

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

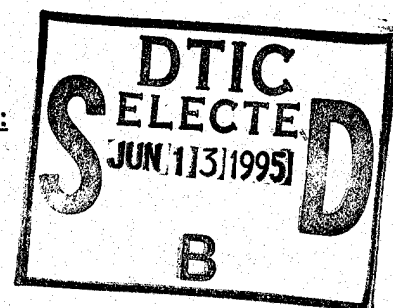
**PERSONAL
EXPERIENCE
MONOGRAPH**

**3D BATTALION (PATRIOT), 43D AIR DEFENSE ARTILLERY
REAR DETACHMENT / FAMILY SUPPORT OPERATIONS
"THOSE WHO STAYED HOME"**

BY

**LIEUTENANT COLONEL MARTIN W. LEEK
United States Army**

DISTRIBUTION STATEMENT A:
Approved for public release.
Distribution is unlimited.



USAWC CLASS OF 1995

DTIC QUALITY INSPECTED 3



U.S. ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013-5050

19950612 008

USAWC PERSONAL EXPERIENCE MONOGRAPH

3D BATTALION (PATRIOT), 43D AIR DEFENSE ARTILLERY

REAR DETACHMENT / FAMILY SUPPORT OPERATIONS

"THOSE WHO STAYED HOME"

by
Lieutenant Colonel Martin W. Leek
United States Army

Dr D. Johnson
Project Advisor

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

U.S. Army War College
Carlisle Barracks, Pennsylvania 17013
April 18, 1995

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

Accession For	
HTIS GRA&I	☒
DTIC TAB	☐
Unannounced	☐
Justification	
By	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A-1	

3d Battalion (PATRIOT), 43d Air Defense Artillery

"THOSE WHO STAYED HOME"

My purpose in writing this monograph is twofold. First, to chronicle the decision making process used to plan, develop, and execute the 3-43 ADA Rear Detachment and Family Support System used during the Battalion's second deployment to Saudi Arabia. My second, and probably more important, purpose is to examine some of the lessons learned from what turned out to be a very arduous process. I will attempt to describe the important events by following a general chronological roadmap. Tangentially to this roadmap, I will provide some specific insights on our thoughts and decision making rationale. *Next, (in italics), I will provide a review of lessons learned during and after the operation.* Finally, since I am a firm believer in a picture being worth a thousand words, I will support my verbiage with a few diagrams and attach a copy of the Battalion Family Deployment Handbook to clarify operational concepts.

DEPLOYMENT NOTIFICATION

It was late in the afternoon of 28 December, 1991 when Colonel "Skip" Garrett notified me, in the manner of a belated Christmas

present, that he selected the battalion to deploy back to Saudi Arabia within the next five months. The powers to be in Saudi Arabia decided to continue a United States Army Air Defense presence in the country. Colonel Garrett briefly, as was his command style, outlined the mission, provided me with his standards, ensured I understood this minimal additional guidance, asked me for questions, and then sent me on my way.

In retrospect, I realize that his confidence in the battalion allowed him to provide only minimal guidance. He purposefully left the door open for us to use, what he hoped would be, some initiative and creative thinking.

I was informed by the Executive Officer that in Colonel Garrett's view, my Desert Storm experience as the 11th Brigade Deputy Commander coupled with the large number of Desert Storm veterans assigned to the battalion probably provided us with more experience than the other available units.

As he was outlining his perspectives on our deployment, I recalled that I took command only five months earlier. My staff and I had spent the better part of that time trying to develop our new long range plan for the next eighteen months. The Battalion plan was to continue the post Desert Storm long term recovery operations while conducting the standard CONUS Air Defense training

cycle at Fort Bliss and MacGregor Range. The deployment would provide for some great desert training but would certainly require us to make radical changes to all our plans.

As he spoke, my mind raced back to our latest quarterly training briefing. I conducted a quick mental review and overall assessment of our Mission Essential Task List (METL) and our ability to perform the thousand tasks we would have to accomplish prior to deployment. I was extremely comfortable with the prospects of overall success in mission execution. The Battalion had proved to be more than tactically and technically proficient and, as Colonel Garrett probably already knew, we were eager to take on the deployment mission.

I felt, however, there was one deficiency in our high level of training and efficiency. Red lights and loud buzzers began to go off in my head and signal an area of real concern. I had been uncomfortable for a long time with the Battalion Rear Detachment and Family Support Plan. During the war the Battalion had been one of six Battalions assigned as part of the consolidated Brigade Rear Detachment. It was an incredible example of centralized planning and centralized execution. The Battalion had little ability or leeway to address or solve its own problems. For numerous reasons, other than economy of force, the consolidated Brigade Rear

Detachment was less than successful. Upon redeployment, the lessons of the previous command were written, discussed, evaluated, and shelved. Very little was done to rectify the problems or restructure the operation. I knew immediately that this would be my real "front burner" issue. Before I left Colonel Garrett's office, I silently decided, for deployment planning purposes, to make only one change to the standard Battalion staff structure and staff operational responsibilities. I would, with the help of my wife and the Battalion Adjutant, personally supervise the development and execution of rear detachment and family support operations. I knew that the Brigade preference was to maintain a Battalion level operation but continue to have an oversight capacity. I also knew that my wife's and my preference was to establish a completely Battalion owned and operated autonomous operation. It was going to be a real challenge to develop a new program, acceptable to the Battalion, while concurrently selling the ideas to the Brigade.

In retrospect, maintaining the planning and execution at my level was a good idea. Numerous paradigms eventually were shattered. Senior officers and directors of the support agencies had to be convinced to allow us some autonomy. We needed the leeway and freedom to try new methods. Some decisions were made that

would severely impact the credibility of the Battalion if our new methods proved unsuccessful. Additionally, since my wife Cathy would end up with a lion share of both the formal and informal responsibility, she was involved in the planning from day one. If I had, as had been done in the past, tasked a junior officer to develop and execute a plan, I am convinced that we would have failed. The officer would have been required to coordinate and gain approval of very senior officers for some of our radical ideas. He probably would have been either bulldozed, dismissed as irrelevant, or he would have constantly felt the need to call on me for consultation. This was truly an example of having to use all the influence and power of the command position to effect the changes we wanted.

INITIAL THOUGHTS

My mind began to race at a thousand miles per hour - How do we organize this thing?, Who should be involved?, What is its purpose?, Why don't I like what we used during the war?, Who has the right answers? Based on these questions, it became obvious to me that to be successful, there were a few imperatives and guidelines that we would need to establish and follow.

First, after many long discussions with my wife, we discovered

that we were not satisfied with the concepts or operations we found in past family support or rear detachment systems and would not be forced into maintaining a status quo.

In our experience and research, we discovered that family support and rear detachment functions ranged from one extreme to the other.

Viet Nam provided a perceived extreme of little or absolutely no support. Families of deployed soldiers were left with little or no formalized personal contact with the service member, did not have adequate interface or support from a military administrative support system, and did not have their psychological needs, where required, taken care of.

On the other hand, and of more immediate and personal knowledge, the Gulf War experience seemed to lean to the other extreme. There seemed to have been an unwritten general order requiring unit military personnel or the spouses of the unit leadership to solve every incidental family problem. It was not unheard of for Battery Commander's wives to be called by a junior enlisted spouse for a ride to the commissary or to assist with some daily task. Additionally, there was an expectation that upon deployment the soldier no longer had to fulfill his responsibility to the family left behind. The news media in its search for

sensational stories found the few abandoned children, spouses without income, and families who had not been provided even the most basic information. Weekly the media exposed a few sensational problems and attributed them to poor military leadership and lack of caring. The military, in many cases, overreacted. Policy took on a new look. We were to ensure every family was taken care of even if it required installation level supervision. These expectations seemed to be prevalent throughout the military.

With this in mind, my wife and I decided that the overriding imperative of our rear detachment and family support group should be a concentration on ensuring acceptance of personal responsibility and self reliance on the part of every soldier and family member. This was critical. We did not see the soldier's departure as a temporary cessation of his responsibilities. Nor did we believe that younger spouses should be allowed to exploit the "poor little ole me" syndrome as an excuse for inappropriate behavior or unwillingness to take responsibility for personal actions. Our bottom line was that each soldier and family member would prepare themselves for the difficult aspects of deployment and each would be prepared to continue a normal life style with little interruption or cries for help. Though very logical, this would be the hardest concept to sell.

Our second agreed on guideline was to use a systems approach in developing the rear detachment and family support operation. In essence we decided that we needed to: 1) Develop a list of required functions (needs). 2) Using this list, we would then make some judgment calls on who could best perform the function or satisfy the need (assign responsibility). 3) We would then identify agencies or groups best suited or qualified to provide assistance in performing the function. 4) Next, we would attempt to group or categorize these personnel or agencies into working cells or functional organizations. 5) Finally, taking all this information, we could then establish an organizational structure which would include a chain of command and extensive information network.

I admit that, in my excitement and haste, I began to plan using the old fashioned top down method and immediately drafted an organizational structure for a family support system. I drew numerous wiring diagrams, sectioned off portions of the headquarters building, and attempted to fit the functions to the organizational structure. When I started my review and the "what if" drills I discovered this was a waste of about three days and quite a bit of paper. Fortunately I went back with the group and did it right.

