



DEPARTMENT OF THE ARMY
HEADQUARTERS NEW YORK ARMY NATIONAL GUARD
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MNAG-CG

27 JAN 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: New York Army National Guard (NYARNG) Campaign Plan for Resilience, Risk Reduction and Suicide Prevention (R3SP)

1. References:

- a. Army National Guard (ARNG) Resilience, Risk Reduction and Suicide Prevention (R3SP) Campaign Plan, dated 23 November 2010.
- b. NYARNG Pamphlet Number 602, New York Army National Guard Unit Reset Program, dated 31 July 2009.
- c. NYARNG Circular 629, Suicide Prevention Program, dated 31 August 2010.
- d. NYARNG Command Training Guidance (CTG) 2012-2013, dated 28 June 2010.
- e. NYARNG Pamphlet Number 600-20, Family Readiness Program, draft.
- f. NYARNG Comprehensive Soldier Fitness (CSF) Program, draft.

2. Situation: The NYARNG is well situated to execute the requirements of the ARNG R3SP Campaign Plan as outlined in reference (a) above. We have integrated suicide prevention training, courses and workshops, and Family Readiness Group (FRG) activities into our CTG. NYARNG Circular 629 (reference (c) above) details our suicide prevention program. Our first line leader led CSF program that will start in July 2011. We have a comprehensive Family Readiness Program complete with a not for profit council to assist service members and their families. Our Family Readiness Program offers a robust support network complete with professional counselors, all with extensive knowledge and experience with accessing New York State's and the Army's capabilities. We have implemented Resiliency training into our Recruit Sustainment Program (RSP) with further introduction of CSF in 3rd Quarter, FY-11.

3. Mission: The NYARNG R3SP Program will provide resources and education to all Soldiers, Family members and civilian employees to combat high risk behaviors. The end state is a healthy organization that is resilient, knowledgeable regarding high risk behaviors, educated on stress reduction measures and aware of available Soldier-Family-employee support network resources.

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4. Duties and Responsibilities:

a. Commanders (all levels): Directly responsible for the implementation of the NYARNG R3SP Program within their organization. They will appoint a unit Master Resilience Trainer (MRT) or Resilience Training Assistant (RTA) and ensure they are appropriately trained for their position. Commanders will work with their CSM/1SG to implement and assess their unit's R3SP Program.

b. NYARNG Chief of Staff (CofS): Overall staff integrator and resource provider to ensure that our R3SP Program is effective and adaptive as necessary. The CofS will synchronize and integrate the facets of R3SP into the appropriate programs, policies and procedures throughout our organization. The CofS will chair the R3SP Council.

c. NYARNG CSM Community: The State CSM and all subordinate CSMs will serve as the focal point for determining the effectiveness of our R3SP Program. All CSMs will be actively involved in their organization's R3SP educational efforts to include family members. Senior NCO leadership is critical to the success and implementation of our overall R3SP Program.

d. R3SP Program Manager (PM): The NYARNG will fill the position of a full-time R3SP PM once resourced. The R3SP PM will be the day to day manager of our program. The R3SP PM will be a member of the NYARNG R3SP Executive Committee and the direct link between the JFHQs and subordinate organizations regarding the R3SP Program.

e. R3SP Council. The NYARNG will establish the NYARNG R3SP Council NLT January 2011. The executive committee will meet quarterly (at a minimum) to refine training and implementation guidance as the resiliency programs of the NYARNG mature. The NYARNG R3SP Council, combined with the direct feedback from the NYARNG's CSM community, will refine and focus the program guidance and resources as necessary.

