



DEPARTMENT OF THE ARMY
UNITED STATES ARMY COMBINED ARMS SUPPORT COMMAND
2221 ADAMS AVENUE
FORT LEE, VIRGINIA 23801-2102

ATCL-CG

APR 0 5 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

1. References

- a. The Army Strategy, October 2018
- b. The Army Vision, October 2018
- c. 2018 Army Modernization Strategy

- d. Headquarters Department of the Army EXORD 219-18, Implementation of the Army Combat Fitness Test (ACFT), July 2018
- e. TRADOC Updated CG's Priorities-Enduring and Near Term, 13 August 2018
- f. TRADOC Commander's Intent for Initial Entry Training (Enlisted AIT), November 2018
- g. Fiscal Year 2019 Combined Arms Center Command Guidance

2. **Overview.** This document provides focused guidance and establishes Enduring Priorities (EP) for the Combined Arms Support Command (CASCOM) staff and subordinate organizations for Fiscal Years 2019 (FY19) and 2020 (FY20). As reflected in Enclosure 1, Enduring Priorities Crosswalk, this guidance is nested with the Combined Arms Center (CAC), the U.S. Army Training and Doctrine Command (TRADOC), and the Army Strategy. Enduring priorities and objectives will be reviewed and updated using the governance forums illustrated in Enclosure 3.

3. **CASCOM Mission, Vision, and Intent.**

a. **Mission:** CASCOM trains, educates, and develops adaptive Sustainment professionals for the total force while generating, synchronizing, and integrating innovative Army and Joint Sustainment capabilities, concepts, and doctrine to sustain Large Scale Ground Combat Operations (LSGCO).

b. **Vision:** CASCOM: Battlefield Focused - Delivering Sustainment Solutions and Leaders to enable victory!

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

c. **Intent:** Soldiers and Civilians of CASCOM, Fort Lee and Fort Jackson are the premier Sustainment professionals who exercise initiative and innovation to develop Sustainment solutions for the Army and joint forces. This is accomplished through five enduring priorities.

3. **Readiness (EP1).** Enable operating force readiness; maintain and improve the generating force to ensure the Army’s ability to fight tonight.

a. Improve Total Army Sustainment Readiness. We will conduct multiple LSGCO wargames and tabletop exercises (TTX) at echelon, to ensure clear understanding of Sustainment challenges in current and emerging operational environments.

b. Increase Warriorization and Rigor in Schools. We will increase rigor in the classroom, virtual training, and in field environments to ensure Soldiers are both technically and tactically proficient upon arrival to the Operating Force.

c. Use a Shoot, Move, Communicate/Survive, and Warrior Spirit construct. We will ensure realistic and rigorous training aimed at Soldier preparation for a wide range of assignments.

(1) Objectives:

(a) Incorporate LSGCO considerations in all Programs of Instruction (POI). Holistically assess and prioritize professional military education (PME) and functional training course requirements to drive successful LSGCO.

(b) Enhance echelon above brigade (EAB) Sustainment training with Command Post Exercise-Functional Training Support Plan (CPX-F TSP) funding and revisions through synchronization and coordination with CAC to ensure rigorous warfighter training exercises (WFXs).

(c) Develop a Quality Assurance / Lessons Learned (QA/L2) Concept Plan. Refocus Quality Assurance Office (QAO) efforts on quality versus just compliance.

(d) Proponent schools provide subject matter experts (SME) to assess proponent content and delivery of content within all branches, leveraging Sustainment professionals in both the active and reserve force components.

(e) Complete the transfer of the 58th Transportation Battalion to the Sustainment Center of Excellence and build the transportation brigade concept to full operational capability to increase readiness through the One Army School System (OASS).

(f) Implement the Army Combat Fitness Test (ACFT) in FY20 through phased equipment resourcing and an aggressive training strategy, in accordance with (IAW) Department of the Army directives.

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

(g) Execute a multifunctional Basic Officer Leaders Course (BOLC) pilot to prepare Lieutenants for their first assignment and increase tactical rigor within the POI.

(h) Leverage the distributive learning Army Virtual Learning Environment (dL-AVLE) contract to enhance blended learning, digital training enablers, and interactive multimedia instructional (IMI) capabilities.

