

Commander Handover

Army Command Policy AR 600-20

There is no clear Duties and Responsibilities for a Commander. You are responsible for ensuring the command climate is positive. You are responsible for everything, but can only oversee those operations. Task organization and priorities is key. Stay nested with one and two levels higher and take the hit for responsibilities that drop off that are not as important (ensure you communicate if it does drop off). Throughout this continuity book, detailed information or step-by-step instruction on how to accomplish key common tasks are identified.

Tasks to Complete (prior to CMD)

This section highlights tasks that should be completed prior to assuming command.

- **Conduct PAI just prior to taking command.** All soldiers will see the CDR. This will also be an update of Soldier Readiness Files (SRF), Family Care Plans, military driver's licenses. Weapons and mask cards will not need to be updated, but should be inspected (not completed).
- **USAREUR Commander Course** – Schedule to attend the course held on Vilseck or Camp Aachen.
- **Commanders Safety Course in ATTRS.**
- **Submit Assumption of Command Orders to finance** (Mrs. Eunmi Peck) for access to UCFR
- **Legal**
 - o Ensure UCMJ tracker is updated and review for situational awareness.
 - o Maintain a conversation log to track informal/verbal counseling and engagements with subordinate leaders and Soldiers.
- **Engage Commander on Summary of Ongoing Actions**
- **Review Regimental, Squadron, and Troop Policy Letters**
- **Review the Continuity Book**
- **Get a TMP License**
 - o Class is Friday at 1300 (drivers license office)
 - o Need accident avoidance, commander's interview, and USAREUR License
- **Establish 1-2 focus areas by priority to review each week for the first 60-90 days** to avoid overwhelming subordinates; only change what can improve
- **Request the following software programs** for your work computer:
 - o Silverlight
 - o Firefox
 - o Adobe Acrobat
 - o ITAMs
 - o GCSS-A
 - o VPN and WIFI access
 - o Wireless Capability
 - o Java 8
- **Initial Inventory**
 - o XO and 1SG must be involved in the process
 - o Request LOGSA and LIW Accounts
 - o Conduct PBO Inbrief
 - o Updated COEI and BII sections from each TM are printed and in a binder
 - o Prepare Inventory HR/SHR Sheet –Using outgoing commander's by LIN schedule, prepare inventory sheet to track all HR/SHR items and shortages.
 - o Complete pre-filled memos for property issues
 - o Required items: ruler/tape measurer, flashlight, magnifying glass, rags, all primary HRs, shortage annexes, a camera, blank DA Form 2062s

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- Write memos by LIN or consolidated by day to reflect shortages.
- Correct all serial number discrepancies before signing HR.
- SHR holders will sign their SHRs immediately after SHR inventory
- Counsel ALL SHR Holders. Use a blanket SHR initial counseling memorandum.
- **Prepare for CoC.** Invitations, Speech, Biography, and Reception
- **Create Business Cards.**
- **Initiate Command Climate Survey within the first 30 Days of Command.** Click on Request New Assessment on <https://www.deocs.net/public/index.cfm>.
 - Examples of Locally Developed Questions
 - Communication flow from the chain of command is good.
 - The leaders in my command show a real interest in the welfare of families.
 - I receive periodic formal feedback from my rater.
 - I have not experienced or witnessed hazing while assigned to this command.
 - In the past 30 days, I have felt confident about my ability to handle my personal problems.
 - I am given adequate time to maintain my physical conditioning.
 - My command enforces the standards of military courtesy.
 - Leadership takes allegations of sexual harassment seriously.
 - The current level of morale is high.
 - Communication from my direct leadership is clear.
 - Examples of Short Answer
 - What is the ONE thing that leadership can do for you that they currently don't do?
 - What one thing would you change to improve communication?
 - How satisfied are you with the unit's Mentorship Program? Please explain.
 - How has the unit's current OPTEMPO impacted your interactions with your family?
 - What do you see as the most significant challenge currently facing this unit right now? What would you recommend to address this challenge?
 - Organizational Effectiveness Section Comments
 - Equal Opportunity/Fair Treatment Section Comments
 - Discrimination/Sexual Harassment/SAPR Section Comments
 - General Written Comments
- **Get Vitals of the Office** (building keys, sign for cell phone from TCO)
- **Get on all appropriate email distribution lists.**
 - 2CR Orders/FRAGOs, DTOs (1LT Maniaci)
 - RES Orders/FRAGOs, DTOs (1LT Krusee/1LT Kouitiri)
 - Weather distro (Usama N. Bamieh)
 - S1 NET (Jerry Dillard)
 - RES PERSTAT (SGT Haller)
 - Dental Class III's and No Shows (SGT Thomas Roberts)
 - Loss Report (Ms. Cyndolia Perry)
- **Schedule a command photo.**
- Link to the HHT, RES, and 2CR ShareDrive

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- HHT - \\graf0308apcs280\2SCR\2 Subordinate Squadrons\RES-2SCR
- RES - \\graf0308apcs280\2SCR\2 Subordinate Squadrons
- 2CR - \\graf0308apcs280

Commander's Programs

A plan of action aimed at accomplishing a clear business objective, with details on what work is to be done, by whom, when, and what means or resources will be used. Organization Inspection Program provides guidance and assign responsibilities for scheduling, conducting, documenting and correcting deficiencies found in the inspection process. Ensure personnel who are assigned specific duties are aware of their roles and responsibilities and prepared for Squadron, Regiment, and USAREUR level OIP inspections. Always forecast schools for additional duties.

- **Duty Appointment Orders** - These orders often state the references that the appointed individual will use to carry out his duties. The executive officer publishes the appointment orders.

FRL	Air Load	Environmental
Publication	Unit Movement	BOSS
Safety	USR	Budget
Fire Marshall	Voting Assistance	CFC/AER Relief
SHARP/VA Rep	MRT	GPC
EOL Leader	Retention	DTMS
UPL	Master Fitness	Master Driver
Arms Room	Field Sanitation	Maintenance and Material Readiness
SAM 31	Physical Security	Command Supply Discipline Program/PBUSE
CBRN	Bus Driver	HAZMAT (HAZ 11, 12, 15, Ammo Handler)
ASAP	Suicide Prevention	Substance Abuse

- **FRG** – FRG information (funds, leader, welcome letter)/FRG duties and appointment memos/MWR funds manager
 - Introductory note to Families/Parents (P132)
 - Off-site FRG Meetings
 - SPC/SGT/SSG buy-in during FRG
 - Volunteer management information system (VMIS)/volunteer medal
 - Quarterly Troop events (Halloween party/Christmas Party)
 - Bi-Monthly Coffee
 - Instagram Acct
 - Breakfast Club
 - BOSS
 - Troop Raffle and Donations
 - Themed Dinners

Training

This section highlights all training considerations to include battle rhythm, mission, training meetings, and Section/Platoon Capabilities/Limitations.

