



**WORKING TOGETHER TO SUPPORT SERVICE MEMBERS AND MILITARY FAMILIES**

# Inter-Service Family Assistance Committee [ISFAC]

RESOURCE GUIDE



## **Introduction**

The Inter-Service Family Assistance Committee (ISFAC) Resource Guide is designed to orient and inform Family Program staff on how to establish and sustain state and regional Inter-Service Family Assistance Committees. The ISFAC plays a key role in assisting staff to deliver baseline services to geographically dispersed Soldiers and Families closest to where they live.

## Acknowledgements

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ALL MATERIALS HAVE BEEN REVIEWED BY FMWRC AND MAY BE REPRODUCED FOR DEPARTMENT OF ARMY USE.

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## SECTION 1: Why Build An Army Integrated Family Support Network?

The military forces of the United States are being employed in many different ways due to global insecurity, the Global War on Terrorism (GWOT), and natural disasters. The Active, Guard, and Reserve components throughout the military are experiencing not only longer but more frequent and unpredictable deployments, and a wider array of missions. These changes present many challenges for military Families.

*The Army Integrated Family Support Network (AIFSN) working in concert with other military and civilian agencies is intended to establish a comprehensive multi-agency approach for community support and services to meet the diverse needs of the Active Army, Army National Guard, and Army Reserve Soldiers, Families and Employers throughout the entire deployment cycle.*

*From mobilized Soldiers, to Recruiters, to Families located outside reasonable driving distances to military facilities — the AIFSN will provide information, tools and resources. It is made up of Garrison Army Community Service, Child and Youth Services, Guard Family Assistance Centers, Reserve Readiness Centers and civilian community agencies.*

*By combining and linking resources, AIFSN gives Army Families a choice. They can access services by phone, the internet, and when situations dictate, travel to the nearest facility to receive personalized support.*

### **AIFSN ... Your Connection to Family Programs and Services**

Transforming service delivery to meet the current – future needs of the force – Active Duty, National Guard, Reserve, veterans, retirees, civilians and their Families also comes from “forward-thinking” by leadership and military Family Program Staff.

These changes in military operations are propelling Family support systems across the military to rethink the normal way of doing business and formulate a new strategy to provide seamless support to all Families regardless of where they live. Restructuring to a more integrated network also makes sense in order to align with increasing joint force military operations.

The new demands of the Expeditionary Force and the requirements of Joint Basing will require that Family Support Programs embrace the AIFSN Model to:

- Implement a proactive and integrated program to ensure all Service Members and Family members receive the same quality of service and support from the closest component resource or community agency
- Improve coordination and synchronization of the services provided by all components to reduce duplications
- Ensure an interlocking system of service and support to Active, National Guard, Army Reserve, Families, Civilians, Employers, Wounded Warriors, Survivors, Retirees, and Communities
- Provide timely and accurate information enhanced by modern technology and training
- Establish common policy, programs and metrics where applicable
- Refine organizational roles and responsibilities to minimize confusion and meet surge requirements

Various collaborative arrangements within communities and across states/regions will help the military provide better support to Service Members and Families particularly those who are geographically dispersed and who do not live near a military installation or facility.

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***An ISFAC is a cohesive and reliable support system with the flexible delivery options needed to meet the diverse needs of Active, Guard, and Reserve Service Members and Families.***

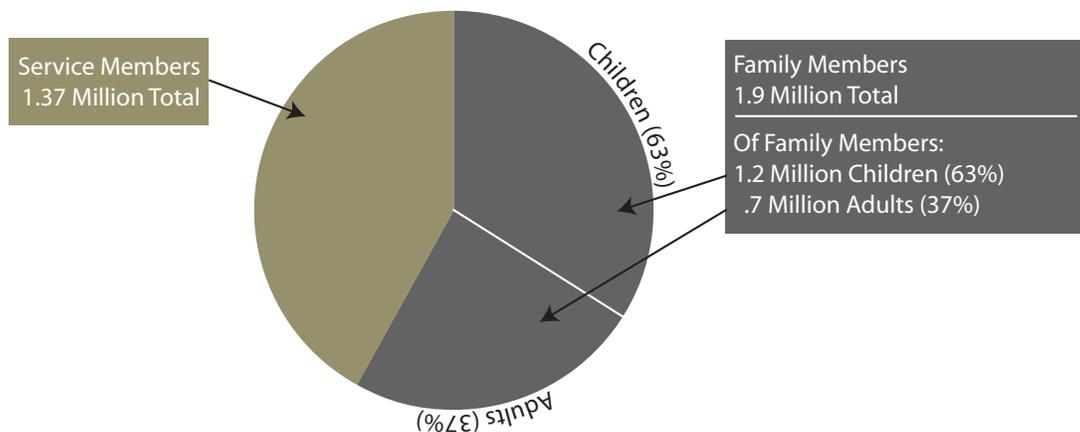
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Demographic characteristics are another driver of change for Family Program staff to examine the delivery of Family programs. Immediate and extended Family members of a given unit will generally outnumber active duty personnel. Thus, leaders will spend much of their time with Family issues as they relate to productivity on the job, allocation of scarce resources and general quality of life issues. One important tool is through the establishment of an Inter-Service Family Assistance Committee.

