

4th Infantry Division & Fort Carson

Personnel - General

Green Book

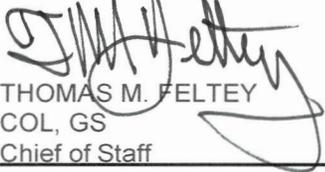


Standards

Headquarters, 4th Infantry
Division Fort Carson, CO.
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UNCLASSIFIED

For the Commander:



THOMAS M. FELTEY
COL, GS
Chief of Staff

Summary. This pamphlet educates and informs uniformed ServiceMembers of the 4th Infantry Division and Fort Carson of Division and Installation policies.

Applicability. This book applies to all United States Service Members, Active, Reserve, and National Guard, assigned to the 4th ID or training on Fort Carson or Butts Army Airfield. 4th Infantry Division Soldiers who reside on other installations will comply with the host installation standards and policies should policies conflict.

Proponent and Exception Authority. The proponent is the Division Command Sergeant Major. The exception authority does not apply to this publication.

Distribution. This publication is distributed through the following 4th ID website:
<https://www.carson.army.mil/units/4ID.html#ready>

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PART ONE

1. Commanding General's Intent for the 4th Infantry Division and Fort Carson Standards Book. Exceptional units are a cohesive group of Disciplined Soldiers and Leaders that continuously strive to be Experts in their craft. The 4th Infantry Division has a 100 year legacy of warfighting excellence. Our charge is to continue to be **READY** to answer our Nation's call where ever and whenever it comes.

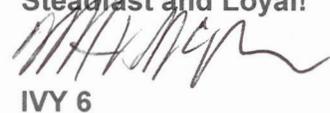
My intent is to have a simple set of standards that Leaders utilize to develop disciplined and effective units capable of accomplishing their assigned missions. Leaders need to assess each situation and apply the standards in this document and common sense to enable their operations. I expect Leaders at each echelon to build trust and exercise disciplined initiative to make their formations better every day. I do not intend for this document to limit Commander's options - rather to provide them with the latitude based on their respective formation and requirements. We will be **READY!**

Steadfast and Loyal!



IVY 7

Steadfast and Loyal!



IVY 6

READY

Our Charge to Each Other



R: be **RESPECTFUL** of others (Live by the Golden Rule)

E: be **EXPERTS** in your craft

A: be an **ATHLETE**

D: be **DISCIPLINED** and enforce Army standards

Y: it's up to **YOU**. Take initiative - make a difference and be accountable.

Fort Carson & 4th Infantry Division

2. Purpose. This Green Book will inform Soldiers, Noncommissioned Officers, and Officers of the Ivy Division and Fort Carson about expectations for individual discipline, appearance, conduct, and military courtesy as established by Army Regulations and policies.

3. Applicability. This Green Book applies to all United States Service Members assigned to Fort Carson. 4th Infantry Division Soldiers who reside on other installations will comply with the host installation standards and policies, should policies conflict.

2. Responsibilities. Commanders and leaders are held responsible to ensure Soldiers present a neat appearance and conduct themselves professionally both on and off duty. Soldiers will take pride in their appearance and conduct themselves properly at all times. Leaders are required to read and understand this pamphlet, brief their Soldiers, and enforce these standards. Leaders will ensure all Soldiers receive and have, on their person, a copy of this pamphlet or digital copy on smart phone while in a service uniform.

3. Vision Statement. The combat proven 4th ID is poised to fight and win our Nation's Wars. We are quiet professionals who lead by example. We are proud of who we are, our legacy of service and sacrifice; our Families; and of the communities in which we live and serve. We are in excellent physical, mental, emotional, social, and spiritual condition... and so are our Families. We are prepared to dominate the next challenge and accomplish all assigned missions, regardless of the hardships involved.

4. Mountain Post Historical Center (MPHC). The 4th Infantry Division Museum is located outside of the Fort Carson main gate, which is across from the Cheyenne Mountain State Park. All Service Members and Families are encouraged to visit and view the artifacts and documents and reflect on the history of the Division and Fort Carson (719-524-0915).

