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4ID and Fort Carson
Fort Carson, CO 80913
051300NOV20

OPORD 21-28 (FORT CARSON AND 4ID SFRG Program)

TIME ZONE USED THROUGHOUT ORDER: TANGO (LOCAL)

References:

a. Army Regulation 600-20, Army Command Policy, 24 July 2020.
b. Army Regulation 600-29, Fundraising Within the Department of the Army, 7 June 2010.
c. Army Regulation 608-1, Army Community Service, 19 October 2017.
d. Army Directive 2019-17, Changes to Soldier and Family Readiness Groups, 1 April 2019.
e. HQDA EXORD 183-09, ISO Family Readiness Support Assistants (FRS), 1 May 2009.
f. HQDA EXORD 233-19, Army-Wide Implementation of the Soldier and Family Readiness Group, 16 December 2019.
g. FORSCOM Operations Order (OPORD), FORSCOM Guidance for Family Readiness Liaison Program, 12 August 2015.
h. FORSCOM Guidance Home Station Training Operations, 17 January 2015.

1. **Situation**: Our units, Soldiers, civilians and Family members serve a nation that appreciates their sacrifice. The well-being of our force is paramount to the success of any unit mission. Therefore, unit, Solider, and Family readiness are inextricably linked to mission preparedness. Commitment, support, resilience, and endurance are fundamental and essential ingredients to a successful mission. The 4th Infantry Division's combat readiness stems from our readiness at home station, and our might is a reflection of the power of the total Fort Carson and 4ID Family. A SFRG is inclusive of all individuals associated with a 4ID unit and is an essential foundation element to ensure a fit, sustainable, and ready force that is full postured to engage in the nation's defense.

2. **Mission**: No later than 31 DEC 20, commanders will develop, execute, and maintain at their unit a SFRG program which is inclusive of Soldiers, civilians, their Family members, and other personnel who are in support of the unit to ensure the unit is fully prepared to successfully accomplish its mission while simultaneously caring for the well-being of its personnel.

3. **Execution**:

a. Commander's Intent: To provide guidance and requirements for the unit SFRG program which shall incorporate all personnel affiliated with the unit and is designed to create a network of support and information flow that is influenced by the unit commander and works in concert with the needs of the unit. This activity is not focused on fundraising and social activities. The SFRG develops and maintains an energetic communication network which informs and connects all associated unit personnel with the unit leadership to ensure mutual support.

(1) Key Tasks Establish and maintain a SFRG in accordance with this order.

(a) Establish and utilize Command Family Readiness Representatives (CFRR) IAW Annex A at the brigade (or equivalent) and below level.

(b) Utilize Annex B for Soldier and Family Readiness Support Assistant (SFRSA) hiring actions and employment should the unit meet the hiring prerequisites.

(2) End State: Units maintain a variety of official information channels and organizational events that promote personnel resiliency and allows an accurate and timely flow of information between the unit leadership and all other personnel affiliated with the unit.

b. Concept of the Operation: The SFRG program is an enduring mission. Central and essential to it is an engaged and energetic SFRG Chain of Command that shall be established at all echelons of command. The required functional elements of an SFRG unit are the commanders, a Command Family

Readiness Representative (CFRR), a Fund Custodian, and, if required, a Rear-Detachment Commander (RDC). Every SFRG unit will contain these positions at a minimum. Unit commanders may designate other SFRG positions based on the needs of the unit as described below in paragraph e.1.(14). The commander's analysis of unit needs will focus on encouraging self-sufficiency and providing informational, referral assistance, and mutual support. The unit SFRG is an enduring organization program which commanders should routinely execute in conjunction with other unit exercises.

c. Tasks to Units:

(1) Task to Subordinate Units:

(a) 1SBCT, 2SBCT, 3ABCT, 4CAB, 4SB, DIVARTY, and HHBN, See Coordinating Instructions.

(2) Task to Adjacent Units:

(a) 4SFAB, 627HC, 71EOD, 4EN, 759MP, 10SFG, USAG, CID, 1ST SPACE BDE, DENTAC, MEDDAC, VETCOM, and AFSBn. See Coordinating Instructions.

d. Tasks to Staff / Installation Supporting Agencies:

(1) DIV CFRR:

(a) Serve as the DIV staff proponent for the SFRG and CFRR programs.

(b) Participate in higher echelon efforts to shape the SFRG program to meet the needs of Fort Carson and 4ID units.

(c) Assist in providing program guidance and direction to Senior CFRRs (BDE and BN level) and unit commanders.

(2) Public Affairs:

(a) Provide support and guidance to subordinate units through their Public Affairs entities regarding the use of social media and other outreach efforts. This includes Force Protection and Operational Security matters relating to all communication efforts.

(b) Ensure all Fort Carson and 4ID communication outlets reflect updates from the legacy Family Readiness Group (FRG) program to the SFRG program.

(3) USAG (Army Community Service (ACS)):

(a) Plan for additional SFRG and CFFR training courses in order to meet the increased demand for training requirements. Coordinate with units for virtual, portable, and in-person (when available) training.

(b) Serve as the point of contact with DCS (G1), Army Material Command, and Training and Doctrine Command to ensure training is adequate and available for those holding SFRG roles or positions.