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***The current profile of the military community: approximately 1.37 million Service Members and 1.9 million Family members; 1.2 million of the total number of Family members are children.***

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## SECTION 2: What Is An ISFAC?

An ISFAC is a voluntary military/community cooperative partnership organized to allow service providers to engage in multi-service networking to assist with connecting Service Members and Families to local military and/or community resources.

The success of an Inter-Service Family Assistance Committee is highly dependent on the support of the Governor, The Adjutant General and the various agency heads of each local, state, federal and non-governmental agency within the state. Having the Governor acknowledge, and when necessary, sponsor collaboration events to promote integration of services is of tremendous benefit in meeting the needs of its citizens, military or civilian. Efforts to support citizen Soldiers, their Families and Families of Active Duty personnel who do not reside near an installation are of key interest to the Governor. He/She can provide leadership to an ISFAC that will greatly enhance the relationships between the various Military and Civilian members of the committee and communicate a sense of community and caring for all citizens.

### ISFAC Goals

The primary goal of an ISFAC is to strengthen existing Family assistance delivery systems especially in the event of mobilization, deployment, or natural disaster by leveraging the resources of all committee members.

ISFACs encourage and provide ongoing training on a variety of topics, such as new Family Initiatives, Family Advocacy, and Critical Incident Stress.

ISFACs promote a holistic approach to supporting Families and Service Members, enabling fast, efficient and effective assistance from the closest source regardless of component or location. ISFACs help reduce gaps and duplications in services and support efforts.

***How Does an ISFAC Support the Goals of AIFSN?***

*By establishing a comprehensive multi-agency support system to support Active, Guard and Reserve Families an ISFAC supports the goals of AIFSN by providing:*

- *Greater efficiency in the delivery of services and support efforts*
- *Increased awareness by leadership and community agencies of Army Family's needs*
- *Increased support and involvement in the delivery of support services for Army Families by leadership and community services*
- *Equity in the types of and quality of services delivered or available to Active, Guard and Reserve Families*
- *Greater awareness by military Families of the Family Programs and support services available to them*
- *Greater access by Army Families to an array of services and more affordable services*

**ISFAC Structure**

The ISFAC establishes a committee with shared leadership which fosters a relationship among the States/Territories, Department of Defense (DoD), and all military and community services, to include the National Guard, U.S. Coast Guard (USCG) and their respective Family Assistance Centers (FAC) in time of mobilization, deployment, and/or disaster relief. Leadership is voted upon by committee members and rotates regularly. ISFACs are organized geographically, by regional area.

### **ISFACs Membership**

ISFACs are comprised of Family support representatives, community agencies, and local business leaders from:

**Military**

All Services, Guard and Reserve Components

Government including City, State and Regional Agencies

Child and Youth Services

Schools

Recreation

Veteran Service Organizations including Veteran Affairs

American Legion

VFW

Red Cross

Salvation Army

Faith Communities

United Way

Other Community Agencies specific to your state/region

### **Why Should I Get Involved In An ISFAC?**

An ISFAC is an asset for supporting Service Members and Family members. Here are five benefits of ISFAC involvement:

- It provides up-to-date information
- It provides the ability to network with key Family service providers and agencies
- It creates a network of contacts and experts who have knowledge and experience in solving everyday challenges for Service Member and Families
- It expands the service delivery boundaries outside the gate, beyond the Installation, Armory and Reserve Center
- It reduces duplication of efforts

*Everyone works smarter, not harder.*

## SECTION 3: How To Establish An Effective ISFAC: Collaboration

### Step 1: Starting Up An ISFAC

Determine who should attend the first meeting of the ISFAC, coordinate best time and location, and make a list of attendees. The purpose of the initial meeting is to decide what the ISFAC will do, establish the right mix of members from both community and military organizations, elect a coordinator or leader, and decide on goals and objectives.



### Step 2: Identifying Military Family Needs

In order for the group to be able to address military Family needs, it is important to understand what issues are being faced by Active, Guard and Reserve Families such as frequency and size of deployments and mobilizations, distance from existing resources, and awareness of available services. For Family members who do not live close to an installation, this is a particularly critical assessment.

One of the first agenda items for a new ISFAC is to share information among all committee members (e.g., ask attendees to bring an organizational chart, lists of services and providers and brief overview document.) A discussion can then follow to determine the issues of greatest priority. (See Appendix ISFAC Issue Analysis Worksheet and Summary Worksheet.)

### Step 3: Assessing How the Family Support System Addresses Family Needs

Armed with an understanding of shared needs, the ISFAC can then examine what current Family programs and supports are available and how the different agencies might contribute to closing any gaps that were identified. During this assessment phase, the group may also identify other steps that need to be taken to enhance the support system's efforts. (See Appendix ISFAC Action Planning Worksheets.)

