

UNCLAS F O U O

HQDA EXORD 233-19 ARMY-WIDE IMPLEMENTATION OF THE SOLDIER AND FAMILY READINESS GROUP

Originator: DA WASHINGTON DC

DTG: 161539Z Dec 19 Precedence: P DAC: General

To: ARLINGTON NATIONAL CEMETERY ARLINGTON VA, ARNG NGB COMOPS ARLINGTON VA, ARNG NGB COMOPS ARLINGTON VA, ARNG NGB J3 JOC WASHINGTON DC, ARNG NGB J3 JOC WASHINGTON DC, ARNGRC ARLINGTON VA, ARNGRC ARLINGTON VA, ARNGRC WATCH ARLINGTON VA, ARNGRC WATCH ARLINGTON VA, CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX, CDR 5 ARMY NORTH AOC FT SAM HOUSTON TX, CDR ARMY FUTURES COMMAND AUSTIN TX, CDR ARMY FUTURES COMMAND AUSTIN TX, CDR ATEC ABERDEEN PROVING GROUND MD, CDR FORSCOM DCS G3 CENTRAL TASKING DIV FT BRAGG NC, CDR FORSCOM DCS G3 CENTRAL TASKING DIV FT BRAGG NC, CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC, CDR FORSCOM DCS G3 CURRENT OPS FT BRAGG NC, CDR FORSCOM DCS G3 WATCH OFFICER FT BRAGG NC, CDR FORSCOM DCS G3 WATCH OFFICER FT BRAGG NC, CDR MDW J3 FT MCNAIR DC, CDR MDW J3 FT MCNAIR DC, CDR MDW JFHQ-NCR FT MCNAIR DC, CDR MDW JFHQ-NCR FT MCNAIR DC, CDR NETCOM 9THSC FT HUACHUCA AZ, CDR TRADOC CG FT EUSTIS VA, CDR TRADOC CG FT EUSTIS VA, CDR TRADOC DCS G-3-5-7 OPNS CTR FT EUSTIS VA, CDR USAR NORTH FT SAM HOUSTON TX, CDR USARCENT SHAW AFB SC, CDR USAREUR WIESBADEN GE, CDR USASOC COMMAND CENTER FT BRAGG NC, CDR USASOC FT BRAGG NC, CDR USASOC MESSAGE CENTER FT BRAGG NC, CDR3RD ARMY USARCENT WATCH OFFICER SHAW AFB SC, CDRAMC REDSTONE ARSENAL AL, CDRAMC REDSTONE ARSENAL AL, CDRFORS COM FT BRAGG NC, CDRHRC G3 DCSOPS FT KNOX KY, CDRHRC G3 DCSOPS FT KNOX KY, CDRINSCOM FT BELVOIR VA, CDRINSCOM FT BELVOIR VA, CDRINSCOMIOC FT BELVOIR VA, CDRINSCOMIOC FT BELVOIR VA, CDRMDW WASHINGTON DC, CDRMDW WASHINGTON DC, CDRUSACE WASHINGTON DC, CDRUSACE WASHINGTON DC, CDRUSACIDC FT BELVOIR VA, CDRUSACIDC FT BELVOIR VA, CDRUSACYBER FT BELVOIR