Double Duty
A Guidebook for Families of Deployed Law Enforcement Officers
“Families face enormous challenges during deployments. It is incumbent upon our law enforcement leadership to facilitate the deployment transition for our veterans as well as their families. Leaders must be mindful of these difficulties and provide the support needed in the absence of their loved ones. We must be willing to stand behind our servicemembers and their families while they stand defending our nation and our communities.

This guide addresses a range of issues that veterans and families face while being deployed. It serves as a crucial tool for veterans and their families in preparing for deployment.”

—Sandra Espada
Investigator, New York State Police
MSC Officer-USAR
Veteran, Operation Iraqi Freedom

This project was supported by Grant No. 2009-D2-BX-K008 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, the Community Capacity Development Office, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Cover photos by MC2 Clifford L.H. Davis and MC2 Chelsea Radford.

Published 2011.

Photos courtesy of Colorado Springs (CO) Police Department, defenseimagery.mil, and army.mil. Use does not imply or constitute Department of Defense endorsement.
Table of Contents

I. Introduction ................................................................................................................. 2
II. Pre-Deployment ........................................................................................................... 3
III. Deployment .............................................................................................................. 13
IV. Reunion/Homecoming ............................................................................................... 16
V. Reintegration ............................................................................................................. 18
VI. Policy and Practice Recommendations for Law Enforcement Leaders .................. 21
VII. Resources .............................................................................................................. 24

Appendix A: Acronyms ................................................................................................. 26
Appendix B: Glossary ....................................................................................................... 28
Acknowledgements ....................................................................................................... 32

Support from:
I. Introduction

It is in this spirit that this family guidebook has been written. The family guidebook, the third in a series developed through a partnership between the International Association of Chiefs of Police (IACP) and the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance (BJA), provides support for the families of deployed law enforcement officers and is presented using the framework of the deployment cycle.

The two previous guides, Law Enforcement Leader’s Guide on Combat Veterans and Combat Veterans & Law Enforcement, focus on issues pertaining to individual servicemembers returning to or considering a career in law enforcement. Both guides are available through the IACP website at www.theiacp.org/vets2cops.

Throughout the research phase of the Employing Returning Combat Veterans as Law Enforcement Officers Project, it was emphasized that law enforcement (LE) leaders were not paying close enough attention to the families of those deployed. This guide, which will be distributed by LE agencies, is written for the spouses and families of our currently deployed servicemembers and those who may be deployed in the future. Tips and suggestions are provided throughout the guide to allow LE leaders an opportunity to consider implementing new policies or modify existing policies and procedures for providing support to spouses and families throughout the deployment cycle to help ease their anxiety and concern.

The points raised in this guide have surfaced as a result of a spouses’ focus group, discussions with veterans and their spouses, LE leaders, and other practitioners in military social work and spousal support.

Specific comments for spouses and law enforcement leaders are located throughout this guide to underscore salient points or offer suggestions for each group. This guide provides

---

1 Families includes references to spouses, single parents who need to arrange for the care of dependent children, parents, grandparents, dual-military couples with dependents, and those with custody or joint custody of a child or other dependent family members who are unable to care for themselves.

2 Italicized words can be found in the glossary.
suggestions and helpful resources for assisting spouses and family members of those deployed and deployable servicemembers in an easy-to-navigate manner.

A list of acronyms and glossary terms are included to assist with understanding military and related terminology.

II. Pre-Deployment

For families, the pre-deployment stage is the beginning of the deployment cycle and begins when your servicemember is alerted for deployment and continues until “wheels up.” In the case of previously deployed servicemembers with the potential for future deployments, this stage should be seen as ongoing.

LE Leaders could offer timely assistance through communication, outreach, and community support groups to the family members of servicemembers who may become activated even if no current orders exist. In some cases, little time is afforded between notification and activation. Such a process would allow for more seamless planning and implementation.

Note for Spouse

If you have been through this before, it is time to dust off the old plan, revise it, and include new ideas and sources of support.

Even if the deployment is scheduled one to six months in the future, there is not a moment to lose. The family should begin by developing a Family Care Plan (FCP) which includes preparing for financial, legal, medical, emergency, and a myriad of other personal issues for you, your family, and your parents. The time to get organized is now.

Family Care Plan

The FCP is a working plan for the care of loved ones and personal property during deployment. You are responsible for keeping this plan up-to-date. Documentation is key to how a servicemember’s personal and family business should be conducted during deployment. At a minimum, it should include arrangements for child care, education, medical care, and family activities. In the case of a single parent/caregiver military activation, or activation of both parents, these issues become even more urgent. Communicate your desires carefully. The following sections in Financial Management, Legal Preparation, Medical/Health, and Miscellaneous
Issues are all areas you should consider including in your FCP. A FCP should also include powers of attorney (General/Special) for family members and care providers. Discuss all of these sections with your service-member and loved ones prior to his or her deployment.

**Note for Spouse**

Military unit commanders will not deploy servicemember until all family care plans are validated.

**Financial Management**

Managing your family’s finances, which include checking and saving accounts, bank statements, investments, allotments, and protecting your identity from fraud, can be overwhelming.

- **Budget Planning** – Create a list of monthly/quarterly/annual bills and the accounts from which they should be paid, such as check, credit, or debit.
- **Checking Accounts** – Consider opening separate accounts to ease confusion over who is writing checks. Discuss pros and cons of joint accounts with a military or civilian legal advisor. Servicemembers should have access to a checkbook with a sufficient balance; there are rarely ATMs in deployment areas.

- **Electronic Funds Transfer (EFT)** – Consider using EFTs and online bill paying services to automatically arrange for monthly payments (e.g., water, utilities, rent, credit cards), if appropriate.
- **Fraud and Identity Protection** – Keep bank account numbers, passwords, pin numbers, and personal information such as birth dates confidential. Requests for this information over the phone or online are potentially scams.
- **Pay Changes** – Differences in your servicemember’s pay will affect net pay and bank balances. Know that your servicemember will receive a Family Separation Allowance (FSA) and hazardous duty pay, if applicable. Delays may occur on your servicemember’s monthly Leave and Earnings Statement (LES), before hazardous duty pay is actually credited to his or her account.