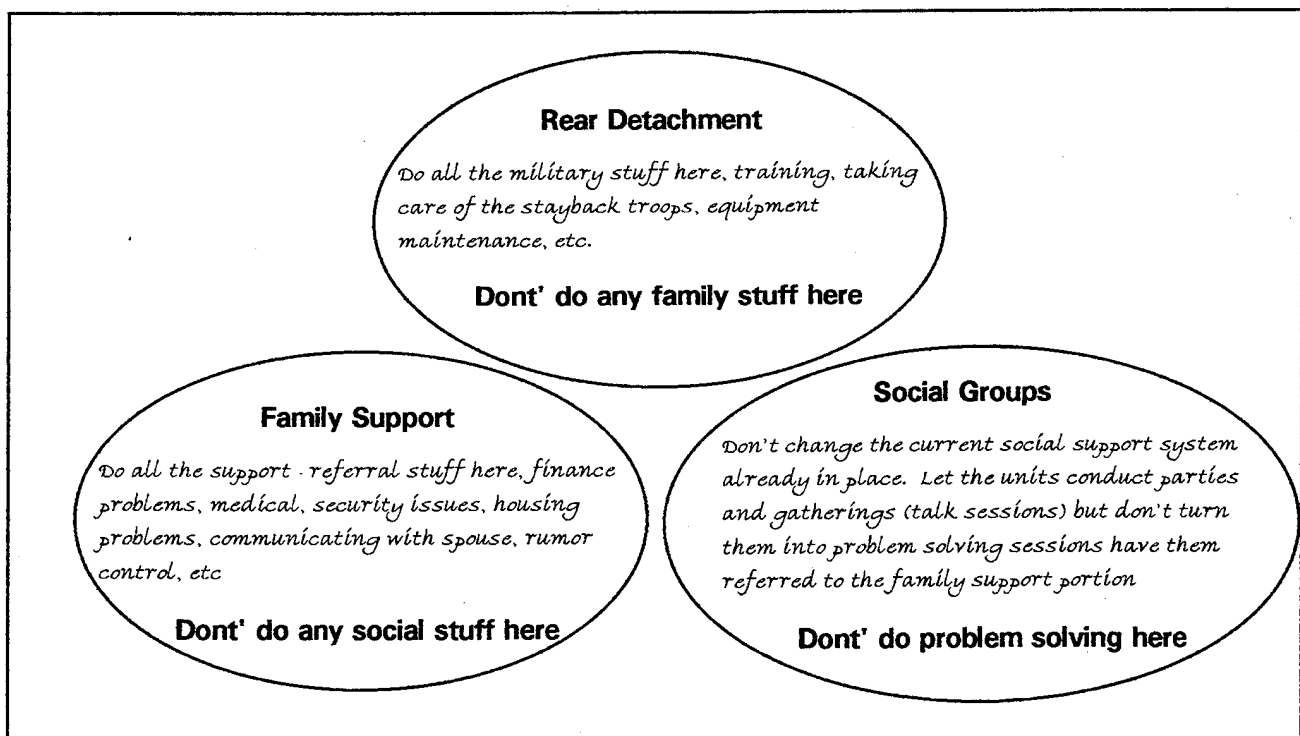
Cathy, using her right brain, examined the mission from a

different perspective and insisted on two more overriding guidelines.

First, she felt that our program had to be good enough to achieve total commitment from the family members. We would not be able to order family members to participate. Nor would it be effective to use threat of retribution to achieve concurrence and commitment. Every family member and spouse would have to voluntarily give their time and adhere to the procedures outlined. The Battery Commander's spouses would only be effective in running the program if they voluntarily felt it was the right thing to do.

Secondly, there would have to be both a physical and operational separation between the military operational functions (rear detachment), the administrative family support operations (family support), and the social or recreational activities. Her concern was, if not clearly and definably separated, the different operations of the Rear Detachment and Family Support System would begin to merge and become very generalized. They would lose their identity and ability to adequately deal with specific situations. She could see a large office with lots of soldiers expected to solve problems ranging from medical emergencies to reading a leave and earning statement. Additionally, social events would turn into problem solving gatherings and gripe sessions where unqualified

personnel would be expected to provide solutions to problems. We had seen young Captain's wives trying to explain the intricacies of Champus to a Specialist's wife during Desert Storm. This was the wrong way of doing business. This situation would eventually cause family members to become confused on exactly where they were to find assistance. Finally, she was concerned that as many as three different sections within the Rear Detachment could be conducting the same operation without any kind of coordination or concentrated effort. Not only would this cause inefficient redundancy but could also provide three different answers to the same question. During lunch, Cathy drew this initial sketch of her concept:



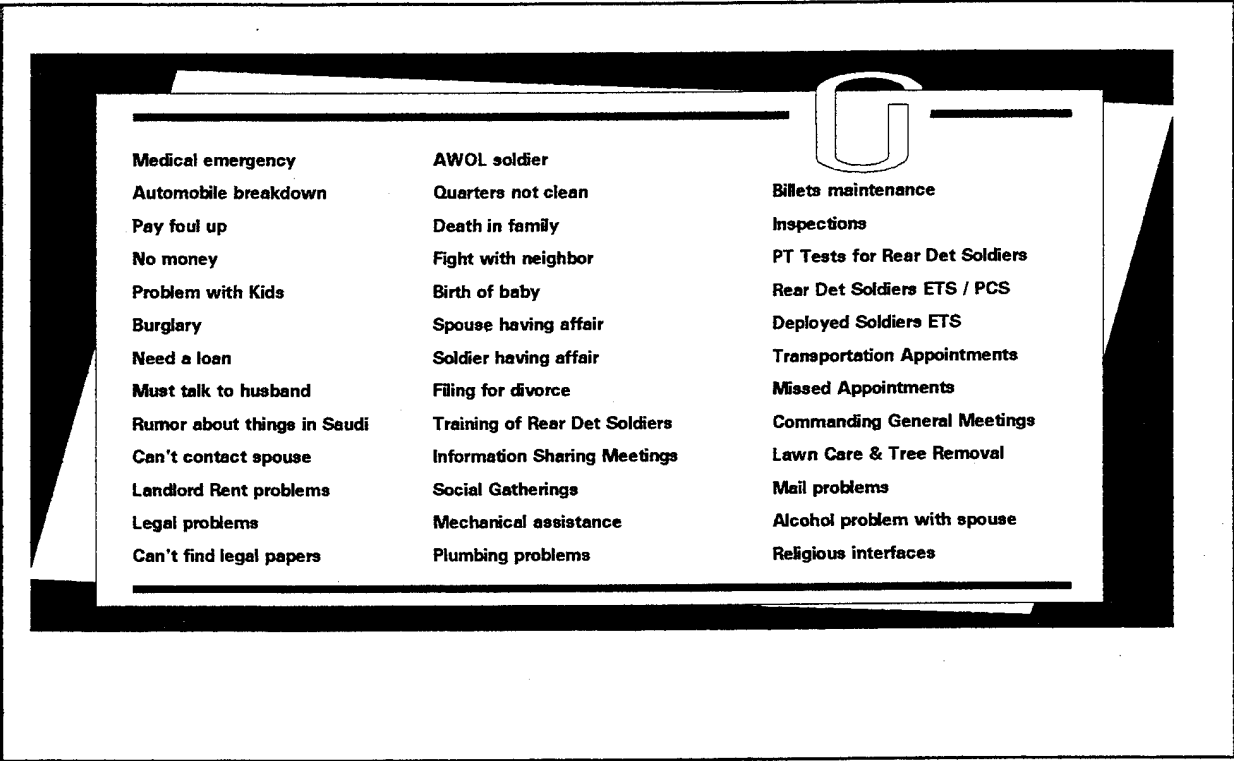
After some reflection, I realize that the real lesson learned is that the spouses of the commander and leadership chain of command have a critical role in family support and must be brought in early during the planning. It became obvious, even with the best of Rear Detachment Commanders, spouses felt more comfortable with and talking to other spouses. Much of the pertinent information informally flowed up to the Battalion Commander's wife. Cathy, the Rear Detachment Commander, and I maintained constant communication during the deployment and it was apparent that she had become an excellent sounding board. She was able to discover those things which the spouses were hesitant to bring to the attention of the military chain of command. At the same time, Cathy and I had to learn how to be very judicious in the use of this information. We had to ensure we did not overtly destroy the sense of confidentiality, alienate the spouses who were willing to contribute, or make the Rear Detachment Commander feel like he was being pulled from both ends.

PLANNING

With those concepts firmly in our minds and the assurance that my partner was going to perform the task of honest broker and critic, it was time to energize the staff and start planning the

rear detachment and family support operation.

We started by conducting a brainstorming session. We included the Battery Commanders, First Sergeants, primary staff, spouse representatives, support agency representatives, and my newly appointed Rear Detachment Commander. In the session we were able to develop an initial draft of possible requirements (needs). As with any planning process, ground rules had to be established. We were concerned that many of the spouses and external agencies would bring negative feelings or hidden agendas to the process. Most of the spouses had been in the Battalion during the War and still had a bad taste in their mouths. They were concerned that they would, once again, be expected to either become a mother figure or a referee to the families within the units. Additionally, some of the installation agencies were concerned with our development of a new support system. They envisioned some of their power and control being taken away. They perceived a possibility that they would be edged out or overlooked. As expected, it took about twenty sheets of butcher paper and some long discussions to achieve at least a good start on a list of the problems or requirements that might arise during our deployment. An example of one portion of our list is provided. This is for illustrative purposes only and is not meant to be all inclusive.



Medical emergency	AWOL soldier	
Automobile breakdown	Quarters not clean	Billets maintenance
Pay foul up	Death in family	Inspections
No money	Fight with neighbor	PT Tests for Rear Det Soldiers
Problem with Kids	Birth of baby	Rear Det Soldiers ETS / PCS
Burglary	Spouse having affair	Deployed Soldiers ETS
Need a loan	Soldier having affair	Transportation Appointments
Must talk to husband	Filing for divorce	Missed Appointments
Rumor about things in Saudi	Training of Rear Det Soldiers	Commanding General Meetings
Can't contact spouse	Information Sharing Meetings	Lawn Care & Tree Removal
Landlord Rent problems	Social Gatherings	Mail problems
Legal problems	Mechanical assistance	Alcohol problem with spouse
Can't find legal papers	Plumbing problems	Religious interfaces

It was critical that everyone concerned become involved in the planning process. Cathy and I agreed on a number of issues. We discovered that we weren't alone and that the group established a consensus on these same issues. We agreed that previous family support operations were not examples of what our Battalion needed or wanted. We needed to develop a program that met our needs and that everyone would participate and take responsibility for their actions. Finally, we achieved acceptance of the overriding theme of family and soldier personal responsibility. Using this group method provided for the commitment and the sense of ownership the program needed.