VA, CDRUSACYBER G3 FT BELVOIR VA, CDRUSACYBER G33 FT BELVOIR VA, CDRUSAEIGHT G3 CUROPS SEOUL KOR, CDRUSAEIGHT SEOUL KOR, CDRUSAFRICA VICENZA IT, CDRUSAMEDCOM FT SAM HOUSTON TX, CDRUSARC G33 READ FT BRAGG NC, CDRUSARC G33 READ FT BRAGG NC, CDRUSARCYBER WATCH OFFICER FT BELVOIR VA, CDRUSARPAC CG FT SHAFTER HI, CDRUSARPAC FT SHAFTER HI, COMDT USAWC CARLISLE BARRACKS PA, COMDT USAWC CARLISLE BARRACKS PA, HQ IMCOM FT SAM HOUSTON TX, HQ IMCOM FT SAM HOUSTON TX, HQ INSCOM IOC FT BELVOIR VA, HQ SDDC CMD GROUP SCOTT AFB IL, HQ SDDC CMD GROUP SCOTT AFB IL, HQ SDDC OPS MSG CNTR SCOTT AFB IL, HQ SDDC OPS MSG CNTR SCOTT AFB IL, HQ USARSO FT SAM HOUSTON TX, HQ USARSO FT SAM HOUSTON TX, HQ USARSO G3 FT SAM HOUSTON TX, HQ USARSO G3 FT SAM HOUSTON TX, HQDA AOC G3 DAMO CAT OPSWATCH WASHINGTON DC, HQDA ARMY STAFF WASHINGTON DC, HQDA CSA WASHINGTON DC, HQDA EXEC OFFICE WASHINGTON DC, HQDA IMCOM OPS DIV WASHINGTON DC, HQDA SEC ARMY WASHINGTON DC, HQDA SECRETARIAT WASHINGTON DC, HQDA SURG GEN WASHINGTON DC, MEDCOM HQ EOC FT SAM HOUSTON TX, NETCOM G3 CURRENT OPS FT HUACHUCA AZ, NETCOM G3 CURRENT OPS FT HUACHUCA AZ, NGB WASHINGTON DC, SMDC ARSTRAT CG ARLINGTON VA, SMDC ARSTRAT CG ARLINGTON VA, SMDC ARSTRAT G3 ARLINGTON VA, SUPERINTENDENT USMA WEST POINT NY, SURGEON GEN FALLS CHURCH VA, USAR AROC FT BRAGG NC, USAR AROC FT BRAGG NC, USAR CMD GRP FT BRAGG NC, USAR CMD GRP FT BRAGG NC, USAR DCS G33 OPERATIONS FT BRAGG NC, USAR DCS G33 OPERATIONS FT BRAGG NC, USARCENT G3 FWD, USARPAC COMMAND CENTER FT SHAFTER HI, HQDA ASA FMC WASHINGTON DC, HQDA ASA IE WASHINGTON DC, HQDA ASA MRA WASHINGTON DC, HQDA ASAALT WASHINGTON DC, HQDA CLL OPS DIV WASHINGTON DC, HQDA COE WASHINGTON DC, HQDA DCS G-1 WASHINGTON DC, HQDA DCS G-2 INTEL WASHINGTON DC, HQDA DCS G-4 WASHINGTON DC, HQDA DCS G-6 CIO WASHINGTON DC, HQDA DCS G-8 WASHINGTON DC, HQDA SJA WASHINGTON DC