**Note for LE**

Discuss whether the agency will provide a salary differential or other benefit while the servicemember is deployed. If so, this should be explained to both the spouse and the servicemember.
Relief Agencies – Can assist with emergency loans and grants. Contact Navy-MC Relief, Army Emergency Relief, Air Force Aid Society, or USCG Mutual Assistance. (See Resources)

Safe Deposit Boxes – Safely store valuable documents such as birth and marriage certificates, mortgage papers, citizenship papers, and copies of powers of attorney in a safe deposit box. Safe deposit boxes are available at most banks for a monthly fee. Clearly identify who has access to these documents and when.

Note for Spouse
In the absence of a designated agency Military Liaison Officer (MLO), contact your service-member’s Human Resources (HR) department and/or military unit for assistance in compiling and tracking new pay and benefit figures.

Note for Spouse
You can get financial updates on the web (www.dfas.mil) or by phone at 1-888-332-7411.

Note for LE
The LE agency or organizations such as the Patrolmen’s Benevolent Association (PBA) or the Fraternal Order of Police (FOP) may also be able to assist with financial emergencies.

Savings, Investments, and Allotments – Schedule an appointment with a military financial advisor and review your short- and long-term plans. Become knowledgeable about the Savings Deposit Program under the Defense Finance and Accounting System (DFAS). This plan may provide a return rate up to 10% and is tax free, during the time your servicemember is deployed.

Servicemembers Group Life Insurance (SGLI) – Low-cost life insurance coverage is available for families through SGLI. (www.insurance.va.gov/sglisite/default.htm)
Legal Preparation
Estate planning, powers of attorney, and property management are an integral part of an FCP.

Note for Spouse
LE can assist with referrals to a legal advisor, while the military unit can assist with arranging an appointment with a Judge Advocate General (JAG) advisor skilled in financial management. (http://legalassistance.law.af.mil/)

Note for Spouse
If documents are in a bank safe deposit box, verify that you are on the signature card and have a key to access the box!

- **Legal Documents** – Consult with a legal counsel to determine if your particular circumstances warrant a Living Will, Advance Medical Directive, or a Durable Medical Power of Attorney. You may also need a general, special, or limited Power of Attorney for yourself or another caregiver.

- **Military Identification Cards** – ID cards are required for a service-member’s family, parents, and other care providers to obtain access to a military base or facility. If you already have a military ID card, check the expiration date and process the renewal if it will expire during your servicemember’s deployment.

- **Personal Property** – Your family should have an up-to-date inventory of personal property with serial numbers and should consider insuring personal belongings, particularly items costing over $500.

- **Document Location** – Be sure that you know the location of critical documents such as wills and marriage, birth, and naturalization certificates.

- **Entitlements** – Guard and Reserve family members are entitled to unlimited Exchange and Commissary privileges, with a valid military ID card.

- **Incapacitation** – Develop a contingency plan in case of injury, illness, or death for both yourself and your servicemember.

Taking pictures of your belongings and placing them on a flash drive is a good idea for use in the event of future loss or damage claims.
Servicemembers Civil Relief Act (SCRA) – This law can apply to you and was enacted to grant temporary relief and protection from civil proceedings. For example, landlords cannot evict without a court order or raise your rent, and your servicemember is entitled to reinstatement of any health insurance in effect on the day before their deployment. If you have questions regarding protection under SCRA, consult a military legal advisor.

Shared Custody – Ensure that any shared custody agreement you may have for minor children is up-to-date. Such an agreement should cover the amount of time a child spends in the care and home of each of the two separated or divorced parents. There are other legal considerations and issues that are best reviewed and discussed with a legal advisor.

Single Parent/Dual-Military Couple – If you are a single parent or dual-military couple speak to a legal advisor about identifying a person to be designated as a legal guardian for any minor children, in case of death or incapacitation. Make sure they have all required paperwork to make any legal or medical decisions on your children’s behalf in your absence.

Tax Assistance – Military base legal assistance is offered at no charge. Servicemembers and their spouses (if filing jointly) are entitled to a 180-day tax filing extension after leaving a combat zone. See Internal Revenue Service (IRS) Publication 3 (www.irs.gov/pub/irs-pdf/p3.pdf). Retain all tax documents until the servicemember returns. Do not discard any document until you review it with your servicemember.

Voting – Ensure registration with your voting precinct is accurate to facilitate voting in state/national elections. You or your servicemember may seek absentee ballots if away from your home of residence. The nearby military base JAG office can assist.

Will – Review your wills together and update; sign in the presence of a LE department representative, unit JAG, or local base JAG officer. There should be no cost.

Note for Spouse

If you do not have a will, strongly consider writing one or obtaining a will template from a legal advisor. If you have one, consider reviewing and updating it, if necessary, as vital information such as the beneficiary(ies) may have changed.
Medical/Health

Taking care of yourself and your family servicemembers is critical to your physical and emotional well-being while your servicemember is deployed. Your Rear Detachment (RD) commander and staff should be able to provide definitive guidance on the merits of each of the programs listed below. This section includes items that will be of utmost importance to you and your family.

Note for Spouse

Many family members benefit from discussing issues related to the absence of the servicemember with a mental health professional during the deployment.

Exceptional Family Member Program (EFMP) – You need to enroll and register family members who might have physical, emotional, or intellectual needs. Contact any military base family support center for further information: www.militaryhomefront.com.

Immunization Shots – Contact military or civilian health care providers for clinic hours.

Medication – It is very important to maintain a list of current prescription medication, dosages, doctor notes, and expiration dates in case of an emergency or to provide to a caregiver. An emergency medical responder (911) will require this critical information particularly if a patient/victim is unresponsive.

