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Headquarters, United States Army  
Maneuver Support Center of Excellence  
Fort Leonard Wood, Missouri 65473-5000

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Army Public Affairs  
COMMUNITY RELATIONS PROGRAM

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FOR THE COMMANDER:

OFFICIAL:

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**History.** This is a new regulation that supersedes any prior community relations or community alliance policy, guidance, or documents.

**Summary.** This regulation outlines policies and procedures and assigns responsibilities for conducting the U.S. Army Maneuver Support Center of Excellence (MSCoE) Community Relations Program.

**Applicability.** This regulation applies to all activities at Fort Leonard Wood, Missouri, including units from the U.S. Army Training and Doctrine Command (TRADOC), U.S. Army Installation Management Command (IMCOM), U.S. Army Forces Command (FORSCOM), U.S. Army Medical Command (MEDCOM), Interservice Training Review Organization (ITRO) detachments, and tenant units.

**Proponent and execution authority.** The proponent of this regulation is the Public Affairs Office, Community Relations Branch.

**Supplementation.** Supplementation of this regulation is prohibited without prior approval by Headquarters, MSCoE, Fort Leonard Wood.

**Suggested Improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Chief, Public Affairs Office, Bldg 320, Fort Leonard Wood, MO 65473-5000.

**Distribution.** Widest distribution via electronic medium only and posted on the Fort Leonard Wood's internal Web site, The Daily Blast, <[https://flw-intranet.wood.army.mil/daily\\_blast/index.asp](https://flw-intranet.wood.army.mil/daily_blast/index.asp)>.

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## 1. Purpose

This regulation outlines the community relations policy for MSCoE and assigns responsibilities and procedures for conducting the MSCoE Community Relations Program.

## 2. References

Required and related publications and references are listed in appendix A.

## 3. Explanation of acronyms and abbreviations

Acronyms and abbreviations are explained in the glossary.

## 4. Overview

### a. Community Relations Program Objectives.

(1) The MSCoE Community Relations Program is designed to develop, enhance, and increase public understanding and appreciation of and support for MSCoE's diverse mission, the U.S. Army and military, and their contributions to the nation. Community relations activities should inspire patriotism and foster good will, thereby helping to build and sustain strong public support for the military, the U.S. Army, the command, and the installation. It should also specifically support the Army recruiting mission.

(2) MSCoE's Community Relations Program is based on the truth that the U.S. Army and Fort Leonard Wood belong to the American people. Open, honest, and direct access to Soldiers, Sailors, Airmen and Marines stationed at Fort Leonard Wood; equipment; and capabilities is the best method of keeping the American public aware of not only the Army's capabilities, professionalism, and needs, but also MSCoE's. MSCoE is a full partner with surrounding communities, which has a positive impact on the quality of life for Soldiers, Sailors, Airmen and Marines, Family members, and those residing in the Ozarks.

b. Community Partnership Program. The Community Partnership Program is part of the MSCoE Community Relations Program and

was formerly referred to as the Community Alliance. The Community Partnership Program formalizes relationships between Fort Leonard Wood units and local and regional communities. A formalized designation ensures that we are making contact with communities, establishes a communication flow that will enable units to tell Army and Fort Leonard Wood stories, and fosters mutual understanding and goodwill. Designated units will provide community relations direct support to selected communities in which Fort Leonard Wood has established frequent or recurring interactions or which have significant importance including direct economic or quality of life impact. Fort Leonard Wood partnership units will maintain membership and participation in partnership communities' activities. Fort Leonard Wood partnership units will make every reasonable effort to support annual community events outlined in paragraph 7b as long as those events do not change significantly enough to violate any Fort Leonard Wood or Army regulations, policy, or guidance. Support areas of responsibility are assigned to Fort Leonard Wood units by dividing the 100 mile radius surrounding Fort Leonard Wood into four quadrants with a primary and secondary area of focus. Units will be tasked to provide general support within the parameters of the installation Community Relations Program based on the designated unit assignments and areas of responsibility outlined in appendix B.

c. Partners in Education. The Partners in Education Program is managed by the Army Community Services (ACS) School Liaison Officer (SLO); however, it is another pillar of the MSCoE Community Relations Program. It pairs battalion-size military units with local schools.

(1) Units should exercise care in selecting only their best Soldiers to work with teachers and children. The sponsoring unit and school leaders will work together to determine the activities which the units will support or assist. The scope of possible activities ranges from Soldiers tutoring at-risk children, to sponsoring sports clinics, to organizing or participating in school field trips.

(2) Partners in Education (PIE) assignments are listed below:

- Thayer: 35th Engineer (EN) Battalion (BN).
- Wood: 5th EN BN, United States Air Force (USAF) Detachment, 169th EN BN.
- Partridge: 84th Chemical (CM) BN.
- Freedom: United States Marine Corps (USMC) Detachment, United States Navy (USN) Detachment, 795th Military Police (MP) BN.
- East Elementary: 43d Adjutant General (AG) BN, 94th EN BN.
- Waynesville Middle: 92d MP BN, 701th MP BN.
- Waynesville High School/Waynesville Career Center: 193d Brigade Support Battalion (BSB), 787th MP BN.
- Child and Youth Services: 58th Transportation BN.

(3) Army PIE. You may have thought of PIE as the Adopt-a-School and tutoring programs that historically have been the primary ways the military (especially units) supported schools. The PIE concept has changed and represents a paradigm shift in the way the military community will support schools to enhance the potential for academic success of military children/youth. Establishing comprehensive PIE initiatives as an integral part of School Liaison Services (SLS) solidifies the Army's commitment to the community and Army Families to "level the playing field" for mobile military children/youth. Within the Child and Youth Services (CYS) organization, the SLO has primary responsibility for the PIE initiatives.

(4) Mission and vision of the Army PIE initiative.

(a) The mission of the Army PIE initiative is to provide/coordinate programs and services that support the education and transition of

mobile military children/youth. The Army PIE initiative—

- Enhances the connections between the military community, schools, and the civilian community.
- Helps military children/youth succeed in school, be better prepared for the future, and fit in their local community.

(b) For these reasons, the Army PIE Initiative has been designed to—

- Establish baseline school transition and education support services at each installation.
  - Establish at installations where no PIE exists.
  - Expand at installations where it does exist.
- Promote a connection between school and military community.
- Increase CYS involvement and communication with schools to address military children's educational and transitional support needs.
- Enhance current Army child/youth programs to promote educational success and ease school transitions for mobile children/youth.

(5) Framework for the Army PIE initiative. The Army PIE initiative has been designed based on two overarching principles: 1) Everyone has a role in the education of military children; and 2) Education is more than what happens in the school. Thus, the Army PIE initiative framework encompasses a range of activities and groups (including children/youth, families, and communities) to address the educational needs of military children/youth. A list of the goals for each of the seven service areas that comprise the Army PIE framework is provided in Table 1 below.