These steps may include the need to do one or more of the following activities:

- mobilize other community agencies
- cross train program staff
- obtain agency and command support and involvement
- develop communication systems
- consider whether there is a need to establish Memoranda of Understanding (MOUs) or other partnership arrangements
- discuss any policy issues that might preclude ability to share resources

#### **Step 4: Developing and Evaluating the Family Support Plan**

Once an assessment is completed, a Family Support Plan can be developed or added to depending on the extent of existing collaboration. ISFACs are also encouraged to use the shared network to develop contingency plans for deployments/ mobilizations (particularly large deployments) natural disasters or a medical epidemic.

Once written plans are in place or even during the development stage, an ISFAC may choose to conduct mock deployment or disaster exercises to test components of the response system or utilize responses to current events to evaluate response efforts. Plans (and programmatic efforts) can then be revised based on these experiences.

#### **Step 5: Logistics Determine Location and Frequency of Meetings and Cross-State/ Regional Boundaries**

Some items to consider for future meetings include decisions about meeting coordination (assigned or rotated?), whether minutes will be taken and by whom and how to schedule locations and meetings.

A member of the ISFAC might utilize a committee meeting to elicit support with a specific situation or individual committee members might be contacted directly outside of committee meetings. In a large geographic area or when many agencies and individuals want to work on these issues, smaller committees may be developed to work outside the general meeting on topics of common interest.

There may also be instances when an ISFAC might be contacted to assist Family support providers in other geographical areas. For example, a Georgia ISFAC might be approached to aid in responding to a hurricane in Florida. Based on response needs, the Georgia ISFAC might offer to send individual members or agency staff to assist in Florida's relief efforts.

## Collaboration

Collaboration is defined as a process to reach goals that cannot be achieved by one single agent. It includes the following components:

- Jointly developing and agreeing on a set of common goals and directions
- Sharing responsibility for obtaining those goals
- Working together to achieve those goals, using the expertise and resources of each collaborator

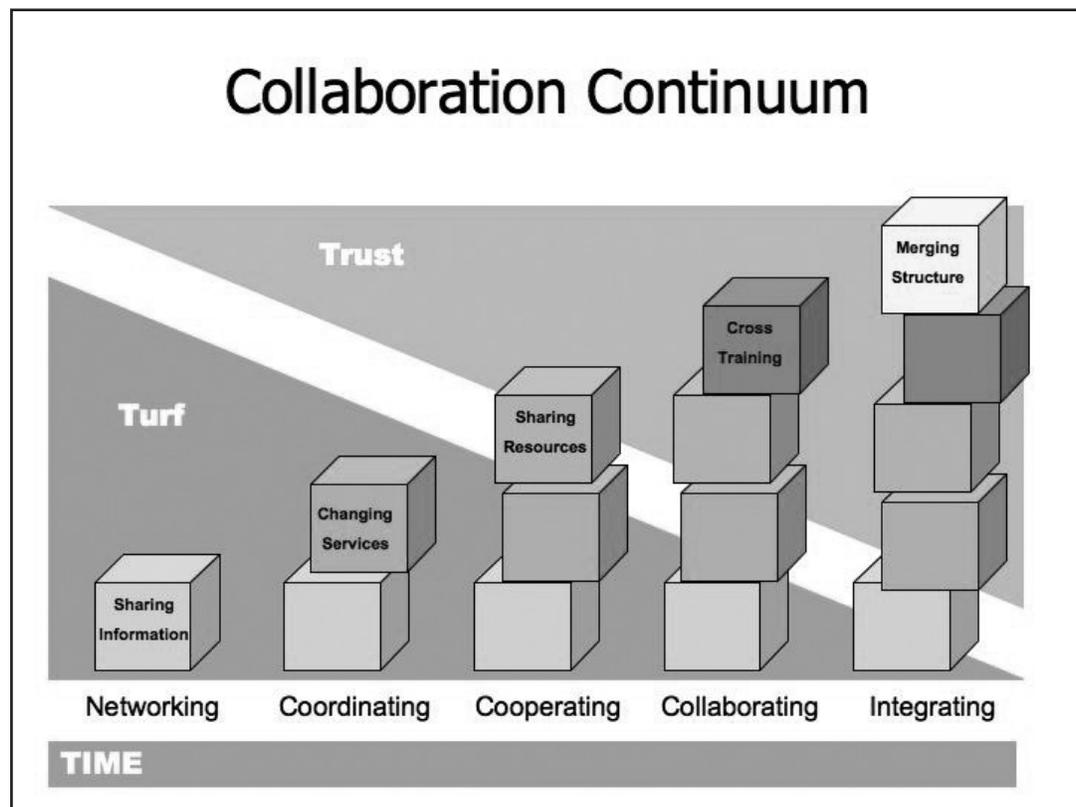
Collaboration stresses sharing risks and responsibilities towards a jointly defined goal such as supporting a stressed out caretaker. It increases the likelihood that the goal can be met. However, three powerful, common barriers that might impede collaborative efforts or working together of agencies are time, turf and trust.