TRICARE – All servicemembers are automatically covered for health care and benefits. You and your family members are eligible to seek care under either TRICARE Standard or TRICARE Extra for long deployments. Eligibility also extends to TRICARE Prime. You may elect to remain with your current health insurance provider. You are also eligible to enroll in the TRICARE Dental Program.

Urgent/Emergency Care – Seek care at military medical facilities when feasible. In an emergency, do not forget to take your military ID card with you, if you go to a military facility. If urgent, call the primary care manager for authorization (found on back of the TRICARE card).

Defense Enrollment Eligibility Reporting System (DEERS) – Is the key to military health care. Confirm that all information is current. Your military unit or MLO can assist. You must have a military ID card to obtain medical care. Visit: www.dmdc.osd.mil/rsl for nearest DEERS office.
Miscellaneous Issues

This category covers a range of issues that do not necessarily fit into the finance, legal, or medical categories. If possible, try to locate a spouse’s group or individual’s familiar with deployment issues, and learn about their strategies, tips, and lessons learned during the deployment cycle.

Note for Spouse

Guard and Reserve servicemembers may qualify for TRICARE Reserve Select, a premium based worldwide health plan. The details of each plan should be explained during a military unit pre-deployment briefing which you should attend. Families residing more than 50 miles from military medical facilities may be eligible for TRICARE Prime Remote. Check with your current provider to ensure it accepts TRICARE patients.

Note for Spouse

Find spouses whose servicemembers have experienced multiple deployments. LE support groups are a good source. Military services offer a “Key Spouse” program which provides spousal assistance in family matters. See Glossary for further details.

Note for LE

MLO can be most helpful in explaining differences/coverage during the selection process.

Note for LE

Consider developing and supporting an effort within your own agency or regionally by establishing and/or joining a family network. It will help the families maintain a sense of connection with the agency.
Automobiles – Keep insurance, registration, license plates, and inspection stickers current. Contact your insurance company for a reduced rate, especially if one vehicle will be off the road or in long-term storage.

Children – Depending on the age of your children, discuss the parent’s departure prior to deployment. Encourage them to share their feelings with you and observe their reactions during such conversations. Let the children know that plans are made to continue communication to the deployed parent through mail, e-mail, and phone. It is wise to check with the servicemember’s military unit or RD for availability of equipment such as computers or satellite feeds that the family may be able to use at a local military facility.

Deployment Checklists – There are checklists available for families at your local deployment/mobilization office. Visit www.militaryonesource.com for more information.

Disaster Preparedness – Be prepared for natural disasters by creating an emergency preparedness kit. If you live in an area where earthquakes, tornados, flooding, hurricanes, or blizzards can strike, plan accordingly. A first aid kit, a supply of bottled water, batteries, and an emergency radio are a must. Emergency kits should also include a week’s worth of medication for any family member and food for the family pet, if required. Long-term power outages can be major inconveniences. Develop a backup plan for housing, transportation, food, and medical care. Check with the American Red Cross (ARC) for additional information on creating an emergency kit at www.redcross.org.

Note for Spouse

Do not forget periodic car maintenance and keep adequate emergency equipment in the vehicle.

Bad News Protocol – Discuss with servicemember and family members how “bad news” such as accidents, fires, injuries, death, illness, or loss of job should be brought up in conversation and delivered to the servicemember to avoid surprise announcements or stressful moments.

Note for Spouse

Military base community service organizations have volunteer crisis teams on call to discuss any crises that may arise. Guard and Reserve organizations have similar teams. The Army’s Yellow Ribbon Reintegration Program (www.dodyrrp.mil) is an excellent web site for finding assistance and resources.
Family Pets – A pet is a member of your family. Evaluate and discuss with family members whether the family can provide the care necessary for family pets. If necessary, locate a caregiver who can provide assistance. There are networks of volunteers or you can contact local humane societies to provide assistance at www.netpets.org or www.hsus.org.

Family Programs – Both the Guard and Reserve have family assistance centers to care for families of deployed servicemembers. Go to Guardlink (www.guardfamily.org) or Reserve Family Program (www.arfp.org) for more information. All services also have youth programs.

Note for Spouse
If confronted with a family emergency, such as a very sick or injured family member, the ARC can assist with contacting your servicemember.

Note for LE
This is a good opportunity for LE officers to volunteer to assist with the care of the family pet until the officer returns.

Homeowners Insurance – Review or update insurance policies for your home and personal property.

Important Contacts – Develop a list of important contacts including other family members, RD, MLO at LE agency, community, and emergency numbers (doctor, dentist). Have alternative phone numbers in case you are unable to reach the desired individual or organization. Include after hours and weekend numbers. Store emergency numbers on your cell phone and on a 3x5 card as a backup.

Language Translator – Inform the military and LE chain of command if language translation for any family member would be needed during an emergency.

Military and Family Life Consultant Program (MFLC) – Provides short-term, situational, or problem-solving counseling services to family members. Counseling can address life
skills (parenting, anger management, and conflict resolution) and typical military lifestyle issues (homesickness, separation, and coping skills). MFLC serves all services and Guard/Reserve components. If you are not near a military base, all states have an MFLC point of contact. Most military bases through their community services organizations also have these points of contact. For more information, go to: http://hoodmwr.com/acs/sfrb_mflc.html or www.militaryonesource.com

Note for Spouse

MLO may also be able to assist with finding a counselor or faith-based services.

Parents/Grandparents/Guardians – If these family members or other caregivers are mentioned in your family care plan, ensure they are included in, have a copy of, and know the location of all critical documents so they can act on your behalf in case of emergency, illness, or other incapacitation.

Note for LE

LE agencies could, without being asked, conduct a physical security survey of home/property and increase nighttime/weekend patrols for the deployed officer’s family residence.

Personal Property – Protect your home; install deadbolt locks on front and rear doors, check outdoor lighting and install motion sensitive lights; check smoke, carbon dioxide, and radon detectors and complete an inventory in case of fire or theft.