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Battle Rhythm Chart - This chart shows the normal recurring events and non-mandatory meetings in the unit such as training meetings, leader meetings, and staff meetings.

DUE OUT	FROM	TO	DATE
Training Meeting or Command and Staff Meeting and CDR/1SG Huddle	RES CMD Team	Troop Command Teams	Every Wednesday 1500-1700 at BLDG 627 Training Meeting and Command & Staff Alternate Update Slides on RES Portal by COB on first day of duty week
Troop Training Meeting	HHT CMD Team	HHT OPs & PLs/PSGs	Every Wednesday at 1230 at BLDG 910 Conference Room Submit slides to CDR by COB on second to last day of previous week
Weekly HHT Operations Meeting	HHT CDR	HHT OPNS Team	Every Monday at 1100 at BLDG 910, Conference Room
Staff Sync	SXO	RES Staff	First day of the week at 1300 at BLDG 627
S1 Personnel Review	S1	HHT OPNS	First day of the week at BLDG 627
Squadron Maintenance Meeting	SXO	Troop XO's	Second day of the week at 1400 at BLDG 915
FRG	HHT CMD Team	HHT	1 st Tuesday of the month at 1730
Squadron LPDs	RES CMD Team	E7s and above	2 nd Thursday of the month at 1400
Squadron NCOPDs	RES CSM	All NCOs and E7s and above	As Published by RES CSM
Steering Committee	RES CMD Team	Troop Command Teams	3 rd Thursday of the month at 1130
Hail and Farewell	RES CMD Team	E7s and above	1 st Friday of the month at 1836
Pioneer Best Soldier Board	RES CSM and Troop 1SGs	Applicable Soldiers	2 nd Tuesday of the month at 1330
Pioneer Promotion Board	RES CSM and Troop 1SGs	Applicable Soldiers	4 th Tuesday of the Month at 1330
CLIF	USAG FRG	2CR FRGs	2 nd Tuesday of the Month

Mission Statement

- **2CR Mission.** On order, 2d Cavalry Regiment deploys to disrupt or destroy enemy military forces, control land areas, including populations and resources, and is prepared to conduct combat operations to protect US national interests.
- **RES Mission.** On order, the Regimental Engineer Squadron provides the 2d Cavalry Regiment with mission command, intelligence, assured mobility, and protection support IOT enable the Regiment's deployment to disrupt or defeat military forces, control land areas (including populations and resources), and prepare to conduct combat operations to protect U.S. national interests.
- **HHT Mission.** Provides **mission command capability and medical support** to the RES as well as maintain the Regiment's ability to conduct **mounted route, zone, and area CBRN recon and surveillance** IOT **integrate and synchronize enabler assets** to assist the Regiment's ability to control land areas and conduct combat operations in support of US national interests.

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- **Purpose:** The purpose of this training plan is to prepare the Troop to support theater security cooperation missions and promote multinational interoperability through enabler support to 2CR, ready its Soldiers to deploy, fight and win in armed conflict as well as establish support systems for our families to manage the adversities of deployment and wartime missions.
- **Key Tasks:**
 - Field remaining equipment shortages within the Troop and obtain an **ORR of 90% for all critical systems and mission essential vehicles.**
 - Validate the Troop and Squadron command posts, mission command systems, and ability to **integrate, synchronize, and battle track friendly and enemy operations.**
 - **CBRN and Medical Platoon master individual, crew, and squad tasks;** conduct platoon collective training in conjunction with German 750th Decontamination BN and RSS Charlie Med respectively.
 - Create a strong support group through the **FRG and provide our families with the necessary care and resources to manage adversities** as a community during both garrison and deployed operations.
- **Endstate:** HHT is equipped, trained and capable of **integrating and synchronizing** with our NATO partners and enabler assets to **deploy, fight and win** our Nation's conflicts with **competent, decentralized leaders of character** while maintaining a **positive command climate** committed to **transparency** at all levels. Our families will have an organization capable of **delivering resources and providing support** to strengthen resiliency and manage hardships.
- **Sustainable Readiness Model** – The Sustainable Readiness Model will provide force generation policies and processes that optimize the readiness of the force and balance the Army's steady state missions, contingency response capability and available resources.
 - Objective T is a measurement and should be used to guide for training.
 - T&EO tasks will be subdivided into three groups of "Go/No-Go" performance measures
 - Leader performance measures - sequential and observable actions required by a leader to complete a required task. Leaders must be present in order to be evaluated. Leader Performance measures will be determined by the proponent and will be revised in the Army Training Network NLT 01JUL16.
 - Critical performance measures- sequential and observable actions required to complete a required task. Critical performance measures will be determined by the proponent and will be revised in the Army Training Network NLT 01JUL16.
 - Performance measures- observable actions required by a unit or individual to complete a required task. Performance Measures are currently assigned to all T&EOs. Not all performance measures will become Critical Performance Measures.
 - Updated Task Proficiency Standards for Key Collective Tasks (KCTs) and Mission Essential Tasks (METs)
 - **T (Fully Trained):** Complete Task Proficiency. Task is Externally Evaluated IAW T&EO
 - Leader Performance Measures: 90% GO
 - Critical Performance Measures: 100% GO

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- Performance Measures: 90% GO
 - **T- (Trained):** Advanced Task Proficiency. Task is Externally Evaluated IAW T&EO
 - Leader Performance Measures: 80% GO
 - Critical Performance Measures: 100% GO
 - Performance Measures: 80% GO
 - **P (Practiced):** Basic Task Proficiency Task is NOT Externally Evaluated.
 - Leader Performance Measures: 80% GO
 - Critical Performance Measures: 100% GO
 - Performance Measures: 65% GO
 - **P- (Marginally Practiced):** Limited Task Proficiency. Task is NOT Externally Evaluated.
 - Leader Performance Measures: 80% GO
 - Critical Performance Measures: 100% GO
 - Performance Measures: 51% GO
 - **U (Untrained):** Task is not evaluated
 - Leader Performance Measures: <80% GO
 - Critical Performance Measures: <100% GO
 - Performance Measures: <50% GO
- **Mission Essential Task List (METL)** – See HHT In-Brief for specifics.
 - **Command Group and Staff (54 Pax).**
 - **Capabilities.** The Command Group and Staff provide mission command and guidance to subordinate Troops and communicate with higher regimental headquarters.
 - **Limitations.** No internal security force.
 - **Equipment.** .50 CAL x3, M249 x4, MK 19, CV Stryker, ICV Stryker, HMMWV x11, LMTV x3, Radio, JCR, and CPOF Capabilities through STT, TOC (Alaska Tent System), Construction Survey Kit, Raven, OSRVT, and GBS
 - **Medical Platoon (15 Pax).**
 - **Capabilities.** Perform and supervise basic and enhanced first aid treatment of casualties, while directly address the ambulance elements directing more medical focus tasks with focus on the ambulance squad to coordinate and prepare ambulance to receive casualties, conduct follow on transport with enroute casualty care and direct exchanges of litters and medical equipment. Additionally, Medical treatment officer and senior health care sergeant (SGT) supervise battalion aid station support operations which include administrative operations.
 - **Limitations.** Limited MTOE personnel to manage aid station and treatment/evacuation operations, requires additional support to complete mass casualty and patient decontamination operations, no internal security force during evacuation operations
 - **Equipment.** MEV Stryker x2, FLA x2, LMTV, Radio and JCR Capability, Aid Station (Alaska Tent System)
 - **CBRN Platoon (12 Pax).**