The next step was to align each requirement with a qualified individual, group, or agency able to provide a solution. We discovered that each requirement could be satisfied by aligning it to one of five categories. Each requirement could be satisfied by: (1) the family members of the deployed soldier, (2) friends of the deployed soldier's family, (3) the Battalion military chain of command, (4) the active duty personnel manning the battalion support section, or (5) personnel working in an external support agency.

We thought this step would be a relatively simple operation of matching a need to a solution. We were wrong. This was the time that emotional personal biases began to surface. A requirement or problem addressed by some group members as non-critical everyday activities were viewed by others as heart stopping crisis situations requiring telephone communication with the Red Cross or the deployed service member.

Continued assessment and discussion of the requirements began to illicit more and more reasons and excuses for every problem. Each excuse brought a new justification why family members would not be able to solve normal problems. A simple flat tire or the need to run to the commissary became an impossible task because the spouse may not know how to fix a flat or the family may not have a

car. Visions of the Desert Storm "We have to be a mother and father for everyone" syndrome started to rear its ugly head. We had to continuously remind ourselves that our overriding imperative was to ensure PERSONAL RESPONSIBILITY!

In retrospect, we must continue to treat spouses or family members as responsible adults. These spouses, with a slight bit of preparation, assistance, and training prior to the deployment, are expected to be self sufficient after the soldiers get on the plane. American military family members will, not surprisingly, meet whatever level of expectation is placed on them. If we require them to be responsible they will be. If we offer to do everything for them, they will be more than happy to allow it.

We had now established an association between the requirements (needs) and the providers, categorized the providers into functional areas, and were now ready to draft an operational concept.

The Rear Detachment (Headquarters Battery Provisional) would provide unit identity and encompass all of the nondeployed operational sections. It will also be responsible for Family Support Operations.

Accountability, administration, training, and care of all nondeployed assigned or attached personnel will be performed by a

separate operational section within the Rear Detachment.

There will be the emergency operations center reporting directly to the Rear Detachment Commander and responsible for the military technical and tactical operational interface between the rear detachment and the forward deployed unit (primarily a communications and information distribution entity).

The rest of the operations will be primarily oriented toward crisis and problem prevention and solution. If a family member has a problem or need, the first step is to attempt to solve it within the family. If they cannot, they should seek assistance or solution through their normal circle of friends. If neither the family nor friends can solve the problem, the spouse should approach the battalion family support structure.

Within the support structure, there will be a normal duty day family support center. This will be for normal day to day situations. This support center will consist of a number of support cells responsible for family member problem solving or referral to an agency that can solve the problem. This section will be able to interface with the hospital for appointment problems, confer with JAG to ensure legal assistance, deal with housing questions, communicate with the deployed soldiers if required, etc.

Realizing that emergencies do occur, there will be a crisis

management center operating 24 hours a day responsible for emergency or after hour problems of a nature that cannot wait for duty hours.

Understanding that correct information and rumor control is critical during a deployment, the spousal chain of concern will be provided constant information briefings and will assist by providing up to date information to all of the families through newsletters, telephone chains, and meetings.

Finally, there is an expectation that units will continue to conduct recreation and social functions. As stated previously, the specific organizational structure or operation of the Battery social groups will be "hands off" to the Battalion. These functions and gatherings have been and will continue to be social only and to whatever level desired by the families of each Battery. This was not to imply that the Battalion will not insist on some level of social activity or would be reluctant to provide assistance when requested.

We discovered that absolute clarity on the proper procedures to be followed for each type of problem was critical. Uninformed family members found the operation confusing and did not understand which section was responsible for what activity. Once trained or informed, both family members and operations personnel understood

the primary responsibility of the support cell was referral. The operations went very well as family members were set up with someone or agency able to actually help them. Additionally, it was discovered early during some of our family support exercises that family members pushed the system as much as possible. The operators have to be aware of their responsibilities and their restrictions. They are primarily responsible for referral and should not overstep the bounds of the support system.

The specific information provided to the military and family members of the battalion is found in the Family Deployment Handbook (pages 6-8) which is attached to this paper.

EXECUTION

We now had a draft concept and a planned organizational structure. It was time to put it to paper and actually execute the operations under field conditions. We, for the first time, ran the plan up the chain of command and, per our original concerns, started discovering a few roadblocks. This was new and different, it put the responsibility back on the individual, and it did not allow for wholesale interference from all the external agencies without battalion oversight.

One extremely important observation did come out of the review process. Most of the Battalion family members agreed that self

sufficiency and taking responsibility for their family was is in the best interest of the battalion, the service member, and the family. Unfortunately, some personnel are not as self motivated as others and would probably not, if left to their own devices, sufficiently prepare for the separation. Our problem was to determine how to ensure all families were preparing themselves to meet the responsibilities of the deployment?

In reflection, this is where I had to get with the JAG to check on a Battalion Commander's sphere of influence and specific restrictions when dealing with non-military family members. I advise all commander's instituting any program requiring non-military personnel to accomplish certain actions to check with JAG for plan review and approval.

Our solution to this "how do you check" question was to establish a Common Task Training (CTT) for the family. We observed that lack of knowledge was the primary reason a family would fail to plan for the deployment. To eliminate this possibility, we provided a listing of all the documents that the spouses would need, suggested a number of training activities (such as tire changing, lawn mowing, emergency notification, etc.), and required each family to acquire a sponsor family. This sponsor family was tasked and agreed to provide for the normal things that good

friends do for each other. This included rides to the commissary, baby-sitting, etc.

Our concern was to ensure that there was some type of formal agreement rather than just an understanding. As part of the Family Deployment Handbook (pages 28 and 29) we required each married service member, from the Battalion Commander down to the lowest enlisted person, to complete the contract and return a signed copy to the Battery First Sergeant.

We thought individuals would be more likely to actually conduct the training, perform the tasks, and make the family preparations if they expected to be held accountable. During the deployment briefings, both service members and spouses were informed that the checksheets would be periodically checked. They were also cautioned that a call to the crisis management center requesting noncritical assistance would lead to a check of their contract. They would then be reminded that they verified the ability to solve the problem or receive assistance from the sponsor family.

In retrospect, a good plan that was about 95% successful. There were some individuals who had the power of attorney when we left but lost it a week later, their sponsor family just moved to Alabama, or just did not understand the concept. Additionally, we

found service members who intentionally did not want their spouse to know how much they made, did not want their spouse to be self sufficient, or had some financial problems they did not want the spouse to know about. The program probably would have been a little more effective if we had held each first line leader responsible for maintaining the family support contracts rather than having the First Sergeant responsible. Additionally, though I indicated I would send a soldier back if the family problem got out of hand, that threat became a double edged sword. Most soldiers understood the negative consequences of being sent home from a combat zone to deal with family problems. Some of the spouses saw this as a way to get their husbands home even if for a short period. The families must be absolutely clear in their understanding that having the husband sent home is not always a good thing.

The three months prior to the deployment were filled with organizing, staffing, exercising, and putting the rear detachment and family support system in place.

On the day of deployment, we were very confident that this was a very workable system. Contracts were signed and filed, good personnel were in place operating the crisis management center, support cells and rear detachment, and the spouses felt as

comfortable as possible that the service members would be held accountable to support their family even though they were thousands of miles away.

DEPLOYED

We knew that the plan was effective and that it worked when we exercised it, but the lingering question was how well would it work in practice? The answer turned out to be: Very well!

The rear detachment commander, Captain Michael Chopp, was extremely effective. I left my best Captain with adjutant type experience to run the operation. He had a stern personality when required but could empathize when a family situation got intolerable. He was able to effectively interact with my wife, the Brigade Commander, and the Installation Commander. The hardest part was convincing a good officer that being left behind was not going to hurt a promising career.

In general I emphasize that leaving the best man behind pays dividends on the other end when the problems start to surface. In addition to the Commander, it is imperative that a good NCO corps remain. Do not leave a group that can be perceived as the sick, lame, and lazy. If you do, that is the way they will act and be treated.

The administrative support cell (a small Personnel

Administrative Center, PAC) ensured that the spouses did not have to deal with the finance center, personnel administrative centers, or other possibly intimidating large installation services.

The relationships developed between the PAC clerks and the finance office were very effective and allowed "special quick favors" when required.

After the first week, the rear detachment commander took on the responsibility as the single point of contact between the installation support agencies such as Red Cross, ACS, etc, and the spouses.

We found that spouses were approaching these agencies without the battalion chain of command being aware of their family type problems. We would not hear, until after the fact, that a family had a financial problem because the family support system was being bypassed.

Though we wanted to ensure the social aspect of the battalion did not get entwined with the support system, we found that we needed to entice the spouses to come to information sharing meetings. We began to provide video tapes of service members and used our corporate sponsor, Peter Piper Pizza, as a meeting place. Even when we had these meetings, we would separate the formal information portion of the meeting with the social get together

afterward.

This was very effective and did not make the families feel they had to attend a social function to receive information. Additionally, they did not feel they were putting a damper on a fun time when addressing concerns and problems.

