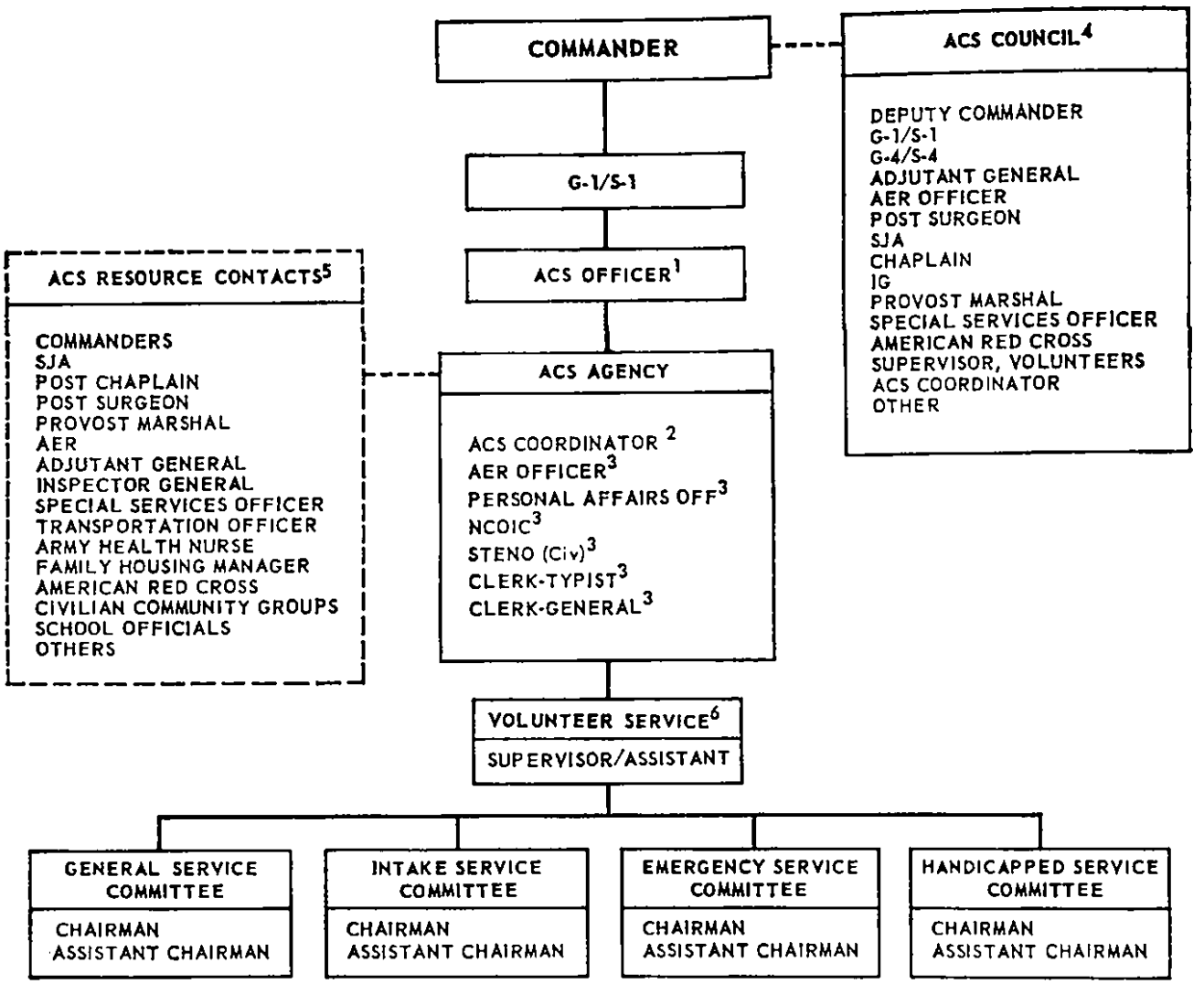
(10) Information on specialized activities (handicapped) and other programs.

(11) Activities of volunteer service committees.