5. R3SP Tasks: The R3SP tasks directly complement our existing Lines of Operation (LOO) as indicated on the cross-walk chart below:

ARNG R3SP Tasks	NYARNG Lines of Operation			
	Soldier Readiness	Family Readiness	Equipment Readiness	Facility Readiness
Fully integrate and expand (as necessary) behavioral health care, screenings and case management and network available statewide through the Family Programs Directorate	X	X		
Continued integration of R3SP into Recruiting and Retention efforts, especially through training during the Recruit Sustainment Program (RSP)	X			

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ARNG R3SP Tasks	NYARNG Lines of Operation			
	Soldier Readiness	Family Readiness	Equipment Readiness	Facility Readiness
Education to reduce the stigmas associated with seeking assistance and promotion of Peer Support (Soldier to Soldier)	X			
Fully integrate substance abuse, prevention, outreach and treatment into the NYARNG's R3SP program	X	X		
Continued emphasis on increasing the number of trained Master Resilience Trainers (MRT) assigned to the NYARNG, with the ultimate objective of having a trained MRT at each Battalion level organization	X	X		
Develop a program to train Resilience Training Assistants (RTAs) with the ultimate objective of having a trained RTA in each Platoon or Section within the NYARNG	X	X		
Continued integration of employment assistance and education outreach programs during Yellow Ribbon events, Comprehensive Soldier Fitness (CSF), and Family Readiness Group (FRG) functions	X	X		
Development of a comprehensive R3SP Strategic Communications (STRATCOM) plan focused on Soldier well being and health of the organization	X	X		
Development and establishing the roles and responsibilities of the First Line Leader (FLL) as the primary advocate for R3SP functions through the CSF program with training initiated in July 2011	X			
Development of a comprehensive R3SP STRATCOM plan focused on family outreach	X	X		
Establishment of an R3SP web presence			X	
Establishment of NYARNG facilities as places that promote overall R3SP program goals and provide Soldiers, family members, and civilian employees with an environment that is reflective of the professionalism of the organization			X	X
Provide adequate space for FRG activities in all facilities that house a NYARNG unit				X

6. Execution:

a. My intent is to ensure that all programs available to assist Soldiers, Family members, and civilian employees are fully integrated into the NYARNG's operations. Our objective is to develop a force that is resilient, flexible, and capable of conducting Overseas Contingency Operations (OCO) and Civil Support Operations, all while balancing these requirements in our CSF program. We will emphasize the six pillars of CSF – physical; emotional; social; spiritual; Family; and the financial aspects of wellness to achieve an immediate and lasting impact on the force.

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b. Commanders, at all levels, will lead the implementation of the R3SP Program within their organization. In order to be successful, the R3SP Program must receive the personal emphasis of each Commander and his/her senior NCO. Commanders promulgate an education program within their force to ensure that Soldiers, family members and civilian employees are aware of the R3SP Program and the need for Soldiers to embrace the objectives of the program.

c. My desired end state is a healthy organization that is resilient, knowledgeable regarding high risk behaviors, educated on stress reduction measures and aware of available Soldier-family support network resources.

7. Concept of Operation: Paragraph 5 above describes the tasks associated with the NYARNG's R3SP Program. The primary tenet of our R3SP Program is educating our Soldiers and their families on the support programs available through FLL led training and discussions. We will integrate our existing programs such as CSF, suicide prevention, family programs, and our reintegration program along with other sources of resilience training, stress control management, behavioral health care, and substance abuse prevention into our operations.

a. Resilience Programs/Initiatives: We are presently developing our CSF program for implementation starting in July 2011. This FLL led program will address the six pillars of physical, emotional, social, spiritual, Family, and the financial aspects of wellness. Our Family Program Pamphlet (reference 1(e) above) will provide information for implementation of our comprehensive Family program to help Family members cope with the stresses of military service.

b. Utilization of Master Resilience Trainers (MRTs) and Resilience Training Assistants (RTAs): MRTs are the key building block in our foundation of the R3SP Program, while RTAs are the cement that binds the foundation together. We will continue to build on the number of trained MRTs within the NYARNG. At present we have four MRTs and have obtained twelve additional school seats for TY-11. The R3SP PM will oversee our effort to provide centralized training and guidance to MRTs. MRTs will train the local RTAs. MRTs and RTAs will be used to assist Commanders and leaders accomplish the following:

(1) Support Commanders in providing resilience training, education, and feedback on program implementation.