Spiritual Needs – Some LE agencies and all military units have access to chaplains. Find one you are comfortable with; they are an excellent source of spiritual support.

“What If…” Lists, Develop and Discuss with Servicemember and MLO

For example:

- What if there is a medical emergency?
- What if I lose my ID card?
- What if I do not hear from my servicemember?
- What if I need financial assistance?

Except in medical emergencies, help is available from your RD Commander, or your LE agency MLO.

The agency’s MLO should have a checklist with key contacts and phone numbers and review ‘what-ifs’ soon after deployment to reassure family member that assistance is only a phone call away.
III. Deployment

As of fall 2009 (Source: DoD), 46% of the 1.9 million servicemembers who have deployed since 9/11 were married. These deployments place families into a stressful, life-changing event. However, many of these same families will find themselves among others who have faced previous deployments all the while exhibiting a positive attitude, weathering the roller coaster of emotions, and properly preparing themselves and their family members for THE deployment day. Your servicemember will probably be deployed for 12 months, so your servicemember’s department, RD, neighborhood, church, and family support group will be critical to your emotional and physical well-being for the duration of the deployment. Since family members are not allowed in the final staging area from which your servicemember departs, exchange hugs before they enter this area, and return to your home. Based on months of preparation, it is now time to take control until your servicemember returns. During the deployment phase, consider the following:

Children Matter
- Educate your children on the importance of staying connected throughout the deployment. Understand the changed family environment will have challenging, busy, and fun times.

LE leaders should establish a suspense file so birthdays, anniversaries, holidays, and other significant dates are remembered. Consider sending a card with a personal note or even a phone call. Stay in touch.

- Have each child choose a household chore as a special family contribution
- Start a new family adventure; continue scouting activities, youth sports, and arts and crafts
- Maintain routines and discipline consistently
- Keep in touch; send cards, pictures, and copies of school work to servicemember (www.sesamestreetfamilyconnections.org)

Note for Spouse

www.militarystudent.org is designed to help military children and their parents with school-related issues and may be helpful to families.
- Develop care packages and add fun items; mail monthly as a great morale booster for deployed servicemember and for children as well
- If a trusted neighbor proposes to watch the children or help prepare a meal, say “Yes!”
- Be a hero to your children; take them to a movie or go for ice cream
- Start a “memory box” and fill it with pictures and other memorabilia that a child can keep at his or her bedside
- Check with your military service (call the Child/Youth/School Services) to see what is offered for free deployment respite care, classes, and sports during the deployment cycle. If you live far from a base, call a local YMCA or other youth recreation facility, to see what they offer for children of deployed servicemembers. Another source is the Operation Military Kids program (www.ourmilitarykids.org). This is a state run program for geographically dispersed children of deployed servicemembers.

**Note for Spouse**

*Operations Security (OPSEC)* is a critical component of military deployment. Be cautious in disclosing information on military activities that may be critical to security.

**Note for LE**

*LE leaders may wish to contact community leaders and initiate a community covenant for support.*

**Communications** – Most military units will establish home pages, e-mail links, and newsletters. Ensure that you are included on the mailing list.

**Contact Rear Detachment (RD)**
- Talk to detachment commander and senior NCO again, and enter key phone numbers into your cell phone contacts list as appropriate.

**Continuously Update Family Care Plan (FCP)** – Update whenever there are changes or new information becomes available.

**Coping Strategies to Manage the Separation:**
- Keep physically active
- Take good care of yourself
- Learn to enjoy time alone
- Learn a new skill; take classes
- Get involved in volunteering
- Set goals and pursue them
- Do something fun and exciting
- Anticipate and prepare for stress
- Do not get hung up on the nightly news. Remember, the media reports ‘worst case scenarios.’
Military Base Opportunities – If you are near a military base, visit a Community Services Center or Family Support Center and discuss support, networking, recreation, United Services Organization (USO), youth services, child care, outreach programs, and faith based groups established to support you and your family. Guard and Reserve organizations have family program coordinators.

Note for Spouse

If your servicemember is wounded while deployed, you will be contacted by your military service and/or RD. You may also contact the Wounded Warrior Support Program at www.aw2.army.mil.

Note for Spouse

Consider volunteering or attending an event sponsored by the USO. Opportunities can be found on www.uso.org.

Note for LE

Deployment is an important time for the LE agency to check in with spouse, reaffirm support, and remind the spouse of programs and benefits they may be eligible for (mental health, Employee Assistance Program (EAP), etc.) to assist them through the deployment period.

Note for LE

LE leaders should seek opportunities to recognize and include parents, spouses, and family members in agency sponsored events. Cost is minimal but effect is priceless.

Social Networking/OPSEC – You should be cautious with what you and your family put on social networking sites such as Facebook and Twitter. OPSEC is important to protect your servicemember’s whereabouts, military unit, and deployment timing. Tying ribbons around trees off a military base or secure housing area may alert criminals that fewer people are at home.
IV. Reunion/Homecoming

This is the stage at which servicemembers are returning to their home station, Guard or Reserve armory, possible demobilization, and return home. This is a major event for servicemembers and their families. The reunion/homecoming period includes the initial meeting and can last for several weeks. This is the time of renewing relationships, relearning, and restoring intimacy. It is best, if at all possible, to put aside discussions of problems encountered at home during the deployment until a later date. Open communication and keeping realistic expectations are the keys to a successful reunion. Homecoming is a change for all. It is important to accept the fact that life will be different. It just might be the “new normal.”

Decisions – What to do?
- Who will be meeting returning servicemember at the airport? Immediate family, extended family, friends, co-workers? Discuss early on and “manage” expectations.
- Set aside family time early on rather than planning a busy schedule
- Contact RD for last minute information on military unit schedule, arrival times, and location. Weather or other factors could impact arrival location and schedule.
- Remember that the servicemember is “jetlagged,” is conditioned with “hyper alertness,” and is no longer familiar with home rules and routines.