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- **Capabilities.** Locate/Detect, Survey, Mark, and Sampling IOT identify a bypass route to enable maneuver elements to move forward and reduce MOPP Levels resulting in enhanced maneuver elements flexibility and freedom of movement.
- **Limitations.** Timely process to conduct complete reconnaissance, need a higher echelon to collect samples taken, requires decontamination assets (planning factors associated with)
- **Equipment.** .50 CAL x3, M249 x2, NBCRV x3, Radio and JCR Capability
- **HHT HQs (7 Pax).**
 - **Capabilities.** Provides mission command to two subordinate platoons and logistical, administrative, and security support to Staff and two subordinate platoons. HHT HQs must ensure strong communication lines are maintained with all elements and key command group personnel to ensure Troop operates at optimal levels.
 - **Limitations.** No internal security force and lack of vehicle ring mounts reduces ability to provide security
 - **Equipment.** .50 CAL x2, M249 x4, HMMWV x2, LMTV x1, Radio and JCR Capability
- **LPDs** – published LPD notes that build toward goals, but revisit old lessons from time to time.
 - Competence
 - Character
 - Maintenance
 - Fire the PL for a day and have the PSG run the PLT, fire the PSG for the day and have a SL run the PLT, (fire yourself for a day and have the XO run the Troop—before I have to take a leave of absence)
- **AARs** – Provide feedback essential to correcting training deficiencies. Feedback is direct, on-the-spot and standards based. Each time incorrect performance is observed it is noted, and if it does not interfere with training, be corrected. During individual training this is easy to do. In collective training, such as STX, it may not be possible to interrupt the exercise just to correct a soldier who is performing an individual task improperly. This is why an AAR should be planned at the completion of each mission or phase to provide immediate feedback to the Soldiers being trained and published notes will be submitted to ensure lessons are incorporated in future training.
- **Training Meetings** – Start with 5 min doctrine reviews during training meetings. The rest will consist of the following:
 - **Inputs**
 - Commander – Guidance / Long Range Calendar
 - 1SG – NCOERs, STT Guidance
 - XO/Training Room - Land and Ammo Status, Status of Resourcing, Personnel Actions and Arrival/Departure, Task Tracker, Schools
 - PLTs (NLT 1700 on the second to last work day of the week, submit updates to CDR)
 - **Outputs**
 - RFI's from PLT's
 - AAR Comments
 - Commander's Guidance

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- **Review Last Week's Training**
- Platoon element assessments (collective and Individual tasks, warrior tasks and battle drill training)
- Identify training not conducted
- Update company KCT and MET assessments
- Identify retraining required
- **Coordination**
- Review Task Tracker
- Pre-execution checks T-5 thru T-1
- Identify any changes to upcoming events (tasks to train)
- **Future Planning**
- Review Long Range Training Calendar
- Provide Cdr's updated planning guidance for events (Adjust training focus of events)
- Demonstrate how platoon tasks support the company collective tasks to train (from the company UTP).
- Review draft training schedule for T-6 & T-7
- Confirm/identify additional resource requirements
- **Published Training Schedules** - The author should enclose a schedule of upcoming near-term training events to orient the replacement soldier to the flow of activities in the unit.
- **Long-Range Calendar of Events** - The continuity book should contain this calendar to highlight upcoming events throughout the year to the replacement. This affords him the opportunity to start planning for future activities.
- **CAT-C** – Schedule a CAT-C walk-through with personnel who have not been exposed to all capabilities available on GTA.
- **Maintain a library of approved classes for future hip pocket training**

Equipping and Maintenance

This section highlights the important information to maintain an engaged command supply discipline program.

Equipment Listing - The departing soldier lists the key pieces of equipment that his replacement will be responsible for, such as weapons, vehicles, and communications equipment (shoot, move and communicate), along with a capabilities reference guide for each type of equipment.

- **MTOE Shortages**
 - M4A1 for all personnel
 - Command Post CPN
- **Documentation/Actions**
 - Administrative Adjustment Report (AAR), DA Form 4949. Prepared IAW DA PAM 710-2-1, Ch 4. AARs correct administrative errors, not shortages or excess property.
 - Cash Collection Voucher (CCV)/Statement of Charges, DD Form 362. The preferred method for accounting for lost, damaged, or destroyed property, **the DD 362 must not be used for sensitive items**. See AR 735-5, B, B-2 for depreciation information.

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- Report of Survey (RoS), DA Form 4697. This is the least desirable method of recouping for lost or damaged property. This must occur when negligence or misconduct is suspected, no admission of liability is made, and there is a refusal to make payment through CCV, when the value of the loss is more than the individual's base pay, or when durables more than \$100 are lost or damaged (AR 735-5, para 14-24). **RoS is also required for sensitive items, along with an AR 15-6 investigation.**
- FLIPL
- **Useful Information - Account Requirements Code (ARC) Property**
 - **N – Non-expendable Item.** Essential items that are ordered through the PBO only. To remove these from the HR, you need proof of Turn-In, Lateral Transfer, RoS, CCV, or SoC.
 - **D – Durable Item.** Items not consumed during use. PB accountability is not required, HR/SHR control is. Software >100\$, tools, etc. Supply and S4 can order durables.
 - **X – Expendable Item.** Repair parts or items consumed in use or generally unclassified items. Be aware of excessive expendable losses with a CIIC of J (pilferable), recoverable items like HMMWV starters/alternators (items with a Recoverability Code (RC) of A, F, H, D, or L), office supplies, and chemlights.
- **Maintenance Status of Key Pieces of Equipment** - The XO should discuss the capability and operability of each item listed in the equipment listing. The author should also maintain a current deadline report for all non-mission capable equipment in his unit and list the actions being taken to correct the problems. XO should schedule rotating focus areas on maintenance days outside of vehicles (Crew served weapons/MTRs, Personal weapons, NODs/MOS specific equipment, communications equipment, CBRN equipment, etc)
- **Signature Cards**
 - Request, receive, and turn-in TADS and VI equipment at Training Support Center-Vilseck.
 - Request, receive, and turn-in Class VII equipment from the PBO. Turn in and pick up TMDE from Mobile Team and Liaison.
 - Request and Receive O2 Walk-thru or HI PRI CL IX items from the RSS SSA.
 - Request, Receive, and Turn-In Class III and IX items.
 - Request, Receive, and Turn-In Class II and IV items.
 - Request, Receive, and Turn-In Class II and VII Non-Expendable items.