**Table 1. Army Partners in Education (PIE) Service Areas**

<b>ARMY PARTNERS IN EDUCATION (PIE) SEVEN SERVICE AREAS</b>	
<b>Service Area</b>	<b>Goals</b>
Academic/ Instructional Enhancement	<ul style="list-style-type: none"> <li>• Maximize opportunities for educational enrichment and academic success for children/youth.</li> <li>• Reinforce or supplement instruction received at school to broaden classroom educational experience.</li> <li>• Develop new skills.</li> <li>• Expand learning patterns of children/youth.</li> </ul>
Workforce Preparation	<ul style="list-style-type: none"> <li>• Prepare youth for the transition from high school to work.</li> <li>• Assist youth in becoming self-sustaining adults.</li> <li>• Assist youth in pursuing post-secondary education.</li> <li>• Help youth compete successfully in the workplace and adult life.</li> </ul>
Life Skills and Well-being	<ul style="list-style-type: none"> <li>• Reduce at-risk behaviors and increase safety of youth environments.</li> <li>• Give youth tools to function successfully as young adults.</li> <li>• Develop youth knowledge and competencies.</li> <li>• Promote personal safety and safe environments for youth.</li> </ul>
Citizenship and Leadership	<ul style="list-style-type: none"> <li>• Promote child/youth responsibility, leadership, citizenship, and participation in community matters.</li> <li>• Create opportunities for children/youth to give valuable service to their community that enhances their learning.</li> </ul>
School Transitions	<ul style="list-style-type: none"> <li>• Resolve education transition issues for children/youth by establishing programs and collaborations with families and schools.</li> <li>• Ease the transfers between schools for military children/youth.</li> <li>• Facilitate equal opportunities for military youth in public school environments.</li> </ul>
Family and Community Involvement	<ul style="list-style-type: none"> <li>• Involve families and the military community in the support of local schools, and particularly in the education of military children/youth in and outside of school.</li> <li>• Offer opportunities for families and community to work together in the education process through local/school policies, direct participation in schools, and political actions.</li> </ul>
School Outreach Support Services	<ul style="list-style-type: none"> <li>• Enhance installation-school relationship.</li> <li>• Improve school efforts by providing a range of in-kind support and resources to schools.</li> <li>• Coordinate support and contribute to the school infrastructure (e.g., facility, staff, large-scale events) and planning that support the education process.</li> </ul>

**5. Roles and Responsibilities**

a. MSCoE Chief of Staff. The MSCoE Chief of Staff provides oversight and guidance for the administration of the community relations program, partnerships, and procedures outlined

in this regulation. The MSCoE Chief of Staff also has approval authority for—

- (1) Requests submitted less than 21 days prior to the event.

(2) Requests located more than 100 miles away.

(3) Requests requiring Fort Leonard Wood to cover the transportation costs.

(4) Requests that affect previously scheduled training events.

b. Public Affairs Office (PAO), Community Relations Branch. The PAO, Community Relations Branch, is responsible for the administration of the MSCoE Community Relations Program to include receipt of and coordination for requests to include the participation of the 399th Army Band, color guards, Service members/troop participation, speaking engagements with local communities, installation tours, events with Command Group involvement, and military equipment displays.

(1) The Community Relations Branch will maintain a Web site that is linked to the installation Web site <[www.wood.army.mil](http://www.wood.army.mil)> and the Daily Blast intranet site <[https://flw-intranet.wood.army.mil/daily\\_blast/index.asp](https://flw-intranet.wood.army.mil/daily_blast/index.asp)>. At a minimum the Web site will have information on requesting MSCoE assets such as the band, color guard, displays, or a speaker. In addition, it will have information on MSCoE and the Army speaker's toolkit. The Community Relations Branch will maintain a SharePoint-based community relations calendar that is accessible by all Fort Leonard Wood users located at <<https://vo.wood.army.mil/sites/garrison/PAO/PAO/Lists/Community%20Relations/calendar.aspx>>.

(2) All requests from the civilian community for MSCoE support will be submitted in writing and routed to the Community Relations Branch. Requests should be submitted 45 to 60 days prior to the event.

(a) Requests from civilian communities for color guard, band, marching unit or troop, or vehicle/equipment static display support will be made by completing a DD Form 2536 (Request for Armed Forces Participation in Public Events [Non-Aviation]) (see sample in appendix C).

(b) Requests from recruiting for military occupational skills (MOS) teams will be submitted on a USAREC Form 551 (TAIR

Support Request/Evaluation and Nurse Prospect Tour Checklist). All other requests from recruiting will be submitted on the DD Form 2536.

(3) The Community Relations Branch will review all requests for adherence to AR 360-1, DOD 5500.7-R, and other published Fort Leonard Wood regulations and policies. The review will consider the type of event, audience, timeliness of the request, appropriateness/feasibility of the request, distance from Fort Leonard Wood, and who will pay costs associated with the requested support. The Community Relations Branch will ensure that the request reflects all the requestor's requirements and that the requestor is informed of the requirements that be must met. The Community Relations Branch will ensure that the Staff Judge Advocate (SJA) provides a legal review of each event.

(4) The Community Relations Branch can deny or recommend the Chief of Staff deny a request from an off-post organization if the request does not meet legal requirements, is received 21 days prior to the event without significant importance, is outside the supportable radius without significant importance, interferes with training, or is inappropriate. MSCoE will make every effort to support the annual community activities listed under paragraph 7b, unless it significantly interferes with missions or training.

(5) Once requests are approved as supportable, the Community Relations Branch will send all requests for the band, color guards, and Service members' attendance to the G-3 to ensure that there are no calendar conflicts and to task for participation. If a request for an event of significant importance is received 21 to 45 days prior to the event, the Community Relations Branch will submit a letter of lateness and recommendation to the G-3 for consideration and decision. If a request is received less than 20 days prior to the event and is of significant importance, the Community Relations Branch will submit the event request and recommendation directly to the MSCoE Chief of Staff for decision.

(6) If community organizations request a tour or a command group representative, the

Community Relations Branch will send the request to the MSCoE Secretary of the General Staff (SGS) in order to deconflict calendars, select the appropriate representative, develop itineraries/agendas, and to notify the MSCoE Commanders Initiatives Group (CIG)/ Speechwriter if talking points, speeches, or command group briefings are needed. The command group representative's name must be provided to the Community Relations Branch not later than (NLT) 7 calendar days prior to the event in order for the Community Relations Branch to notify the event requestor.