Children at Homecoming (www.sesamestreetfamilyconnections.org/)
- Consider where children fit in; include them in homecoming preparation
- Children may be unsure or confused as to what to expect
- Kids will have grown physically, emotionally, and socially
- Kids will want quality time with parent to share school, social, and recreational activities
- You need to encourage quality time with the kids
- Be prepared for side effects such as tension, fears, and conflicting emotions

Note for LE
LE leaders should discuss homecoming activities with spouse. Some servicemembers may not want a large crowded party or office event soon after returning from deployment. Coordination with RD is important.
Dos and Don’ts during the First Several Weeks

Things you should do in the first several weeks:
- Take it slowly
- Share quality time with service-member and family
- Take time to listen; communicate each other’s personal expectations and compromise on how to make it work for everyone
- Keep expectations reasonable and be flexible
- Trust your servicemember on decisions made
- Allow time for your servicemember to refresh driving skills; you may wish to do the majority of driving at first until they have been back a couple of weeks
- Allow time for intimacy
- Be diplomatic when discussing new routines
- Encourage rest and a regular sleeping pattern

Things you should avoid in the first several weeks:
- Criticism of servicemember
- Extensive list of chores
- Trying to solve too many issues at once
- Taking the servicemember to crowded public venues, without his or her consent
- Packing a full social agenda in the first few weeks
- Playing the “who had it worse” game

Note for Spouse

The reunion stage of the deployment cycle may take longer for families who have experienced multiple deployments and there may be additional emotional strain. Give it time but seek professional help if warranted.

Note for Spouse

Everyone should be aware that many changes will have occurred in almost every aspect of running the household and that with the return of the servicemember, more changes may need to be made. Plan for gradual change.
V. Reintegration

Your servicemember is now home and everyone is getting readjusted. The reunion or “welcome home” period is over. The servicemember will undoubtedly need time to establish some normalcy and reacquaint themselves with you, their children, and other family members. Things will not be the same as they were pre-deployment. The reaching out and comforting actions you started during reunion need to continue.

**Note for Spouse**

During this period, the servicemember’s agency should get involved. Encourage the veteran to go slow and use all available time off. Rushing back to the job is not a good idea.

**Communications** – Reintegration is a time for modifying routines, redefining family roles, decision making, and reconnecting with family members, co-workers, and friends.

- Problems that existed before deployment may still linger. Prepare to discuss them slowly.

Some LE agencies have made the mistake of trying to reintegrate officers into their prior position too quickly. LE leaders should have a pre-established policy and process for reintegrating the officer back into the agency. It is important for the agency leader or the officer’s supervisor to check-in during this period and encourage the servicemember to take family time before returning to the job. Be cautious of employees who want to return too quickly.

- Take time to listen if your servicemember is willing to talk. Do not prod them to talk beyond their comfort level.
- Reestablish sexual intimacy; take time to get to know each other again
- Watch for mounting tension between your servicemember and children but do not apply pressure for them to bond
- Give servicemembers space and time; it is tough for them to adjust as well
Finance – The servicemember’s pay will again change; reevaluate budget and sources of income.

Health/Medical – The servicemember will have a post deployment health risk assessment as part of a returning home checklist. There may be a military requirement for outpatient care so be aware of this possibility. The servicemember may be seeking TRICARE or Veterans Affairs (VA) care; be flexible and understanding. It is recommended that the servicemember also receive a thorough dental check-up soon after returning home. Reestablishing trust between the servicemember and his or her partner and open communication will enable you both to reach out for professional assistance and counseling, if warranted. Take care not to alienate the servicemember with criticism, but know that if warning signs such as anger or depression are left unchecked, this may lead to a behavior pattern that could worsen.

The New “Normal” – If anything, change will be the predominant factor in this critical phase of the deployment cycle. Both the servicemember and each family member have grown physically, have new perspectives on life, and have experienced life changing events. The key is flexibility and to be prepared for all changes as life continues. If one is not adjusted at home, it will be much tougher to adjust to reintegration with the officer’s agency and co-workers.

Post-Traumatic Stress (PTS) Reactions – Your servicemember may experience some anxiety, depression, and/or trouble readjusting. Being away from home and seeing, acting, and dealing with extraordinary circumstances, loss of life, combat conditions, and deployment in a country with different social structures than they are accustomed to, can contribute to stress-related disorders. Symptoms may not develop immediately after returning from deployment, and may not develop until months later. It is normal for some symptoms to last for a couple of weeks, and dissipate on their own. Most servicemembers adjust to life at home with time. Respect them if they need time alone or time with their “war buddies” to decompress. If effects linger and symptoms become more severe or persist, it could...
develop into Post-Traumatic Stress Disorder (PTSD). Contact www.militaryonesource.com (1-800-342-9647) for referral to a private local counselor or obtain more information about PTSD at www.ptsd.va.gov. PTSD treatment services are also available through TRICARE and the VA.

Typical PTS Reactions:
- Intense nightmares
- Intrusive thoughts or memories
- Depression
- Difficulty sleeping or driving
- Withdrawn/irritable
- Easily startled/hyper alertness

Note for LE

Sometimes an agency spouse support group has individuals such as a licensed mental health professional who can discuss PTSD information in private.

Be proud of your servicemember – his or her commitment to you, your family, the community, and the nation is extraordinary.

- **Rest & Relaxation** – Servicemembers deserve to spend quality time with their family, to relax and get reacquainted. Many departments will give returning officers ample time to spend with their families. Coupled with accrued leave, most servicemembers find 4-6 weeks to be enough time to readjust to their family and community before returning to work. Children want and need quality time with both parents together. Allow the servicemember some quality time on their own to adjust to being home.

- **Redeployment** – If the servicemember is in the Guard or Reserve, another deployment or reactivation for state or federal service is possible. Discussing this with the servicemember too soon after returning from a deployment may trigger an emotional outburst. It is best to set this topic aside for future discussions.