**Time:** Collaborative efforts take time and energy to develop. Short-term, collaboration will take more time and effort than providing services independently; however, long-term it will save time.

**Turf:** Turf issues surface when an imbalance, perceived or real, of benefits to the collaboration partners occurs. For example, one agency might see that another agency reaps more benefits from the collaborative effort; or, one agency takes on less responsibility, or has more decision making power. Partners do not see each other as equally involved in the benefits of the collaboration.

**Trust:** Lack of trust sometimes becomes a barrier in collaborative efforts. Trust can be influenced by prior or current troubled working relationships, or by lack of understanding of how agencies or disciplines operate, or by personal factors such as personality or temperament of an agency representative.

To the degree that agencies are able to overcome the three main barriers: time, turf and trust, they will engage in collaborations of different complexity and commitment. The ability to overcome barriers will be reflected in the progressive continuum of collaborative strategies: Networking – Coordinating – Cooperating – Collaborating – Integrating. (See next page.)



- Networking:** Exchanging information for mutual benefit. This is easy to do; it requires low initial level of trust, limited time availability and no sharing of turf.
- Coordinating:** Exchanging information and altering program activities for mutual benefit and to achieve a common purpose. Requires more organizational involvement than networking, higher level of trust and some access to one's turf.
- Cooperating:** Exchanging information, altering activities and sharing resources for mutual benefit and to achieve a common purpose. Increased organizational commitment, may involve written agreements, shared resources can involve human, financial and technical contributions. Requires a substantial amount of time, high level of trust and significant sharing of turf.

**Collaborating:** Exchanging information, altering activities, sharing resources and enhancing each other's capacity for mutual benefit and to achieve a common goal. The qualitative difference to cooperating is that organizations and individuals are willing to learn from each other to become better at what they do. Collaborating means that organizations share risks, responsibilities and rewards. It requires a substantial time commitment, very high level of trust, and sharing turf.

**Integrating:** Completely merging two organizations in regards to client operations as well as administrative structure.

It is important to understand that each of these strategies can be appropriate for particular circumstances. It can be sufficient for some service providers to network and consequently provide Families with correct and updated information on available services. In other circumstances, agencies might work on developing more complex linkages to be able to meet Family needs more effectively. These definitions will help agencies make appropriate choices about the level of the working relationships they want to develop or strive towards in their communities.

Collaborative efforts are only successful in facilitating change if they are supported from the top down and the bottom up. Administrative support is needed to allow front line staff to make decisions about agency resources shared in a collaborative effort. Both, front line and administrative staff must be open and willing to go beyond "business as usual."

*Sources:*

*Bruner, Charles, 1991. Thinking Collaboratively: Ten Questions and Answers to Help Policy Makers Improve Children's Services. Washington, DC. Education and Human Services Consortium.*

*Himmelman, Arthur T. 1995. On the Theory and Practice of Transformational Collaboration. Draft. The Himmelman Consulting Group. Minneapolis, MN.*

*McClintock, Charles. 1998. Cross-Agency Collaboration: Research Findings and Practitioner Experience. Policy Perspectives. New York State College of Human Ecology. Cornell University.*

### **Collaboration Strategies That Work: Key Requirements**

- Collaboration only works if its foundation is clear. What is the purpose of the collaboration? What are the goals? What are the expectations, roles and responsibilities?
- Collaboration takes time. It helps to have time management skills. It greatly helps to distinguish between short-term investments and long-term gains.
- Collaboration takes personal commitment and confidence. Many people do not believe that collaboration works. It takes a positive attitude and commitment to overcome this hurdle.
- Personal contact is essential to collaboration. Partners need to make a personal connection; they need to feel comfortable with each other; they need to trust each other.
- Clear and open communication is critical. This requires that all participants understand each other's language. Each service system (i.e., health, social services or justice) has its own technical language and acronyms. Lack of clarity can lead to serious misunderstandings and conflict.
- Front line staff can only collaborate successfully if supported by supervisory and administrative staff.
- Collaboration requires maintenance. Just like a car, any collaborative effort needs regular tune-ups, adjustments and re-fueling to run well.

## Collaboration: Eight Strategies for Ensuring Success

**Staff to staff meeting:** Front line and supervisory staff of two agencies arrange a meeting to share information about their services and the clientele they serve. This will improve their understanding of each other's service. It also allows them to correct misconceptions they might have had. Staff to staff meetings can be enhanced by written information material such as organizational charts, agency phone directories and brochures. When working with large agencies it is helpful to develop a lead contact.

**Identify roles and responsibilities:** The coalition or collaborating partners need to clarify roles, expectations and responsibilities. If participants do not have consensus about the expected outcomes/gains and responsibilities, the collaboration will not work.