(i) Implement and fully resource the Center for Initial Military Training (CIMT) Transformation Strategy to introduce rigorous, realistic, and mandatory three days-two nights field training exercises (FTX). The CASCOM Commanding General Scorecard (Enclosure 2) serves to capture the implementation status of the Shoot, Move, Communicate/Survive, and Warrior Spirit domains.

(j) Capstone exercises will incorporate historical esprit de corps scenarios to educate Soldiers on the significance of Sustainment operations to military campaigns.

4. Build and Improve the Army (EP2). Develop and integrate Sustainment solutions for the Total Army.

a. We must analyze implications of the Multi-Domain Operations Concept in order to inform our materiel systems, develop capabilities, design organizations, secure resourcing, and write the doctrine that enables Sustainment of LSGCO.

b. We must develop solutions and secure the necessary resources to close gaps in how the Army fights.

c. We will continue to integrate Army Sustainment Enterprise Resource Programs (ERP) to deliver increased operational readiness at lower costs. We must integrate Sustainment information systems and develop business intelligence through data analytics, thus increasing a unit's ability to anticipate and rapidly respond to operational requirements.

d. We will lead initiatives to develop the Army Readiness-Common Operating Picture (AR-COP) to support key readiness equities with full integration into all warfighting functions.

(1) Objectives:

(a) Develop, verify, and synchronize the fielding of the Next Generation Automatic Test Set (NGATS).

(b) Reevaluate logistics consumption modeling for all classes of supply to support LSGCO ICW the Center for Army Analysis, Center for the Army Profession and Ethic, US Army Materiel Command, and US Army Combined Arms Center.

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

(c) Develop and publish a staff officer's handbook that details Sustainment planning and consumption rates for LSGCO, with a transition to doctrine no later than the end of FY20.

(d) Finalize and publish a Human Resources (HR) staff officer's handbook that describe HR planning within a LSGCO environment, with a transition to doctrine no later than the end of FY20.

(e) Develop materiel and organizational solutions to address gaps in fuel distribution, tactical and Sustainment mobility, materiel management, and maintenance at all echelons resulting in prioritized resourcing recommendations for the Chief of Staff and the Secretary of the Army.

(f) Execute a holistic analysis of Sustainment formations and force structure to meet the organizational requirements of FM 3.0 and FM 4.0. Analysis drives the development of recommendations for modernized formations and risk reductions within the fielded force.

(g) Continue to leverage the Enterprise Classroom Program (ECP) and annual validation of POIs to delineate training and education requirements that inform technology and modernization efforts.

(h) Continue to execute the Global Combat Support System-Army (GCSS-A) Institutional Training Strategy.

(i) Develop and implement the Medical Planners Toolkit (MPTk) Institutional Training Strategy by the end on FY19.

(j) Improve the logistics product development process to increase efficiencies in product fielding and reduce manpower requirements.

(k) Continue to develop the Integrated Personnel & Pay System – Army (IPPS-A) Institutional Training Strategy in preparation for Total Army fielding by FY21.

(l) Explore and develop technologies to mitigate gaps and maintain 100% Personnel Asset Visibility (PAV). Leverage technologies through the Maneuver Support, Sustainment and Protections Integrations Experiment (MSSPIX) to develop biometric technologies that enable the monitoring of individual Soldier status.

(m) Pilot Log Product Development sampling and technical manual verification methodologies for two Army programs (Stryker DVH/Abrams).

(n) Complete FM 4.0 and publish the FY19 doctrinal workload in support of LSGCO. Execute or participate in DA level rehearsal of concept (RoC) drills, road shows, and Army level mobile training teams.

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

(o) Develop the Aerial Delivery and Field Services Department (ADFSD) Joint Concept Plan to establish the ADFSD as the premier DoD joint training facility.

(p) Establish a DA G4-missioned cell to provide responsive aerial delivery technical assistance and field services support to the Joint Warfighter and Total Force.

(q) Connect the Go for Green (G4G) initiative and the Army Holistic Health & Fitness (H2F) systems at the point of need to enhance Soldier lethality, cognitive and physical performance through nutritional menus, and agile delivery options.