PART TWO

1. Personal Appearance Policies. All Soldiers will abide by AR 670-1 and DA Pam 670-1 at all times. Soldiers will present a professional image and will continue to set the example in military presence, both on and off duty. Pride in appearance includes physical fitness and adherence to acceptable weight standards in accordance with AR 600-9. **Violation of the specific prohibitions and requirements set forth in this chapter may result in adverse administrative action and/or punishment under the UCMJ.**

a. Daily Formation/Pre-Combat Inspections. Every Company/Troop/Battery and Detachment should strive to conduct daily formations to facilitate accountability, reinforce discipline, instill attention to detail, and enhance NCO professionalism. The primary categories of routine inspections are morning parade, PCIs, crew/squad/section drills, and the dissemination of information.

b. Grooming. Leaders will judge the appropriateness of a particular hairstyle by the guidance in AR 670-1, Chapter 3, section 3-2, page 5 and by the ability to wear all types of headgear (such as beret, patrol cap, or service cap/hat) and any protective equipment (such as protective mask or combat helmet) properly. Hairstyles (including bulk and length of hair) that do not allow Soldiers to wear any headgear properly, or that interfere with the proper wear of any protective equipment, are prohibited.

Soldiers with shaving profile will maintain a copy of the prescribed DA Form 3349 at all times. Facial hair will be trimmed to the level specified by the appropriate medical authority. However, Soldiers are not authorized to shape the growth into goatees, "Fu Manchu," or handlebar mustaches. If appropriate medical authority prescribes beard growth, the length required for medical treatment must be specified. For example, "The length of the beard will not exceed 1/4 in." (See TB MED 287)

A single pony tail centered on the back of the head is authorized in physical fitness uniforms and utility uniform only when within the scope of physical training. However, if the helmet is worn during physical training, hair must be secured.

c. Electronic Devices. Cell phones and devices; Soldiers WILL NOT walk and talk, or walk and text while in uniform. This applies to the use of a hands-free device or when the cell phone is in speaker mode. Soldiers may use **headphones**, including wireless or non-wireless devices and earpieces, in uniform only while performing individual physical training in indoor gyms or fitness centers IAW Army Directive 2016-20. Ear pads will not exceed 1-1/2 inches in diameter at the widest point. They may also

wear a solid black armband for electronic devices in the gym or fitness center. Soldiers may not wear headphones or arm-bands beyond the permitted area. Additionally, music playing from media devices, speakers, or other means is not authorized while performing physical fitness.

d. Hearing Protection. All Soldiers will carry issued hearing protection when in military Uniform. All Soldiers are required to wear fitted non-linear hearing protection in all military training/operations involving high-frequency impulse noise that can cause injury to Soldiers hearing.

e. Eyewear. Conservative civilian prescription eyeglasses are authorized for wear with all uniforms. Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment. Soldiers are authorized to wear ballistic spectacle eye protection issued by the Army to include Smoke/Tinted/Clear lenses as long as they are part of the Authorized Protective Eyewear List (APEL) visit PEO Soldier for the entire Qualified Products List at www.peosoldier.army.mil/equipment/eyewear/. Contact lenses that change the natural color of the eyes are prohibited while in the duty uniform. Contact lenses are not authorized in field conditions.

2. Utility Uniforms. All military uniforms will be worn IAW AR 670-1. Commanders have the ability to tailor the uniform based on seasonal weather conditions or tactical requirements. If worn off post, utility uniforms will be clean and serviceable. Soldiers will not wear utility uniforms (Class C) off-post in any establishment which primarily serves alcohol. Under no circumstances will a Soldier consume alcohol off-post while in Class C uniform. Personnel on official travel will wear the service uniform or appropriate civilian attire.

Commanders may authorize Soldiers to roll-up the sleeves on the Army Combat Uniform. Company level Commanders will determine if the unit will roll sleeves with the camouflage pattern exposed or turned inside out. Personnel will roll sleeves neatly above the elbow but no more than 3 inches above the elbow. Upon approval of the commander and only during field training exercises, the sleeves may be down and cuffed inside the coat one or two times.