CC: HQDA AOC DAMO ODO OPS AND CONT PLANS WASHINGTON DC, HQDA AOC G3 DAMO CAT OPSWATCH WASHINGTON DC, HQDA AOC G3 DAMO OD DIR OPS READ AND MOB WASHINGTON DC

UNCLASSIFIED//

SUBJECT: HQDA EXORD 233-19 ARMY-WIDE IMPLEMENTATION OF THE SOLDIER AND FAMILY READINESS GROUP

(U) REFERENCES:

REF//A/ TITLE 10, UNITED STATES CODE, SECTION 1588, AUTHORITY TO ACCEPT CERTAIN VOLUNTARY SERVICES//

REF//B/ DEPARTMENT OF DEFENSE INSTRUCTION (DODI) 1342.22, MILITARY FAMILY READINESS, 03 JULY 2012, INCORPORATING CHANGE 2, 11 APRIL 2017//

REF//C/ DODI 5500.07-R, JOINT ETHICS REGULATION, 30 AUGUST 1993, INCORPORATING CHANGE 7, 17 NOVEMBER 2011//

REF//D/ ARMY REGULATION 11-7, INTERNAL REVIEW PROGRAM, 29 MARCH 2017//

REF//E/ ARMY REGULATION 1-100, THE ARMY GIFT PROGRAM, 7 FEBRUARY 2019//

REF//F/ ARMY REGULATION 600-20, ARMY COMMAND POLICY, 6 NOVEMBER 2014//

REF//G/ ARMY REGULATION 600-29, FUND-RAISING WITHIN THE DEPARTMENT OF THE ARMY, 7 JUNE 2010//

REF//H/ ARMY REGULATION 608-1, ARMY COMMUNITY SERVICE, 19 OCTOBER 2017//

REF//I/ ARMY DIRECTIVE 2019-17, CHANGES TO SOLDIER AND FAMILY READINESS GROUPS, 1 APRIL 2019//

NARR/ (U) THIS EXECUTION ORDER PROVIDES IMPLEMENTING GUIDANCE FOR THE SOLDIER AND FAMILY READINESS GROUP PROGRAM//

1. (U) SITUATION. ARMY DIRECTIVE 2019-17 DIRECTS CHANGES TO THE SOLDIER AND FAMILY READINESS GROUP PROGRAM. THE SOLDIER AND FAMILY READINESS GROUP (SFRG) IS A FORCE MULTIPLIER BY CONNECTING SOLDIERS AND FAMILIES WITH THE COMMAND TEAM AND PROVIDING A NETWORK OF MUTUAL SUPPORT. THE WELL-BEING OF TODAY'S FORCE IS PARAMOUNT TO THE SUCCESS OF ANY UNIT MISSION; THEREFORE, SFRG ARE INEXTRICABLY LINKED TO SOLDIER READINESS. THE SFRG SERVES AS ONE OF THE FOUNDATIONS FOR THE READINESS OF OUR FORCE.

2. (U) MISSION. EFFECTIVE IMMEDIATELY, COMMANDERS WILL EXECUTE AND MAINTAIN A SFRG WITHIN THEIR UNITS.

3. (U) EXECUTION.

3.A. (U) INTENT. COMMANDERS ESTABLISH A SFRG THAT INCORPORATES UNIT PERSONNEL, THEIR FAMILY MEMBERS, VOLUNTEERS, AND SINGLE SOLDIERS INTO AN INTEGRATED COMMUNICATION, INFORMATION, AND SUPPORT NETWORK. CHANGES TO THE SFRG REPRESENT A SHIFT AWAY FROM SOCIAL ACTIVITIES AND FUNDRAISING TO ESTABLISHING HIGH-FUNCTIONING COMMAND INFORMATION NETWORKS THAT COMMUNICATE, INFORM, AND CONNECT COMMANDS WITH ALL UNIT PERSONNEL, FAMILY MEMBERS, AND VOLUNTEERS THAT ENABLE A NETWORK OF MUTUAL SUPPORT.

3.B. (U) CONCEPT OF OPERATIONS.

3.B.1. (U) COMMANDERS AT ALL ECHELONS WILL ESTABLISH AN SFRG CHAIN OF COMMAND, RESPONSIBLE FOR SFRG EXECUTION. THE SFRG CHAIN OF COMMAND CONSISTS OF UNIT COMMANDERS, REAR DETACHMENT COMMANDERS OR EQUIVALENT, COMMAND FAMILY READINESS REPRESENTATIVE, AND FUND CUSTODIANS.

3.B.2. (U) FAMILY READINESS LIAISONS, WHERE UTILIZED, WILL BE REDESIGNATED AS THE COMMAND FAMILY READINESS REPRESENTATIVE.

3.B.3. (U) BRIGADE COMMANDERS (OR O-6 LEVEL EQUIVALENT COMMANDERS), AND ABOVE, HAVE THE AUTHORITY TO HIRE FAMILY READINESS SUPPORT ASSISTANT (FRSA) TO PROVIDE ADMINISTRATIVE SUPPORT TO THE SFRG MISSION (FOR EXAMPLE, FRSA MAY BE USED IN A DEPLOYMENT ASSISTANT ROLE; COORDINATING EXTERNAL TRAINING, AND LINKING COMMANDERS TO

AVAILABLE RESOURCES). NO FUNDING WILL BE PROVIDED TO SUPPORT ADDITIONAL FRSA'S THAT ARE ALREADY FUNDED UNDER THE MANAGEMENT DECISION PACKAGE VFRA.

3.B.4. (U) EFFECTIVE, FREQUENT, MEANINGFUL COMMUNICATION, AND LEADERSHIP ENGAGEMENT ARE ESSENTIAL ELEMENTS OF SFRG OPERATIONS. COMMANDERS WILL LEVERAGE ALL MEANS OF COMMUNICATION TO INFORM AND CONNECT SOLDIERS AND FAMILY MEMBERS. THE COMMAND FAMILY READINESS REPRESENTATIVE WILL ASSIST THE COMMANDER EXECUTING THE ESSENTIAL ELEMENTS OF THE SFRG.