23. Command and installation awards. *a.* Major commands may, as deemed appropriate and within their command jurisdiction, establish awards to elements of their command for excellence in management and operation of the ACS program. Commanders of installations may present a certificate of commendation for outstanding contributions by groups of individuals in support of the local ACS program. In addition, commanders may recognize exceptional individual ACS volunteer performance by award of appropriate certificates or letters of commendation or appreciation.

b. Commanders are encouraged to recognize the participation and achievement of volunteers in the ACS program through the award of the ACS pin, ACS year guards, and ACS uniform. (Refer to appendix A.)

SUGGESTED ORGANIZATIONAL CHART ARMY COMMUNITY SERVICE (ACS)



NOTE 1. Designated responsibility at each installation where 500 or more military personnel are assigned and dependents may join.

2. Assigned primary duty at each installation where 2,000 or more military personnel are assigned and dependents may join.

3. Optional personnel. Functions or positions which may be added, deleted, or combined as local requirements and resources permit.

4. As desired by commander.

5. Suggested resource contacts for services and assistance.

6. As determined by commander.

Figure 2.

ARMY COMMUNITY SERVICE PROGRAM (AR 608-1)	AS OF:	REPORTS CONTROL SYMBOL CSGPA-885(RI)
TO:	FROM:	

LINE	ITEM a	TOTAL b
	SECTION A - INDIVIDUAL REQUESTS RECEIVED BY TYPE OF PERSONNEL	
1	TOTAL (2 through 7)	
2	Active Army Military Personnel	
3	Active Army Dependents	
4	DA Civilians and Dependents	
5	Retired Army Personnel	
6	Dependents of Retired or Deceased Army Personnel	
7	Active and Retired Members of Other Uniformed Services	
	SECTION B - INDIVIDUAL REQUESTS RECEIVED BY CAUSES (8 through 17 equals 1)	
8	Financial Assistance	
9	Housing Assistance	
10	Child or Adolescent Care/Adjustment	
11	Mental or Physical Handicaps	
12	Marital Problems	
13	Household Supplies	
14	Routine Information	
15	Survivor Assistance	
16	Travel Assistance Under Special Circumstances	
17	Other (Explain)	
	SECTION C - DISPOSITION OF REQUESTS (Lines 18 through 20 equals 1)	
18	Completed by ACS Without Referral	
19	Completed by Referral to One or More Resources	
20	Service Pending Resolution	
	SECTION D - STAFF ACTIVITIES	
21	Orientation Lectures for Volunteers (In Hours)	
22	In-Service Continuing Education Meetings for Volunteers	
23	Information Orientation Sessions for Mil & Civ Pers & Dependents	
24	Other Meetings	
	SECTION E - REMARKS (If additional space is required, continue on plain paper)	

NAME, GRADE, PHONE NUMBER (ACS Officer)	SIGNATURE (ACS Officer)

DA FORM 3063-R, 1 Jul 67 Edition of 1 Nov 65 is obsolete.

Figure 3.

APPENDIX A

FORMATION OF VOLUNTEER CORPS

1. Introduction. *a. Concept.* The organizational concept of Army Community Service assumes a foundation of a volunteer corps composed primarily of Army wives or other adult dependents. This does not exclude the participation of DA civilians and their dependents, and other armed forces personnel (active or retired) and their dependents who are considered by the commander to be members of the installation community. The volunteers will support the small nucleus of military and civilian supervisors who have direct responsibility for operation of an ACS program.

b. Purpose. An organized and effective staff of well-trained volunteers will insure support to the command without significantly increasing manpower and budgetary requirements. It is important to recognize that the requirement for an active ACS volunteer corps is not based solely on the need for manpower. Just as important to a successful program is the identification and appropriate channeling of the abilities and experience of the dependent volunteer who comes from the military community and possesses a "grassroots" understanding of the problems of others. Individuals who serve as ACS volunteers form an important link between dependent members of the Army community and the military and official framework of ACS. In addition, they serve as local ambassadors to interpret the service and assistance to be derived from ACS, to the military as well as to the civilian community. The official establishment of Army Community Service will not in itself insure that those who need help will turn to it in time of trouble. The ACS volunteer plays an important role in inspiring trust and confidence in ACS activities and encouraging use of this service.