CONCLUSION

The planning and decision making process that led to a successful Rear Detachment and Family Support System did not begin when we were notified of our impending deployment. It began the first time my wife, my commanders, my staff, the Battalion spouses, and I discussed the concept of family support systems and how we would do it if and when required. There are as many different ways to conduct family support operations as there are command personalities and climates. No matter how good the plan is, it is the quality of the leadership throughout the Battalion, the commitment of the spouses within the chain of command, and the ability of the Battalion to run its own program that are the key elements providing success or failure of the operation. Though there were a thousand things we did well and another thousand things we could have done, the overall concept of SELF RELIANCE AND PERSONAL RESPONSIBILITY was the underlying philosophy that made the deployment effective and successful. Although I was the Battalion

Commander and, upon our return, received all the laudatory comments and accolades for our Family Support operations, my congratulations, deep respect for a job well done, and my eternal gratitude and appreciation must be passed on to the people that really made it happen:

Catherine S. Leek - Spouse, Battalion Commander (my wife)

Cpt Michael Chopp - Rear Detachment Commander

1SG Kinnard - Rear Detachment 1SG

Adela Myers - Spouse, Battalion XO

Edda Davis - Spouse, Battalion CSM

Vickie Lundquist - Spouse, Battalion S3

Robert Meadows - Spouse, Battalion S3 Section Officer

Beverly Wallace - Spouse, HHB Commander

Pam Green - Spouse, HHB NCO

Leslie Cohen - Spouse, A Battery Commander

Morgan Drake - Spouse, B Battery Commander

Ingrid Larson - Spouse, B Battery NCO

Tannette Jackson - Spouse, C Battery Commander

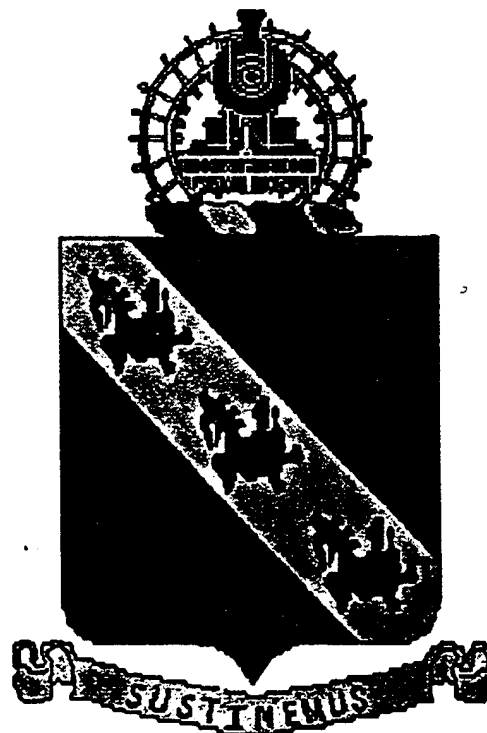
Becka Gusa - Spouse, D Battery NCO

Ida Walworth - Spouse, E Battery Commander

Louise Gibson - Spouse, F Battery Commander

Numerous other spouses were actively involved with the "Chain of Concern" and Battery level social activities.

**3D BATTALION
(PATRIOT)
43D AIR DEFENSE
ARTILLERY**



**FAMILY DEPLOYMENT
HANDBOOK**

DEPARTMENT OF THE ARMY
3D Battalion (PATRIOT), 43rd Air Defense Artillery Regiment
Fort Bliss, Texas 79916-2473

1 May 1992

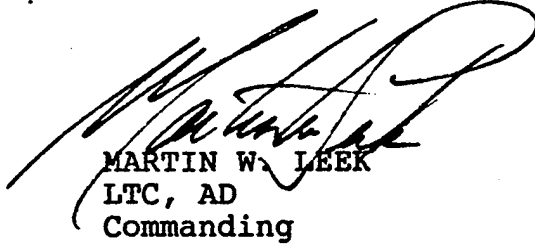
Soldiers and Families of
3d Battalion (PATRIOT)
43rd Air Defense Artillery
Fort Bliss, Texas 79916

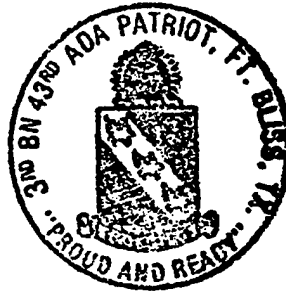
Whether you are a new or "old" soldier or family member, I believe that this booklet will be of great value to you. The information that it contains has been put together because the leadership of the battalion is concerned not only with the welfare of our soldiers, but for our families as well.

This booklet is intended to provide information to prepare soldiers and their families for unit deployment. These can range from short field training exercises in the area close to Ft. Bliss, to major exercises or even "real missions" far from El Paso. The information we provide will not only help with preparations for deployments, but also assist with many of the common problems or issues that arise when the family sponsor has deployed. I urge you to read this booklet carefully, gather or highlight the information that is specific to your situation, and ensure that everything is understood by all family members who may need to use this booklet.

In addition to the specific assistance provided by this booklet, I want to emphasize the important role of the Family Support Groups in each battery and in our maintenance company. Page 10 of this booklet describes the Family Support Groups. The effectiveness of the support group depends upon the support of the leadership of each unit, and the voluntary involvement of enough spouses in each unit to form a functioning "chain of concern" which can help when needed. Thus, the general information provided here on Family Support Groups will be supplemented by each unit's list of names and phone numbers of spouses who are willing to participate.

Deployments can be difficult times for both soldiers and family members, but, with good preparation, and confidence among members that help will be available if needed, even long deployments can be accomplished without undue hardships for families. If we take care of our families, we will take care of our military mission that much more effectively. This will keep 3-43 ADA, the PATRIOT SCUDBUSTERS, "On Track" for whatever contingencies arise.


MARTIN W. LEEK
LTC, AD
Commanding



DEPARTMENT OF THE ARMY
3D BATTALION (PATRIOT), 43D AIR DEFENSE ARTILLERY
FORT BLISS, TEXAS 79916

AFVJ-U-CH

Dear Soldier and Family Member of 3-43:

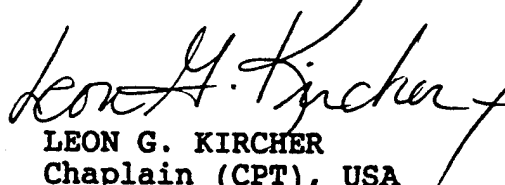
One of the most difficult aspects of military life is family separation. The stress it causes is never totally realized until separation actually occurs. Family separation takes various forms. It may be an unaccompanied tour, complete mobilization, a field training exercise, or an extended deployment such as 3-43 experienced in Saudi Arabia. As a rapid deployment force, we in 3-43 ADA need to be continually aware of the impact of a separation on the family.

Regardless of the type of separation, support for families must be provided during soldier's absences. Soldiers perform more efficiently when they know there is support and a method that assists them with their family's well-being.

This handbook has been prepared to assist family members of deployed soldiers. It's purpose is to give our families guidelines on recording and locating important documents, information on the rear detachment, family support groups, and ways of dealing with the emotional issues that surround deployment.

It is important that you read through this entire handbook. Fill out all of the sections that apply to you. In the rear of the booklet are two pages that both you and your spouse must sign and return to your Battery/Company First Sergeant prior to deployment. This information will be retained by the Rear Detachment Commander and used to assist family members.

Deployment is tough, but when we pull together as a unit family, we will be better able to adjust to the stress caused by separation.


LEON G. KIRCHER
Chaplain (CPT), USA
3-43 PATRIOT Chaplain

HOW TO SURVIVE THE DEPLOYMENT OF A FAMILY MEMBER

A-1. PLAN FOR DEPLOYMENT BY COMMUNICATING

- a. Express your feelings and encourage others to do the same. (I love you; I'll miss you; I'm frightened).
- b. Plan a family activity or a special family time without distractions.
- c. Discuss the budget.
- d. Prepare legal matters (UPDATE YOUR WILL, POWER OF ATTORNEY, who will pay bills, etc.).
- e. Discuss household and automotive maintenance.
- f. Determine where your family will reside.

A-2. DEPLOYMENT PRESENTS CHALLENGES AND OPPORTUNITIES

- a. Emotional adjustments.
 - (1) Personal growth.
 - (2) Discover new sources of inner strength.
- b. Added responsibility.
 - (1) Sharing of all household duties.
 - (2) Discover hidden interests and abilities.

A-3. KEEP IN TOUCH

- a. Write letters often and regularly.
- b. Send pictures, the kids' drawings or newspaper articles you found interesting.

A-4. WORK THROUGH EMOTIONS/FIGHT STRESS

- a. Try to understand and admit to doubts and fears.
- b. Talk about your feelings with a friend, neighbor, coworker, etc.
- c. Take an active role in a social or family support group.
- d. If you become totally overwhelmed, seek professional help. THIS IS NOT A SIGN OF WEAKNESS!
- e. Spend time with other adults. (Volunteer; take an inexpensive tour). DON'T STAY COOPED UP ALONE!

A-5. ADDITIONAL TIPS

- a. Take good care of yourself.
 - (1) Eat right.
 - (2) Get rest and exercise.
 - (3) Occasionally treat yourself to dinner out.
 - (4) Set aside time daily for yourself to do something you enjoy.
- b. Take good care of your children.
 - (1) Proper rest, nutrition, and exercise.
 - (2) Spend time with each child individually.
 - (3) Arrange for the children to spend time with friends.
 - (4) Keep a "deployment map".
 - (5) Let them talk to you about their feelings when they bring up the subject.
- c. Think safety and security.
 - (1) Don't make your spouse's absence a matter of public knowledge.
 - (2) Keep emergency phone numbers near the telephone.
 - (3) Contact the military police at the first sign of suspicious activity.
- d. Seek help when you need it.
 - (1) Avoid trying to do everything yourself.
 - (2) Take advantage of community support.
 - (3) Contact family, friends or neighbors whenever you need practical or emotional support.
 - (4) Be aware of danger signs.
 - a. In adults: loss of appetite, constant eating, weight loss or gain, sleeplessness.
 - b. In children: sleep disturbances, nightmares, appetite problems, bed-wetting, discipline/school problems.