3.B.5. (U) RESILIENT SOLDIERS AND FAMILIES ARE ESSENTIAL FOR READINESS. THROUGH THE SFRG, COMMANDERS WILL PROMOTE HOLISTIC HEALTH AND FITNESS (H2F) BY ENGAGING LOCAL SUPPORT AGENCIES BOTH ON AND OFF POST; CREATING A NETWORK OF COMMUNICATION AND SUPPORT FOR SOLDIERS AND THEIR FAMILY MEMBERS; PROMOTING UNIT READINESS EVENTS AND ACTIVITIES; AND BUILDING COHESIVE TEAMS.

3.C. (U) TASKS TO ARMY STAFF AND SUBORDINATE UNITS.

3.C.1. (U) DEPUTY CHIEF OF STAFF, G-9. SERVE AS THE PRIMARY POINT OF CONTACT (POC) TO THE DEPUTY CHIEF OF STAFF, G-1 AND ASSISTANT SECRETARY OF THE ARMY (MANPOWER & RESERVE AFFAIRS) (ASA(M&RA)) FOR SFRG PROGRAM.

3.C.2. (U) COMMANDER, U.S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC).

3.C.2.A. (U) IN COORDINATION WITH (ICW) COMMANDER, U.S. ARMY MATERIEL COMMAND (AMC), CHIEF, OF U.S. ARMY RESERVE (OCAR), AND DIRECTOR, NATIONAL GUARD BUREAU (NGB) DEVELOP AND FORMAT DISTRIBUTED LEARNING TRAINING FOR UNIT COMMANDERS, COMMAND FAMILY READINESS REPRESENTATIVE AND FUND CUSTODIANS NO LATER THAN (NLT) FIRST QUARTER FY21.

3.C.2.B. (U) DEVELOP FORMAT AND INTEGRATE SFRG CURRICULUM INTO THE COMPANY COMMANDER FIRST SERGEANT PRE-COMMAND COURSE (SS/FSPCC).

3.C.3. (U) COMMANDER, AMC.

3.C.3.A. (U) ICW TRADOC, UPDATE THE CURRENT FAMILY READINESS TRAINING CONTENT ON THE ARMY LEARNING MANAGEMENT SYSTEM (ALMS)/PRODUCTS FOR SFRG COMMAND TEAM USE. UPDATE SHOULD REFLECT NEW NAMING FOR SFRG.

3.C.3.B. (U) DEVELOP AN OPERATIONAL GUIDE PAMPHLET FOR INCLUSION INTO ARMY-WIDE SFRG VIRTUAL WEB PORTAL NLT FIRST QUARTER FY21.

3.C.3.C. (U) ESTABLISH AND MAINTAIN A CENTRAL WEB-BASED PORTAL FOR SFRG OPERATIONS TO DISTRIBUTE TRAINING PRODUCTS, UPDATED GUIDANCE, SHARE BEST PRACTICES, ETC., NLT SECOND QUARTER FY21.

3.C.4. (U) CHIEF, OCAR. PROVIDE SUPPORT TO TRADOC FOR THE DEVELOPMENT OF DISTRIBUTED LEARNING TRAINING MATERIALS.

3.C.5. (U) DIRECTOR, NGB. PROVIDE SUPPORT TO TRADOC FOR THE DEVELOPMENT OF DISTRIBUTED LEARNING TRAINING MATERIALS.

3.C.6. (U) COMMANDERS, U.S. ARMY COMMANDS (ACOM), U.S. ARMY SERVICE COMPONENT COMMANDS (ASCC), AND DIRECT REPORTING UNITS:

3.C.6.A. (U) APPOINT, IN WRITING, A COMMAND FAMILY READINESS REPRESENTATIVE AND FUND CUSTODIAN AND ALTERNATE FUND CUSTODIAN. SEE PARAGRAPH 3.D.1. FOR APPOINTMENT QUALIFICATION REQUIREMENTS AND RESPONSIBILITIES.

3.C.6.B. (U) DIRECT AND ENSURE UNIT COMMANDERS COMPLY WITH THE FOLLOWING:

3.C.6.B.1. (U) ENSURE ALL UNIT SOLDIERS AND FAMILY MEMBERS FEEL WELCOME AND PART OF THE COMMAND/UNIT TEAM.