2. Formation of a Volunteer Corps. *a. Identification of functions.* The first step in the formation of a volunteer corps is the identification of jobs to be done. In developing a list of volunteer jobs, it is desirable to insure that the volunteers are afforded an opportunity for progressive development of their skills and leadership potential. Additionally, the opportunity to perform a variety of duties within the volunteer organization will serve to eliminate boredom with routine assignments and maintain a balanced array of useful and needed services. Consideration must be given to the delineation of those tasks that are appropriate for the volunteer. The investigation of complex social problems in individual cases is properly a matter for the professionally trained.

b. Organization of jobs to be performed. Section V and figure 2 depict a typical volunteer committee service organization which can serve as guidance for the identification of volunteer functions. Into this sample framework may be incorporated supervisory and training functions; career motivation activities and orientations; clerical duties; operation of supply or loan closets; operation of local car pools or other volunteer means of transportation; welcoming visits and briefings for newly arrived personnel; emergency child care and shopping assistance; language interpretation for non-English speaking dependents, and a wide span of other services tailored to meet the specific needs of command.

c. Volunteer work force requirement. Once volunteer jobs are clearly identified, the manpower requirements for each specific job must be estimated. For example, assume that a receptionist is needed to man an Army Community Service activity 5 days a week, 8 hours per day. If each volunteer works only one-half day, a total of 10 volunteers are needed to insure full coverage of the position. To provide for supervision, absences, and transfers, an additional number of volunteers are added to this total to insure coverage at all times.

d. Committees. After jobs are identified, and volunteer manpower requirements determined, tasks to be performed should be distributed among appropriate committees. As noted in figure 2, each committee has a chairman and assistant chairman. These volunteers provide supervision, training, and duty assignments within their committee jurisdiction. Coverage of all assigned committee tasks is the responsibility of the chairman or assistant chairman under the direction of the Volunteer Service Supervisor.

e. Volunteer Committee Supervision. A Volunteer Service Supervisor and Assistant Volunteer Service Supervisor may be appointed and will perform their duties under policies for volunteer uti-

lization approved by the local commander. Tours of duty for these positions should range from not less than 6 to not more than 12 months. The position of service supervisor would normally be rotated between the dependents of the officer and enlisted membership of the command. Notwithstanding this general objective, the primary criteria for selection of a volunteer to fill this key position should be the individual attributes and capabilities of those available for utilization in that position. The Volunteer Service Supervisor and Assistant normally will—

(1) Form required committees in coordination with the ACS officer, and select and assign the chairman and assistant chairman for the committees.

(2) Insure that sufficient volunteer members are assigned to each committee to carry out designated functions.

(3) Assist the ACS officer in planning and scheduling basic volunteer training.

(4) Supervise specialized committee membership training to include on-the-job training and continuing in-service training programs.

(5) Meet with the ACS officer, the ACS Coordinator, and other interested military staff members at frequent intervals to report on volunteer activities and present problems encountered and other matters involving operation of a volunteer organization which are of official concern.

(6) Conduct regular meetings of volunteer chairmen to review and assess volunteer performance, identify and explore areas for expanded services, and evaluate progress of volunteer corps organization, training, and development in support of ACS.

(7) Provide guidance to committee chairmen in preparing standing operating procedures and job descriptions relating to the work of committees.

(8) Serve as members of the ACS council when established.

f. Standards. The Army Community Service volunteer will set the standard for all future ACS volunteer workers. Personal dedication, a desire to be of assistance to others, and willingness to serve the community in which they live will point the way toward achievement of a strong and meaningful volunteer corps. Attributes of an ideal volunteer should include—

(1) Ability to put aside personal interests and concentrate on helping others in need of service.

(2) Desire to give time as scheduled, and additional time and effort when emergencies arise.

(3) Maintenance of an objective approach to ACS applicants and the integrity of information received from them. It is imperative that information received as an ACS volunteer never be discussed outside official ACS channels.

(4) An understanding of other human beings, a warm personality, and an honest interest in the welfare and dignity of others.

(5) Willing acceptance of necessary tasks, and conscientious performance of duty.