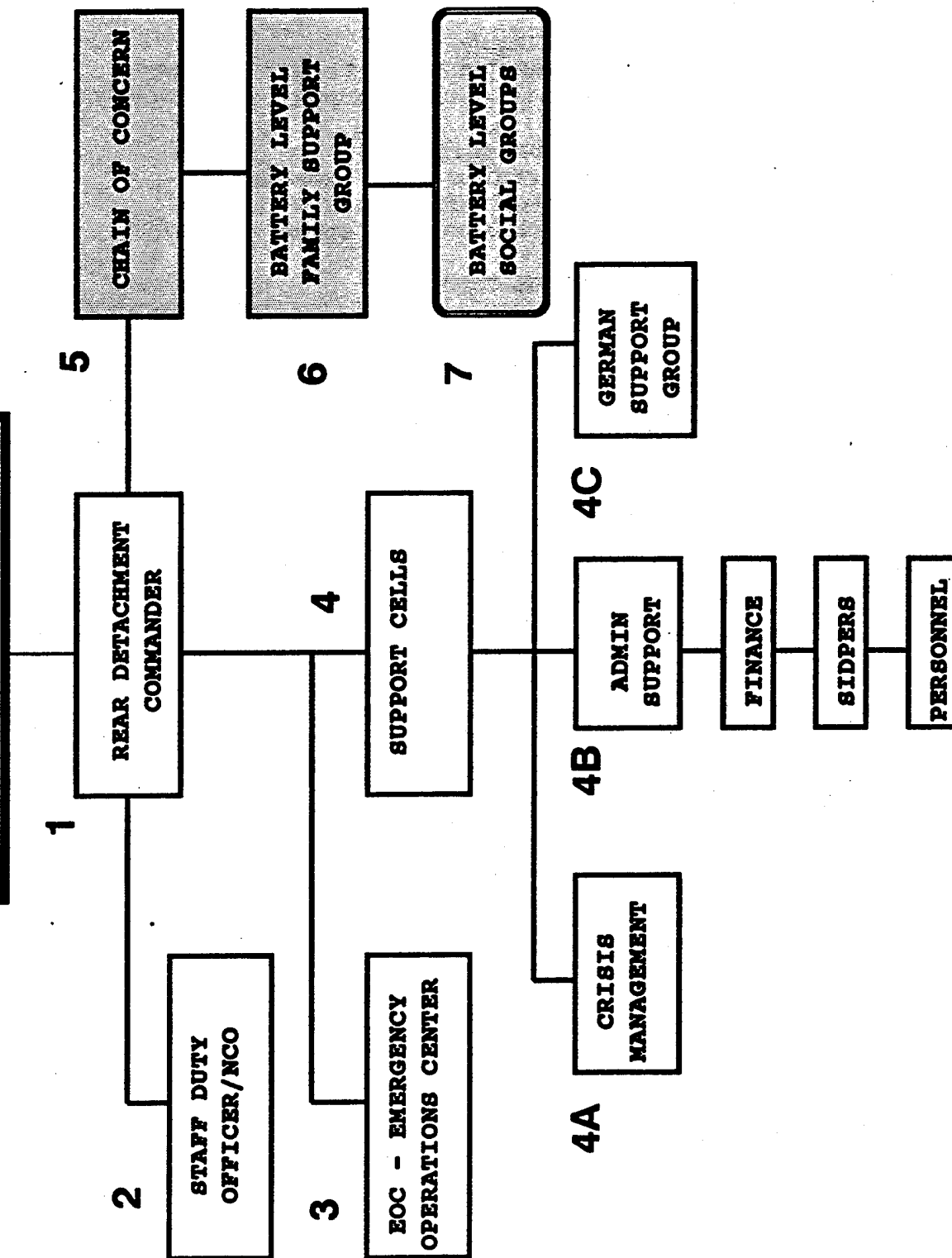
A-6. PREPARE FOR REUNION

- a. Don't expect things to be perfect.
- b. Roles change and have changed; therefore, roles may need to be redefined.
- c. Communicate feelings.
- d. Go slow.
- e. Expect the unexpected.
- f. Plan for budget changes.
- g. LET THE NEEDS OF THE FAMILY AS A WHOLE COME FIRST.

A-7. SOURCES OF HELP

- a. ARMY COMMUNITY SERVICE
- b. WIVES' CLUBS
- c. CHAPLAINS
- d. FIRST SERGEANT'S WITH THE SERVICEMEMBER'S ORGANIZATION

REAR DETACHMENT



IMPORTANT INFORMATION FOR SPOUSES OF DEPLOYED PERSONNEL

In the event you need assistance during your spouses deployment, your primary contact will be with the rear detachment located in building 2493, phone number 568-7385. They will assist you with all administrative issues such as ID Cards, pay, etc. On the preceding page, a flow chart of the rear detachment set-up is provided for your information. The items you need to pay particular attention to are:

1. **COMMANDER**-The commander has overall responsibility of the day-to-day operations of the rear detachment. He will provide for the daily operations of the personnel assigned, maintain an Emergency Operations Center, and operate a Crisis Management Center to ensure soldiers and family members are fully supported. His phone number is 568-1013.

2. **BATTALION STAFF DUTY OFFICER**-This person maintains the phones at battalion on a 24 hour basis. Should an emergency arise after duty hours, call 568-7385.

3. **EMERGENCY OPERATIONS CENTER**-This center serves as a liaison between the rear detachment, higher headquarters, and the forward elements of the battalion.

4. **SUPPORT CELLS**-Support cells exist to help you with concerns that may arise with the deployment of your spouse. If you have problems with finances, administrative issues, emergencies, or even the need for small repairs around your house, call 568-7385 and a person will do all they can to assist you or refer you to the proper agency. These Cells are located in the battalion headquarters.

A. **Crisis Management**-This office will operate as a 24 hour hotline for emergency issues. Call 568-1013.

B. **Administrative Support**-This office will handle day to day matters concerning ID Cards, Finance, LES, etc. Call 568-7385 for information.

C. **German Support Group**-The German ADA School has volunteered to help support our families during the deployment. They will assist with such things as baby-sitting and rides to doctor's appointments. Coordination needs to be made directly through the rear detachment at 568-7385.

5. **CHAIN OF CONCERN**-The primary purpose of the Family Chain of Concern is the gathering and passing of information regarding deployed soldiers. Each battery has a person designated for this position and you should familiarize yourself with this person.

6. BATTERY LEVEL FAMILY SUPPORT GROUPS are there exclusively for the gathering and passing of information regarding your spouse's deployment.

7. BATTERY LEVEL SOCIAL GROUPS are there to provide support in the way of activities for families during the deployment. Family members are strongly encouraged to take part in scheduled events.

3-43 BATTALION SUPPORT GROUP
CHAIN OF CONTACT

Battalion Steering Committee
Composed of:

+Battalion Commander and Spouse
+Battalion CSM and Spouse
+Battery Representatives
 (to include spouses)
+Chaplain and Spouse
+One Single Soldier
+One Junior Enlisted Soldier and Spouse

Meetings of the Battalion Steering Committee
are called at the behest of the Battalion
Commander for planning or to address
concerns of soldiers and their
families.

Battery Family Support Representative

Name : _____

Phone: _____

Your Battalion Commander : _____
Command Sergeant Major : _____
Battery Commander : _____
First Sergeant : _____
Battalion Chaplain : _____
Battery's Building Number: _____

DEPARTMENT OF THE ARMY
3d Battalion (PATRIOT), 43d Air Defense Artillery
Fort Bliss, Texas 79916

AFVJ-U-CH

1 May 1992

MEMORANDUM FOR 3d Bn, 43d ADA Family Members

SUBJECT: Battery Level Family Support Groups

1. Families are important to our battalion. Therefore, each Battery/Company will form a Unit Level Family Support Group. Battery Level Family Support Groups are an integral part of the unit. The purpose of the family support groups are:

a. To reduce social isolation among family members, especially among family members or spouses new to the Army way of life.

b. To provide family members assistance in obtaining and passing on important information.

2. The family support group will enable the effective passing of important information to all family members, especially in the event of extended field training exercises, deployments, or other long-term absences of the soldier. To be most efficient, separate batteries and companies will develop their own "networks" to ensure all family members are kept up-to-date.

3. The Family Support Group is not a means to take care of military transactions--the Rear Detachment Commander will work with the Family Support Group to ensure military support is available and scheduled as necessary (finance actions, etc.).

4. Again, the Family Support Group is designed to provide a means of passing information to all members of the military family. A Battery Level Support Group should be formed to reduce social isolation, provide activities, and foster a sense of belonging. Participation is strongly encouraged.

APPENDIX E

FAMILY SUPPORT GROUP (FSG) QUESTIONNAIRE

NOTICE for Activities: A Privacy Act Statement must be furnished to the individual before this form is completed.

Name _____
Military member's name _____ Co. _____
Home address _____ Phone _____
Work Phone _____
Housing area _____
Children _____
(name) _____ (age) _____
Do you have transportation? _____ Yes _____ No _____
Do you speak a language other than, in addition to, English? _____
If so, which language? _____
Do you have any other family in the area? _____
Telephone of other area family members _____
Name and telephone number of local friend or neighbor _____
Other than your spouse, who would you notify in case of emergency? _____
Are you expecting a baby? _____ Due date _____
Hospital _____
Are you willing to assist other family members in your unit? _____
_____ telephoning?
_____ babysitting?
_____ occasional transportation in your housing area?
_____ planning company activities?
_____ assisting your company newsletter representative?

What would you like to see the Battery Social Group accomplish?

Do you have any skills/talents that you would be willing to share with a small group?

Do you have any special interests/concerns that a resource person (speaker) could talk about at a Battery Social Group Meeting?