Note for Spouse

It is not uncommon for children to show jealousy of their parents spending time together. They may also feel distant from the returning parent and experience some issues of abandonment; kids need time too.
Suicide Prevention – While it is true that some returning veterans have discussed or attempted suicide, the vast majority have little trouble adjusting. However, recognize that there are help lines open to discuss any issues privately. Take threats/comments about suicide seriously and seek immediate assistance. For more information contact 1-800-273-TALK or visit www.suicidepreventionlifeline.org. Watch for warning signs such as:
- Intense nightmares
- Excessive drug/alcohol use
- Suicidal ideation
- Arguing, anger, and hostility
- Significant appetite changes

VI. Policy and Practice Recommendations for Law Enforcement Leaders

These policy recommendations are provided in a deployment cycle format summarized for easy consideration and implementation by LE leaders as appropriate:

Pre-Deployment

- Begin planning before an officer receives deployment orders; it is a year-round effort.
- Be prepared to review all salary/compensation arrangements to include salary differentials, if appropriate.
- Inform all family members if the department’s legal advisor is ready and able to assist with legal issues including powers of attorney, mortgage issues and rental questions, and general legal issues that can, at times, be overwhelming to spouses, parents, and caregivers.
- If available, appoint a combat veteran officer to be the department’s MLO. The MLO should be made available to explain a host of unfamiliar military jargon and, most importantly, the confusing aspects of health care under
the military’s TRICARE system. If your department does not have a veteran, partner with an adjacent or regional agency or department that has one.  
- Assist in the development of a spouse support group which, when formed, can assist with the understanding of health care options, family care, schooling, the EFMP, and other community-oriented activities. Spouses whose servicemembers have experienced multiple deployments can serve as a significant resource.  
- Consider forming a Family Readiness Group (FRG) to maintain lines of communication between the department spouses and selected health and other professional providers. This is especially important when rumors or bad news trickles in from combat theaters where servicemembers might be serving.  
- Ensure your MLO has an up-to-date checklist with key contact and phone numbers to respond to “what-if” questions from spouses and family members (see page 12 for examples).

- Sign an “ESGR Statement of Support” and see if there is an opportunity to sign a community covenant to express support for the families, as well as the deployed servicemembers.

**Deployment**

- Reach out to assist family members with critical financial management documents such as tax paperwork, checking accounts, investments, allotments, insurance, etc., and other similar documents that are often bewildering to a spouse or a family member, who may be unfamiliar with them.  
- Take every opportunity to recognize parents, spouses, and family members; they will all appreciate the gesture. Invite them to departmental family activities such as barbecues, picnics, and ball games.  
- Determine family members’ birthdays, anniversaries, and other important dates and designate a member of the agency to send an appropriate card or e-greeting.  
- Prior to homecoming, discuss welcoming activities with the family. Coordinate with RD commander to ensure you have latest arrival information.  
- Alert their union or PBA to provide assistance to the family during deployment.
Take the initiative and add family member’s residence to those who deserve nighttime/weekend patrols to check on physical security and other service as appropriate. These patrols should be coordinated with other jurisdictions if the property resides in another county, parish, or jurisdictional boundary.

Gather family members together and explain residential and personal security procedures (and how the department can check in on them), and how they can be on the alert for thieves and other individuals who may seek to take advantage of them.

Ensure that the MLO has developed a comprehensive task list and that one of their tasks is to assist family members in locating counselors, social workers, ministry contacts, or members of the Military Family Life Consultant program.

Review law enforcement OPSEC with the spouse or family member so they remain vigilant when contacted by any individual (in person, over the phone, through social networks, etc.) whom they cannot easily identify.

---

**Reintegration**

- Inform your chain of command if any unusual behavioral changes are noticed in the returning veteran that could impact their duty status. Consultation with a department social worker or psychologist may be appropriate, if one is available.
- Be alert for any veteran wanting to return to the job too quickly. Encourage maximum family time and leave (at least 30 days) and have a one-on-one meeting with the veteran to determine the best timeframe for returning to full, active duty status with the LE agency.

**NOTE:** Familiarity with the *Employer Support of the Guard and Reserve* (ESGR) and USERRA is critical to understanding any returning veteran’s complaints that their reemployment rights have been violated. All LE agency managers should be thoroughly familiar with the provisions of both.
VII. Resources

**Benefits**

- Defense Finance and Accounting Service: www.dfas.mil
- Department of Veterans Affairs: www.insurance.va.gov/sglisite/default.htm
- Employer Support of the Guard and Reserve: www.esgr.mil
- My Army Benefits: http://myarmybenefits.us.army.mil
- RAPIDS Site Locator (Military ID Card locations): www.dmdc.osd.mil/rsl
- TRICARE: www.tricare.mil

**Comprehensive**

- America’s Heroes at Work: www.americasheroesatwork.gov
- American Red Cross: www.redcross.org
- Army Wounded Warrior Program: www.aw2.army.mil
- IACP Returning Combat Veterans/Leaders and Veterans Guide: www.theiACP.org/vets2cops
- Joint Services Support Yellow Ribbon Program: www.jointservicessupport.org/YRRP/
- U.S. Armed Forces Legal Assistance: http://legalassistance.law.af.mil/
- U.S. Department of Defense: www.defense.gov
- Yellow Ribbon Reintegration Program: www.dodyrrp.mil

**Community/Family Support**

- Army Family Readiness Group: www.armyfrg.org
- Army Reserve Family Programs: www.arfp.org
- Army Well-Being: www.armywell-being.org
- Child Care Aware: www.childcareaware.org
- Fisher House Foundation: www.fisherhouse.org
- Humane Society: www.hsus.org
- Joint Services Support: www.guardfamily.org
- Military Impacted Schools Association: www.militarystudent.org
- Military OneSource: www.militaryonesource.com
- MilitaryHOMEFRONT: www.militaryhomefront.com
- National Center for PTSD: www.ptsd.va.gov
The authors of this guide hope that you find the information of value, regardless of whether you are a spouse, single parent or caregiver, grandparent, family member, or significant other of a deployed, deployable, or returned combat veteran. For those in a law enforcement role, we hope that you use this information to enhance your programs focused on a most valuable resource – the family members of your officers who have continually pledged their allegiance to our country and to your community.