(6) Acceptance of a continuing role as an ACS volunteer wherever located, unless personal considerations preclude such service.

g. Recruiting. An examination of the standards above reveals the necessity to apply careful recruiting procedures in building the ACS volunteer organization. The individual assigned to recruit volunteers must be interested in achieving a well-balanced, effective volunteer organization in support of ACS, as well as in locating the right person for the right job, and the right job for the right person. The recruiter must be objective and honest in presenting the jobs to be done and be thoroughly familiar with the purposes and aims of ACS. The recruiter should recognize that a wide span of abilities and skills can be usefully employed in ACS, that volunteers will have many different reasons for desiring to participate, that enthusiasm can be transitory and, while useful skills are needed, no one is expected to know everything.

h. Recruiting techniques. Local publicity including news items and posters will serve initially to bring the need for ACS volunteers to the attention of potential applicants. Letters and scheduled presentations to officers', noncommissioned officers', and other wives' clubs can tell the ACS story and can achieve excellent results. A good resource for volunteer assistance is the newly ar-

rived dependent who is contacted by ACS and welcomed to the community. Firsthand evidence of the useful work being done by other ACS volunteers can be a most valuable sales technique.

3. Volunteer awards. *a. General.* The Army Community Service volunteer will derive satisfaction from participation as a team member in planning and performing needed services for the Army community. These intangible motivating factors should be reinforced by tangible Army evidence of appreciation and recognition through letters and certificates as well as identifying insignia and other appropriate items. Such awards are presented to individuals who qualify for recognition through volunteer participation in local Army Community Service activities.

b. Types of volunteer awards.

(1) *ACS pin.* The ACS pin will be awarded initially to active ACS volunteers upon completion of 50 hours of service. Qualifying service may include any portion of the 12-hour orientation course completed. Only one (ACS pin) will be awarded to a volunteer.

(2) *ACS year guards.* A chain with guard depicting appropriate number of years of volunteer service completed will be awarded based on the following criteria:

(*a*) *First year award.* Completion of any calendar year of active service as an ACS volunteer which includes at least 140 hours of volunteer service and completion of the 12-hour orientation training course.

(*b*) *Second and successive years awards.* Will be awarded on the basis of completion of each calendar year of service which includes at least 140 hours of volunteer service during the stated period.

(3) *ACS uniform.* A standard garment approved and adopted for use by volunteers in the ACS program. Only one uniform will be awarded to a volunteer.

c. Command and installation awards for volunteers. These awards will be made in accordance with paragraph 22, AR 608-1. Nonappropriated funds are authorized for use in the purchase of ACS volunteer awards subject to the determination of installation and major commanders on the expenditure of such funds (par 11*b*(2), AR 608-1).

4. Crediting hours of service. *a. An Army Community Service.* Volunteer Record will be maintained in the suggested format as shown in figure A1. Maintenance of this record is the responsibility of the Volunteer Service Supervisor under systems devised locally. Additional information about the volunteer may be maintained by the ACS to assist in planning and assignment of duties. Such information might include sponsor's rotation date and the ages of the volunteer's children.

b. Creditable hours of service.

(1) Each hour of volunteer service performed to include hours spent in the orientation training course and other ACS training activities.

(2) The Volunteer Service Supervisor and the Assistant Volunteer Service Supervisor will be awarded an additional 10 hours credit per month for each month served in this capacity. The volunteer chairman of each committee activity will be awarded an additional 5 hours credit per month for each served in this capacity.

(3) Volunteers performing "on-call" duties will be awarded 2 hours credit for each tour spent on call in addition to any hours of volunteer work to be performed during the tour of duty.

Name (Last, First, MI)	Address	Home Phone

Sponsor (Name, Grade)	ASN	Organization

Special Skills, Experience or Education (List)

TRAINING

Courses Completed	Date	Hours

AWARDS AND SPECIAL RECOGNITION

Nature of Award	Where Presented	Date

ARMY COMMUNITY SERVICE VOLUNTEER RECORD

VOLUNTEER HOURS CONTRIBUTED

Location	Committee	Hours	Incl Dates

REVERSE SIDE OF RECORD

Instructions: Upon resignation, retirement, or transfer, a duplicate of this record will be furnished for the personal file of the volunteer. In case of transfer, the original record will be furnished the gaining organization.

Figure A1.