A FAMILY DEPLOYMENT CHECKLIST

It is impossible to list everything a family can do to prepare for deployment. Yet we are confident that the following information will be valuable to you in the event of deployment or extended field exercises. The list includes items or issues you should be aware of and care for in the event of deployment. Each soldier should have the following items in a place where it can be easily retrieved:

- An updated will
- Power of Attorney(s) (Should cover beyond projected deployment period)
- Copies of birth certificates for the entire family
- Certified copies of your marriage license or certificate
- Names, and places/dates of birth of your parents and spouse
- A list of your previous residence(s)
- Titles of real property and automobiles
- Bank names and addresses, with account and safety deposit numbers
- Previous three years of income tax records
- A record of past illnesses with names and addresses of physicians and hospitals
- Death Certificates (copies), divorce or annulment decrees terminating any previous marriages (you and your spouse)
- A list of fraternal and social organizations with their membership benefits

IDENTIFICATION CARDS

If you lose your "Dependent Identification Card" (ID Card), DD Form 1173, contact the Battalion Rear Detachment Commander. To get a replacement, you must have one of the following:

- A Power of Attorney, which will allow you to sign the DD Form 1172 at Bldg 500.
- A DD Form 1172, signed by the servicemember.

To prevent a problem in this area, check the expiration date of all ID cards. If the full deployment period is not covered, you

and your spouse must determine which of the above two items will be completed before the deployment date. The REAR DETACHMENT COMMANDER IS NOT AUTHORIZED TO SIGN DD Form 1172s FOR THE SERVICEMEMBER. The only way to solve this problem after deployment is for the servicemember to sign the DD Form 1172, and send it here--this could cause a long delay in privileges.

PERSONAL INFORMATION

Name of Service Member: _____
Name of Spouse: _____
Spouse's Social Security Number: _____
Service Member's Social Security Number: _____
Unit: _____
Rank: _____

BIRTH CERTIFICATE

Date of Birth: _____
City of Birth: _____
County of Birth: _____
State of Birth: _____
Country of Birth: _____

My birth certificate is located at: _____

I was adopted: (yes) _____ (no) _____
Date of Adoption: _____
My adoption papers are located at: _____

CITIZENSHIP

I am a citizen of: _____
My citizenship papers are located at: _____
The court that granted my naturalization is: _____
The date of my naturalization: _____
Naturalization Certificate Number: _____

BAPTISMAL, ORDINATION AND OTHER IMPORTANT PAPERS

Document:	Location:
1.	_____
1.	_____
2.	_____
2.	_____
3.	_____
3.	_____
4.	_____
4.	_____

MARRIAGE CERTIFICATE

I have a marriage certificate: (yes) _____ (no) _____
My marriage certificate is located at: _____

I have marriage certificates from previous marriages: (yes) _____ (no) _____
These certificates are located at: _____

Date of Marriage (most recent): _____
Location of Marriage Ceremony: _____
City: _____
County: _____
State: _____
Country: _____

LEGAL SEPARATION

I have been legally separated: (yes) _____ (no) _____
The date of my legal separation was: _____
The state of jurisdiction for my legal separation was: _____

DIVORCE

I have been divorced: (yes) _____ (no) _____
The date of my legal divorce was: _____
The state of legal jurisdiction of my divorce was: _____

FAMILY CAR(S)

Ensure that your family car is maintained properly prior to your spouse's deployment. Proper care includes periodic maintenance such as changing the oil, lubrication, winterization, and having a serviceable spare tire. It also involves renewal of insurance policies, state inspection stickers, and post vehicle registration stickers.

Insurance Company _____

Location of Insurance Policy _____

Loan(s) and location of loan papers _____

New Inspection Due: _____

Warranty expires: _____

Frequently-used Service Station Name and Location: _____

License Plate Number _____

Registration _____

MILITARY POLICE/PROVOST MARSHAL ASSISTANCE

If you need military police assistance on Main Post call 568-2115. For an emergency call 568-3232/6767.

Practice the following rules:

DO:

1. Lock all doors and windows
2. Lock your car when leaving it unattended
3. Secure all valuables inside your home
4. Call military police if a prowler is observed
5. Get a good description of the prowler
6. Leave hall lights or outside light (if possible) on if you go out at night
7. Travel in pairs at night
8. Be suspicious of strangers
9. Keep your dog inside at night
10. Hang up on obscene phone calls immediately

DO NOT:

1. Advertise the absence of your spouse
2. Allow strangers into your home
3. Try to scare a prowler away
4. Undress in front of your windows
5. Leave children in your house unattended
6. Let normal sounds frighten you
7. Wait to report sighting a prowler or an unusual situation

FAMILY QUARTERS

Prior to your spouse's deployment, learn the location and use of the following:

1. Electrical control (fuse/switch) box, including provisions of each type of replacement fuse that might become required. You should also have a flashlight or candles available in case of electrical outages.
2. Water control valve (for shut-off in case of an emergency), broken pipe, or extensive leaking.

If you live on post and plan to depart quarters for visits of three or more days while your spouse is absent:

Notify the military police at 568-6767 so that security and fire checks may be conducted periodically during the time your quarters are unoccupied.

If you are waiting for on-post housing:

- 1. Prior to your spouse's departure notify the Family Housing Office of your spouses absence and obtain the following items for your use in the event on-post quarters are offered during your spouse's absence:**
 - a. Power of Attorney to effect the movement of household goods.**
 - b. Furnish the Family Housing Office with the telephone number at which you can be reached. Family Housing telephone number is 568-2538/2991.**
- 2. If you do not desire on-post quarters during your spouse's absence, notify the Family Housing Office prior to his/her departure so that you will retain your place on the housing list. You will continue to move up the housing list during the deployment. If you reach the top of the list during the deployment, you will retain that spot on the list until your spouses return. Be sure to list the Rear Detachment as your contact, 568-1013**

POSTAL INFORMATION

- 1. Mail to your spouse may be sent up to five days prior to the date of return from a deployment. Because all unit personnel may not be returning at the same time, your spouse must let you know of his/her return date.**
- 2. The address for deployment should include the service member's name, rank, social security number, unit identification, identification of the appropriate deployment "exercise" and an APO number.**

This booklet is adapted from "Guide for Families of Deploying Personnel" published by Army Community Service at Fort Bliss and DA Pam 360-525.

LEGAL

Spouses and other dependents could be affected by the deployment of a service member in many ways. Legal issues, such as the need for Wills and Power of Attorney(s), may become very complicated during a deployment. You must care for these matters before a service member deploys.

WILLS

Everyone over 18 years of age should have a will. Without a Will, property will be divided according to state law. In Texas, this could mean minor children share an interest with a surviving spouse. The court may then have to appoint a manager for the minor's interest (a guardian), and a manager for the estate (an executor).

Both of these people may have to be bonded and report to the court. A relatively simple Will can avoid bonding and most court appearances. Wills provide valuable peace of mind.

I have a Will: (yes) (no)

Location of my Will: _____

INSURANCE

Remember, a Will does not designate the beneficiary of life insurance. You should locate, inventory, and review your insurance policies to make sure you know where they are and that they designate who you want to receive the proceeds (remember also to check the insurance on your home, furniture, car, and other property).

INSURANCE POLICIES

	Type	Company	Amount	Beneficiary Location
1.	_____	_____	_____	_____
2.	_____	_____	_____	_____
3.	_____	_____	_____	_____
4.	_____	_____	_____	_____
5.	_____	_____	_____	_____
6.	_____	_____	_____	_____

POWER OF ATTORNEY

A Power of Attorney designates another individual to act in your behalf. This designation may be for specific matters or acts, called a SPECIAL POWER OF ATTORNEY, or for all acts of the maker, called a GENERAL POWER OF ATTORNEY. It is generally recommended that you go with Special Powers of Attorney.

Both of these documents are simple to prepare and should be considered after reviewing your personal and business affairs. Unfortunately, not all banks, businesses and insurance companies will accept Powers of Attorney. For this reason, it may be helpful if persons who the service member trusts are made co-signers on accounts so that the bank and business requirements are strictly met and family business can continue without interruption while the service member is absent.

Persons requiring legal assistance for Power of Attorney and Wills may contact the Staff Judge Advocate's Office in Building 113, 568-7141 during duty hours. The HOTLINE (after duty) is 568-6513.

FINANCIAL MANAGEMENT ASSISTANCE

Army Community Service offers a financial counseling program for persons who need help in managing their money or establishing a workable budget. The financial counselor is assisted by volunteers who have had extensive training and experience in budget and home management.

Appointments for financial management assistance may be made by calling Army Community Service at 568-1132/4614. The counselors will recommend that you bring your LES, current bills, pay vouchers, purchasing contracts, and any other pertinent information.

Prior to deployment, service members should also list the following information related to financial management:

CREDIT CARDS	COMPANY ADDRESS	CARD NUMBER
--------------	-----------------	-------------

- | | | |
|----|-------|-------|
| 1. | _____ | _____ |
| 2. | _____ | _____ |
| 3. | _____ | _____ |
| 4. | _____ | _____ |

BUSINESS(ES) AND PEOPLE YOU OWE AND ADDRESS

- | | |
|----|-------|
| 1. | _____ |
| 2. | _____ |
| 3. | _____ |
| 4. | _____ |
| 5. | _____ |
| 6. | _____ |

PEOPLE WHO OWE YOU AND ADDRESS

- | | |
|----|-------|
| 1. | _____ |
| 2. | _____ |
| 3. | _____ |
| 4. | _____ |

BUDGET WORKSHEET					
		Estimated Expenses for Month	Revised Ex- penses for Month	Breakdown	
				Mid-Month	End of Month
TAKE-HOME PAY:	Husband				
	Wife				
	TOTAL				
HOUSING:					
	Rent/Payment				
	Gas (heating)				
	Electricity				
	Water, Sewer				
	Telephone				
FOOD:					
	Large Order				
	Fill-in				
	Lunches bought				
TRANSPORTATION:					
	Car Payment				
	Gas, Repairs				
	Car Insurance				
LIFE INSURANCE					
OTHER:					
	Clothing				
	Laundry				
	School Expense				
	Misc/Personal Items				
	Medical/Dental				
	Recreation				
	Savings				
	Newspaper/Magazine				
	Gifts				
	Leave (trip home)				
	Child Care (babysitter)				
TOTAL LIVING EXPENSES:					
AMOUNT AVAILABLE FOR CREDITORS					
RECAP:					
TOTAL MONTHLY TAKE-HOME PAY					
Less Living Expenses					
Amount Available for Creditors (See attached sheet for allocation to each creditor)					

**ARMY COMMUNITY SERVICE DEBT LIQUIDATION PROGRAM
CREDITOR WORKSHEET**

NAME & ADDRESS OF CREDITORS	ACCOUNT NUMBER	BALANCE DUE	MONTHLY PAYMENT	ADJUSTED PAYMENT

FB Form 1168a (DPCA)
14 Dec 81

AFPP-FBT

ARMY COMMUNITY SERVICE (ACS)

In addition to assisting Army Families with financial management, Army Community Service provides a wealth of other valuable programs. ACS offers information and referral services, crisis intervention counseling, parenting classes, and a Family Advocacy Program that conducts training on the causes of child/spouse abuse. ACS is located in Building 55 (Slater Road at Chafee).