3.C.6.B.2. (U) APPROVE CONTENT TO BE POSTED ON SFRG SOCIAL MEDIA SITES. COMMANDERS MAY DELEGATE THIS TASK TO THE COMMAND FAMILY READINESS REPRESENTATIVE.

3.C.6.B.3. (U) DEVELOP A STANDARD OPERATING PROCEDURE (SOP) THAT WILL INCLUDE UP-TO-DATE ALERT ROSTERS AND COMMUNICATION PROCEDURES. THE SOP MAY INCLUDE ADDITIONAL INFORMATION SUCH AS OUTLINES OF UNIT COMMUNICATION NETWORKS (INCLUDING SOCIAL MEDIA), FREQUENCY OF COMMUNICATION, AND CONTROL MEASURES FOR INFORMAL FUNDS, AUDITS, AND FUNDRAISING APPROVAL PROCEDURES. COMMANDERS WILL NOT ADD ADDITIONAL REPORTING REQUIREMENTS TO THE OPERATION AND EXECUTION OF SFRGS.

3.C.6.B.4. (U) ENCOURAGE THE COMMAND FAMILY READINESS REPRESENTATIVE AND FUND CUSTODIAN AND ALTERNATE FUND CUSTODIAN TO COMPLETE TRAINING ON THEIR ROLES AND RESPONSIBILITIES, USING ANY OF THE TRAINING MODULES LOCATED ON THE ARMY LEARNING MANAGEMENT SYSTEM (ALMS), PENDING THE REVISION OF SPECIFIED TRAINING BEING DEVELOP.

3.C.6.B.5. (U) RESERVE COMPONENTS ARE ENCOURAGED TO USE THEIR CURRENT TRAINING MODULES, PENDING THE REVISION OF TRAINING MATERIALS IN DEVELOPMENT.

3.C.6.B.6. (U) COMPLETE AUDITS OF THE FUND CUSTODIAN ANNUALLY.

3.C.6.B.7. (U) ENSURE BETTER OPPORTUNITIES FOR SOLDIERS (BOSS) ARE INCLUDED IN ALL SFRG ACTIVITIES.

3.C.6.B.8. (U) COMMANDERS MAY RECRUIT VOLUNTEERS AS NEEDED TO SUPPORT SFRG ACTIVITIES IN ACCORDANCE WITH THE VOLUNTEER PROGRAM IN CHAPTER 5, ARMY REGULATION (AR) 608-1.

3.D. (U) COORDINATING INSTRUCTIONS.

3.D.1. (U) COMMAND FAMILY READINESS REPRESENTATIVE.

3.D.1.A. (U) QUALIFICATION REQUIREMENT: APPOINTEE MAY BE A REAR DETACHMENT COMMANDER OR EQUIVALENT OR A NON-COMMISSIONED OFFICER IN THE GRADE SERGEANT AND ABOVE. THE COMMAND FAMILY READINESS REPRESENTATIVE IS DEFINED AS THE KEY INTEGRATOR BETWEEN THE COMMAND AND SOLDIERS/FAMILIES.

3.D.1.B. (U) RESPONSIBILITIES.

3.D.1.B.1. (U) HELP COMMANDS MAINTAIN ACTIVE SFRGS.

3.D.1.B.2. (U) MAINTAIN CURRENT EMAIL/COMMUNICATION ROSTERS.

3.D.1.B.3. (U) ESTABLISH AND EXECUTE COMMUNICATION PLANS/STRATEGIES IAW COMMANDER'S OBJECTIVES.

3.D.1.B.4. (U) INFORM COMMANDERS OF KNOWN SOLDIER AND FAMILY ISSUES.

3.D.1.B.5. (U) COORDINATE AND COMMUNICATE RESILIENCE EVENTS (POST SPONSORED OR UNIT SPONSORED).

3.D.1.B.6. (U) HELP SFRGS ESTABLISH CHAINS OF CONCERN TO PASS INFORMATION FROM THE COMMAND FAMILY READINESS REPRESENTATIVE TO SFRG MEMBERS. SERVE AS THE LINK BETWEEN SOLDIERS, CIVILIANS, FAMILY MEMBERS, AND COMMAND TEAM.