APPENDIX B

TRAINING OF VOLUNTEERS

1. Training. *a. General.* The trained volunteer has acquired basic information concerning the organization and functions of the Army; knows how to perform assigned duties; and has gained, through training, certain skills and knowledge to be applied to the job of an Army Community Service (ACS) volunteer.

b. Purpose. The purpose of volunteer ACS training is to:

(1) Insure adequate training of all volunteers, and hence achieve proper and meaningful service to the Army community.

(2) Provide a uniform base for volunteer training in order to attain standardization of information and general familiarity with ACS duties wherever performed.

c. Nature of training. ACS volunteer training should include:

(1) Orientation training course.

(2) Committee and on-the-job training.

(3) In-service continuing education.

(4) Trained volunteer transfer course.

As the volunteer gains knowledge and experience a more technical and specialized training program under professional social work supervision may be established where resources permit.

d. Volunteer Orientation Course. This training is mandatory and can be completed prior to assumption of volunteer duties or may be completed concurrently with on-the-job training. The primary responsibility for the organization and direction of volunteer training rests with the ACS officer in coordination with the Volunteer Service Supervisor. Command and staff elements are expected to contribute to the training program in specialized areas of interest. Representatives of appropriate civilian agencies, on or off post (welfare agencies, American Red Cross, school officials, and others) may be invited to participate in the training program subject to command approval.

e. Committee and on-the-job training. It is important that the volunteer perform duties on the job as soon as possible. Lengthy classroom and lecture sessions should be avoided. These may create boredom or result in anxiety about the job itself. An activity approach, supported by an orientation course of short duration, is desirable. A plan for initial committee training and continuing on-the-job training of assigned volunteer committee should be established.

f. In-service continuing education. This phase of training will be valuable both to the volunteer and the ACS Program. Members of all established volunteer committees may participate simultaneously in this phase of training which should be conducted on a regularly scheduled basis. The educational process could include lectures or symposiums of professional personnel in social welfare and other areas of interest; group study of the specific local welfare problem areas and subsequent development of plans to alleviate them; and any other techniques considered desirable for in-service training activities.

g. Trained volunteer transfer course. The trained volunteer who transfers to a new military community will be in need of information about the post and the community. If the number of such volunteers warrants, a specialized course could be given. This course would contain those subjects within the volunteer orientation course which are applicable to that specific post. If such a course is not advisable due to the small number of transferred volunteers, the inclusion of the trained volunteer in the regular orientation course for those topics related to the local community and post could be considered. If this is not feasible, another approach could be special orientation sessions.

2. Volunteer orientation course. *a. General.* Coverage of subject matter outlined in *b* below will insure uniformity of volunteer training throughout ACS and provide the necessary framework of knowledge required for efficient volunteer participation in the program. Flexibility in the orientation course may be achieved through variations in emphasis, sequence, and time spent on various topics, and through addition of topics, practical exercises, field trips, and other supplementary training activities. A minimum of 12 hours of discussion and instruction is required for completion of the ACS volunteer training course. It would be highly desirable to complete the course within a 5-week time period.

b. Volunteer Orientation Course outline of suggested subject topics.

(1) Orientation to Volunteer Service in ACS. (Suggested time: 30 minutes.)

(*a*) Opportunities for volunteers within ACS programs.

(*b*) Introduction to the philosophy regarding participation of volunteers in a professionally oriented program.

Note: Introduce the importance of confidentiality and emphasize the professional "self-help" approach to problem areas.

(*c*) The volunteer in social service programs.

Note: Include information concerning the contributions and significance of volunteers in social service programs in United States.

(*d*) The "stake" of the volunteer in the ACS Program.

(2) Orientation to the Training Program. (Suggested time: 30 minutes.)

(*a*) Purpose of Training Program.

(*b*) Scope of the Volunteer Orientation Course.

(*c*) Types of positions for which the training course prepares the volunteer.

(*d*) Course requirements for completion of course as an ACS volunteer.

(3) Purpose, Functions, and Organization of Army Community Service. (Suggested time: 1 hour.)

(*a*) Philosophy of the Program.

(*b*) Need, purposes, goals, and accomplishments.