ARMY EMERGENCY RELIEF (AER)

Army Emergency Relief was started in 1942 as a non-profit organization. It provides emergency financial assistance to all Army members, active and retired, and their dependents, in time of distress or misfortune. AER may provide emergency assistance for the following:

--Food	--Essential Car Repair	--Rent
--Medical Bills	--Required Travel	--Funeral Expenses
--Utilities	--Essential Dental Care	

AER provides assistance as interest-free loans. It may provide a grant when loan repayment would cause undue hardship. AER is a world-wide organization. Persons with an emergency financial situation may contact the unit commander, your AER Officer or the nearest Red Cross Chapter. AER is co-located at Fort Bliss with the Army Community Service in Building 55.

AMERICAN RED CROSS

The American Red Cross maintains offices on all major installations in the United States and overseas for the Department of Defense. The Red Cross provides emergency communications concerning personal and family problems such as death, critical illness, and other crises. The Red Cross is equipped to verify emergencies and relay an emergency leave request, if necessary, to proper military authorities. It is then up to the commanding officer to decide whether or not to grant leave.

The Red Cross also may provide communications regarding the health and status of a service member or service member's family when communications have been interrupted due to delayed mail or other reasons.

The Red Cross also provides financial assistance to service members and their families in certain emergencies. The American Red Cross is located in Building 45 on Fort Bliss. The telephone number is 568-5085/4898/7808/6301.

The El Paso Chapter of the American Red Cross is located at 9211 Montana. Their telephone number is 592-0263/0208, and is

monitored on a basis.

If there is an emergency in your family that warrants the return of your sponsor before his/her scheduled return, contact the local office of the Red Cross and the Battalion Rear Detachment Commander.

MEDICAL SERVICES

Outpatient services at William Beaumont Army Medical Center (WBAMC) are available to all active duty and retired members of the Armed Services and their dependents. These include:

- (a) Diagnosis and treatment of non-chronic diseases and conditions.
- (b) Maternity, infant care and well-baby immunizations.
- (c) Treatment of nervous and medical disorders.
- (d) Family Planning Service.
- (e) Non-government ambulance and service when medically necessary.

Care for outpatients is established on a walk-in basis. The General Medicine Clinic operates from 0730-1630 hours Monday through Friday.

Emergency medical care is available at any time in the emergency clinic. When necessary, ambulance service is available by calling 569-2331/2209.

Central Appointment:	562-1427	Pediatric Clinic:	569-2416
General Information:	569-2121	Adolescent Clinic:	569-2283
OB/GYN Clinic:	569-1614		

SOCIAL WORK SERVICE

A professionally trained social work service counselor is available to assist you in personal, family, community and marriage counseling. This service is available at WBAMC. The telephone is 569-2858/2816.

CHAPLAIN SUPPORT

Military Chaplains are in a unique position to render soldier care and dependent care. Military Chaplains represent a perspective based on faith in dealing with family and personal matters.

Fort Bliss maintains a Staff Duty Chaplain for emergencies after duty hours. The Staff Duty Chaplain may be contacted by calling the Staff Duty Officer at 568-6207/3612 or the Staff Duty Chaplain at 568-4233.

During duty hours, dependents may contact any of the following chapels for chaplain support:

Chapel One (General Protestant).....	568-4334
Chapel Two (Roman Catholic).....	568-2818
Chapel Three (Jewish).....	568-4345
Centurion Chapel (Chapel Four-Protestant).....	568-6816
Chapel Five (German Language Allies).....	568-2507
Chapel Six (Roman Catholic).....	568-6007
Chapel Seven (Protestant).....	568-1502
Biggs Chapel One (Protestant).....	568-8108
Biggs Chapel Two (Roman Catholic).....	568-8108
American Muslim Services (Building 442).....	568-4455
Allied Students Muslim Services (Building 923).....	568-3507
11th Brigade Religious Activities Center (Building 1165).....	568-7333

Additional information on religious services may be obtained by calling the Battalion Chaplain or the Office of the Staff Chaplain at 568-1519/3194.

Chaplain Leon G. Kircher is assigned to the 3d Battalion, 43d Air Defense Artillery Regiment. His telephone number is 568-7333. Although he welcomes your calls, he will normally deploy with the unit. You should call the Staff Duty Chaplain or Area Coverage Chaplain if you need assistance. During deployment you should call the 11th Brigade Religious Activities Center for Chaplain support.

JUNIOR ENLISTED FAMILY CENTER

The ASYMCA Junior Enlisted Family Center provides programs and services for junior enlisted people and their families (E1-E5). The center provides a place to make friends, share ideas and skills, and become aware of the many opportunities for personal and spiritual growth. The Center sponsors tours and a monthly coffee. For more information, please call 568-7291. The Junior Enlisted Center is located in Building 51 and 53.

PORT BLISS FACILITIES

FACILITY	MON	TUES	WED	THUR	FRI	SAT	SUN
AIR DEFENSE CENTER							
Fed Credit Union	0900	0900	0900	0900	0900	Closed	Closed
Bldg 1741	1700	1700	1700	1700	1700		
(562-1172) ON PAYDAYS, HOURS ARE 0500 - 1800							
DRIVE-UP WINDOW	0730	0730	0730	0730	0730	Closed	Closed
	1800	1800	1800	1800	1800		
BAKERY Bldg 1735							
(562-7001)	0900	0900	0900	0900	0900	0900	Closed
	1800	1800	1800	1800	1800	1730	
BARBER SHOPS							
Bldg 2A	0730	0730	0730	0730	0730	Closed	Closed
(562-2153)	1630	1630	1630	1630	1630		
Bldg 21	0830	0830	0830	0830	0830	Closed	Closed
(562-2945)	1500	1500	1400	1400	1400		
Bldg 452	0830	0830	0830	0830	0830	0830	Closed
(562-5457)	1630	1630	1630	1630	1630	1200	
Bldg 1015	0900	0900	0900	0900	0900	Closed	Closed
(562-2140)	1730	1730	1730	1730	1730		
Bldg 1735	0930	0930	0930	0930	0930	0930	Closed
(562- 2573)	1730	1730	1730	1730	1730	1600	
Bldg 2492	1000	1000	1000	1000	1000	Closed	Closed
(562-7642)	1700	1700	1700	1700	1700		
Bldg 7777							
WBAMC	0830	0830	0830	0830	0830	Closed	Closed
(562-2651)	1630	1630	1630	1630	1630		
Bldg 9516	1100	Closed	1100	Closed	1100	Closed	Closed
McGregor Range	1700		1700		1700		
Bldg 11263							
Biggs Field	0930	0930	0930	0930	0930	0930	Closed
(562-8140)	1700	1700	1700	1700	1700	1300	
BASKIN-ROBBINS							
Bldg 1735	1030	1030	1030	1030	1030	1030	1030
(562-4661)	1800	1800	1800	1800	1800	1800	1700
BEAUTY SHOPS							
NCO Club (Unisex)							
Bldg 2027	0900	0900	0900	0900	0900	0800	Closed
(562-9394)	1800	1800	1800	1800	1800	1600	
Bldg 1737	0800	0800	0800	0800	0800	0800	Closed
(562-3643)	1700	1700	1700	1800	1700	1700	
B'ggs Field							
Bldg 11350	Closed	0900	0900	0900	0900	0900	Closed
(561-2090)		1700	1700	1700	1700	1400	
BEVERAGE STORE							
Bldg. 1685	1200	1000	1000	1000	1000	0900	1200
(562-4179)	1900	1900	1900	2100	2100	2100	1800
BOOK STORE							
Bldg 2	0800	0800	0800	0800	0800	Closed	Closed
(562-1868)	1700	1700	1700	1700	1700		
BOWLING CENTERS							
Community Bldg 1743	0800	0800	0800	0800	0800	0800	1200
(562-3189/4432)	2300	2300	2300	2300	2300	2300	2300
Center Bldg 2949	0800	0800	0800	0800	0800	0800	1200
(562-7493/1685)	2300	2300	2300	2300	2300	2400	2300
Logan Heights							
Bldg 4203	1700	1700	1700	1700	1700	1300	1300
(568-6792)	2300	2300	2300	2300	2300	2300	2300
WBAMC							
Bldg 7153	0830	0830	0830	0830	0830	1000	1200
(568-6996)	2200	2200	2200	2200	2200	2200	2200
Biggs Field							
Bldg 11195	1700	1700	1700	1700	1700	1300	1300
(568-8263)	2300	2300	2300	2300	2300	2300	2300