**Share leadership:** Collaborative efforts are often chaired by strong leaders. Initially, this may lead to short-term successes, however, in the long run it may alienate some members. To maintain the buy-in from all members it may be helpful to alternate leadership and provide other members with the opportunity to fill this role.

**Conflict resolution mechanism:** It is natural and expected that agencies and/or partners that come from different backgrounds will encounter conflicts while working together. It is extremely helpful to develop a process to handle conflict from the beginning. Conflict needs to be seen as productive and energizing, conflict resolution as creative problem solving.

**Identify and celebrate positive outcomes/success:** Given that collaboration takes time, effort, personal commitment, it is essential to celebrate achievements and positive outcomes to demonstrate the benefits of working together. Celebrating short-term successes and milestones will maintain participants' motivation to stay involved. Celebrations can range from graduation parties, award ceremonies, news releases to notes of appreciation to participating partners.

**Mutual and joint training:** Inviting partners to trainings or organizing joint trainings are two effective strategies to improve collaboration by sharing resources and knowledge, while at the same time increasing personal contact among partners and thus increasing the trust level between partners.

**Establish communication procedures:** Clear communication is of great importance to any collaborative effort. Initially, it will take time to clarify technical jargon, acronyms and core terms that everybody uses with slightly or very different meanings. Partners should never assume that everybody uses and interprets common terms the same way. To speed up the communication and coordination between partner agencies, it is helpful to develop one set of tools to share information such as release, intake and referral forms.

**Social meetings/outings:** Personal contacts and relationships are driving forces in successful collaborations. Partners that can relate to each other are much more likely to trust each other and work together effectively. Occasional social gatherings or outings will make partners more comfortable with each other and re-energize and motivate them to stay involved.

## SECTION 4: How To Sustain An Effective ISFAC: Communication

After the initial enthusiasm for forming an ISFAC, perhaps one of the most difficult challenges is to sustain the collaboration. A comprehensive communication plan with each stakeholder is key. Having a process that includes the establishment of feedback mechanisms among all the parties is critical. Equally important is establishing a mechanism for conflict resolution.

### The Importance of Communication in Collaboration

Collaborative efforts are dependent upon open and clear communication. Norms of communicating must be established which assure “language usage” which is acceptable to all members. Terminology must be clarified so that shared meaning can occur. A formal process for communication between meetings must be established (i.e., weekly phone calls, mailings, faxed updates). Communication from the collaboration to the broader community must be established. This may involve the development of working relationships with the media and other formal information channels. Establishing and maintaining non-formal communication channels with local community leaders will also be essential. Marketing of the collaboration efforts must also be conducted in order to obtain community support and acquire needed resources (see the ISFAC brochure.)

Communication must be thought of as a process that works along a continuum. A continuum of communication that begins with cooperation and leads to collaboration. As people learn to relate with each other, begin to trust one another, and spend time together, they begin to communicate in more meaningful ways. Through this process they may move from a cursory discussion of the weather to talking about their fears and desires, their personal or professional needs and wants. Moving through deeper levels of communication, we begin to see a larger continuum consisting of communication and cooperation, and leading to collaboration.

Effective communication involves listening, receiving and responding. It is a process that is never easy and requires time and attention. A few tips to help with more effective ways of communicating are:

1. Really listening: This means staying silent. Focus on what the other person is saying and not what is next.
2. Non-verbal communication through body language, voice tone and gestures: The real meaning may not be reflected in the words that are being spoken but in the non-verbals.

3. Checking for understanding by paraphrasing: Ask if you are correct in what you have heard so that you can clear up any misunderstandings.
4. Summarizing agreements: A way to make clear who will do what and when.
5. Keeping an open mind: Being open to differences of opinion conveys value in each others contributions.
6. Being respectful: This is self explanatory if you wish to encourage others to work together with you.
7. Being honest: Tell others when you do not know something and that you will look into it.
8. Using "I" statements: It is much less threatening to use "I" not "you" when responding to another person.

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## FREQUENTLY ASKED ISFAC QUESTIONS (FAQ)

### **Who should set up an ISFAC?**

*Any community agency or military entity in the state can set up an ISFAC. If the state has an AIFSN staff member, this person will set up the ISFAC. The meeting should be an all day event, so that the people who attend truly have the time to discuss issues and if they drive, make it worthwhile.*

### **Who should be invited to the first meeting?**

*It is best to keep the first meeting to around 25 people. The first meeting should include Military Family Program Staff from all the components and services in that state, Child and Youth Services personnel, as well as Veteran Organizations, Red Cross, Recruiters, and agencies such as Employer Support of the Guard and Reserves, VA Hospital, and anyone else who is involved in assisting Service Members and Families. In the first meeting, people need time to share what their agency is currently contributing and where they see gaps or problems.*

### **Who should be invited to the follow-up meetings?**

*A good idea is for all the people that attended the first ISFAC to invite one other agency to the next meeting. This is a good way for the meeting to grow and bring in other important partners that may be unknown to some of the staff.*