(r) Provide relevant, tailored and functional learning experiences utilizing full GCSS-A capabilities in an operational environment to accomplish Supply Support Activity (SSA) missions.

(s) Leverage the GCSS-A training database to enhance training with facilities that replicate business process integration of an Objective SSA, Supply Room, and Motor Pool of an Objective Support Area.

(t) Integrate Cross Functional Team (CFT) Sustainment: The Army Futures Command (AFC), Capability Development and Integration Directorate (CDID) provides expanded and integrated sustainment support and assessments to all CFTs and programs, to include formation-based impacts; train and educate sustainment teams to provide collaborated support to the CFTs and programs that are nested with the Army's Modernization Strategy and Army Futures Command guidance; and develop processes to inform leadership on the cross functional teams, modernization assessments, guidance, policies, and decisions.

(u) Synchronize Materiel Modernization: Create unity of effort with materiel developers, testers, Joint and Army staffs to provide intense management of assigned sustainment 1.1 and 2.0 Army modernization programs. Validate and document sustainment materiel solutions to mitigate Future Force Multi-Domain Operations (MDO) approved capability gaps, and develop appropriate AFC directed 804/806 sustainment requirements documents for assigned systems.

(v) Multi-Domain Operations in 2035: Unified Sustainment Vision of Modernization Priorities serves as the interim conceptual document to identify the Sustainment MDO Force. This force is nested within the Army Modernization Strategy (AMS) to drive modernization priorities that close operational gaps in the LSGCO fielded force, while developing and designing the MDO Capable Force of 2028 and the MDO Ready Force of 2035. This document will inform the Annual Mission Guidance (AMG), Army Functional Concept for Sustainment (AFC-S), and Operational and Organizational Concepts (O&O).

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

(w) Provide General Support to the Fielded Force Integration Directorate (FFID): The Sustainment Battle Lab provides operational analysis of organizational and materiel requirements in support of FFID analysis requirements as requested.

5. Soldier, Civilian, and Leader Development (EP3). Train, educate, and develop Sustainment professionals across the Total Force.

a. Create a multi-functional culture within the Sustainment Warfighting Function (SWfF) and provide trained and ready Sustainment Professionals to the operational force. Rigorous Professional Military Education (PME) produces competent sustainers capable of visualizing the battlefield and leading complex multi-functional Sustainment operations in combat.

(1) Objectives:

(a) Develop the Sustainment Pre-Command Course (SPCC) to provide mentorship opportunities for non-SPCC students with future leaders in the operational force.

(b) Establish and institutionalize the Master Logistician Course, the Capstone course for Army Logistics civilians.

(c) Transition the SPCC to a branch-specific warfighting readiness POI focused on LSGCO through removal of non-warfighting content, resulting in increased readiness of the fielded force.

(d) Improve the instructor selection process and streamline instructor training and certification IAW TRADOC requirements.

(e) Assess and prioritize functional training course requirements necessary for successful LSGCO. Determine which courses can be reduced (at moderate risk) to enable increased throughput of the most critical functional courses.

(f) Continue to improve credentialing, certification, and cooperative degree programs in accordance with CAC requirements. School Commandants must evaluate credentials identified as military occupational specialty (MOS) enabling, to verify rigor and alignment with MOS technical skills.

(g) Identify emerging course requirements for inclusion in the Program Objective Memorandum (POM) 22 Course Growth Process.

(h) Adjust the Training with Industry (TWI) program to improve selection and relevance to meet proponent and Army requirements. Assess and reduce the current TWI program to mission critical requirements. Mission critical is defined as uniquely improving warfighting and readiness capabilities, not realized through other venues.

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

(i) Leverage Sustainment-focused leader development programs at Virginia Commonwealth University, University of South Carolina, and the Institute for Defense and Business to research, analyze, and provide viable solutions to Army readiness challenges; distribute talent throughout operating and generating forces to capitalize on the unique skill sets garnered from leader development programs.

6. **Take Care of the Team (EP4).** People are our number one asset; maintain an environment that takes care of our team, enables the Army mission, and contributes to personal and professional growth.

a. Create a team-oriented, intellectual organization comfortable with change and capable of operating at the speed of war. This strategy combines training, education, and mentorship as the center piece of desired credibility with the operational force.