(c) Provide resource materials and reference templates for SFRG positions.

e. Coordinating Instructions:

(1) All personnel having a functional role in support of the SFRG, except the commander and SFRSA, will be placed on appointment orders and have position descriptions developed to outline their duties and responsibilities. NLT 31 DEC 20, commanders at all echelons will appoint a primary and alternate CFRR and Fund Custodian.

(2) The unit commander shall serve as the SFRG Leader and not further delegate this responsibility. Volunteers are no longer authorized to serve as SFRG Leaders or perform SFRG Leader duties.

(3) The unit's Family Readiness Liaison (FRL) will be re-designated as the CFRR. The person performing CFRR duties shall not deploy and have at least twelve months stabilization as of the date of their appointment orders. Recommend, when feasible, that commanders appoint individuals they do not plan to deploy as CFRRs in order to maintain continuity of the position during a deployment.

(4) The CFRR, as outlined in Annex A, may be an officer or noncommissioned officer (NCO) with the rank of sergeant or above. The CFRR may also be the person pre-designated to become the unit's RDC or Rear-Detachment (RD) NCO. The CFRR is the key person in the unit designated to assist the unit commander regarding personnel readiness and the SFRG. This position shall only be held by a service member. See Annex A for additional information.

(5) The Fund Custodian (primary and alternate) may be a service member or volunteer. The unit commander, Sergeant Major, First Sergeant, CFRR, contractor, or SFRSA shall not serve as the Fund Custodian. Fund Custodians will adhere to the informal fund policy IAW Reference A, B, and D. See Annex B for additional information regarding mandatory training requirements.

(6) Ensure personnel performing SFRG duties, except the Soldier and Family Readiness Support Assistant (SFRSA), are on appointment orders and have position descriptions.

(7) Ensure subordinate commanders appoint a primary and alternate CFRR and Fund Custodian.

(8) Ensure subordinate commanders make affiliated unit personnel feel welcome and a part of the team, and approve the content of all SFRG outreach material.

(9) Ensure subordinate commanders develop a Standard Operating Procedure (SOP) that complies with Reference D and includes current alert rosters and outreach communication networks, frequency of communication, and control measures for informal funds, audits, and fundraising approval procedures. See Annex C for a sample SFRG SOP.

(10) Commanders shall not add additional reporting requirements to the operation and execution of SFRGs per Reference D and F. However, commanders shall, as a part of their inspection program, inspect subordinate unit SFRGs.

(11) Ensure subordinate commander encourage all personnel performing SFRG duties, including alternates, to attend training for their respective duties. See Appendix 3 of Annex A for additional information.

(12) Ensure subordinate commanders complete annual audits of the Fund Custodian.

(13) Ensure single Soldiers are included in all SFRG activities.

(14) Commanders shall actively recruit, train, maintain, reward, and provide work space and the appropriate equipment for volunteers IAW Reference C. Examples of volunteer positions are: Advisor, Secretary, Newsletter Editor, Activities Chair Person, and Key Caller.

(15) FORSCOM currently does not have any SFRSA authorizations. Units are only permitted to hire an SFRSA IAW Annex B. Commanders will not hire an SFRSA to perform the duties of the RDC, CFRR, Fund Custodian, or SFRG Advisor. The Unit SFRSA shall work in support of the commander, RDC, CFRR, and SFRG Advisor. The duties of the SFRSA are limited to those prescribed in Annex B, and the person performing those duties is not permitted to act on behalf of the unit commander. See Annex B for additional information.

(16) All 4ID subordinate and adjacent units will provide one (1) x Senior CFRR to attend the CFRR synchronization meeting at 0900 on the third Wednesday of every month. Location of the meeting will be the Elkhorn Catering and Conference (ECC) Center or virtual dependent on COVID restrictions. Subordinate Battalion CFRR representatives and Better Opportunity for Single Soldier (BOSS) representatives are welcome to attend, but not required.

(17) Senior CFRRs will submit CFRR and Advisor roster updates, and reports (5Ws and metrics) on SFRG events and Welcome Briefs throughout their respective formations. Updates and reports are due to the DIV CFRR NLT COB the third Wednesday of every month.

4. **Sustainment**:

a. Fort Carson and 4ID Command Family Readiness Representative Program (See Annex A).

b. Fort Carson and 4ID Soldier and Family Readiness Support Assistant Program (See Annex B).

5. **Command and Signal**:

a. 4ID staff lead for the SFRG and CFRR programs is the DIV CFRR, CPT Brian Hicks, at 719-503-0012 or brian.n.hicks2.mil@mail.mil.

ACKNOWLEDGE:

MCFARLANE
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OFFICIAL:

BARNETT
G3

ENCLS: (9)
ANNEX A: CFRR Program
ANNEX B: SFRSA Program
ANNEX C: Sample SFRG SOP
APP 1 TO ANNEX A CFRR STRUCTURE
APP 1 TO ANNEX B POSITION DESCRIPTION
APP 2 TO ANNEX B SRD
APP 2 TO ANNEX A DUTIES AND RESPONSIBILITIES
APP 3 TO ANNEX A TRAINING REQUIREMENTS
APP 3 TO ANNEX B JOB ANALYSIS