Personnel and Manning

This section highlights personnel and manning issues and requirements by the Commander and Leaders to ensure personnel are cared for.

- **Manning**
 - MTOE
 - Add a medical service corps officer (70B67)
 - Add 4 combat medics (68W10), and 1 health care sergeant (68W20)
 - Add 3 CBRN Personnel (74D20)
 - Add 1 Human Resources Sergeant (42A30)

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- Medical Readiness
 - o www.mods.army.mil
- **Counseling** – The author should provide a job description of the duty position. If applicable, he can enclose a copy of his Officer Evaluation Report Support Form (DA 67-9) with Part IV (Rated Officer significant duties and responsibilities and major performance objectives) completed or Noncommissioned Officer Evaluation Report (NCOER) (DA 2166-7) with Part III (Duty Description) filled out.
 - o Initial and Quarterly Counseling – utilize the OER and NCOER support forms to conduct initial counseling and both rater and rated individual complete quarterly assessments individually and plan as a Team. Their duties and responsibilities should be clearly outlined on the support forms.
 - o Include 1SG during PSG Counselings or require her to conduct her own counseling with OPs SGT/PSGs/NCOICs
 - o Counseling packet inspections on Monday mornings.
- **Rating Scheme** – This document should be reviewed by you and 1SG monthly to ensure there are no changes without an OER/NCOER submission.
- **Alert and Social Roster** - The continuity document should provide an up -to-date telephonic alert roster with instructions on when and how to use it. These documents are different, but have much of the same information. This should be updated monthly by the Operations Team.
- **Personnel Data Information** - Provide data on the personnel in the unit. The information should include name, rank, social security number, military occupational specialty (MOS), duty position, address, telephone number, spouse name, and children names. Also include deployment readiness information that shows which individuals within the unit are not deployable and the reasons why.
- **Family Care Plans** - Single parents and dual military couples with family members must ensure family members are properly and adequately cared for when the Soldier is deployed, on Temporary duty (TDY), or otherwise not available due to military requirements. Soldiers are required to complete the FCP with 30 Days and it must include
 - o DA Form 5305-R Family Care Plan
 - o DA Form 5304-R Family Care Plan Checklist
 - o DA Form 5840 Certificate of Acceptance
 - o DA Form 5841 Power of Attorney
 - o DD Form 1172 (Get from DEERS)
 - o DD Form 2558 (Allotment)
 - o Letter of instruction
- **Leader Book Information** - The author of the continuity book should also include leader book information in his continuity book. A leader book is a tool to help leaders identify and train essential soldier tasks that support the unit’s mission essential collective tasks. Leaders use this book to record information addressing administrative data, common tasks, skill qualification assessment, and specific collective tasks that support the unit’s METL. They also record personal information that affects their soldiers’ training performance and that leaders need to know to provide training which meets their soldiers’ personal needs. The size of the leader book can vary depending on the leader and his duties; i.e., the book for a company commander may be much larger than that of a team leader. As a result, depending on the amount of information, the soldier preparing the continuity book should include leader book information if it fits. Otherwise, he/she may decide to keep the leader book as a separate document.

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- **Commander Tools**
 - Administrative Separations - commanders must make maximum use of counseling and rehabilitation before determining that a Soldier has no potential for further useful service and, therefore, should be separated. In this regard, commanders will ensure that adequate counseling and rehabilitative measures are taken before initiating separation proceedings. Misconduct is Chapter 14 and Unsatisfactory Performance is Chapter 13.
 - ABCP - The required weight loss goal of 3 to 8 pounds per month or 1 percent body fat are both considered a safely attainable goal to enable Soldiers to lose excess body fat and meet the body fat standards. As an exception, an individual who has not made satisfactory progress after any two consecutive monthly or three or more nonconsecutive month's weigh-ins will be referred by the commander.
- **Legal Operations.** It is imperative to know how to conduct and address UCMJ matters, the Battalion Commander's policy on UCMJ, lessons learned, and an update on all current and pending UCMJ cases in your company. Once you take command, you should know the following minimum legal policies and practices (See Commander's Guide to Military Justice – 2CR for more information):
 - **Summarized Article 15** - 14 days extra duty, 14 days restriction, Oral reprimand.
 - **Company Grade Article 15** - Reduction of one grade for E-4 and below, Forfeiture of seven (7) days pay, 14 days extra duty, 14 days restriction, and Oral and/or written reprimand.
 - **Field Grade Article 15** - Reduction of one grade for E-5 and E-6, Reduction of one or more grades for E-4 and below c. Forfeiture of ½ pay per month for two (2) months, 45 days extra duty, 60 days restriction (When given in conjunction with extra duty, the maximum restriction is 45 days), and Oral and/or written reprimand.
 - **Chapter Process**
 - **Stage 1 - Unit level actions**
 - Notify unit legal clerk and/or trial counsel of intent to chapter Soldier and underlying basis for chapter
 - FLAG Soldier (DA Form 268)
 - This is required for all involuntary separations
 - Ensure the Soldier completes Parts I and II of the medical evaluation
 - Required for Chapters 5-3, 5-11, 5-12, 5-13, 5-14, 5-17, 7, 8, 9, 11, 12, 13, 14, and 18
 - Ensure the Soldier completes a behavioral health evaluation
 - Required for Chapters 13 DQG 14
 - Ensure Soldier completes ACAP counseling.
 - **STAGE II - Provide to paralegal the following**
 - Request for Administrative Separation Action form with all supporting documentation (see following page)
 - **STAGE III – Legal and unit level actions**
 - Company commander reads notification memo to Soldier
 - Company commander sends Soldier to TDS with complete packet and escort for separation counseling