1) Objectives:

(a) Develop and implement a long-term talent management program aimed at ensuring Soldiers and Civilians have the education and training required to perform required functions, and prepare for career advancement.

(b) Develop and encourage workforce mentorship opportunities between Soldiers and Civilians to foster professional development, improve trust, and build a team environment.

(c) Improve medical readiness to ensure Soldiers are fully deployable and ready to fight tonight. Maintain less than 2% of assigned Soldiers at medical readiness classification 4.

7. **Civil – Military Engagement (EP5).** Engage with leaders and partners across government, industry, community, and academia; continue to build trust with the American people. CASCOM and Fort Lee continue to serve as good neighbors while engaging surrounding communities. Participation in the Civilian Military Council, Commander's Ready and Resilient Council, Prince George School District engagements, Virginia Military Advisory Council, and the Protection Executive Committee provides an essential return of investment for our team, both at work and at home.

(1) Objectives:

(a) Engage local communities, form partnerships that inspire America's youth, and close gaps between the Army and the American people.

(b) Develop leader engagements to spotlight Fort Lee as the Army's home to the Sustainment Center of Excellence; and highlight how CASCOM trains 36% of the Army's Enlisted Soldiers, 40% of Warrant Officer Specialties, and has the largest Non-Commissioned Officers Academy in the Army.

RDF

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

(c) Develop partnerships with local recruiting battalions and Reserve Officer Training Corps (ROTC) battalions to amplify accession opportunities and introduce candidates to Sustainment career fields.

(d) Improve the Community Connect Program to strengthen outreach and partnerships through relationships with the city of Colonial Heights (U.S. Army Quartermaster School), the counties of Chesterfield and Dinwiddie (U.S. Army Ordnance School), the county of Prince George (U.S. Army Transportation School), the cities of Petersburg and Hopewell (Army Logistics University), and areas surrounding Fort Jackson, SC.

9. Training.

a. Proponent Training Strategies. Develop and refine proponent training strategies with a focus on “re-greening”.

b. Incorporation of FM 3.0 and FM 4.0 doctrine into all PME. Develop a pilot to pre-test Captains prior to arrival at the Captains Career Course. Increase the rigor of all aspects of PME. Conduct pre-entry assessments, in-course assessments, and end of course critiques. The conduct of training, quality of training support services, use of practical application exercises using outcome-based assessments to drive critical and creative thinking, and ethical reasoning in the context of LSGCO drive course improvements. An increase in individual and collective warfighting tasks, leader tasks, and collective skills tasks required for Lieutenants lead the “re-greening” effort.

c. Combat Training Center (CTC) Right Seat Ride (RSR) Program. The purpose of the CTC RSR program is to provide CASCOM with a direct link to units in the field through close coordination with the CTCs. The end state for the program is to inform Joint and Army Sustainment DOTMLPF-P processes to ensure CASCOM provides products that enable Total Force Sustainment Training and Readiness.

d. Integrate the operational environment into training, education, and leader development. CAC requires Decisive Action Training Environment (DATE) compliance to focus on LSGCO, course scenario POIs to maintain relevance with doctrine and lessons learned, and incorporation of urban warfare as a condition in training and education for all cohorts. Defined objectives, evaluation criteria, and performance metrics are the tools to assess and track effectiveness.

10. Strategic Engagement Guidance.

a. CTC Key Leader Events (KLE). CTC KLEs provide opportunities to further study trends at CTCs and to incorporate lessons learned across the Sustainment DOTMLPF-P. The CASCOM G3, in coordination with the School Commandants, will develop a CTC collection strategy that ensures a GO or SES participates in all final after action reviews (FAARs) for each MCTP Warfighter Exercise, and a minimum of eight CTC rotation visits per year. CASCOM Directorates and Schools support CTC visits and

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

FAARs when requested, execute a mandatory collection plan, and submit a trip or observation report upon return.

b. CTC Collaboration. We will continue highly valuable semi-annual CTC Sustainment Collaboration Forums (one live and one virtual) to facilitate an active exchange between the CASCOM staff, the CTC Sustainment Observer Coach/Trainers (OC/Ts), and the entire Sustainment community via the Sustainment Knowledge Network (SKN).

c. Multi-National Partnerships. We will continue to build upon relationships with our international partners by supporting and participating in collaborative engagements. These engagements are an essential activity for the command as they promote the exchange of information, and enable discussion on key initiatives and problem sets of mutual interest.