(*c*) Functions and tasks (use illustrations based on section V and figure 2).

(*d*) Organization of the ACS.

1. The commander's responsibility and levels of authority. (Local installation emphasis.)

2. The ACS Council: composition, organization, and duties.

3. Cooperating staff elements (general functions).

4. Administrative arrangements pertaining to local ACS, and functions of key personnel.

5. Command and staff support at major and subordinate commands. (Example: Army, USCONARC, and Headquarters, Department of Army.

6. Local command policies pertaining to operation of ACS activities.

(4) Carrying out the Purposes and Functions: The Role of the Volunteer. (Suggested time: 2 hours.)

(*a*) Elaboration of the philosophy regarding the contribution of volunteers in a professionally oriented program (continuation of (1) (*b*) above). Emphasize how, by virtue of volunteer's position, there will be occasions when information is received that is highly personal and will be discussed only with persons authorized access to such information.

(*b*) Importance of the contributions of volunteers to the success of the ACS (general functions).

(*c*) Responsibilities and specific duties of volunteers: Types of positions and related duties.

(*d*) Relationships between military command and staff personnel and ACS volunteers. Division of labor and responsibilities.

(*e*) Resources and other assistance available to the volunteer in carrying out assigned duties and responsibilities.

(5) Understanding the Army community. (Suggested time: 2 hours.)

(*a*) Special attributes and characteristics common to all military communities.

(*b*) The role of the civilian community.

(*c*) Local Post Organization:

1. Command staff, major command elements, functions, and levels of responsibility.

2. Special staff responsibilities and functions.

Note: Visiting lecturers drawn from military staff agencies, Post Surgeon, JAG, PM, AG, Chaplain, and others should be used.

3. General distribution of ranks within command and staff elements.

(*d*) Specialized community influences.

1. Regional and geographical factors and influences.

2. Characteristics and influences of the environing communities.

(6) Understanding the Army Family. (Suggested time: 3 hours.)

(*a*) The U.S. Soldier: Nature of duties, family makeup, the bachelor soldier, and importance of the morale and welfare of the soldier and the Army family.

(*b*) The Army Family income and average expenditures (Army pay scales, special pay and allowances).

(*c*) The Army Family: Benefits and privileges.

(*d*) The Army Family: Stresses, strains, and special vulnerabilities.

(*e*) The Army Family plans ahead.

1. Family separations, transfers.

2. Survivor's Assistant.

3. Retirement.

Note: Include retirement benefits, Social Security, Retired Serviceman's Family Protection Plan, Record of Emergency Data, Life Insurance, Allotments, Casualty Notification and assistance, Survivor Benefits, other Personal Affairs matters, and provisions of AR 40-121.

(7) Post Services for the Military Family. (Suggested time: 3 hours.)

(*a*) Description of Post Services for Military personnel and families.

1. Hospital facilities.

2. Legal assistance.

3. Recreational facilities.

4. Youth services and activities.

5. Chaplain's program.

6. Housing.

7. Special service program.

8. Army Emergency Relief and Army Relief Society.

9. American Red Cross.

10. Inspector general.

11. Education.

12. Logistical and supply support (transportation property, commissary, PX, post engineer, and others).

13. Adjutant general.

14. Provost marshal.

15. Thrift shops.

16. Finance service—credit unions.

17. Others.

(*b*) Identification of unmet welfare needs and programs to meet them.

(8) Review of the Army Community Service Program and closing exercises to include awarding of Certificate of Completion.

[DCSPER]

By Order of the Secretary of the Army:

HAROLD K. JOHNSON,
General, United States Army,
Chief of Staff.

Official:
KENNETH G. WICKHAM,
Major General, United States Army,
The Adjutant General.

Distribution:

Active Army, NG and USAR: To be distributed in accordance with DA Form 12-9 requirements for Military Personnel, General—A.

