

Enclosure e



UNITED STATES SPECIAL OPERATIONS COMMAND
OFFICE OF THE CHIEF OF STAFF
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SEP 13 2021

POLICY MEMORANDUM 21-18

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Management of U.S. Special Operations Command Social & Family Programs

1. Purpose. This policy memorandum (PM) supersedes PM 19-02, *Management of U.S. Special Operations Command (USSOCOM) Social & Family Programs*, dated 17 January 2019. It establishes policies and procedures for approval, execution, and funding of U.S. Special Operations Command (USSOCOM) funded social & family programs.

2. References.

- a. Public Law 115-91; 10 U.S. Code (U.S.C.) §1788a.
- b. Public Law 116-617, §583.
- c. Department of Defense (DOD) Financial Management Regulation (FMR) 7000.14-R.
- d. Joint Travel Regulations (JTR).
- e. DOD Conference Guidance, Ver 4.0, June 2016.
- f. USSOCOM Directive 11-17cc.
- g. USSOCOM Directive 10-12, *U.S. Special Operations Preservation of the Force and Family*.

3. Applicability. This policy applies to Headquarters (HQ) USSOCOM, USSOCOM Component Commands, Theater Special Operations Commands (TSOCs), Joint Special Operations Command, and Special Operations Reserve and National Guard units as assigned to Special Operations Forces (SOF) through the Global Force Management Process.

4. Background. Through a series of legislative actions, USSOCOM was granted the authority via 10 U.S.C. §1788a to conduct family programs using Major Force Program-11 funds. Pursuant to this statute, the Commander (CDR), USSOCOM has the authority to provide family programs to covered persons, subject to limitations noted within the statute. 10 U.S.C. §1788a, as amended by the National Defense Authorization Act (NDAA) of fiscal years (FY)2021, §583 para (e) (5) defines covered persons as members of the Armed Forces (including the reserve components) assigned to SOF by the Secretary of Defense; service personnel assigned to support SOF; and immediate family members of members of the Armed Forces (including the reserve components) assigned to SOF and service personnel assigned to support SOF as assigned to SOF through the Global Force Management Process).

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Pursuant to 10 U.S.C. §1788a, commanders may sponsor activities for select groups of covered persons or combinations of groups of covered persons. Title 10, U.S.C. §1788a further defines the services that may be provided to participants of USSOCOM family programs, and includes the following: Cost of transportation, food, lodging, childcare, supplies, fees, and training materials. Didactic and experiential activities proposed under each program group must be designed to achieve or reinforce a therapeutic or educational objective. This authorization allows USSOCOM to provide family support services that are not being provided by the Secretary of the Military Department thereby allowing the development of innovative programs to address SOF-unique gaps in Service-provided capabilities in the following categories:

a. Special Operations Orientations, Education, and Team Building. Activities conducted within this program include unit and command orientations, activities intended to provide information and/or referrals to community resources, and activities intended to provide knowledge that contributes to individual resilience, self-sufficiency and self-efficacy.

EXAMPLES: Resource fairs, unit orientations, unit/spouse mentoring events, peer-to-peer support training.

b. Pre- and Post-Deployment Preparation and Reintegration. Activities conducted under this program group are designed to prepare service members and family members for contingency operations and other deployments.

EXAMPLES: Pre-deployment workshops, third location decompression, pre/post deployment marriage and family seminars, and post-deployment stress management and reintegration training.

c. Interpersonal Relationship Enhancement. Activities conducted under this program are designed to enhance the quality of interpersonal relationships through improved communication skills, emotional regulation, and behavior modification. Activities conducted under this program may include marital enhancement, parent child relationships, stress management, resilience building, and the enhancement of general interpersonal relationship skills.

EXAMPLES: Marital relationship enhancement, communication skills building, parenting skills building, parent-child relationship enhancement, peer-mentoring training, and family connection.

5. Policy and Procedure. Events that include transportation, lodging, and food must comply with the JTRs and associated costs shall comply with applicable per diem rates for the location at which an activity is occurring. Units desiring to include participants that are not statutorily defined as covered under 10 U.S.C. §1788a, may not incur any cost to the government associated with their participation. For instance, if a unit sponsors a pre-marriage communication workshop, cost for active duty service members may be paid with appropriated funds, but any cost associated with the participation of a fiancée is not covered by 10 U.S.C. §1788a and is considered a personal cost.

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Therefore, there can be no increased costs to a venue because of the participation of fiancées in the pre-marriage workshop. Component legal and comptroller advisors will review all program proposals for legal sufficiency and finance compliance, respectively, prior to submission to HQ USSOCOM.

