



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 32D ARMY AIR AND MISSILE DEFENSE COMMAND
5800 CARTER ROAD
FORT BLISS TEXAS 79916

AFVL-CG

FFB 06 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Open Door Policy (Policy Letter 1-2)

1. The 32d Army Air and Missile Defense Command (AAMDC) must be prepared to deploy, fight, and win with little or no notice. By training to tough standards and taking care of our Soldiers, Families, and Civilians, we will be prepared to meet any challenge.
2. Should a time arise when an individual desires to see me, I will, to the maximum extent possible, assist any member of the 32d AAMDC, including Soldiers, Family members and Civilians. My intent is to listen and assist with a solution that is in the best interest of the individual, the unit, and the Army. Although you are not required to obtain chain of command approval before speaking to me, you are encouraged to use your chain of command to attempt to resolve issues at the lowest possible level.
3. The 32d AAMDC's worldwide mission requires frequent absences from my office and Fort Bliss. Therefore, individuals desiring to see me can schedule an appointment by contacting the 32d AAMDC Secretary of the General Staff at (915) 568-2043. Enlisted Soldiers should meet with the Command Sergeant Major, 32d AAMDC, prior to seeing me. Although Soldiers do not have to discuss their situation/issues with the Command Sergeant Major, I do ask that, as a courtesy, Soldiers inform him of their desire to see me.
4. A copy of this memorandum will be posted on each bulletin board down to battery level.

A handwritten signature in black ink, appearing to read "C. Coward".

CLEMENT S. COWARD
Brigadier General, USA
Commanding

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