11. Our five enduring priorities provide the readiness framework for CASCOM and the Sustainment Center of Excellence to build and improve the Army. The consistent dedication and development of Sustainment professionals, the care and welfare of all teammates, and effective strategic civil-military engagements posture CASCOM to ***Deliver Sustainment Solutions to Enable Victory Today and Tomorrow.***

12. ***Support Starts Here!***



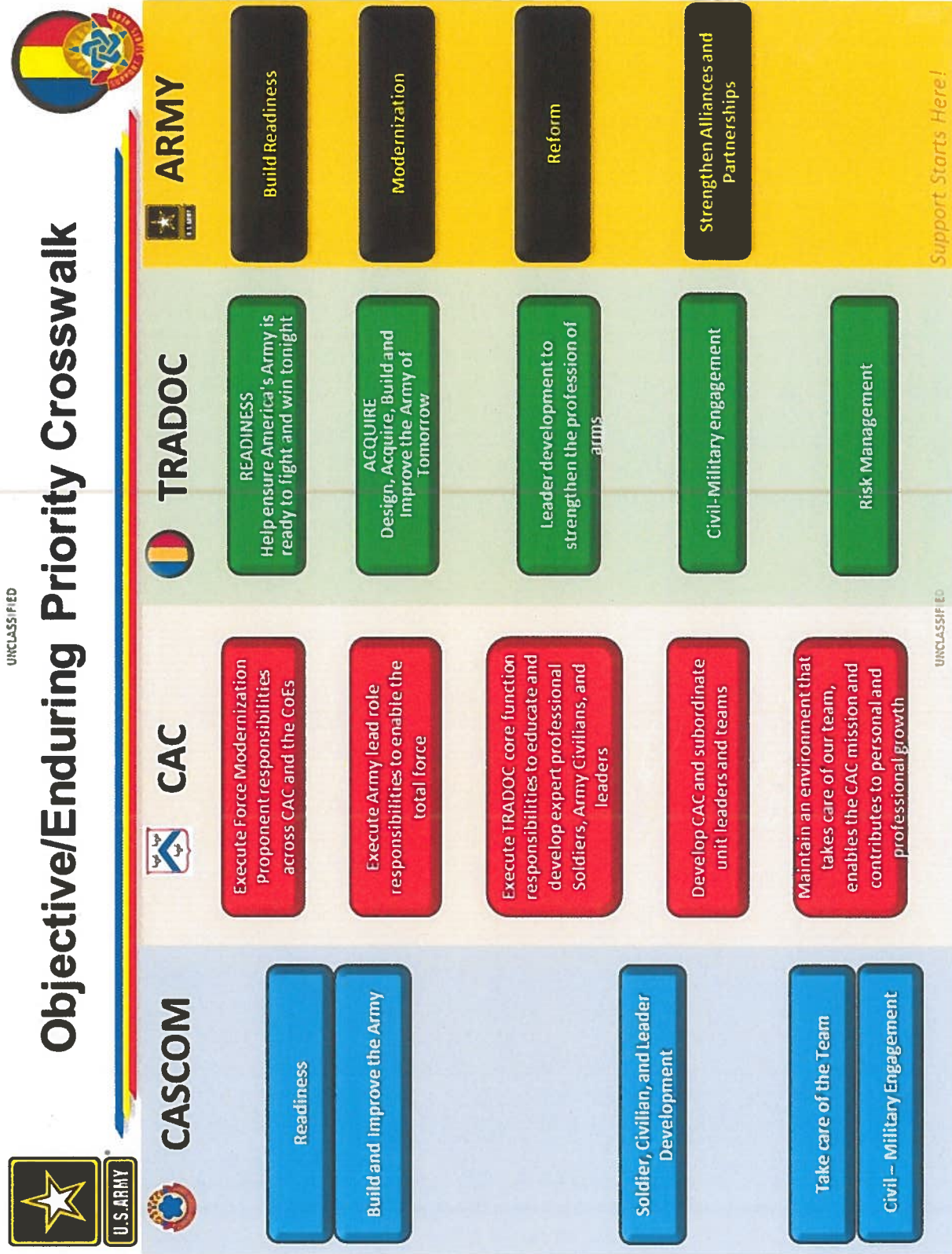
RODNEY D. FOGG
Major General, U.S. Army
Commanding