a. Flight Suit. The Army Aviation Combat Uniform (A2CU) is worn on duty when flying, on standby awaiting flight, or as directed by the commander. A2CUs are not authorized for everyday wear in garrison or office environments. The 100% cotton foliage green and tan T-shirt are the only authorized T-shirt for wear with the A2CU. Long-sleeved white thermal shirts are authorized to be worn under a tan shirt. Sleeves will not be pushed or rolled. The following boots are the only authorized footwear for the A2CU, Army combat boots, hot weather-flame resistant, (Bellville 340DES), Tan (ACB-Tan), Tan Intermediate Cold Weather Boot with removable liner. Personnel wearing the A2CU outside of the flight line will blouse the trouser. When bloused, the trousers should not extend below the third eyelet from the top of the boot. Unit logo patches are not authorized to be sewn or hook and loop fastened on the uniform. The flame resistant Army Combat Shirt (ACS) is authorized for aircrew members. It is only to be worn when engaged in flight duties with the A2CU trousers and under the Air Warrior/IBA ensemble.

b. Fire Resistant OCP and Army Combat Shirt. The Army Combat Shirt is authorized only during field training or in a combat zone; and must be worn with name tape, unit patch, and US Flag. The Fire Resistant OCP will not be worn outside the unit footprint, training areas, or to any off post establishment.

c. Headgear. Soldiers in uniform will wear appropriate headgear when outdoors except when it interferes with safety. When headgear is stored it will not create a bulky appearance or protrude from any pocket.

- **The Patrol Cap** will be worn straight on the head so that the cap band creates a straight line around the head, parallel to the ground. No rolling of, blocking, or alterations to the cap are authorized. The cap is worn so that no hair is visible on the forehead beneath the cap.
- **The Beret** will be worn with the Army Service Uniform and utility uniform during ceremonies or special duties as required by the commander.
- **The OCP Sun "Boonie" Hat** will be worn at the discretion of the unit commander for training or while deployed. Soldiers will NOT wear the "boonie" outside of the unit or training areas. This includes all installation activities (PX, Shoppette, Burger King, etc.)
- **The Black/Coyote Brown Fleece Cap** may be worn with OCP in Garrison, field, flight line, or on static guard duty when the ambient temperature, **to include wind chill, reaches 32 degrees or when designated** by the Chain of Command. Soldiers will wear the fleece cap, pulled down

snugly on the head; Soldiers will not roll the cap but can have one fold. **The Black Fleece Cap is the only authorized fleece cap for wear with the APFU.**

- **Neck Gaiter.** The brown neck gaiter is authorized and may be worn with the APFU, and tactical uniforms when temperatures reach 32° F and below or when designated by the Chain of Command. It may be worn as a neck warmer, hood, or balaclava/mask. Neck gaiters will be removed when indoors.
- **Organizational Headgear (“Baseball Caps”).** Battalion Commanders may substitute headgear with distinctive unit Organizational Headgear within the following guidelines. (NOTE: Individual purchase of Organizational Headgear must be voluntary.) Authorized for units no smaller than Battalion or Squadron and will only display the unit insignia and logo. Organizational Headgear will be worn only in the Ivy Duty Uniform in the unit’s immediate area on Fridays (eg. Fmou Stetson) or for special functions such as: unit org days, formal events, professional gatherings, and other events designated by the Battalion or Squadron Commander. Under no circumstances will they be worn at Ranges or Training Areas or in the PX, Shoppette, Commissary or similar facilities.

d. Cavalry Spurs and Stetson. These items will be worn only in the unit’s immediate area or for special functions such as: unit dining-ins/outs, formal events, professional gatherings, and other events designated by the Squadron Commander. Under no circumstances they will be worn in the PX, Shoppette or similar facilities.

- **The Stetson.** Will be black in color. A braided cord, rank, regimental or ordinary cavalry brass, and only the current Distinguished Unit Insignia will be worn on the Stetson. No other badges, awards, medals or unit affiliation is authorized for wear on the Stetson.
- The nape strap will be threaded through the appropriate eyelets in the brim of the Stetson, so that the strap goes around the back, and the buckle is fastened and centered on the wearers head. The sides of the crown will not be pushed in or otherwise modified. The brim will be flat with a slight droop at the front. The Stetson will be worn on the head with the brim parallel to the ground.
- **Spurs.** May be worn whenever the Stetson is authorized. Gold spurs are authorized for Soldiers who have served in combat in a Cavalry unit. Silver Spurs are authorized for Soldiers who earn them IAW Cavalry Squadron policy.