(2) Support to deploying units to provide resilience training specific to the deployment cycle and be fully integrated into Yellow Ribbon events and reintegration planning and execution. Additionally, MRTs and RTAs will provide advice and assistance to FRGs to help Families cope with the stresses of deployment.

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(3) Support to events conducted as part of the NYARNG's R3SP Program. The JFHQs MRT will be a member of the NYARNG's R3SP Council.

(4) MRTs will be responsible for the integration of RTAs into our overall R3SP Program. Once the RTA training program is developed, MRTs will conduct "train the trainer" courses to train the RTAs on methods and programs to support our overall R3SP efforts and to provide basic resilience familiarization and awareness training in the absence or non-availability of MRTs, particularly during deployments.

(5) Tracking and documenting training/events: To be developed by the NYARNG R3SP Council.

c. Risk Reduction Programs/Initiatives: The integration of the NYARNG's LOOs combined with our CSF program, suicide prevention program, reintegration and Yellow Ribbon programs, Family programs, and substance abuse programs all synchronized by the NYARNG R3SP Council are the initiatives in place and under development to lessen the risk to our Soldiers, their families, and civilian workforce.

d. Suicide Prevention Programs/Initiatives: Our suicide prevention program is inculcated throughout the organization and codified in NYARNG Circular 629. Suicide prevention is a key component of the CSF program and is addressed in the CTG. Our program includes suicide prevention training, intervention teams, and professional staff within the Family Programs Office.

e. Integration of New Soldiers and Transition from Enlistment to First Unit: The Recruiting and Retention Command (MNRR) has a robust program to ensure that Recruit Sustainment Program (RSP) Soldiers are taught coping skills to deal with stress and high risk behavior. Commanders at all levels utilize existing sponsorship programs at the unit level to integrate newly assigned Soldiers and their Families into their organization. Because our newest Soldiers are often the most susceptible to high risk behavior, special emphasis is placed by MNRR and units to identify and work with their new Soldiers regarding the tenets of the R3SP Program.

f. Measures of Effectiveness. The NYARNG R3SP Council will use the R3SP Campaign Plan as the basis to develop measures of effectiveness on the programs that comprise our overall R3SP Program. Once developed, the measures and metrics will be published as an annex to our R3SP Program.

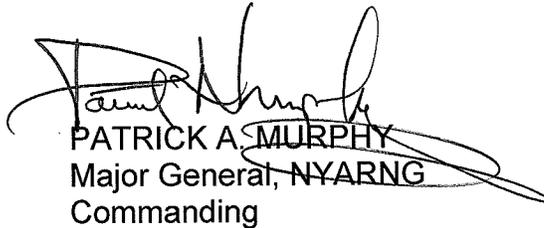
8. Commander and Leader Critical Actions. Commanders and leaders at all levels will understand the need for a comprehensive R3SP Program and they will:

a. Educate themselves on the program and the network available to assist their Soldiers, Family members and civilian work force.

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- b. Educate their Soldiers on the program and the support network available.
 - c. Inculcate a sense of caring and professionalism in all aspects of their activities and operations.
 - d. Take immediate action when issues are identified and refer Soldiers, Family members and civilians to the appropriate "entrance point" to the network.
 - e. Strive to get MRTs and RTAs trained and integrated into their organizations as directed in paragraph 7(b) above.
 - f. Fully support FLLs in the training of CSF including appropriate training time in drill schedules.
 - g. Provide feedback on the program, good and bad, along with suggested changes through their chain of command to the NYARNG R3SP Council and R3SP PM.
9. Through the conscientious implementation of this program, we will develop a force that is resilient, flexible and capable of conducting Overseas Contingency Operations (OCO) and Civil Support Operations.
10. Until a R3SP PM is on board, the point of contact for questions pertaining to the R3SP Program is LTC John Andonie who may be reached at (518) 786-4507.



PATRICK A. MURPHY
Major General, NYARNG
Commanding

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