3 Encls

1. Objective / Enduring Priority Crosswalk
2. CASCOM CG Scorecard
3. Monthly Governance Battle Rhythm

DISTRIBUTION:
LEEKEY

Enclosure 1 - Enduring Priorities Crosswalk



Enclosure 2 – CASCOM Commanding General Scorecard



INCREASING QUALITY, RIGOR, AND RESOURCING

SHOOT	MOVE	COMMUNICATE/SURVIVE	WARRIOR SPIRIT
<ul style="list-style-type: none"> • Maintain Weapon <input type="checkbox"/> • Grenades (soft qual) <input type="checkbox"/> • Weapons (hard qual) <input type="checkbox"/> 	<ul style="list-style-type: none"> • APFT (hard qual/ 65pts ea) <input type="checkbox"/> • ACFT Familiarization <input type="checkbox"/> • 4-6-8 Mile March <input type="checkbox"/> • Land Navigation (map/compass) <input type="checkbox"/> 	<ul style="list-style-type: none"> • 9-Line MEDEVAC, SPOT, SALUTE <input type="checkbox"/> • Call for Fire <input type="checkbox"/> • Radio Operating Skills <input type="checkbox"/> • First Aid/TC3 <input type="checkbox"/> 	<ul style="list-style-type: none"> • Rigorous, realistic minimum 3 days 2 nights FTX <input type="checkbox"/> • Customs / Courtesies <input type="checkbox"/> • Combatives in PT <input type="checkbox"/> • Pre-Cmd students to interact w Soldiers <input type="checkbox"/> • Live on Amber! <input type="checkbox"/>
<ul style="list-style-type: none"> • Maintain Weapon <input type="checkbox"/> • Grenades (soft qual) <input type="checkbox"/> • Weapons (hard qual) <input type="checkbox"/> 	<ul style="list-style-type: none"> • APFT (hard qual/ 65pts ea) <input type="checkbox"/> • ACFT Familiarization <input type="checkbox"/> • 4-6-8 Mile March <input type="checkbox"/> • Land Navigation (map/compass) <input type="checkbox"/> 	<ul style="list-style-type: none"> • 9-Line MEDEVAC, SPOT, SALUTE <input type="checkbox"/> • Call for Fire <input type="checkbox"/> • Radio Operating Skills <input type="checkbox"/> • First Aid/TC3 <input type="checkbox"/> 	<ul style="list-style-type: none"> • Rigorous, realistic minimum 3 days 2 nights FTX <input type="checkbox"/> • Customs / Courtesies <input type="checkbox"/> • Combatives in PT <input type="checkbox"/> • Pre-Cmd students to interact w Soldiers <input type="checkbox"/> • Live on Amber! <input type="checkbox"/>
<ul style="list-style-type: none"> • Maintain Weapon <input type="checkbox"/> • Grenades (soft qual) <input type="checkbox"/> • Weapons (hard qual) <input type="checkbox"/> 	<ul style="list-style-type: none"> • APFT (hard qual/ 65pts ea) <input type="checkbox"/> • ACFT Familiarization <input type="checkbox"/> • 4-6-8 Mile March <input type="checkbox"/> • Land Navigation (map/compass) <input type="checkbox"/> 	<ul style="list-style-type: none"> • 9-Line MEDEVAC, SPOT, SALUTE <input type="checkbox"/> • Call for Fire <input type="checkbox"/> • Radio Operating Skills <input type="checkbox"/> • First Aid/TC3 <input type="checkbox"/> 	<ul style="list-style-type: none"> • Rigorous, realistic minimum 3 days 2 nights FTX <input type="checkbox"/> • Customs / Courtesies <input type="checkbox"/> • Combatives in PT <input type="checkbox"/> • Pre-Cmd students to interact w Soldiers <input type="checkbox"/> • Live on Amber! <input type="checkbox"/>