(7) The Community Relations Branch will also turn in read aheads to the SGS Office regarding off-post community relations events with command group involvement no later than 72 hours prior to the event.

c. ACS SLO. The ACS SLO is responsible for the overall management of the PIE Program.

d. SGS. The SGS receives requests for tours and command group representation from the PAO, Community Relations Branch. The SGS Office will deconflict calendars for tours and recurring community events with command group participation, identify appropriate staff and command group representatives, develop itineraries, oversee tour coordination, and notify the CIG/Speechwriter for required talking points, speeches, handouts, or briefs.

e. G-3. The G-33 Central Taskings Office (CTO) will task and track all requests for color guards, the 399th Army Band, and Service members to attend off-post events and will deconflict calendars to ensure appropriate MSCoE participation. The G-3 is the approval authority for requests with significant importance that are submitted 21 to 45 days prior to the event.

f. CIG/Speechwriter. The CIG/Speechwriter will prepare appropriate talking points, speeches, and command or command group briefs for command group representatives attending tours or community events. The CIG/Speechwriter will work through the Community Relations Branch to obtain specific information on the event if needed and will provide the talking points, speeches, and briefs to the SGS for inclusion with the Community

Relations Branch's read ahead NLT 72 hours prior to the event.

g. SJA. The SJA will advise the Community Relations Branch on requests requiring a legal review.

h. Major Subordinate Command (MSC) commanders, directors, and commandants. Commanders, directors, and school commandants will—

(1) Aggressively pursue all practical opportunities that may further enhance or contribute to the Army and MSCoE Community Relations Program's efforts. In addition, they will further designate subordinate units as principle points of contact for community partnership and PIE programs.

(2) Ensure that their subordinate units and activities that are designated as community partnership units (appendix B) comply with the intent and requirements outlined in this regulation.

## **6. Procedures**

a. Requests for Color Guards. Civilian communities will request (using a DD Form 2536) color guards for parades, festivals, federal holiday celebrations, and school events. A color guard normally consists of two flag bearers (National and unit), two rifle bearers, and a noncommissioned officer in charge (NCOIC).

(1) All requests for color guards will be submitted or routed to the Community Relations Branch. Upon receiving the request for a color guard, the Community Relations Branch will evaluate the request. If there are concerns about the appropriateness or legality of the use of the color guard, the Community Relations Branch will seek advisement from the SJA.

(2) Once the request is deemed valid and supportable, the Community Relations Branch will e-mail a tasking request memo (see appendix D) to the G-33 CTO. The CTO will subsequently complete an official tasking from G-3 requesting unit support in accordance with this regulation. The CTO will task the unit for all necessary support requirements, to include unit

coordination for pick up and return of flags from the SGS Office. The CTO will courtesy copy the Community Relations Branch and the SGS Office on the official tasking.

(3) The Community Relations Branch will serve as a liaison between the color guard and requestors until event coordination is finalized. Units will use Transportation Motor Pool (TMP) vans for color guard transportation to events. Privately owned vehicles (POVs) are not authorized for use.

b. Requests for the 399th Army Band. All off-post requests for the band (using a DD Form 2536) will come to or be routed to the Community Relations Branch.

(1) Military requirements for the band take precedence over participation in community relations events, even if that support was previously agreed upon.

(2) If there are concerns about the appropriateness or legality of the use of the 399th Army Band, the Community Relations Branch will seek a legal review from the SJA. Army participation, including band participation, in Christmas parades or activities is approved only if participation is in support of community sponsored nonsectarian, noncommercial activities, in accordance with AR 360-1 and AR 220-90.

(3) Once the request is deemed valid and supportable, the Community Relations Branch will check with the 43d AG BN S-3 on the 399th Army Band's availability for requested events. If the band is not otherwise committed, the Community Relations Branch will e-mail a tasking request memo (see appendix E) to the CTO. The G-3 will then provide the official tasking from G-3 to the 43d AG BN S-3 for final deconfliction and provide a courtesy copy to the 399th Army Band and the Community Relations Branch. The 43d AG BN S-3 will promptly notify the CTO if there are any needed changes. If there are required changes, the CTO will notify the Community Relations Branch, who will then notify the requestor. The Community Relations Branch will serve as a liaison between the band and the requestor until event coordination is finalized.

(4) TMP vans or buses will be used for band transportation to events within the 75 miles local band support area. Charter buses will be used for transportation to events more than 75 miles away (one-way) at the requestor's expense. Exceptions will be considered on a case-by-case basis by the MSCoE Chief of Staff.

c. Requests for Marching Unit or Troops. Civilian communities may, from time to time, request for marching units, or Service members, to attend parades or other similar events.

(1) Any Army participation, including marching units, in Christmas or other holiday parades or associated activities is approved only if it is in support of community sponsored non-sectarian, non-commercial activities and is in accordance with AR 360-1 and AR 220-90. Military requirements take precedence over Fort Leonard Wood marching units participation in community relations events, even if that support was previously agreed upon.

(2) All requests for marching units will be submitted on a DD Form 2536 and routed to the Community Relations Branch. If there are concerns about the appropriateness or legality of the use of Service members, the Community Relations Branch will seek a legal review from the SJA.

(3) Once the request is deemed valid and supportable, the Community Relations Branch will e-mail a tasking request memo (see appendix F) to the CTO. The CTO will task the appropriate units in accordance with this regulation. If the event is within 75 miles (one-way) of Fort Leonard Wood, the CTO will task TMP to provide buses and drivers. If the event is outside of 75 miles (one-way), the Community Relations Branch will coordinate with the Directorate of Logistics (DOL). The CTO will courtesy copy the Community Relations branch on the official tasking.

(4) Tasked units will determine a point of contact (POC) to coordinate details with the Community Relations Branch and designate an appropriate NCOIC (based on the size of the formation) to maintain responsibility for the Service members on the day of the event. The

Community Relations Branch will serve as a liaison between unit POCs and requestors until event coordination is finalized.

d. Requests for Vehicles/Equipment Static Displays. Civilian communities may request vehicles/equipment static displays and subject matter experts (SMEs) for community festivals, federal holiday celebrations, or school activities. Special attention must be given to the type of vehicle or equipment and the location of the event.

(1) All requests for vehicle/equipment static displays will be submitted using a DD Form 2536 and routed to the Community Relations Branch. If there are concerns about the appropriateness or the legality of the request, the Community Relations Branch will seek a legal review from the SJA.

(2) Once the request is deemed appropriate, the Community Relations Branch will e-mail a tasking request memo (see appendix G) to the CTO. The CTO will then task in accordance with this regulation and will courtesy copy the Community Relations Branch on the official tasking (see appendix H) to show which unit was tasked.