3.D.1.B.7. (U) SUPPORT BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS) ACTIVITIES AND DISSEMINATE INFORMATION ABOUT UPCOMING ACTIVITIES.

4. (U) SUSTAINMENT.

4.A. (U) FUND CUSTODIAN.

4.A.1. (U) THE PRIMARY AND ALTERNATE FUND CUSTODIAN MAY BE A SOLDIER, BUT MAY NOT BE THE UNIT COMMANDER, FIRST SERGEANT, CONTRACTOR, OR THE SFRG COMMAND REPRESENTATIVE. THE FUND CUSTODIAN AND ALTERNATE MUST NOT BE SCHEDULED TO DEPLOY FOR MORE THAN 30 DAYS WITHIN A 12-MONTH PERIOD.

4.A.2. (U) FUND CUSTODIANS/ALTERNATE FUND CUSTODIANS WILL ADHERE TO THE INFORMAL FUND POLICY IAW AR 600-20 AND PARA 4.A.3. BELOW.

4.A.3. (U) INFORMAL FUNDS.

4.A.3.A. (U) TAX TREATMENT FOR ARMY SFRG. SFRGS AND THEIR RELATED INFORMAL FUNDS ARE NOT 26 U.S.C. 501 ORGANIZATIONS. INSTEAD, SFRGS AND THEIR INFORMAL FUNDS ARE AN INTEGRAL PART OF THE DEPARTMENT OF THE ARMY. AS SUCH, SFRGS AND THEIR FUNDS ARE EXEMPT FROM FEDERAL AND STATE INCOME TAXES AND ARE NOT REQUIRED TO FILE TAX RETURNS (TO

INCLUDE ANY VERSION OF IRS FORM 990), OR DECLARE THEIR TAX EXEMPT STATUS WITH THE IRS.

4.A.3.B. (U) BANKS MAY REQUIRE FUND CUSTODIANS FOR SFRG INFORMAL FUNDS TO OBTAIN EMPLOYER IDENTIFICATION NUMBER (EIN) FOR BANKING PURPOSES. EINS MAY BE APPLIED FOR ONLINE AT:
[HTTPS://WWW.IRS.GOV/BUSINESSES/SMALL-BUSINESSES-SELF-EMPLOYED/APPLY-FOR-AN-EMPLOYER-IDENTIFICATION-NUMBER-EIN-ONLINE](https://www.irs.gov/businesses/small-businesses-self-employed/apply-for-an-employer-identification-number-ein-online). WHEN APPLYING FOR EINS, FUND CUSTODIANS SHOULD SELECT "GOVERNMENT, FEDERAL/MILITARY" LEGAL STRUCTURE OPTION, AND INDICATE THAT THE EIN IS BEING SOUGHT FOR "BANKING PURPOSES" ONLY.

4.A.3.B.1. (U) EACH EIN MUST HAVE RESPONSIBLE PARTICIPANTS. THE EIN MUST BE LINKED TO THE PARTICIPANTS' SOCIAL SECURITY NUMBERS.

4.A.3.B.2. (U) WHEN FUND CUSTODIANS CHANGE, THE RESPONSIBLE PARTY MAY BE UPDATED BY FILING IRS FORM 8822-B. THE EIN WILL NOT CHANGE.

5. (U) COMMAND AND SIGNAL.

5.A. (U) PRIMARY DCS, G-9 POCS FOR THIS EXECUTION ORDER ARE MR. STEVE YEARWOOD, COMM: 571-256-8698, (DSN 260) OR EMAIL: STEVE.YEARWOOD.CIV@MAIL.MIL. ALTERNATE POC IS MR. BRENT JURGERSEN, COMM: 571-256-8663 OR EMAIL: BRENT.R.JURGERSEN.CIV@MAIL.MIL.

5.B. (U) ACKNOWLEDGE RECEIPT OF THIS ORDER TO DCS, G-9 POCS.

6. (U) THE EXPIRATION DATE OF THIS MESSAGE IS UPON PUBLICATION OF THE EXPEDITED REVISION OF AR 600-20, ARMY COMMAND POLICY. THE PROCEDURES ESTABLISHED BY THIS MESSAGE WILL BE INCLUDED IN THE EXPEDITED REVISION OF AR 600-20, ARMY COMMAND POLICY.

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