- Not Implemented
- Partially Implemented
- Fully Implemented

Support Starts Here! 1

UNCLASSIFIED



UNCLASSIFIED



CASCOM Commanding General Scorecard



INCREASING QUALITY, RIGOR, AND RESOURCING

SHOOT	MOVE	COMMUNICATE/SURVIVE	WARRIOR SPIRIT
 <ul style="list-style-type: none"> Maintain Weapon <input type="checkbox"/> Grenades (soft qual) <input type="checkbox"/> Weapons (hard qual) <input type="checkbox"/> 	<ul style="list-style-type: none"> APFT (hard qual/ 65pts ea) <input type="checkbox"/> ACFT Familiarization <input type="checkbox"/> 4-6-8 Mile March <input type="checkbox"/> Land Navigation (map/compass) <input type="checkbox"/> 	<ul style="list-style-type: none"> 9-Line MEDEVAC, SPOT, SALUTE <input type="checkbox"/> Call for Fire <input type="checkbox"/> Radio Operating Skills <input type="checkbox"/> First Aid/TC3 <input type="checkbox"/> 	<ul style="list-style-type: none"> Rigorous, realistic minimum 3 days 2 nights FTX <input type="checkbox"/> Customs / Courtesies <input type="checkbox"/> Combatives in PT <input type="checkbox"/> Pre-Cmd students to interact w Soldiers <input type="checkbox"/> Live on Amber! <input type="checkbox"/>
 <ul style="list-style-type: none"> Maintain Weapon <input type="checkbox"/> Grenades (soft qual) <input type="checkbox"/> Weapons (hard qual) <input type="checkbox"/> 	<ul style="list-style-type: none"> APFT (hard qual/ 65pts ea) <input type="checkbox"/> ACFT Familiarization <input type="checkbox"/> 4-6-8 Mile March <input type="checkbox"/> Land Navigation (map/compass) <input type="checkbox"/> 	<ul style="list-style-type: none"> 9-Line MEDEVAC, SPOT, SALUTE <input type="checkbox"/> Call for Fire <input type="checkbox"/> Radio Operating Skills <input type="checkbox"/> First Aid/TC3 <input type="checkbox"/> 	<ul style="list-style-type: none"> Rigorous, realistic minimum 3 days 2 nights FTX <input type="checkbox"/> Customs / Courtesies <input type="checkbox"/> Combatives in PT <input type="checkbox"/> Pre-Cmd students to interact w Soldiers <input type="checkbox"/> Live on Amber! <input type="checkbox"/>

- Not Implemented
- Partially Implemented
- Fully Implemented

Support Starts Here! 2

UNCLASSIFIED

SUBJECT: Combined Arms Support Command (CASCOM) Fiscal Years 2019 (FY19) and 2020 (FY20) Command Guidance

Enclosure 3 – Monthly Governance Battle Rhythm

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
WEEK 1	CG Synch Session Calendar Synch Meeting	AFC/CDID Update Community Action Council CG Close-Out	FFD Update Community Military Council CoC	G357 Update CG Close-Out	CoIS Calendar Scrub	
WEEK 2	CG Synch Session Calendar Synch Meeting	AFC/CDID Update CG USR Brief CG Close-Out	FFD Update CoC CoIS Staff Meeting Command and Staff	G357 Update USR Decision Board Decision Board CG Close-Out	CoIS Calendar Scrub	
WEEK 3	CG Synch Session Calendar Synch Meeting	AFC/CDID Update CASCOM C2R2 CG Close-Out	FFD Update Right Arm Night CoC	G357 Update Commander's Update Brief CG Close-Out	CoIS Calendar Scrub TRADOC SITREP	Legend CG Chief Of Staff Monthly Event Quarterly Event
WEEK 4	CG Synch Session Calendar Synch Meeting	AFC/CDID Update Sexual Assault Review Board CG Close-Out	FFD Update CoC	G357 Update Decision Board Commandant Update CG Close-Out Post Retirement Ceremony	CoIS Calendar Scrub	