### **Who pays for the expenses of the ISFAC meetings?**

*Each agency is responsible for paying for the travel and meals. Some committees order in lunch and everyone pays for their own lunch. The agency that is sponsoring the ISFAC may make binders or have folders, but if people bring handouts, they pay themselves for copies, etc. The best way to handle the ISFAC meeting is to keep procedures as simple as possible, so that no one agency is overwhelmed with planning, keeping minutes, etc.*

### **How do I find out if there is an existing ISFAC nearby?**

*The existing ISFACs will be advertised through the Army Integrated Family Support Network.*

### **How often should the ISFAC meet?**

*The majority of successful ISFACs meet quarterly, however, since each ISFAC is a shared committee for that state, the group can decide how often to meet, based on the needs of their state.*

**What are some successes that ISFACs have achieved?**

*ISFACs have established a resource guide for their state, based on all members contributing their information and contact numbers, web sites, etc. They have found ways to eliminate duplications which the members were not aware existed, until they met each other and discussed their programs. One wonderful thing that has been helpful is for Family Program Staff to really learn what the Veteran's Organizations can do to help them and their Families. These organizations have offered the use of their facilities throughout the state for events, etc. Another successful ISFAC set up their own summer camp for children of deployed Soldiers.*

**What are pitfalls to avoid when setting up ISFACs?**

*Do not make the meeting too complicated and do not saddle the same people or agencies with all the work. Talk as a group about the fact that no one agency OWNS the committee, but it is shared and everyone decides together what happens. As a group decide how formal you want the meeting to be, as in writing charters, MOUs, etc. Some of the most successful ISFACs are not formal, but each agency shares in hosting the meeting and whoever is hosting that quarter, is responsible for the minutes. The minutes are then sent out to everyone by email.*

SAMPLE

**ISFAC AGENDA**

Date

08:00–08:15	Introduction/Welcome	State Family Program Director/ Commander
08:15–08:45	ISFAC Goals/Objectives	Facilitator/Convener
08:45–10:00	Resources/ Issues	Organization Representatives
10:00–10:15	Comfort Break	
10:15–11:30	Resources/Issues	Organization Representatives
11:30–12:00	Lunch	
12:00–12:45	Issues/Areas of Concern	Facilitator/Convener
12:45–01:00	Plan Next Meeting	Facilitator/Convener

## INFORMATION PAPER

Organization  
Day/ Month/Year

SUBJECT: Inter-Service Family Assistance Committee

1. Purpose: To provide information about Inter-Service Family Assistance Committees (ISFAC)
2. Facts:
  - a. An Inter-Service Family Assistance Committee (ISFAC) is a voluntary military cooperative partnership organized to provide multi-service networking for training and assistance “to ensure Total Force Family Readiness”.
  - b. An ISFAC is a collaborative and working relationship between the state, Department of Defense (DoD) and all services. Services include the U.S. Coast Guard (USCG) and their respective Family Assistance Centers (FAC) in time of mobilization, deployment, and/or disaster relief. The outcome of this collaborative working relationship causes the expeditious assistance to Service Members and their Families.
  - c. ISFACs are organized and are based on the needs of the services for the surrounding geographical area and/or state with shared leadership of all members.
  - d. Most ISFACs meet on a bi-monthly or quarterly basis, most often with rotating meeting locations. Their function is to provide assistance to Families of Service Members, both Active, Guard and Reserve Component, from the closest source regardless of affiliation. ISFACs provide an opportunity and a place for Family Programs Coordinators to network and identify care and service providers to eliminate a duplication of efforts. Another function of ISFAC is to establish pre-planned delivery systems in the event of mobilization or contingency through committee members’ interaction. Even though each region or state projects or programs may differ the goal is the same; to provide the best programs for Families before, during, and after mobilization or natural disaster.

Prepared by: Name  
Approved by: Name

SAMPLE

**ISFAC INVITATION**AGENCY NAMEStreet AddressCity, State, Zip CodeDateAgency OfficialORGANIZATION NAMEStreet AddressCity, State, Zip CodeDear Name:

I would like to invite you to participate in a new initiative, Inter-Service Family Assistance Committee (ISFAC), supporting all State military Service Members and their Families. The Organization will host this first meeting, in partnership with Name, Title. This meeting will focus on opening lines of communication between the many State military services, governmental support agencies, and non-governmental support agencies. Name ISFAC efforts will revolve around the timely delivery of support to Service Members and their Families regardless of the military component they serve or where in State they reside.

These support efforts target all Active and Reserve component Service Members with a special emphasis on State's resident who have answered the call to duty for the Global War on Terror. The features and benefits of your organization may contribute to this cause.

Each participating organization will get an opportunity to briefly discuss their support capabilities as part of this first meeting. A discussion on successful ISFAC implementation will follow. The meeting will be held at the Address on Date and Time and will include a catered lunch to allow open discussion and networking. We are honored to have Name open our first meeting.

Please RSVP to Name and Contact Information no later than Date.

Directions and a final agenda will be emailed prior to Date.