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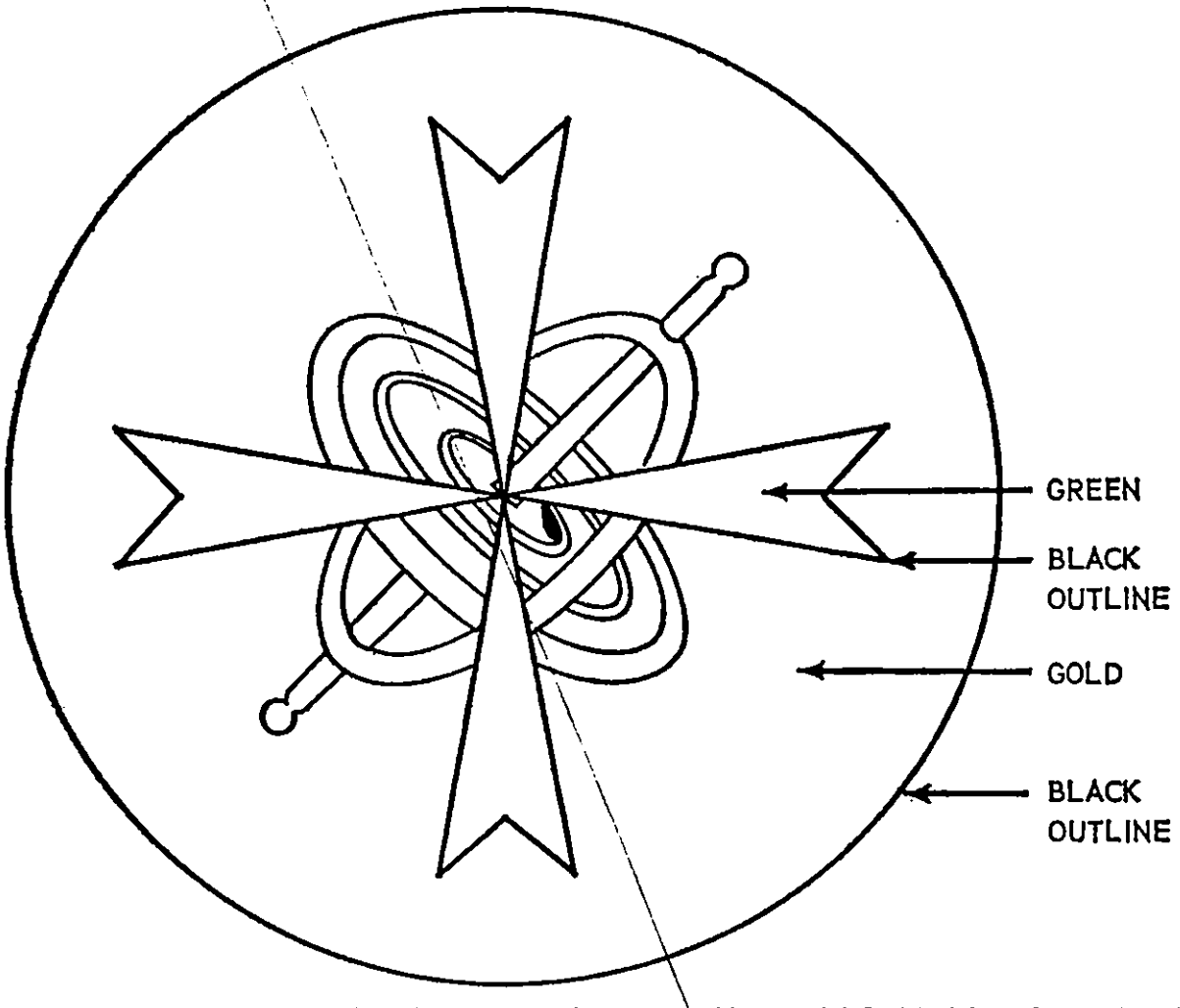
SIS C1

ARMY COMMUNITY SERVICE EMBLEM

Theme: "Self-Help, Service, and Stability"



LEGEND: This emblem represents The Cross and The Gyroscope, an idea associated with giving help and stability. The image of the cross is taken from an organization whose purpose, among other things, was to provide help for sick and needy Crusaders during the Middle Ages. This may have been the first organized program of individualized relief services in relation to an Armed Force. The cross, a symbol for help, the gyroscope, a symbol for equilibrium and stability. The color of the Army green uniform and the gold of buttons and insignia are combined in the emblem. The full circle represents the whole, or the Army Community.

Figure 1.