For further information, please contact militaryveterans@theiACP.org
**Appendix A: Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARC</td>
<td>American Red Cross</td>
</tr>
<tr>
<td>ATM</td>
<td>Automated Teller Machine</td>
</tr>
<tr>
<td>BJA</td>
<td>Bureau of Justice Assistance</td>
</tr>
<tr>
<td>DEERS</td>
<td>Defense Enrollment Eligibility Reporting System</td>
</tr>
<tr>
<td>DFAS</td>
<td>Defense Finance and Accounting System</td>
</tr>
<tr>
<td>DoD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>EAP</td>
<td>Employee Assistance Program</td>
</tr>
<tr>
<td>EFT</td>
<td>Electronic Funds Transfer</td>
</tr>
<tr>
<td>EFMP</td>
<td>Exceptional Family Member Program</td>
</tr>
<tr>
<td>ESGR</td>
<td>Employer Support of the Guard and Reserve</td>
</tr>
<tr>
<td>FCP</td>
<td>Family Care Plan</td>
</tr>
<tr>
<td>FOP</td>
<td>Fraternal Order of Police</td>
</tr>
<tr>
<td>FRG</td>
<td>Family Readiness Group</td>
</tr>
<tr>
<td>FSA</td>
<td>Family Separation Allowance</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>IACP</td>
<td>International Association of Chiefs of Police</td>
</tr>
<tr>
<td>IRS</td>
<td>Internal Revenue Service</td>
</tr>
<tr>
<td>LE</td>
<td>Law Enforcement</td>
</tr>
<tr>
<td>LES</td>
<td>Leave and Earnings Statement</td>
</tr>
<tr>
<td>JAG</td>
<td>Judge Advocate General (Military Lawyer)</td>
</tr>
<tr>
<td>MFLC</td>
<td>Military and Family Life Consultant Program</td>
</tr>
<tr>
<td>MLO</td>
<td>Military Liaison Officer</td>
</tr>
<tr>
<td>NCO</td>
<td>Noncommissioned Officer (Sergeant)</td>
</tr>
<tr>
<td>OEF</td>
<td>Operation Enduring Freedom; Afghanistan - Oct 2001 - Current</td>
</tr>
</tbody>
</table>
OIF

OMK
Operation Military Kids

OND
Operation New Dawn; Iraq - Sept 2010-Current

OPSEC
Operations Security

PBA
Patrolmen’s Benevolent Association

PTS
Post Traumatic Stress

PTSD
Post Traumatic Stress Disorder

RD
Rear Detachment

SCRA
Servicemembers Civil Relief Act

SGLI
Servicemembers Group Life Insurance

TRICARE
Health insurance program for servicemembers and their families

USA
United States Army

USAF
United States Air Force

USCG
United States Coast Guard

USERRA
Uniformed Services Employment and Reemployment Rights Act of 1994

USMC
United States Marine Corps

USN
United States Navy

USO
United Services Organizations, Inc.

VA
Veterans Affairs
Appendix B: Glossary

Community Covenant – An agreement or promise between participating agencies, community organizations, neighborhood retail stores, religious institutions, etc., to support servicemembers – Active, Guard and Reserve – and their families, and provide a quality of life commensurate with their level of service and sacrifice to the nation.

Defense Enrollment Eligibility Reporting System (DEERS) – An automated system that lists everyone who is eligible for military benefits.

Department of Defense’s Military HOMEFRONT – The official DoD website that provides information for all servicemembers and their families for quality of life programs and services (www.militaryhomefront.com).

Deployment Cycle – A term used to describe various deployment activities used by all military services for clarity by families and spouses; the cycle is generally depicted as stages of pre-deployment, deployment, reunion/homecoming and reintegration.

Employee Assistance Program (EAP) – A LE agency support service.

Employer Support of the Guard and Reserve (ESGR) – DoD agency that seeks to promote a culture in which all American employers support and value the military service of their employees (www.esgr.mil).

ESGR Statement of Support – A certificate signed by the Secretary of Defense which provides employers a visible means of demonstrating support to their Guard and Reserve employees. The program is promoted by the ESGR and is supported by the IACP.

Exceptional Family Member Program (EFMP) – A two-part DoD program that includes a personnel function and a family support function. It differs among the services but focuses on family members (child or adult) with medical and/or educational needs through treatment, therapy, education, training, or building modifications. The personnel program documents those needs and considers them during the assignment and deployment process. The family support programs are not mandatory but each military service has its own specific programs which can be accessed through Military OneSource (www.militaryonesource.com).
Family Care Plan (FCP) – A written document that must be prepared by each dual-military family and single parent and kept on file at the unit. The plan specifies who has been designated to care for family members when parents are mobilized or deployed. The plan includes necessary powers of attorney and other forms.

Family Readiness Group (FRG) – A military command sponsored group for people within a military unit to support each other, create bonds, and maintain lines of communication. An FRG maintains an effective communication network between a family and a deployed servicemember.

Key Spouse – An experienced spouse who is the link between the family and rear detachment. Each service has mechanisms for supporting spouses while the military servicemember is deployed. Several of these programs include:
- USAF: Key Spouse Initiative
- USA: Family Readiness Group
- USN: Ombudsman and Fleet and Family Support Unit
- USMC: Key Volunteer Program/Marine Corps Family Team Building Organization

Military Liaison Officer (MLO) – A sworn or civilian employee of a law enforcement agency designated by an agency executive to be the department single point-of-contact between the department and a military command, base, or station. This position should be occupied by a veteran or person familiar with the military. Additional information on creating an MLO can be found at www.theiacp.org/vets2cops.