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- Company commander makes recommendation to squadron commander on Commander's Report
- Company commander forwards packet to squadron commander for recommendation/action
- Paralegal forwards packet to regimental commander for recommendation/action
- If necessary, SJA forwards packet to commander, 7A JMTC, for recommendation/action
- Soldier escorted Vilseck Transition Point to obtain separation orders
- **Flag requirements.** Utilize the DA Form 268 to place and remove Soldiers with adverse actions.
- **Police report (DA Form 4833)** is generated when the MPs or police take action against a Soldier and must be completed within 90 days after the DA4833 is issued.
- **Bar to Reenlistment** should be used to deny reenlistment to Soldiers when separation proceedings aren't warranted.
- **Protective orders** are initiated when the safety of the Soldier or their family is in jeopardy. A Commander can initiate a no contact order for up to 72 hours and extend that order indefinitely if the circumstances allow for it. An exception to policy to the Garrison Commander must be submitted if a Soldier is separated from their family in the barracks for more than 72 hours.
- **ASAP Enrollment (DA Form 8003)** must be automatically initiated following any incident with drug or alcohol abuse or following a failed urinalysis. The DA8003 must be submitted to the ASAP coordinator to schedule an assessment determining Soldier drug or alcohol abuse or neglect. More often than not, Soldiers are determined to not have problems of abuse and enrolled in Prime for Life (informative two day class about the hazards of drug and alcohol abuse).
- **Administrative Actions:**
 - **Foreign Service Tour Extension (FSTE)/Foreign Service Tour Curtailment (FSTC).** Extending a Soldier past the initial 2 or 3 year tour. If the extension is for personal reasons with no influencing factors, I would suggest disapproval unless the reason is justified. You are only a recommender for this action.
 - **Early return of Dependents (ERD).** An early return of dependents is when the command makes the decision to return a services member's family prior to their tour commitment. ERDs are approved by the Garrison Commander. The Squadron and Regimental Commanders both have a recommendation block prior to reaching the Garrison Commander. ERDs cost the Garrison a significant amount of money so before you decide to return a Soldier's dependents ensure you have done all that you can with the systems available on post. Before you submit the paperwork through your Squadron Chain of Command ensure you can demonstrate your use of all on-post garrison agencies used to help remedy the problem, health the medical concern, or that you can demonstrate the repeated incidents that legitimize how a dependent is destructive or a constant strain on the command or unit. An ERD should be the final step in the process to solve a problem after you have exhausted all other means, not the first.
 - **Command Sponsorship.** Command Sponsorship is authorized at the Troop level. By command sponsoring a dependent, you are taking responsibility of their actions as well

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as their well-being. If a dependent becomes a medical or legal concern, they are still your responsibility. You have the right to terminate command sponsorship for a dependent and pursue an ERD in the event that a dependent cannot be supported or is being destructive to the command and the organization.

- **Tuition assistance.** Allows your Soldiers to seek higher education while off duty. This is a simple form to sign that authorizes the tuition assistant funds.
- **Advance Payment for loans.** Newly arrived Soldiers that will live off post will potentially need a payment advance until they receive the pay advance for the loan on their rental property. With that being said, most of the loans are usually \$2000-\$3000. The repayment of the pay advance should take place over the next 24 to 30 months of their service time.
- **COLA Adjustment.** This financial adjustment is the most common due to command sponsorship, marriage, or the birth of a new child. Utilize the financial actions cheat sheet to see the requirements needed to submit through UCFR.

Personal Ideas

- Company T-Shirts
- Company BBQ or Picnic
- Unit Coins
- Company Pictures
- Company Hats
- Company Stickers
- Company Holiday ornaments
- Troop Store
- Company PCS Gift Fund
- PT Competitions

Recurring Requirements

This section highlights weekly and monthly requirements that cannot be overlooked.

- **Daily AAA-162 Review** with OPS SGT to confirm the presence of all personnel
- **Weekly SITREP** – Weekly Situation report is your opportunity to discuss what your Troop is doing with the Squadron Command Team. Be thorough and detailed to ensure the SCO has a clear picture of what you want/need him to know. Ensure to draw the SCO's attention to information that you need support on. Lastly, include storyboard to highlight training events.
 - Key Troop Events (last 7).
 - Key Troop Events (next 7).
 - Training Highlights (T-1 and T-2).
 - Community Engagements (last 7/next 7).
 - Leader Development (last 7/next 7).
 - SCO Weekly Requirement.
 - Commanders Comments/Areas in Need of Assistance.
- **Barracks Checks** – Complete a bi-monthly walk through of each barracks building to review standards and discipline and engage the Soldiers on a personal level. Reduce imparting significant corrections to the Soldier to maintain trust in that area, but provide all comments to 1SG for future engagement.
- **SI and Cyclic Inventories, Signing of Hand Receipts, and Signing/Submission of Property Book** – XO and Supply team manage the scheduling and review of all inventories and documents. They should prepare the TMs and associated equipment information (LIN, SN, etc) for each inventory and provide the consolidated hand receipt at the end of the month for review and signature.

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Always submit your own hand receipt (only after reviewed by your Supply team) to the PBO office monthly to establish a positive relationship with their team.

- **Monthly RECONS** – Standard reconciliation tool between different systems at your level and higher headquarters to ensure no mismatches occurred.
- **EOM Reports** – Must be completed NLT 8th of every month. 1SG reviews these documents with the NCOICs and then discusses with you for approval and signature prior to submission. Ensure to integrate OICs/PLs into this process quarterly to ensure they are aware of the personnel issues in their sections or platoons respectively.
 - o **Unit Soldier Medical Report** – highlight any HIV almost 2 yr old and notify COC to fix
 - o **Good Conduct Medal Roster (AAA-199)** - ID any Soldiers on list with repeated negative counselings, Bars, Flags, Blotter reports, etc. Circle no for them and provide the documentation.
 - o **FLAG report (AAA-095)** – review: is there anyone who’s supposed to be flagged but not showing up on the report? Any FLAGs marked as active that should not be? Scrub vs ABCP and APFT fail tracker: are all SMs failing these programs currently showing up on the FLAG report?
 - o **Unit Personnel Accountability Report (AAA-162)** – scrub duty status for accuracy
 - o **Unit Soldier Readiness Report (AAA-167)** – highlight DD93/SGLV dates almost 1yr old and notify COC to fix
 - o **Enlisted Advancement Report (AAA-117) PV1/PV2/PFC**
 - Eligible
 - Yes: no documentation needed
 - No: provide counseling on why SM is not being recommended for promotion
 - Eligible with Waiver
 - Yes: must have enough waivers (how many do we have from S1 this month?)
 - No: no documentation needed
 - Not Eligible (will probably all be “no”)
 - Yes: provide documentation on why reason is erroneous
 - No: no documentation needed
 - o **Enlisted Advancement Report (AAA-294): “Is this SM ready for the promotion board?” SPC/CPL**
 - Eligible for CLI
 - Yes: no documentation needed, SM automatically becomes promotable and must go to RES promotion board next month
 - No: provide counseling on why SM is not being recommended for promotion and initiate BAR and FLAG
 - Eligible
 - Yes: SM must go to RES promotion board next month
 - No: provide counseling on why SM is not being recommended for promotion
 - Eligible with CLI points
 - Yes: SM must go to RES promotion board next month
 - No: provide counseling on why SM is not being recommended for promotion
 - Eligible with waiver
 - Yes: must have enough waivers (how many do we have from S1 this month?) and SM must go to RES promotion board next month
 - No: no documentation needed
 - Not eligible with points (will probably all be no)
 - Yes: (does not apply)
 - No: no documentation needed
 - Not eligible for promotion (will probably all be “no”)