(3) The Community Relations Branch will serve as a liaison between the SMEs or the unit responsible for providing the equipment/display and the requestor until the event is finalized. The supporting unit will coordinate with TMP for transportation, if necessary.

e. Requests for TAIR Support. The Community Relations Branch supports recruiting battalions throughout the Midwest and others on a case-by-case basis. The majority of this support is in the form of MOS skill team (consisting of two or three Soldiers). Length of support varies from 3 days to 2 weeks with an average of 1 week. Recruiting battalions pay all costs associated with support (such as airfare, rental vehicle, lodging, meals, and items needed for presentations). All requests are submitted on a USAREC Form 551 and must be signed by the recruiting battalion that requests the support. Once the signed USAREC Form 551 is received, the Community Relations Branch will e-mail a tasking request memo to the CTO. The CTO

will then complete an official tasking from G-3 (appendix H) and transmit it to the tasked unit with a courtesy copy to the Community Relations Branch to show which unit was tasked. The Community Relations Branch will serve as a liaison between the unit POC and requestors until the event is finalized.

f. Requests for Tours or Events with Command Group Involvement. All requests for installation tours or events with Command Group involvement will be by written submission (see appendix I for required information) and sent to the Community Relations Branch for coordination. The Community Relations Branch will send these requests to the SGS Office. The Community Relations Branch will provide any requested support to these events.

g. Requests for Speaking Engagements/ Speaker's Bureau. Private organizations and civilian communities request military speakers for a wide variety of events. While the majority of the requests are centered around federal holidays, requests are received from military and civilian schools, military-related and veterans associations (such as the American Legion or the Veterans of Foreign Wars), private organizations (such as the Rotary Club or the Chamber of Commerce), or city/county/state sponsored meetings/events.

(1) All requests for military speakers will be by written submission (see appendix J) and sent to the Community Relations Branch for coordination. Requests should be submitted at least 60 days in advance. **The Community Relations Branch will evaluate the request and request a legal review from SJA for any request where there are concerns about the appropriateness or legality of the speaking engagement.**

(2) A reoccurring tasking will be used to maintain a Speaker's Bureau. The tasking will task each school/ brigade to have five Soldiers be a part of the Speaker's Bureau. The appointment to the Speaker's Bureau will be for a 12-month period. Soldiers will be on call on an as needed basis not as a full-time duty. Once a Soldier has completed his/her 12-month rotation, the unit will have to identify a new Soldier to be in the Speaker's Bureau. Soldiers

will be of varying age, rank, and experience/background and have good communication skills. The tasking will ask the Soldiers identified to provide their area of expertise, if they are an OIF/OEF veteran, total years of service, and hometown. The Community Relations Branch will use this information to determine the appropriate SMEs for speaking engagements.

(3) At the beginning of the 12-month period, the Community Relations Branch and the CIG/Strategic Communications (STRATCOM) will meet with the Soldiers who have been identified to be a part of the Speaker's Bureau. The Community Relations Branch will discuss the process of the Speaker's Bureau and what is required of them. The CIG/STRATCOM will provide them the command's current themes and messages, command briefs, and other materials that can be used in speaking engagements. This will ensure that the command's message will be conveyed appropriately and accurately.

(4) Based on the topic requested, the Community Relations Branch will refer to the Speaker's Bureau to identify appropriate SMEs for the speaking engagement. The Community Relations Branch will then send an e-mail with the details of the speaking engagement to the CIG/STRATCOM and the SMEs. Once a SME has been identified, the Community Relations Branch will submit the speaker's information along with the engagement to the G-33 for inclusion in the weekly fragmentary order (FRAGO). The Community Relations Branch will work with the CIG/STRATCOM and assist the speaker with the speech, talking points, briefs, and/or visual presentations.

(5) If the requestor asks for a command group representative, the Community Relations Branch will send an e-mail to the SGS. The SGS will notify the Community Relations Branch and CIG/Speechwriter of the representative who will be speaking.

(6) The Community Relations Branch will also serve as a liaison between the speaker and the requestor until the event is complete.

## 7. Policy

a. Funding. AR 360-1, paragraph 4-4, outlines funding for community relations activities.

(1) Personnel should use TMP provided transportation, if at all possible, not POVs. However, if POVs are approved for support of official community relations programs directed or authorized under this regulation, the individual may claim mileage reimbursement according to the Joint Federal Travel Regulation (JFTR) and DFAS-IN Reg 37-1.

(2) The requestor funds transportation costs outside the 100 mile community relations area, or if the event has significant impact, the Community Relations Branch will submit a request to the MSCoE Chief of Staff to determine if MSCoE should fund transportation. If approved, the Community Relations Branch will coordinate with DOL and TMP.

b. Programs and Activities. MSCoE is committed, if at all possible, to support the following events provided they receive a favorable legal review:

- Adopt a Highway Program
- Armed Forces YMCA events
- AUSA Golf Outings (Lake of the Ozarks (Aug) and Lebanon (Jul))
- Boy Scouts
- Branson POW Banquet
- Branson Tribute to Veterans Week
- Christmas Band Concert
- Christmas on the Square (Dec)
- Committee of 50 luncheons and dinners
- Community Fourth of July Celebration
- Crocker Railroad Days
- Dixon Cow Days (Sep)
- Friends of the Fort activities (varies)
- Frogtoberfest
- Girl Scouts
- Laclede County Fair
- Licking Annual Rodeo (Jun)
- Memorial Day ceremonies on post (May)
- Missouri Boys and Girls Town
- Missouri State Fair in Sedalia (Aug)
- Motorcycle Freedom Rides

- Newburg Days Festival (Jun)
- Partners in Education
  - Waynesville Middle School
  - Thayer Elementary School
  - Pershing Elementary School
  - Waynesville High School and Career Center
  - Freedom Elementary School
  - Wood Elementary School
  - East Elementary School
- Phelps for the Fort activities (varies)
- Pulaski County Fair (Jun)
- Regional Community Leaders Luncheons
- Rolla Chamber of Commerce luncheons and banquet
- Rolla Lions Club Carnival (Jul)
- Rolla St Patrick's Day Parade (Mar)
- Route 66 Festival (Jun)
- School Drill Competitions
- Springfield Cardinals Military Appreciation Day (May)
- Springfield Chamber of Commerce Dinner
- St Louis Cardinal Military Appreciation Day (Sep)
- St James Missouri Veterans Home
- University of Missouri – Columbia events
- University of Missouri (S&T) activities
- Veterans Day Parade (Nov)
- Volunteer Opportunities to School Classes
- Warriors Transition Unit dinners and other events
- Waynesville Chamber of Commerce Breakfasts and Dinners
- Waynesville Chamber of Commerce Chili Cook-off (Jan)
- Waynesville Chamber of Commerce Community Forum (Jan)
- Waynesville Chamber of Commerce Community Leadership Awards Banquet (Feb)

- Waynesville Memorial Day Ceremony (May)
- Waynesville Old Settler's Day (Jul)

## **Appendix A REFERENCES**

### Section I. Required References.

AR 220-90, Army Bands, 14 December 2007. Cited in paragraphs 6b(2) and 6c(1).

AR 360-1, The Army Public Affairs Program, 25 May 2011. Cited in paragraphs 5b(3), 6b(2), 6c(1), and 7a.