Operations Security (OPSEC) – A process to deny potential adversaries from gathering information about military operations by identifying, controlling, and protecting unclassified information that may provide evidence of the planning and execution of sensitive activities. In other words, the process of keeping information about your servicemember, their military affiliation, and your family on a strict need-to-know basis.

Power of Attorney – A legal document that authorizes another person to act on your behalf. These documents can be general or special, limiting the length of time and the kinds of actions the person named can take.

Medical Power of Attorney – A legal document that allows an individual to make medical decisions for another in the event they are incapacitated. A living will is required for an individual to specify the kind of medical treatment he or she would want if they were unable to communicate these choices.
**Rear Detachment** – A small cadre of specially trained servicemembers from a deploying unit who remain behind at the base or installation. Their function is to serve as a link between families, servicemembers, the deployed organization, and community support agencies. They should be the first source of information for family members who have questions about their loved ones.

**Servicemembers Civil Relief Act (SCRA)** – A federal law that gives all servicemembers protection as they enter active duty and other protections while on active duty. This law protects all service components including members of the Guard and Reserve. It covers such protections as rental agreements, eviction, car payments, installments contracts, mortgage interest rates, and foreclosures.

**Servicemembers Group Life Insurance (SGLI)** – The military’s group life insurance plan for military servicemembers on active duty in the uniformed services.

**Shared Custody** – Shared custody (also called joint custody) is when both divorced or separated parents share the rights and responsibilities of raising and caring for a child. In most shared custody agreements both parents share legal and physical custody of the child and have the right to make decisions about education, health care, day care, emergency care, extracurricular activities, religion, and other issues that affect the child’s life.

**Single Parent/Caregiver** – A servicemember who has no spouse or who is separated or otherwise apart from his or her spouse, but who has sole legal and physical custody of dependent children or other dependent family members.

**TRICARE** – The military health care program serving uniformed servicemembers, their families, retirees, survivors, and others worldwide.

**TRICARE Prime** – Health care available to Guard and Reserve servicemembers and their families when the Guard or Reserve member is activated for more than 30 consecutive days. It is a managed-care option similar to a civilian Health Maintenance Organization (HMO), and provides the most comprehensive health care benefit at the lowest cost of all TRICARE options.

**TRICARE Standard** – A fee-for-service plan and provides coverage for those beneficiaries not enrolled in TRICARE Prime. It provides great flexibility in choosing providers but can be the most expensive option.
TRICARE Extra – An option for TRICARE Standard beneficiaries who want to save on out-of-pocket expenses by making an appointment with a TRICARE Prime network provider. One can choose any physician in the TRICARE Extra network and may be less expensive than TRICARE Standard.

TRICARE Reserve Select – A premium-based health plan that qualified Guard and Reserve servicemembers may purchase when they are not on active duty. It requires a monthly premium. Reserve Select is available worldwide to most non-activated Selected Reserve servicemembers of the Ready Reserve and their families when they are not on active duty or covered under a transitional program.

TRICARE Prime Remote – The program for servicemembers and their families who are on remote assignment, typically 50 miles from a military treatment facility. In some cases, due to undue hardship for travel, beneficiaries may request a hardship waiver to become eligible even if they live less than 50 miles from a MTF.

TRICARE Dental Program – Guard and Reserve servicemembers may purchase coverage when they are not on active duty or covered by active duty dental benefits. Family members may enroll in TDP at anytime regardless of duty status and pay reduced monthly premiums while their service-member is activated.

Uniformed Services Employment and Reemployment Rights Act (USERRA) – A Federal law that establishes rights and responsibilities for members of the National Guard and Reserve and their civilian employers. It affects employment, reemployment, and retention in employment when employees serve or have served in the uniformed services (http://www.dol.gov/vets/whatsnew/userraguide0704.rtf).

Will – A legal document that ensures your assets and belongings are disposed of according to your wishes and that your dependents are provided for. This document will be made part of the FCP.

Yellow Ribbon Reintegration Program – The Yellow Ribbon Reintegration Program provides information, services, referral, and proactive outreach programs to servicemembers in the Army Reserve and their families through all phases of the deployment cycle. The Yellow Ribbon program is a non-profit organization that provides various homecoming services to all servicemembers.
The IACP Employing Returning Combat Veterans as Law Enforcement Officers Project wishes to acknowledge the following individuals and organizations that have helped develop this family guide: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance; Linda Hammond-Deckard, BJA Policy Advisor; Laura Zimmerman, Ph.D., Klein Associates, a division of Applied Research Associates, Inc.; Joe Rollo, Prince George’s County, MD Police Department; Captain Ralph H. Davis III, Delaware State Police; Investigator Sandra Espada, New York State Police; Carol Janer, PM, Mobilization, Deployment & Family Readiness, Army Community Service, Ft. Belvoir, VA; Audrey Honig, Ph.D., Program Director, Employee Services, Los Angeles, CA Sheriff’s Department; Col Frank Cohn, USA Retired; Officer Thaddeus J. Kerkhoff, Renton, WA Police Department; Chief Douglas Davis, Waynesboro, VA Police Department; Ms. Marsha Johnson, Abilene, TX; Ms. Lorraine Daxe, Burke, VA; Chief Richard Myers, Colorado Springs, CO Police Department; Captain Francis Hileman, Newport News, VA Police Department; and the IACP Psychological Services Section. Lastly, this guide would not have been possible without the contributions from the many spouses, parents, family members, veterans, and other advisors who assisted in the development process.

IACP Leadership and Project Personnel

Executive Staff

Chief Mark A. Marshall
President

Daniel Rosenblatt
Executive Director

James McMahon
Deputy Executive Director

John Firman
Research Center Director

Project Staff

Arnold Daxe, Jr., CPP
Project Manager
COL, USA Retired

Elaine Deck
Senior Program Manager

Ryan Daugirda
Project Assistant