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- Yes: provide documentation that reason is erroneous, SM must go to RES promotion board next month
- No: no documentation needed
- Include in folder when turned into Squadron:
 - EOM reports (pencil in yes/no recommendations)
 - EOM reports worksheet
 - All documentation (counseling statements etc.)
 - Paperwork for BARs and FLAGS that must be initiated based on EOM reports (DA4126 code G, DA268 code C, and draft counseling statement for each SM notifying him/her of bar/flag including plan of action listing what SM must do to overcome bar/flag)
 - SSD tracker
 - APFT tracker (date and score of last test for everyone in troop)
 - Ht/Wt tracker (date of last ht/wt for everyone in troop)
 - ABCP tracker
- **UCFR** – Must be validated by the 10th of each month. UCFR provides the Command Team an opportunity to review and ensure all personal information for the Soldiers and their families. 1SG reviews this document with EOM reports. Utilize UCFR to submit financial documents and reduce the time for approval through S1 channels. Verify the following:
 - Military Grade
 - Name
 - SSN
 - Status
 - Net Pay
 - Allotments
 - BAH
 - BAS
 - Pay Option
 - Leave Balance
 - Balance Owed
 - Incentive Pay
 - ETS Date
 - VHA – Zip Code where unaccompanied dependents are located and paid for
 - If Zip code is present, then OHA=0 and COLA=W/O
 - OHA (0 = without dependents/1 = with dependents/Blank = no OHA)
 - COLA (B/C = Barracks Rate/W/O = Without Dependents or Soldiers drawing separate rations/WD1 = with dependent with number of dependents up to 5)
 - Article 15
- **Monthly Urinalysis** should be conducted with UPL
- **Quarterly Counseling** – Schedule quarterly counseling one month in advance during a pre-set week each quarter to maximize the value.

Requirements to Higher

This section highlights requirements you owe to higher headquarters all of which you will require from your subordinate platoons and sections. Ensure you filter information accordingly. With the vast amount of information flowing in every direction, messaging fratricide is a concern. Within the Troop, you all need to speak with one voice. Send up information that you deem necessary to the chain of command, always provide recommendations to the problem set, and request support, advice, or guidance when needed.

- **Suggested CCIR (Bold indicates Wake Up Criteria for higher)**

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- **Any threat of attack or actual incident (bomb, fire, network attack, etc.) that threatens or harms 2CR Soldiers, Families, or facilities.**
 - **Death or VSI of a Dragoon Soldier or Sponsored Family Member; to include loss/severe injury to limb or eyesight. Likewise any similar death/injury caused by a Dragoon Soldier to a civilian.**
 - **Rape or violent sexual assault of a Soldier or dependent.**
 - Spouse/Child/Trooper abuse (physical/emotional/sexual).
 - Harassment, discrimination, hazing.
 - **Suicide Attempt by Dragoon Soldier or Family Member.**
 - Suicidal ideation or gesture not culminating in an attempt.
 - **Any incident that gravely discredits the Regiment in a very public way, ultimately impacting the relationship with host nation military or populace; any event that may result in widespread adverse media coverage.**
 - Loss, theft, or severe damage to a weapon, sensitive item, COMSEC, ammunition (major loss), or explosives.
 - Accidents or serious injuries to Dragoon Soldier or Family member; any incident (except scheduled hospital stays or normal child birth) requiring a hospital stay of over 24 hours.
 - Uncontained release of HAZMAT requiring significant cleanup; any spill contaminating a water source.
 - AWOL Soldier.
 - IG complaints or Congressional inquiries.
 - Loss of a high-value (not sensitive) item.
 - SFC and above who have a significant event in the family.
 - Positive events that warrant Regimental Commander acknowledgement (promotions SFC and higher, graduations, significant awards or honors, etc.)
 - **Loss of accountability of forward deployed troopers.**
 - Arrest, detention, or criminal charges levied by MPs or Polizei.
 - Any misconduct involving officers or SFC and higher.
 - Any vehicle break down off GTA.
 - Any Mission Essential equipment that is NMC.
 - Any readiness rates below 75% for the following fleets.
 - An incident that brings discredit to Army or PAO interview.
 - Negligent Discharge.
 - COL Visit or Higher.
-
- **Serious Incident Report (SIR)** - In the event that a Soldier or his or her family member is hospitalized for a serious injury, arrested, or has any other significant event happen to them while off duty, it is important to file a Serious Incident Report (SIR). The SIR can provide legal or medical information of the event as you know it at the time. An SIR can be submitted initially and then updated as the situation change.
 - **Soldier Risk Management Council (SRMC)** – Quarterly roll-ups of the Soldiers (and dependents, as applicable) you assess as of high risk (those Soldiers who you assess with significant/likely potential to harm themselves/others; both intentionally and unintentionally [i.e., due to substance abuse]).

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- Relationship Problems.
- Substance Use Changes (or abuse).
- Personal or Family History of Suicide/Gesture/Ideation.
- Legal Problems (pending UCMJ/under investigation).
- Death of a Loved One.
- Other Significant Personal Problems (you've identified).
- Poor Soldier Resilience - Your assessment that the Soldier possesses poor coping skills.

Lessons Learned

This section highlights the lessons the departing soldier learned while carrying out his duties. It should include tactics, techniques, and procedures (TTPs) which the author found useful in producing optimal results in a given task. In essence, this is an after-action review (AAR) of potential pitfalls with tips on how to overcome them.

- Squadron Staff

- Schedule meeting with SXO for role in staff, how to work with the staff, what additional support can I provide to the staff, how to reduce impact on battle rhythm?
- Schedule meeting with the S3 about how to approach the S3 shop for taskings and use of its personnel, CONOP examples, trends, and future training outlooks.
- Maintain positive communication lines with Command Team on readiness and status of the troop to ensure personnel are prepared for training exercises and deployments.
- 1SG has a weekly meeting with NCOICs and Platoon Sergeants. This is extremely important to ensure all tasks are getting done.