Please direct questions on this initiative to Name and Contact information.

Sincerely,

NameTitleOffice

## ISFAC REGISTRATION

SAMPLE

Inter-Service Family Assistance Committee (ISFAC) CONFERENCE

Day/Month/Year

Address

Location

The State ISFAC is a statewide initiative for all branches of the military in State and other organizations that broadly touch and assist Service Members and their Families as described in the invitation. Please understand that this meeting is for organizations that have regional or statewide delivery systems for services benefiting Service Members and their Families. If your organization does not meet these criteria, you are still welcome, but may not have an opportunity to speak about your organization during this first meeting. Please review the attached agenda for more information

Registration forms are only accepted via email. Please send to e-mail address.

Any updated information on the Day/Month meeting will be posted on the following website web site address.

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### REGISTRATION FORM

Name	
Organization	
Address (mailing)	
Home Phone	
Office or Cell Phone	
E-mail (confirmations will be e-mailed only)	
Emergency Contact	
*Relationship & phone	
Submitting Slides?	
Any other info?	

If there will be more than one person attending with you representing the same organization, please submit the registration in one email so that we may capture it as a group of attendees.

**ISFAC TAG INVITATION**

SAMPLE

STATE OF XX  
THE ADJUTANT GENERAL'S DEPARTMENT  
Street Address  
City, State, Zip Code

Month/Day/Year

Office of the  
Adjutant General

ORGANIZATION NAME  
Street Address  
City, State, Zip Code

Dear Name:

I would like to invite you to participate in a new initiative, Inter-Service Family Assistance Committee (ISFAC), supporting all State's military Service Members and their Families. The State National Guard will host this first meeting, in partnership with Name, Title. This meeting will focus on opening lines of communication between the many State military services, governmental support agencies, and non-governmental support agencies. State's ISFAC efforts will revolve around the timely delivery of support to Service Members and their Families regardless of the military component they serve or where in State they reside.

These support efforts target all active and reserve component Service Members with a special emphasis on State residents who have answered the call to duty for the Global War on Terror. The features and benefits of your organization may contribute to this cause.

Each participating organization will get an opportunity to briefly discuss their support capabilities as part of this first meeting. A discussion on successful ISFAC implementation will follow. The meeting will be held at the Location, Address on Month, Day, Year from Hours and will include a catered lunch to allow open discussion and networking.

We are honored to have Name of Guest Presenter, open our first meeting.

Please RSVP to Name, e-mail address no later than Date.

Directions and a final agenda will be emailed prior to Date.

Please direct questions on this initiative Name, Title, e-mail address, phone number.

Sincerely,  
Name  
Title

**“PUTTING IT ALL TOGETHER”  
ISFAC WORKING GROUP PROCEDURES SUMMARY**

**Objective**

Review Service Member and Family member needs  
Participate in group decision-making to prioritize issues to be addressed  
Anticipate issues in needs analysis and prioritization process



**Data Collection & Analysis**

Review civilian and military resources  
Record your findings on the Issue Analysis Worksheet  
Does this information need to be on the ISFAC Priority list?  
Can community strengths and resources be identified that can be helpful  
in dealing with this information?  
What other data (if any) should be collected?



**Prioritization**

Report your findings within your workgroup  
Record notes on Issue Analysis Summary Worksheet  
Identify priority risk factors, if any  
Identify community strengths that may be used to address needs  
Identify additional data to collect



**Report**

Report the findings of your workgroup to the ISFAC

**ISFAC ISSUES ANALYSIS WORKSHEET**

**Issue under consideration:** \_\_\_\_\_

1. What are the data telling you? Do the raw numbers and rates impress you as being low? Average? High? Any red flags? Do you get a sense of what the data show?
2. What is the trend of the data? How have the data been changing over time? Increasing? Decreasing? Staying fairly level? How have trends changed in relation to population changes?
3. How does the data compare with last year's? Are trends similar?
4. What can be interpreted from the data? What conclusions can you draw from the data? Are there still any questions about the data?
5. Should this matter be prioritized by the ISFAC? Why or why not?
6. What community strengths can be identified from this data?

**ISFAC ISSUES ANALYSIS SUMMARY WORKSHEET**

Issues	Notes

## ISFAC ACTION PLANNING WORKSHEET [PAGE 1]

**ISFAC ACTION PLANNING WORKSHEET****Need Identified for Action Planning**

Targeted group(s) \_\_\_\_\_

Rationale: \_\_\_\_\_

**Program Results needed**

Lead Provider/Program: \_\_\_\_\_

Rationale: \_\_\_\_\_

**Program Activities (identified by lead provider/program)**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**Partnership Requirements**

What community partnerships will be needed to implement program activities?

1. \_\_\_\_\_

2. \_\_\_\_\_

## ISFAC ACTION PLANNING WORKSHEET [PAGE 2]

**Resource Requirements**

How will community resources be increased or reallocated to implement program activities?