FACILITY (con't)	MON	TUES	WED	THUR	FRI	SAT	SUN
EDUCATION CENTERS (con't)							
3d ACR Bldg 2406 (568-5111)	0730 2000	0730 2000	0730 2000	0730 2000	0730 1630	0800 1200	Closed
Counselors available until 1630 Counseling Center 0730 - 1630							
70th Ord Bldg 2481 (568-1091)	0730 1700	0730 1700	0730 1700	0730 1700	0730 1700	Closed	Closed
EQUIPMENT RENTAL							
Bldg 157 (565-8473)	0900 1730	0900 1730	0900 1730	0900 1730	0900 1730	0800 1730	Closed
EXCHANGE RADIO/TV							
Bldg 2011 (562-2976)	0930 1700	0930 1700	0930 1700	0930 1700	0930 1700	0930 1300	Closed
EXCHANGE SHOE REPAIR							
Bldg 21 (562-2100)	0930 1700	0930 1700	0930 1700	0930 1700	0930 1700	0930 1300	Closed
FLOWER SHOP							
Bldg 1735 (562-1456)	0930 1730	0930 1730	0930 1730	0930 1730	0930 1730	0930 1730	Closed
FOUR SEASONS							
Bldg 1301 (562-1955)	1000 1800	1000 1800	1000 1800	1000 1800	1000 1800	0900 1800	1000 1700
FRAME & NEEDLECRAFT							
Bldg 128 (566-5870)	0930 1700	0930 1700	0930 1700	0930 1700	0930 1700	0930 1600	Closed
FURNITURE RENTAL							
Bldg 504A (562-9767)	1200 1700	1200 1700	1200 1700	1200 1700	1200 1700	Closed	Closed
LIBRARY *Closed Holidays							
Bldg 21 (568-2489)	1000 1900	1000 1900	1000 1900	1000 1900	1000 1900	1000 1900	Closed
OPTICAL SHOP							
Bldg 1735 (566-8639)	0930 1730	0930 1730	0930 1730	0930 1730	0930 1730	0930 1730	Closed
PERSONAL SERVICES							
Bldg 1735 (562-2372)	0930 1730	0930 1730	0930 1730	0930 1730	0930 1730	0930 1730	Closed
PET GROOMING							
Bldg 2637 (562-7046)	0700 1700	0700 1700	0700 1700	0700 1700	0700 1700	0800 1600	Closed
POST OFFICE *Closed Holidays							
Bldg 1733 (562-4036)	0830 1630	0830 1630	0830 1630	0830 1630	0830 1630	Closed	Closed
MAIN BLDG 1735							
Bldg 1735 (562-7200)	0900 1800	0900 1800	0900 1800	0900 1800	0900 1800	0900 1800	1000 1700
Biggs Field							
Bldg 11263 (562-8544)	1100 1900	1000 1800	1100 1800	1000 1800	1000 1800	0900 1600	Closed
WBAMC							
Bldg 7777 (562-2151)	0930 1700	0930 1700	0930 1700	0930 1700	0930 1700	1030 1300	Closed
RENT-A-CAR							
Bldg 1735 (562-4895)	1000 1700	1000 1700	1000 1700	1000 1700	1000 1700	1000 1300	Closed
SERVICE STATIONS							
Bldg 199 (562-2353)	0900 1700	0900 1700	0900 1700	0900 1700	0900 1700	1000 1630	Closed
Bldg. 1742 (562-1545)	0900 1800	0900 1800	0900 1800	0900 1800	0900 1800	0900 1800	1000 1700
Biggs Bldg 11283 (562-8445)	0900 1700	0900 1700	0900 1700	0900 1700	0900 1700	1100 1500	Closed
Logan Heights (562-7953)	Closed	0900 1700	0900 1700	0900 1700	0900 1700	0900 1700	Closed
McGregor Range (569-9289)	1100 1700	Closed	1100 1700	Closed	1100 1700	Closed	Closed

FACILITY (con't)	MON	TUES	WED	THUR	FRI	SAT	SUN
CHILD CARE							
ACS Child Care							
Bldg 7113	0630	0630	0630	0630	0630	1800	Closed
(568-4313)	1700	1700	1700	1700	0100	0100	
Kiddie Kottage							
Bldg 51 & 53	0630	0630	0630	0630	0630	1300	Closed
(562-3843/3204)	1730	1730	1730	1730	0100	0100	
CLEANERS							
Bldg 19	0900	0900	0900	0900	0900	0900	Closed
(562-5548)	1730	1730	1730	1730	1730	1300	
Bldg 492	0900	0900	0900	0900	0900	0900	Closed
(562-5651)	1700	1700	1700	1700	1700	1300	
Bldg 1016	0900	0900	0900	0900	0900	0900	Closed
(562-4575)	1730	1730	1730	1730	1730	1300	
Bldg 1735	0900	0900	0900	0900	0900	0900	Closed
(562-1746)	1730	1730	1730	1730	1730	1730	
Bldg 2019	0830	0830	0830	0830	0830	0830	Closed
(562-2445)	1730	1730	1730	1730	1730	1400	
Bldg 2422	0900	0900	0900	0900	0900	0900	Closed
(562-4678)	1730	1730	1730	1730	1730	1300	
Bldg 2493	0900	0900	0900	0900	0900	0900	Closed
(562-5571)	1700	1700	1700	1700	1700	1300	
CLOTHING SALES							
STORE Bldg 2004	0900	0900	0900	0900	0900	0900	Closed
(568-2880/6607)	1700	1700	1700	1700	1700	1500	
COMMISSARIES							
Main Bldg 1717	0900	0900	0900	0900	0900	0900	Closed
(568-6719)	1800	1800	1800	1800	1800	1800	
Biggs Bldg 11253	Closed	Closed	1000	1000	1000	1000	1000
(568-8183)			2000	1730	1730	1500	1730
COLLEGES							
El Paso Community							
Bldg 835	0830	0830	0830	0830	0800	Closed	Closed
(562-4004)	1730	1730	1730	1730	1630		
Parks College							
Bldg 837	0800	0800	0800	0800	0800	Closed	Closed
(562-8450)	1700	1700	1700	1700	1700		
Webster College							
Bldg 837	0800	0800	0800	0800	0800	Closed	Closed
(562-4400)	1630	1630	1630	1630	1600		
CRAFT SHOPS							
#1 Bldg 1033/1034	1330	1800	1330	Closed	Closed	0900	1300
(568-4989)	2200	2200	2200			1700	1700
#2 Bldg 885							
(Woodworking)	1800	1330	1330	Closed	Closed	0900	1300
(568-5986)	2200	2200	2200			1700	1700
Biggs Bldg 11264	1300	1330	1330	Closed	Closed	0900	1300
(568-8661)	1700	2200	2200			1700	1700
EDUCATION CENTERS							
Central Counseling							
Bldg 847	0730	0730	0730	0730	0730	Closed	Closed
(568-7824)	1700	1700	1700	1700	1700		
Biggs Bldg 11126	0730	0730	0730	0730	0730	0800	Closed
(568-8909)	1630	1630	1630	1603	1630	1200	
Testing until 7 PM Mon - Thurs Counseling until 4 PM							
Logan Heights							
Bldg 4321	0730 - 1130 and 1230 - 1600 Closed for lunch					Closed	Closed
(568-5530)							
Counselors available 0730 - 1130							
McGregor Range							
Bldg 9509	0730	0730	0730	0730	0730	0730	Closed
(569-9480)	1530	1530	1530	1530	1530	1530	
WBAMC Bldg 7773	0730	0730	0730	0730	0730	Closed	Closed
(568-6638)	1630	1630	1630	1630	1630		

The next two pages are to be returned to the 1SG of your battery prior to deployment.

IMPORTANT DOCUMENTS CHECKLIST

Military families should gather together important documents and safeguard them in a secure file so they are immediately available, if needed. It's important for the soldier and the spouse to jointly organize their important document file so both understand the status and significance of each document.

DOCUMENT	Service Member Initials/Date	Spouse Initials/Date
Marriage Certificate	_____	_____
Birth Certificates	_____	_____
Baptismal Certificates	_____	_____
Adoption Papers	_____	_____
Citizenship Papers	_____	_____
Passports	_____	_____
Armed Forces ID Cards (CK Expiration)	_____	_____
Wills	_____	_____
Family Medical Records	_____	_____
Family Dental Records	_____	_____
Shot Records	_____	_____
Social Security Cards/Numbers	_____	_____
Court Orders (Divorce/Child Custody)	_____	_____
Copy of Emergency Data Card	_____	_____
Copy of SGLI Election Form	_____	_____
Addresses/Phone Numbers of immediate Family	_____	_____
Powers of Attorney	_____	_____
Copies of TDY/PCS Orders	_____	_____
Insurance Policies (Auto, Life, Home)	_____	_____
Leave and Earnings Statements	_____	_____
Bank Account Numbers (Checking/Savings)	_____	_____
Checkbook (Replacement Checks)	_____	_____
List of Investments/Bonds	_____	_____
Deed/Mortgage Papers	_____	_____
Copies of Installment Contracts	_____	_____
Credit Card/Club Card	_____	_____
Federal and State Tax Records	_____	_____
Driver's License	_____	_____
Car Registration, Title and Insp Cert.	_____	_____
Warranties on Car or Appliances	_____	_____
Inventory of Household Goods	_____	_____
Pet Health/Vaccination Records	_____	_____
Child/Children registered for Day Care	_____	_____
Extra Keys (Car/House/Safe Dep Box)	_____	_____
Diplomas/School Transcripts	_____	_____
Spouse's Employment Resume and Work Experience Information	_____	_____
Family Photo Albums	_____	_____
List of Important Phone Numbers (FSG, Rear Det, FAC, Emergency Numbers)	_____	_____
Dependent Child Care Plan	_____	_____
Spouse can drive our vehicle	_____	_____
Spouse's monthly gross income \$ _____	_____	_____

Sponsoring Family Information

Every 3-43 family will acquire a family to sponsor them while the service member is deployed. This family will do the normal things good friends or other family members would do for them (this will include rides to the commissary, baby-sitting, etc.). The sponsoring family should fill out the following information.

We have agreed to support the _____ family while their service member is deployed, we agree to assist their family in any way we can.

Sponsoring family's name _____

Sponsoring family's address _____

Sponsoring family's phone number _____

Sponsoring Family Signature/Date

LTC Leek,

My family and I have read and completed the family deployment handbook and are ready to deploy.

Service Member Signature/Date

Spouse Signature/Date

The previous two pages must be turned in to your 1SG prior to deployment.