- Medical Platoon

- Schedule a meeting with the PA, PL, and PSG to discuss how to leverage his knowledge into the training plan and development of medical platoon leader, how to manage taskings (sick call, clinic, range and training support) while ensuring personnel are taking care of and internal training can be conducted. Additionally, incur about the capabilities, limitations, and any equipping or timing requirements to maintain mission.
- Schedule a meeting with Charlie Medical, RSS to engage on dual training opportunities to utilize Role II for Role I support.
- Table VIII validation is super important and must be trained annually. Block out a week of time when other Troops have down time and schedule class accordingly. Utilize the Mystic site and training personnel to reduce internal personnel requirements.
- Conduct monthly CLS recertification classes and quarterly CLS certification classes.
- Establish a dedicated EFMB train up for personnel that show interest and are capable of completing the requirements.

- CBRN Platoon

- Schedule a meeting with the PL and PSG to discuss capabilities, limitations, equipment status and maintenance, training progression, and incorporation of training with other units (US and multinational).
- Schedule a meeting with 2CR CBRN OIC/NCOIC to determine best COA for leveraging them for USAREUR CBRN training opportunities and integrating them into your validation process.

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- Schedule a meeting with 750th CBRN DEF BN to discuss way ahead for training.
- Schedule a meeting with 173rd BEB HHC CDR to discuss their CBRN Platoon training progression and how they can integrate with one another.
- Engage RES S3 for inter-regimental training opportunities for the CBRN Platoon to integrate into operations and increase their maneuverability.
- Utilize L6 School to ensure Soldiers are trained on Stryker capabilities (extremely important to maintain operational readiness of vehicles and mission).
- Utilize stryker FSRs and FST mechanic to maintain NBCRV operational readiness.
- Ensure a proper gunnery training progression is utilized by the platoon. They should check out the .50 CALs weekly or bi-monthly to ensure they walk through different gunnery tables and proficient at handling the weapons system.
- **HHT OPs**
 - Weekly meeting on Monday is integral to establishing short, medium, and long term priorities and goals. Don't just receive information, expect analysis and way forward. Additionally, ensure Troop improvements and personal section projects are included in the updates.
 - Ensure proper task dissemination between 1SG, XO, OPs, and Supply so that work is evenly distributed. Utilize an internal task tracker to ensure operations are optimized.
- **Commander**
 - Complete storyboards following training events and include in weekly reports to Squadron Command Team. This enables you to showcase your leaders and ensure higher headquarters has a clear picture of everything your Troop is doing.
 - As HHT CDR, you must engage the other Command Teams and speak as one group. Ensure you schedule bi-monthly or monthly lunches to bring the Command Teams together. Additionally, stop by regularly to see how they're doing, discuss potential problems your having and request solutions, and see how you can help them.
 - Utilize technology to enhance your command. Convert the social roster into a comma separated value (CSV) sheet and import into Gmail contacts to easily access Soldier contact information. Additionally, export your outlook calendar to a CSV and import into Gmail calendar to easily access meeting and events with detailed information.
 - Import FRG social roster into FRG Gmail contact list as a comma separated value document to ensure Soldier information is available to command teams on the move (Soldier and emergency contact information, family information, and birthday)
 - Export outlook calendar information into a comma separated value document and import into FRG Gmail calendar to ensure training, meetings, and appointments are available to command teams on the move
- **Engagements**
 - Every engagement with the Squadron Commander for your Leaders is important. They need to observe proper customs and courtesies, while taking advantage of the opportunity to engage their Senior Rater (same applies to the Regimental Commander for you and the 1SG). Additionally, there are no "casual" engagements with general officers--no matter what anyone says. Rightly or wrongly, anything you say will reflect back to the unit and yourself.

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- **Maintenance and Supply**
 - o Conduct weekly z-park reviews for maintenance and supply documents.
 - o Ensure leaders from staff sections are engaged throughout maintenance Mondays and vehicles are driven weekly to avoid problems associated with keeping them parked.

Where do you spend the most time?

- Medical boards and medical issues.
- Reacting to training schedule changes.
- Reviewing and correcting Administrative awards, NCOER/OERs, memorandums.
- Processing for separations for Drug Abuse/DUI.
- Marital problems and ensuring enablers (Family Advocacy, Women's and Men's Group, Marital Counseling, and Social Work Services) are utilized correctly.
- Creating PowerPoint slides and updating trackers.

References

Below is a list of important web links you will use throughout your command. The list of references is too lengthy, but I recommend utilizing your 1SG, enablers, and the Google to find what you're looking for.

- **Utilize Center for Army Lessons Learned (CALL) and Center for Army Professional Ethics (CAPE) for field manuals, handbooks, and army references.**

State Department Alerts and Warnings - http://travel.state.gov/content/passports/english/alertswarnings.html
2CR HQs - https://intranet.eur.army.mil/2cr/hq/SitePages/Home.aspx
RES HQs - https://intranet.eur.army.mil/2cr/hq/Squadrons/Engineer/SitePages/Home.aspx
JMTC - http://www.jrtc-polk.army.mil/OPS/index.html
AE Publications - https://aepubs.army.mil/ae/public/publications-list.aspx?Pub=AE%20REG
APACS - https://apacs.dtic.mil/apacs/
FCG - https://www.fcg.pentagon.mil/
RES S3 Portal - https://intranet.eur.army.mil/2cr/hq/Squadrons/Engineer/S3/Shared%20Documents/Forms/AllItems.aspx?RootFolder=/2cr/hq/Squadrons/Engineer/S3/Shared%20Documents/LRPC%20and%20Task%20Tracker&FolderCTID=0x012000542C70524DD8764998A8CCB08439735D&View=%7b3E2524CD-78B3-4627-8950-81148B05B5FE%7d
GRAF Weather - https://army.deps.mil/Army/CMDS/JMTC_HQ/GAAF/AIRWX/OPS/default.aspx (use email certificate)
HRC Evaluations - https://evaluations.hrc.army.mil/
US Army Bavaria - http://www.bavaria.army.mil/
MilSuite - https://logincac.milsuite.mil/
USAG Bavaria - http://www.bavaria.army.mil/
PBUSE - https://pbuse.army.mil/
Commander's Medical Readiness Portal - https://www.mods.army.mil/
CATS and ATN - http://usacac.army.mil/
UCFR - https://www.266fc.hqusareur.army.mil/default.aspx
Center for Army Professional Ethics - http://cape.army.mil/facilitator.php
Professional Development Tool Kit - https://www.army.mil/professional/
Mandatory Training Links - http://www.civiliantraining.army.mil/Pages/MandatoryTraining.aspx