Staff Reallocation (time, activities):

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Discontinued staff activities as a result of the reallocation:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Direct Costs of Program Activities:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Indirect Costs (if any):

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**Organizational Impact:**

What, if any, organizational changes will be required as a result of this partnership(s)?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

What strategies will be used to support and reinforce these changes?

1. \_\_\_\_\_
2. \_\_\_\_\_

**Monitoring and Evaluation of Results:**

How will community results be monitored and evaluated?

1. \_\_\_\_\_
2. \_\_\_\_\_

How will program results be monitored and evaluated?

1. \_\_\_\_\_
2. \_\_\_\_\_

How will activity results be monitored and evaluated?

1. \_\_\_\_\_
2. \_\_\_\_\_

## WEBSITES

### **<http://www.myarmylifetoo.com>**

MyArmyLifeToo: This portal is the primary “gateway” to resources, information and services for all military Family members. The site currently contains links to many resources that include managing money matters, schools and education, employment, and Family Services. AISFN is a link on this site.

### **<http://www.militaryonesource.com>**

Military One Source: This DoD portal is available 24 hours a day, 7 days a week, 365 days a year. It offers confidential assistance by Masters level consultants at no cost to you. A toll free number (1-800-342-9647) is also available for those without Internet access.

### **<http://www.MilitaryHOMEFRONT.com>**

Military HOMEFRONT: This DoD portal is the official Department of Defense web site for accurate, up-to-date, reliable Quality of Life information designed to help troops and their Families, leaders and service providers.

### **<http://www.guardfamily.org>**

National Guard Family Program: This website is a “one-stop shop” to find information on programs, benefits, resources within the National Guard Bureau Family Program, including Family Readiness, Youth Programs, community outreach, EFMP, Relocation Assistance Program and other helpful services.

### **[www.armyreserve.army.mil/arweb/forfamilies/](http://www.armyreserve.army.mil/arweb/forfamilies/)**

Army Reserve Family Programs: The Army Reserve Family Program is dedicated to education, training, awareness, outreach, information, referral, and follow-up. The ARFP website is your one-stop shop to get connected with Army Reserve Family Support information and resources.

### **<http://www.operationmilitarykids.org>**

Operation Military Kids: Army CYS has partnerships with youth serving organizations in targeted states with high deployment rates to set up local support networks that connect and support the geographically dispersed youth of mobilized National Guard and Reserve Service Members. Through these school and community support networks, military youth receive a wide range of recreational, social and educational programs in communities where they live.

### **<http://www.operationuplink>**

Operation Uplink: Operation Uplink is a VFW program that keeps military personnel and hospitalized Veterans in touch with their Families and loved ones by providing them with a free phone card.

**<http://www.armymwr.com>**

Army Child and Youth Services: Serves all Army Families with children – dual military, young Families away from home, single parents, parents who are employed in shift work, Families facing deployment, temporary duty, or field training by providing quality developmental programs for their children and youth.

**<http://www.arfp.org>**

Army Reserve Child and Youth Services Program: The Army Reserve Child and Youth Services (AR CYS) Program enhances military life experiences for children who do not have access to traditional CYS on military installations. From maintaining national partnerships to forming community-based efforts, to designing Army Reserve specific initiatives, the AR CYS is a website for the Reserve Family.

**<http://www.guardfamily.org/youth>**

National Guard Child and Youth Program: This interactive website is geared specifically to children and youth in National Guard Families.

**<http://www.militarychild.org>**

The Military Child Education Coalition: A world-wide organization that identifies the challenges that face the highly mobile military child, increases awareness of the challenges students face in military and educational communities and initiates and implements programs to meet these challenges.

**<http://www.naccra.org/MilitaryPrograms/index.php>**

National Association of Child Care Resource & Referral Agencies (NACCRRA): NACCRRA helps those who serve in the military find affordable childcare that meets their unique needs.

Programs include:

- Operation: Military Child Care (OMCC) NACCRRA provides child care fee assistance for Active-Duty Army, National Guard and Reserve who are activated or deployed and whose children are enrolled in non-DoD licensed child care programs.
- Military Child Care in Your Neighborhood (MCCIYN) NACCRRA supports military Families with the cost of high-quality child care outside military installations.
- Enhanced Child Care Referral Service (CCR&R) CCR&R will provide military Families with a high-quality or licensed child care referral list with age-appropriate vacancies, which will provide military Families with MCCIYN or OMCC subsidy information

**<http://www.tricare.osd.mil>**

TRICARE: The gateway to TRICARE Online for beneficiaries and military staff.

**<http://www.redcross.org>**

American Red Cross: The American Red Cross provides emergency communications that link Soldiers with their Families at home, provides access to financial assistance, counseling and assistance to veterans. These communications are delivered around-the-clock, 7 days a week, 365 days a year. Red Cross Armed Forces Emergency Services personnel work in nearly 700 chapters in the United States, on 62 military installations around the world and with our troops in Kuwait, Afghanistan and Iraq.





BACK COVER: Separate File