DOD 5500.7-R, The Joint Ethics Regulation (JER), 17 November 2011. Cited in paragraph 5b(3)

DFAS-IN Reg 37-1, Finance and Accounting Policy Implementation. Cited in paragraph 7a(1).

The Joint Federal Travel Regulations (JFTR). Cited in paragraph 7a(1).

Section II. Related Reference. FLW Reg 360-1, Public Affairs Program, 11 June 2002, is a related reference.

### Section III. Referenced Forms.

a. DD Form 2536, Request for Armed Forces Participation in Public Events (Non-Aviation).

b. USAREC Form 551, TAIR Support Request/Evaluation and Nurse Prospect Tour Checklist.

## **Appendix B**

### **COMMUNITY RELATIONS AREAS OF RESPONSIBILITY**

B-1. As a general rule, the local community relations support area for MSCoE is a one-way distance (air miles) from the post of—

- 50 miles for support to local communities.
- 100 miles for support to events with a Regional/State focus.
- Beyond 100 miles for support to events with a National focus.

B-2. Areas of responsibility are assigned on a quadrant basis, with several exceptions. Units should focus on primary areas of responsibility and secondary areas only on a case-by-case basis depending on the size and importance of the event, as determined by the MSCoE Chief of Staff.

a. Unit primary areas of responsibility are—

- Area 1 (4th MEB) – Waynesville, Iberia, Richland, and Crocker.
- Area 2 (USACBRNS/3d CM BDE) – Dixon, Rolla, St. James, and Cuba.
- Area 3 (USAES/1st EN BDE) – Laquey and Lebanon.
- Area 4 (USAMPS/14th MP BDE) – Saint Robert, Edgar Springs, Licking, and Houston.

b. Unit secondary areas of responsibility are—

- Area 1 (4th MEB) – Lake of the Ozarks area and Jefferson City.
- Area 2 (USACBRNS/3d CM BDE) – Sullivan.
- Area 3 (USAES/1st EN BDE) – Stafford, Springfield, and Branson.
- Area 4 (USAMPS/14th MP BDE) – West Plains.

c. The MSCoE NCOA's area of focus will be approved events requiring either the Army or Joint color guard, as determined by the G-3.

d. The Garrison's area of focus will be all approved band support requests.

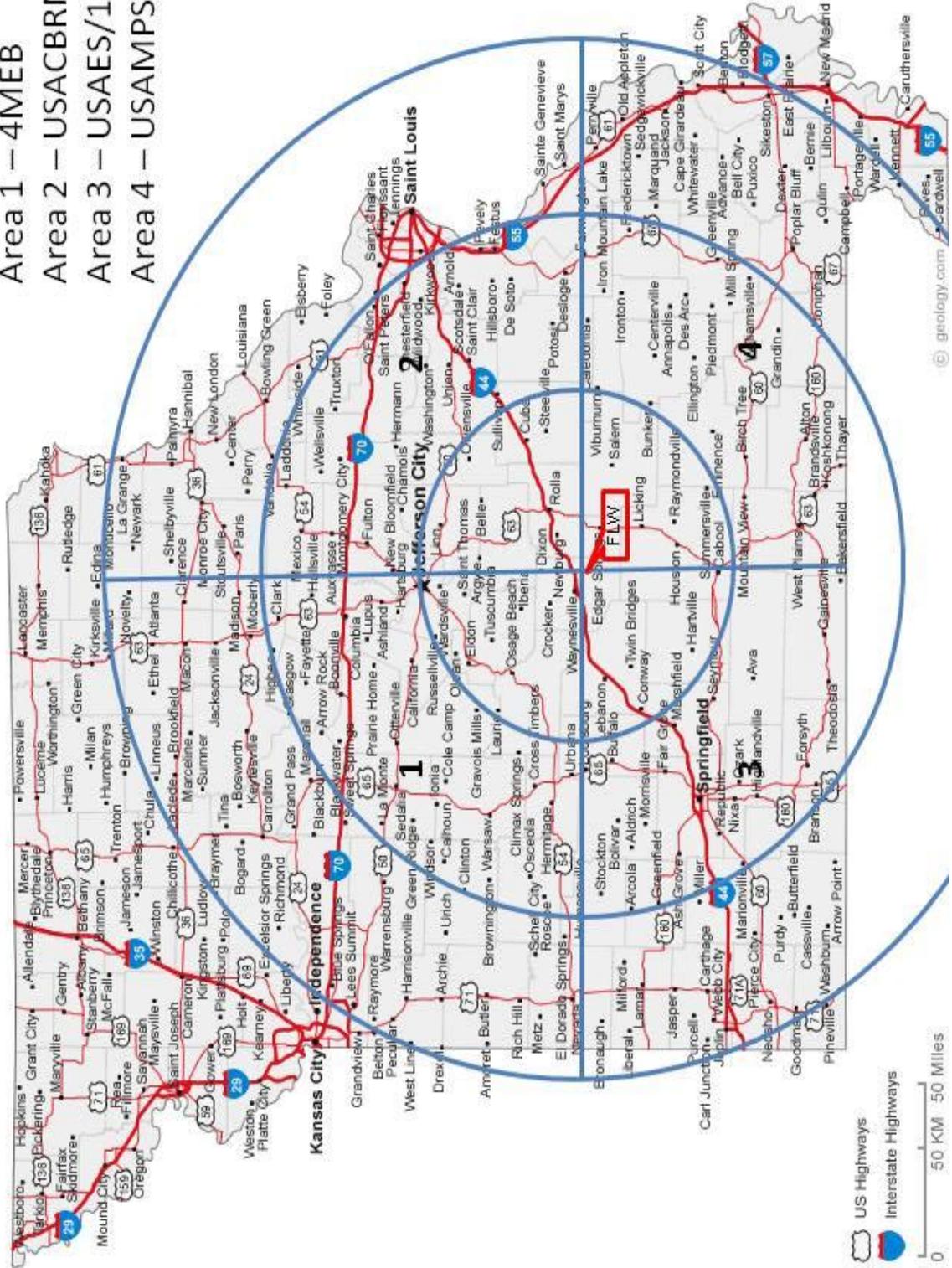
e. The General Leonard Wood Army Community Hospital's area of focus will be as a backup for organizations that cannot support an event due to mission unique requirements as determined by the MSCoE Chief of Staff.

f. When resources are available, the Air Force, Marine, and Navy detachments aboard Fort Leonard Wood will serve as a backup for organizations that cannot support an event due to mission unique requirements.

g. Exceptions to the above are possible on a case-by-case basis. Because of the size and importance of the cities of Saint Louis and Kansas City, requests for support from there will be assigned to the unit best suited to the request, as determined by the MSCoE Chief of Staff. The MSCoE Chief of Staff is the approval authority for levels of support and units assigned to support community relations requests and recommendations for any cities or towns beyond the 100 mile radius.