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ALMS - https://www.lms.army.mil/login/login.fcc?TYPE=33554433&REALMOID=06-0881bc28-7310-100e-ba1a-832f13160000&GUID=&SMAUTHREASON=0&METHOD=GET&SMAGENTNAME=-SM-R8jFi5U5Pd5mIV4wc4Kyuw4KETz9V8SF%2bP4KPI%2f50vgdFRhw0Zc7jqw8MWKq0YPL&TARGET=-SM-https%3a%2f%2fwww%2elms%2earmy%2emil%2fSaba%2fWeb_wdk%2fALMS%2flearning%2fcertification%2fstudCertifications%2erdf
Feedback Marine Corps Professional Reading List - http://guides.grc.usmcm.edu/discuss
LOGSA - https://www.logsa.army.mil/
UCMJ Articles of Proof - http://www.jordanucmjlaw.com/Articles.aspx
Risk Reduction Portal - https://acsap.army.mil/
Commander's Risk Reduction Dashboard - https://crrd.army.mil/
Company Command Forum - http://companycommand.army.mil/
CAF - https://army.deps.mil/Army/CMDS/JMTC_HQ/GAAF/AIRWX/OPS/default.aspx
PSIP - https://army.deps.mil/Army/CMDS/JMTC_HQ/GAAF/AIRWX/OPS/default.aspx
IKN - https://ikn.army.mil/
Army Training Requirements and Resources System (ATRRS) - https://www.atrrs.army.mil/
FMSWeb - https://fmsweb.army.mil/unprotected/splash/welcome.aspx
Office of Personnel Management (OPM) - https://opmis.xsp.org/login.cfm
Center for Army Lessons Learned - http://usacac.army.mil/organizations/mccoe/call and https://call2.army.mil/
Identify specific duty descriptions and responsibilities for all MOS' – http://army.com/info/mos/all
CONOPs for every operation that Squadron will help plan: \\graf0308apcs280\2SCR\2 Subordinate Squadrons\RES-2SCR\2. STAFF\3.S3\PLANS\Operations\CONOPS
Squadron OPORDs: \\graf0308apcs280\2SCR\2 Subordinate Squadrons\RES-2SCR\2. STAFF\3. S3\PLANS\Operations
Orders Dashboard that tracks all the OPORDs Squadron and has a consolidated list of RFIs, tasks to complete, and POCs: \\graf0308apcs280\2SCR\2 Subordinate Squadrons\RES-2SCR\2. STAFF\3.S3\PLANS\RES Orders Dashboard
Long Range Calendar: \\graf0308apcs280\2SCR\2 Subordinate Squadrons\RES-2SCR\2. STAFF\3.S3\PLANS\LRC

Job	Name	Number
Inspector General	Mr. Pies	475-5555
ITAM	Steven Bowley	314-475-8356
Reg PMO	1LT Perdigao/SSG Ancrum	314-476-2536
Family Advocacy Command Brief	Amanda Francisco	314-476-2454
Regimental S3 CUOPs	CPT George Thompson	314-476-5034
Weather Office	Usama N. Bamieh	314-475-8349
Regimental Cyber Security Officer	CPT Chambers	314-476-5372
Regimental PPO	CW2 Bowie	314-476-5390/5386
Training Support Center-Grafenwoehr	Boyd F. Tracy	314-476-2814
Sustainment Assistance Review Team (SART)	Aaron Burr	314-537-4208
Photo Studio Vilseck	Gerhard Seuffert	314-476-2639
RS1 Strength Manager	LT Johnston	314-476-5004
JMSC Simulations Analyst/Exercise Planner	William (Bill) Campsey	314-474-2187
Financial Management Technician/Unit Fund Coordinator	Melanie Presley-Bernklau	314-475-6113
15th EN Plans	CPT Beau Wasson	314-475-9911
MP Admin Support Assistant	Janine Felber	314-476-1580
Grafenwoehr Finance, Acting Chief	Ms. Hollande Ms. Copeland-Smith	314-475-8064 314-475-8070
Visual Information Manager	Richard Herman	314-476-2697

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HQ USAREUR Vehicle Registry	Ms. Corinne Poarch	314-542-2024
Legal Technician, LN, DEU	Uriel T. Stegmiller	314-421-4494
2CR Legal Advisor	CPT Molly Reisman	314-476-3107
2CR Paralegal Advisor	SGT Raymondsykes	314-476-3082
750th CBRN DCO	LTC Rizzoli	07251-938-3002
USAREUR Public Affairs Specialist	Beth Clemons	314-537-0024
Under Armour Shirts	Brian A. Byington	785-223-2930 (Cell)
Family Advocacy Program Victim Advocate	Lauren Boehm	314-475-8060
Reg DTO	SSG Downing	314-476-5374
Reg CBRN	1LT Abreu	314-476-5041
RCO Adjutant	CPT Fitzpatrick	314-476-5016
Housing Management Assistant	Sabine Edmondson	314-475-6980
Graf Gym		314-475-6655
Vilseck Graphic Studio		314-476-2696
Regimental Surgeon Cell Operations NCO - Appointments Distro	SGT Thomas Roberts	314-476-5078
Central Issue Facility (CIF) Mon, Wed, Thu 7:45-11:45 a.m. & 12:45-3:45 p.m. Tue, Fri 7:45-11:45 a.m. walk-ins (closed afternoon)		314-476-2375/2376
OCIE	Rose Barracks BLDG 244	314-476-3026
Health Clinic – Tower Barracks		314-475-8579
Optometry – Tower Barracks		314-475-5632
Dental Clinic - Tower Barracks (BLDG 475)		314-590-3100
Physical & Occupational Therapy – Tower Barracks		314-475-7152
Behavioral Health - Tower Barracks		314-475-8357
Nurse Advice Line		99-0800-825-1600
Joint Multination Simulation Center (JMSC)	Bill Campsey	314-474-2187
Army Community Services (ACS)		314-475-8371
Military Family Life Consultant (MFLC)	Marcia Toyohara	0174 886 4024
Financial Readiness	Arturo Ayala	314-475-8371/7413
Department of Public Works		314-475-1360
Provost Marshall	LT Perdiagao	314-476-2536
Sexual Harassment and Assault Response and Prevention (SHARP)		314-475-8148/8149 314- 475-4567 (24 hr)
Army Substance Abuse Program (ASAP)		314-475-6653
Education Center		314-475-7239
MP Station		314-476-3398/3397
Military Police Investigator		314-476-2903
Criminal Investigation Division (CID)		314-475-7110
2CR FRG	Debbie Herald	314-476-5003
E-Profile Access	Mr. Azille	314-476-2174
Air Support Requests - usarmy.bavaria.2-cav-regt.list.regimental-aviation-element@mail.mil	CPT Hughes, CW3 Parker	
DPW Work Orders		314-475-6324
CATC Staff Rides	Ms. Hertzog	314-476-2702
RHCE IDES CONTACT REPRESENTATIVE	YAMILET WEST	314-476-4671