**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, CDRFORSCOM 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-F

OR-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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