# Community Relations Areas of Responsibility Map

- Area 1 – 4MEB
- Area 2 – USACBRNS/3CM
- Area 3 – USAES/1EN
- Area 4 – USAMPS/14MP



## Appendix C SAMPLE OF DD FORM 2536

<b>REQUEST FOR ARMED FORCES PARTICIPATION IN PUBLIC EVENTS (NON-AVIATION)</b>		OMB No. 0704-0290 OMB approval expires Oct 31, 2009
The public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the Department of Defense, Executive Services Directorate (0704-0290). Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. <b>PLEASE DO NOT RETURN YOUR FORM TO THE ABOVE ORGANIZATION. RETURN COMPLETED FORM TO THE APPROPRIATE ADDRESS ON BACK OF THIS FORM.</b>		
<b>ALL DATA WILL BE HANDLED ON A "FOR OFFICIAL USE ONLY" BASIS.</b>		
<b>PURPOSE:</b> This form is used to request all Armed Forces <b>MUSICAL UNIT, TROOP, COLOR/HONOR GUARD,</b> and/or <b>EXHIBIT/EQUIPMENT</b> participation in public events. The information is required to evaluate the event for appropriateness and compliance with DoD policies and for <b>coordination with the units involved. Please complete all sections.</b>		
<b>SECTION I - EVENT DATA</b>		
<b>1. SPECIFIC REQUIREMENT</b> (i.e., Band, Marching Unit, Color Guard, Tank, etc.)	<b>2. DATE OF EVENT</b> (YYYYMMDD)	<b>3. TIME OF EVENT</b> a. FROM: b. TO:
<b>4. TITLE OF EVENT</b> (Website, if applicable)	<b>5. EXPECTED ATTENDANCE</b>	
<b>6. SITE OF EVENT</b> (i.e., Park, Auditorium, etc.) (NOTE: This site must be accessible to and usable by persons with disabilities.)	<b>7. ADDRESS OF EVENT</b> (Street, City, State, ZIP Code)	
<b>8. PROGRAM</b> (Describe program theme and objective, audience size and civic makeup, and the purpose of Armed Forces participation.)	<b>9. HAVE OTHER ARMED FORCES UNITS BEEN REQUESTED TO SUPPORT THIS EVENT?</b> (If so, specify.)	
<b>10. IS THERE ANY CHARGE?</b> (i.e., admission, parking, etc. If so, specify.)	<b>11. IS THIS EVENT BEING USED TO RAISE FUNDS FOR ANY PURPOSE?</b> (If so, specify how funds will be distributed.)	
<b>12. WILL ADMISSION, SEATING, AND ALL OTHER ACCOMMODATIONS AND FACILITIES CONNECTED WITH THIS EVENT BE AVAILABLE TO ALL PERSONS WITHOUT REGARD TO RACE, CREED, COLOR, SEX OR NATIONAL ORIGIN?</b> (X appropriate box)	YES	NO
<b>SECTION II - SPONSORING ORGANIZATION DATA</b>		
<b>13. NAME OF SPONSORING ORGANIZATION</b>		
(X appropriate box for each item.)		
<b>14. IS THE SPONSORING ORGANIZATION A CIVIC ORGANIZATION?</b>	YES	NO
<b>15. DOES THE EVENT HAVE THE OFFICIAL BACKING OF THE LOCAL GOVERNMENT?</b>	YES	NO
<b>16. DOES THE SPONSORING ORGANIZATION EXCLUDE ANY PERSON FROM ITS MEMBERSHIP OR PRACTICE ANY FORM OF DISCRIMINATION IN ITS FUNCTIONS BASED ON RACE, CREED, COLOR, SEX OR NATIONAL ORIGIN?</b>	YES	NO
<b>17. SPONSOR'S REPRESENTATIVE</b> (Please PRINT all contact information.)		
<b>a. NAME</b>	<b>b. ADDRESS</b> (Street, City, State, ZIP Code)	
<b>c. PRIMARY TELEPHONE NO.</b> (Include area code)	<b>d. ALTERNATE TELEPHONE NUMBER</b>	<b>e. FAX NUMBER</b> (Incl. area code)
		<b>f. E-MAIL ADDRESS</b>
<b>SECTION III - SPONSORING ORGANIZATION SUPPORT DATA</b>		
Event sponsors must agree to fund certain military expenses when the requested military resources are not local to the geographic area of the event. See paragraph 3 of the Instructions on the back of this form. (X appropriate box for each item.)		
<b>18. Does the sponsor agree to fund the standard Military Services allowance for meals, quarters, and incidental expenses for Armed Forces participants?</b>	YES	NO
<b>19. Does the sponsor agree to fund transportation, meals, and hotel accommodations for unit representatives to visit the site prior to the event?</b>	YES	NO
<b>20. Does the sponsor agree to fund transportation costs from home station to the event and return for Armed Forces participants?</b>	YES	NO
<b>21. Does the sponsor agree to fund transportation costs for Armed Forces participants between the site of the event and the hotel?</b>	YES	NO
<b>22. Does the sponsor agree to provide telephone facilities for necessary official communications at the site of the event?</b>	YES	NO
<b>SECTION IV - CERTIFICATION</b>		
<b>23. I am acting on behalf of the sponsoring organization and certify that the information provided above is complete and accurate to the best of my knowledge. I understand that representatives from the military services will contact me to discuss arrangements and costs involved prior to final commitments, or to inform me of their inability to support this event. I also understand that operational commitments must take priority and can preclude a scheduled appearance at an approved public activity.</b>		
<b>a. SIGNATURE OF SPONSOR'S REPRESENTATIVE</b>	<b>b. DATE SIGNED</b> (YYYYMMDD)	<b>c. PRINT NAME AND TITLE</b>

DD FORM 2536, AUG 2007

PREVIOUS EDITION IS OBSOLETE.

Adobe Designer 7.0

**Figure C-1. Sample of DD Form 2536, Request for Armed Forces Participation in Public Events (Non-Aviation)**

**Appendix D**  
**TASKING REQUEST MEMO FOR A COLOR GUARD**

IMWE-LNW-PA-EC

(Date)

MEMORANDUM FOR G-33 Central Tasking Office

SUBJECT: Request for Support: Color Guard to Attend the Missouri State Fair Military Appreciation Day – “Show-Me Salutes,”

1. The Missouri Department of Agriculture has requested support of a color guard to attend the Military Appreciation Day – “Show-Me Salutes,” at the Missouri State Fair in Sedalia, MO from 1300 to 1600, Sunday, 14 August 2011, at the Missouri State Fairgrounds, Mathewson Exhibition Center.
2. A formal ceremony is slated to be held in honor of Service men and women from all branches of the military, and this year’s event will pay special tribute to Vietnam veterans. Admission is free to military personnel. Admission is \$1.00 for Family members. Service members need to bring extra money for food and drink purchases.
3. Expected attendance is 5,000.
4. The color guard is requested to coordinate their transportation.
5. Dress is ACU or equivalent. Final details regarding the event will need to be coordinated directly with the requestor’s POC. The POC for the event is (provide event POC’s name and contact information).
6. Please provide PAO a copy of G-3 official tasking.
- 7 The action officer (AO) for the Public Affairs Office is (provide AO’s name and contact information).