Unit CDRs, O-6 and above, will validate that proposed activities are directly related to the mission readiness of the unit and are not otherwise provided by the Military Services or DOD. Proposals for family programs will include an analysis of the cost and benefits of all activities. Proposed activities must provide a clear relationship to the enhancement of interpersonal relationships or the promotion of attributes and skills that promote psychological resilience and healthy interpersonal functioning, and explain how these outcomes impact the readiness of special operations forces. For events requiring travel of participants, lodging costs, and/or meals, the JTR and area specific per diem rates apply. As required, events should be assessed by the unit IAW USSOCOM Directive 11-17cc and DOD Conference Guidance, Ver 4.0, dated June 26, 2016.

Units are encouraged to address topic areas that lead to enhanced readiness and those that promote optimal professional and personal functioning. These topics include, but are not limited to, resource awareness and access process, communication and parenting skills, cognitive behavioral strategies, marital and family relationship skills, financial counseling, self-care strategies, mindfulness, suicide awareness and prevention, domestic violence and child abuse prevention, cognitive agility, and ethics and morality.

6. Assessments and Post-Activity Reporting. All activities conducted under the authority of 10 U.S.C. §1788a must include an assessment of their effectiveness. When applicable, activities will use standardized instruments as directed in USSOCOM Directive 10-12, *U.S. Special Operations Command Preservation of the Force and Family*, to assess effectiveness. Assessments based solely on participant satisfaction are insufficient for ascertaining effectiveness. The failure to adequately assess activities will result in the withdrawal of the approval and future funding for those activities.

7. Roles and Responsibilities.

a. Preservation of the Force and Family (POTFF) Component and TSOC Social & Family Leads:

(1) Serve as the conduit to subordinate units and communicate this PM and the associated Plan of Action and Milestones (POA&M) Template (**Enclosure 1**) to ensure dissemination of information and unity of POTFF effort.

(2) Review, screen, and submit POA&Ms from subordinate units after the component's or TSOC's servicing legal and comptroller offices have reviewed the POA&M for compliance with 10 U.S.C. §1788a and DOD FMR 7000.14-R. The POA&M is the approval mechanism to obtain funding to execute programs and activities.

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POA&Ms may be approved for up to three FY if the program, costs, intent, and scope of the POA&M remains the same. Approved POA&Ms are subject to Congressional actions that may impact future FYs. Units with approved POA&Ms must submit a new POA&M during the third FY in time to execute funds during the fourth FY. Submit the following items to the USSOCOM POTFF Social & Family Program Manager to obtain approval and funding:

(a) POA&M form/template with a thorough description of the activity, needs assessment, cost benefit analysis, and assessment methods to be used to evaluate the activity's effectiveness.

(b) Attestation signed by the unit commander that the proposed program will have a direct and concrete impact on the readiness of the unit, the cost of the activity will be outweighed by its potential benefits, and the proposed program or a like program is not being provided by the Services and available to the unit. The POA&M must be signed by O-6 level CDR or above, to ensure CDRs maintain oversight and responsibility of how funds are utilized and to ensure their unit families' needs are addressed by their Social and Family Program.

(c) Written legal and fiscal reviews from the component or TSOC servicing legal and comptroller offices.

(d) Detailed cost breakout covering all costs associated with the proposed activity, including how many attendees are expected, food, lodging, childcare, supplies, fees, and training materials.

(3) Upon completion of each event, the POTFF lead will ensure the Action Officer submits program/activity assessments to the USSOCOM Social & Family Program Manager.

(4) Maintain accurate records of funding execution and report changes to the spend plan to USSOCOM POTFF Resource Advisor and Social & Family Program Manager.

(5) At the end of the FY, in accordance with component and TSOC leads will prepare an annual report using the enclosed outline (Enclosure 2). This annual report will be included in the POTFF Annual Report on Family Support Programs for SOF Members and their Families and will be submitted to the USSOCOM POTFF Social & Family Program Manager no later than 31 October.

b. POTFF Social & Family Program Manager:

(1) Establish and maintain communication with component and TSOC Social & Family Leads to ensure understanding of POA&M approval, execution, and reimbursement process.

(2) Ensure activities proposed and conducted under this policy are consistent with the NDAA authorization.

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(3) Review POA&M for completeness and adherence to current fiscal policy and 10 U.S.C. §1788a. Assign each POA&M an identifying number for tracking purposes.

(4) Ensure all items listed in item 12 on the POA&M are included when the POA&M is submitted for approval.

(5) Prepare an annual report review and assess the enterprise Social & Family Program, utilizing input from the components and TSOs. This report will provide an overview and assessment of completed programs executed IAW 10 U.S.C. §1788a.