Appropriate Signature Block

**Figure D-1. Example of a color guard tasking request memo**

**Appendix E**  
**TASKING REQUEST MEMO FOR THE 399TH ARMY BAND**

IMWE-LNW-PA-EC

(Date)

MEMORANDUM FOR G-33 Central Tasking Office

SUBJECT: Request for Support: 399th Army Band to Play at Military Appreciation Day - "Show-Me Salutes," Missouri State Fair

1. The Missouri Department of Agriculture has requested the support of the 399th Army Band to play at the Missouri State Fair Military Appreciation Day – “Show-Me Salutes,” 14 August 2011, beginning at 1400. The formal ceremony is slated to begin at 1400. The 399th Army Band is requested to play the National Anthem, military branches’ songs, and other patriotic/military music as requested.
2. Attendance is expected to be 5,000. Community alliance is the U.S. Army Military Police School and the 14th Military Police Brigade. Admission is free for all veterans, active-duty military, National Guard, Reserve, and retirees. Admission is \$1.00 for Family members. No transportation will be provided for Family members or for non-band participants.
3. The 399th Army Band is requested to coordinate their transportation.
4. Dress is ACU or equivalent. Final details regarding the event will need to be coordinated directly with the requestor’s POC. The POC for the event is (provide event POC’s name and contact information).
5. Request operations office confirm availability to the Public Affairs Office (PAO) not later than 11 July 2011 and make any further arrangements with the requestor’s POC.
6. Please provide PAO a copy of G-3 official tasking.
7. The action officer (AO) for the Public Affairs Office is (provide AO’s name and contact information).

Appropriate Signature Block

**Figure E-1. Example of a band tasking request memo**

**Appendix F**  
**TASKING REQUEST MEMO FOR MARCHING UNIT OR TROOPS**

IMWE-LNW-PA-EC

(Date)

MEMORANDUM FOR G-33 Central Tasking Office

SUBJECT: Request for Support - Joint Services Representatives to March in the Rolla Annual St. Patrick's Day Parade Beginning at 0900, Saturday, 17 March 2012, in Rolla, MO

1. The Missouri University of Science and Technology requests the support of Fort Leonard Wood Joint Services personnel to support and march in the annual St Patrick's Day Parade in Rolla, MO. The parade is slated to begin at 0900, Saturday, 17 March 2012, and conclude at approximately 1400. The starting point will be the Kroger parking lot located at the intersection of Bishop Ave and Kingshighway. Exact time will be determined by direct coordination with event POC, (provide event POC's name). Attendance is expected to be 7,000-10,000. Community alliances are USAES and 1st EN BDE.
2. The Missouri University of Science and Technology requests the support of the following units:
  - a. U.S. Army: A platoon-size element of Soldiers to march in the parade.
  - b. U.S. Marine Corps: 20 Marines to march in the parade.
  - c. U.S. Navy: 20 Sailors to march in the parade.
  - d. U.S. Air Force: 20 Airmen to march in the parade.
3. Each unit is required to have one NCOIC or senior cadre member who will coordinate uniforms and practice time with each unit and (provide event POC's name). Dress in duty uniform.
4. Please submit the event NCOICs' names and contact information via e-mail to PAO's POCs, (provide PAO's POCs' names and contact information). Direct coordination is required.
5. POC for this event is (provide event POC's name and contact information).
6. Request operations office confirm availability to PAO and make any further arrangements with the (provide POC's name) not later than (provide suspense).
7. Please provide PAO a copy of DPTM's tasking memorandum.
8. The action officer (AO) for the Public Affairs Office is (provide AO's name and contact information).

Appropriate Signature Block

**Figure F-1. Example of a marching unit or troops tasking request memo**

**Appendix G**  
**TASKING REQUEST MEMO FOR VEHICLE/EQUIPMENT STATIC DISPLAY**

IMWE-LNW-PA-EC

(Date)

MEMORANDUM FOR G-33 Central Tasking Office

SUBJECT: Request for Support - Tactical Vehicle for Display at the Agape Boarding School Annual Fourth of July Celebration, July 2, 2011

1. The Agape Boarding School has requested a tactical vehicle for display at the Annual Fourth of July celebration at Agape Boarding School, Campus Amphitheater, 12998 E. 1400 Road, Stockton, MO 65785. The celebration is scheduled to begin at 1700. The tactical vehicle will be on display for students, faculty, and families to observe. Community alliances are USACBRNS and 3d CM BDE.
2. The drive to Stockton takes approximately 2.5 hours and recommendation is that the tactical vehicle and its driver arrive at the location not later than 1630. Expected attendance for this event is 500.
3. The tactical vehicle team is requested to coordinate directly with the POC for this event. POC is (provide event POC's name and contact information) for exact schedule, transportation or lodging costs involved, and other details prior to accepting the request to support.
4. Recommended dress is ACUs or equivalent. The tactical vehicle team is requested to coordinate for their transportation.
5. FLW DPTM is requested to inform DRM for concurrence on funding and to copy PAO at (provide PAO action officer's name and contact information) on that correspondence.
6. Request Operations Office confirm availability to PAO at (provide PAO action officer's contact information).
7. Upon completion of this tasker, please e-mail both the Tasking Office at (provide Tasking Office contact information) and the PAO's POC at (provide PAO action officer's contact information) to close it out. Direct coordination is authorized but NLT (provide suspense date).
8. Please provide PAO a copy of DPTM's tasking memorandum.
9. The action officer (AO) for the Public Affairs Office is (provide AO's name and contact information).

Appropriate Signature Block

**Figure G-1. Example of a vehicle/equipment static display tasking request memo**

**Appendix H**  
**OFFICIAL TASKING FROM G-3**

1. 4th MEB is tasked to support the U.S. Transportation Command (TRANSCOM) requests a 4-Gun Salute Battery for the change of command ceremony of TRANSCOM outgoing commander GEN Duncan J. McNabb and TRANSCOM incoming commander GEN William M. Fraser III from 1300 to 1500, 14 October 2011 on Scott Air Force Base Parade Ground, 101 Heritage Drive Scott Air Force Base (AFB), IL 62225. Attendance is estimated at 400.
2. Scott AFB is approximately 163 miles northeast of Fort Leonard Wood. The 4-Gun Salute Battery noncommissioned officer in charge (NCOIC)/officer in charge (OIC) is requested to coordinate the practices, uniforms, equipment, transportation, and other details of the battery service with TRANSCOM POC (provide name and contact information for the requestor POC).
3. Directorate of Logistics, Transportation Motor Pool is requested to provide an adequate vehicle for transporting the 4-Gun Salute Battery members and equipment to and from the event.
4. The 4-Gun Salute Battery NCOIC/OIC is also requested to coordinate directly with the TRANSCOM POC not later than (NLT) 14 September 2011 in regard to the exact time and details of the change of command ceremony and to obtain approval from that POC for any transportation costs that the host organization will be required to pay, prior to committing to or attending this event.
5. TRANSCOM has agreed to fund the costs of transportation, meals, quarters, and incidental expenses for site recon and change of command ceremony.
6. The POC for this tasking is (provide PAO POC and contact information). Please provide name of NCOIC to the PAO POC and courtesy copy this office for closeout of tasking <leon.dptmcto@conus.army.mil>, NLT 14 September 2011.
7. The POC for this e-mail is the undersigned.

**Figure H-1. Example of an official tasking from G-3 e-mail**

**Appendix I**  
**REQUEST FOR TOURS OR EVENTS WITH COMMAND GROUP INVOLVEMENT**

The Community Relations Branch Office must receive this requested information before your request can be considered for approval. Please provide information as completely as possible.

1. NAME OF GROUP/ORGANIZATION:
2. PERSON TO CONTACT FOR ADDITIONAL INFORMATION:
3. MAILING ADDRESS:
- 4 TELEPHONE NUMBER:
5. FAX NUMBER:
6. TOUR DATE AND TIME:
7. NUMBER OF EXPECTED TOUR ATTENDEES:
8. TYPE OF TOUR:
9. WHAT TYPE OF INFORMATION REGARDING FORT LEONARD WOOD ARE YOU INTERESTED IN LEARNING ABOUT?
10. WHAT TYPES OF FACILITIES ARE YOU INTERESTED IN SEEING/TOURING?
11. IF THE TOUR OCCURS DURING LUNCH HOUR, WILL THE TOUR ATTENDEES WANT TO DINE AT A DINING FACILITY? IF YES, WILL YOU BE COVERING THE COST OF MEALS?
12. WILL TRANSPORTATION BE PROVIDED FOR THE TOUR OR WILL TRANSPORTATION BE NEEDED?

REQUEST WILL BE SIGNED AND DATED.

**Appendix J**  
**REQUEST FOR SPEAKING ENGAGEMENT/SPEAKER'S BUREAU**

The Community Relations Office must receive this this requested information before your request can be considered for approval. Please provide information as completely as possible.

1. NAME OF GROUP/ORGANIZATION:
2. PERSON TO CONTACT FOR ADDITIONAL INFORMATION:
3. MAILING ADDRESS:
- 4 TELEPHONE NUMBER:
5. FAX NUMBER:
6. TYPE OF EVENT (PROVIDE THE DATE AND TIME):
7. PLACE OF EVENT (ATTACH MAP/DIRECTIONS):
8. TOPIC OF SPEECH AND LENGTH OF SPEECH: (Matters of national/foreign policy, U.S. military presence in foreign countries, or the use of weapons systems cannot be accepted.)
9. ARE MEMBERS OF ANY RACIAL/ETHNIC GROUP EXCLUDED?
10. EXPECTED ATTENDANCE:
11. WILL ADMISSION BE CHARGED?
12. TYPE OF AUDIENCE? (Professional, Teachers, Business Leaders, Students, etc.)
13. IS EVENT POLITICALLY AFFILIATED?
14. WILL NEWS MEDIA BE INVITED TO COVER EVENT?
15. WILL THE SPEECH BE TAPED, FILMED, OR OTHERWISE RECORDED?
16. ADDRESS THE AVAILABILITY OF FOLLOWING EQUIPMENT SHOULD IT BE NEEDED: (SLIDE PROJECTOR, MOVIE PROJECTOR, OR SCREEN)
17. DO YOU REQUIRE PHOTOGRAPH OF SPEAKER AND/OR BIO?
18. ADDRESS TRANSPORTATION FOR SPEAKER BEING PROVIDED, AT NO COST TO THE GOVERNMENT, IF NECESSARY? PROVIDE THE MILEAGE FROM FORT LEONARD WOOD?
19. ADDRESS IF MEALS/LODGING FOR SPEAKER AND ACCOMPANYING PERSONNEL WILL BE PROVIDED, AT NO COST TO THE GOVERNMENT, IF REQUIRED?
20. PROVIDE NAME AND CONTACT INFORMATION OF THE INDIVIDUAL WHO WILL MEET THE SPEAKER:

REQUEST WILL BE SIGNED AND DATED

## Glossary

ACS  
Army Community Services

ACU  
Army combat uniform

AFB  
Air Force base

AG  
Adjutant General

AO  
action officer

AR  
Army regulation

Aug  
August

AUSA  
Association of the United States Army

BDE  
brigade

BN  
battalion

BSB  
brigade support battalion

CIG  
Commander's Initiatives Group

CM  
chemical

CTO  
Central Taskings Office

CYS  
Child and Youth Services

DA  
Department of the Army

DD  
Department of the Defense

Dec  
December

DFAS-IN  
Defense Finance and Accounting System-  
Indianapolis

DoD  
Department of Defense

DOL  
Directorate of Logistics

DPTM  
Directorate of Plans, Training, and Mobilization

EN  
engineer

Feb  
February

FLW  
Fort Leonard Wood

FORSCOM  
Forces Command

FRAGO  
fragmentary order

IL  
Illinois

IMCOM  
Installation Management Command

ITRO  
Interservice Training Review Organization

Jan  
January

JER  
Joint Ethics Regulation

JFTR  
Joint Federal Travel Regulation

Jul  
July

Jun June	POC point of contact
Mar March	POV privately owned vehicle
MEB maneuver enhancement brigade	S&T science and technology
MEDCOM Medical Command	Sep September
MO Missouri	SGS Secretary of the General Staff
MOS military occupational skill	SJA Staff Judge Advocate
MP military police	SLO School Liaison Officer
MSC major subordinate command	SLS School Liaison Services
MSCoE U.S. Army Maneuver Support Center of Excellence	SMEs subject matter expert
NCOA Noncommissioned Officer Academy	STRATCOM strategic communications
NCOIC noncommissioned officer in charge	TAIR total Army involvement in recruiting
NLT not later than	TMP Transportation Motor Pool
Nov November	TRADOC U.S. Army Training and Doctrine Command
OEF Operation Enduring Freedom	TRANSCOM U.S. Army Transportation Command
OIC officer in charge	USACBRNS U.S. Army Chemical, Biological, Radiological, and Nuclear School
OIF Operation Iraqi Freedom	USAES U.S. Army Engineer School
PAO Public Affairs Office	USAF United States Air Force
PIE Army Partners in Education	USAMPS U.S. Army Military Police School

USAREC  
United States Army Recruiting Command

U.S.  
United States

USMC  
United States Marine Corps

USN  
United States Navy

YMCA  
Young Men's Christian Association