(6) The POTFF Social and Family Program Manager may approve unit expenditures of their allocated §1788a funds, up to \$5,000, outside of an approved POA&M if the expenditure is clearly in support of families. Examples of this include supplies for Military Family Life Counselor (MFLC)-led family workshops and other educational materials.

c. USSOCOM POTFF Resource Advisor (RA): Conduct a review of the POA&M to ensure its compliance with applicable fiscal policy.


d. USSOCOM POTFF Director has been delegated approval authority for USSOCOM family support programs.

8. Resources. Annual funding for family programs will be allocated to USSOCOM Components and TSOs based on the number of covered family members assigned to the unit.

9. Proponent. The proponent for this policy is the USSOCOM Preservation of the Force and Family (POTFF) Directorate. This policy expires 2 years from the date of publication or upon inclusion into a USSOCOM publication.

(POTFF)

2 Enclosures
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COLLIN P. GREEN
Rear Admiral, U.S. Navy
Chief of Staff

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ENCLOSURE 1

PRESERVATION OF THE FORCE AND FAMILY POA&M FORM/TEMPLATE

USSOCOM POTFF Social & Family Programs
Plan of Action & Milestones (POA&M) Tracking # _____

1. Requesting Component/TSOC and POC Contact Info:
2. Executing Unit & Location and POC Contact Info:
3. Program Category: (Identify One)
 - Orientation, Education, Team-building
 - Pre-Post Deployment
 - Interpersonal Relationship Enhancement
4. Name of Activity:
5. Needs Assessment of Activity/Gap in Service provided programs:
6. Detailed Description of Activity/Schedule of Execution per Year:
7. Curriculum/Training and Personnel required to execute the program:
 - a. Schedule of event:
8. How does this activity provide a direct and concrete impact on SOF readiness?
9. What assessment method(s) will be used to determine effectiveness of activity?
10. Cost Benefit Analysis:
 - a. Detailed cost breakout of each event:
11. Commander's Attestation of activity's direct and concrete impact on SOF readiness and lack of like Service provided program:

I attest that the support program proposed herein will have a direct and concrete impact on the readiness of the unit under my command, and I further attest that the cost of this activity will be outweighed by its potential benefits, and that similar Service provided programs are not available to meet the needs of my unit at this time.

Commander's Signature: _____ Date: _____

12. Checklist of items to be submitted with POA&M to USSOCOM POTFF:
 - Assessment method to be used to determine effectiveness of activity.
 - Cost estimate or IGCE with detailed cost breakout (include number of participants planned for, transportation costs, lodging costs food costs per meal, venue costs, curriculum costs, childcare costs per hour/child, and other associated costs. Ensure this cost breakout is reviewed by the command's financial management office to ensure only authorized expenditures. Personal items such as t-shirts and gift bags are not authorized, unless for the purposes of marketing the activity and are reasonably necessary to ensure the success of the activity.).

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Component/TSOC Legal and Fiscal Reviews attached

Commander's Statement

For HQ USSOCOM POTFF Use Only:

RA Financial Review: Compliant/Not Compliant with proper use of MPF-11 funds and §1788a authority.

RA Signature: _____ Date: _____

POTFF Director Approval: _____ Date: _____

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ENCLOSURE 2

**COMPONENT AND TSOCS
ANNUAL REPORT SUBMISSION OUTLINE**

- 1. COMPONENT/LOCATION.** Identify the unit hosting the event and unit's location. If activity is done at multiple locations, include those with a brief explanation.
- 2. NAME OF ACTIVITY.** Provide category and name of the activity, i.e., Interpersonal Relationship Enhancement: Joint Special Operations Command Teen Resiliency Adventure Camp.
- 3. NEEDS ASSESSMENT:** Describe the issue the program is designed to address. Program managers will describe the means by which they assessed the need, the impact of the issue to operational readiness of SOF and steps taken to resolve the issue using existing resources. Include the existence of gaps in available services that contribute to the need for the activity, as well as a comparison to existing programs conducted by the Secretaries of the military departments.
- 4. DESCRIPTION OF ACTIVITY.** Describe the activity in detail. Explain the therapeutic benefits and impacts on readiness associated with the activity.
- 5. COST OF ACTIVITY.** Total amount expended on the activity.
- 6. ACTIVITY ASSESSMENT/METRICS RESULTS.** Include the number of participants and the qualitative and quantitative effects of the activity based on identified assessment tools. Include a description of how the activity met the need identified in the Needs Assessment. Include any recommendations for incorporating lessons learned into other family support programs.