e. Army Combat Boots. Soldiers may wear commercial boots of a design similar to that of the Army combat boot, as authorized by the commander. The boots must be between eight to ten inches in height and made of coyote flesh-side out cattle hide leather, with a plain toe and a soling system matching the color of coyote upper materials. Rubber and polyether polyurethane are the only outsole materials that are authorized. The soling materials will not exceed two inches in height, when measured from the bottom of the outsole, and will not extend up the back of the heel or boot or over the top of the toe. The exterior of the boot upper will not contain mesh but will be constructed of either all leather or a combination of leather and non-mesh fabric. Soldiers may wear optional boots in lieu of the Army combat boot (coyote), as authorized by the commander; however, they do not replace issue boots as a mandatory possession item.

f. Reflective Safety Belt: A reflective belt may be worn during work details or when appropriate for safety (such as ground guide duties, railhead operations, etc). There is no requirement to wear the Safety Belt during PT in Fort Carson. Nevertheless, the senior leader on site will determine its need based on risk assessment (eg., visibility and location).

g. Camelback. The use of a black or camouflage OCP pattern personal hydration system (Camelback) is authorized while conducting Physical Training, field exercises, and work details in high temperature.

h. Bags. If Soldiers choose to wear a shoulder bag while in uniform, the bag must be black or match the camouflage pattern uniform and have no commercial logos. The contents of the bag may not be visible. Soldiers may carry authorized bags by hand, on one shoulder or both. Soldiers may not wear a shoulder bag in such a manner that the strap is draped diagonally across the body. Any bag that does not meet the above criteria must be carried only in the hand.

i. Cadre T-shirts. The 168th RTI (NCO Academy) and the Ivy Pre-Ranger cadre may wear the Cadre T-shirt in the academy/teaching area only. The Cadre T-shirt will not be worn while conducting non-instructor activities such as going to the PX, Commissary, etc.

3. Tactical Uniform. All Soldiers will abide by the three authorized uniform configurations during field training exercises or combat operations. This standard ensures that units are optimally prepared for combat. How a unit looks makes an impression on friend and foe; the standard for all IVY Soldiers is to look like a professional, skilled, Ready Warrior. Standards on wear, uniformity and maintenance, depend on leader involvement and inspections. The three configurations are the **IVY Duty Uniform**, the **IVY Light Uniform**, and the **IVY Ready Uniform**.

Note 1: No unauthorized patches will be worn on the uniform or item of equipment.

Note 2: All uniform guidelines are open to senior leader modification based on appropriate Risk Assessment and leader Judgement, i.e. if the senior leader determines the risk of frostbite is greater than the tactical risk of wearing face camouflage, that leader may adjust accordingly.

a. Personal Protective Equipment (PPE). All Soldiers should either have on their person or wear the following protective gear:

- Ballistic Eye Protection (APEL approved only).
- Hearing Protection, ID card, ID Tags, and note taking material.
- Nomex gloves (or other type of glove with leather palm to protect from flash burns).
- Knee Pad on the knees or combat pants with knee inserts.
- Combat Application Tourniquet in right shoulder pocket.
- PPE should be accessible and worn based on leader analysis of METT-TC.

b. Individual Outer Tactical Vest (IOTV / IBA). The IOTV / IBA will be worn closed with all snap, hook and loop fastened, nametape and rank. Leaders will ensure all Soldiers have the Individual First Aid Kit (IFAK) attached to the IOTV or FLC/TAP system, Duty Belt or sub belt system for training and combat operations.

c. Ballistic Protection. Many training events do not require ballistic protection (land navigation, foot marches, etc.) but live-fire training and collective training events with a tactical scenario with opposing force are examples that do. When full **ballistic protection is required**, the minimum uniform requirements consists of standard field uniform (ACH, earplugs, ballistic eyewear, protective gloves) plus the base Improved Outer tactical Vest (IOTV) or, if issued, Interceptor Body Armor (IBA) or Soldier Plate Carrier System (SPCS). During live fire training, deployments or when directed, Soldiers will be issued and wear front, back, and sides SAPI/ESAPI ballistic plates. Commercial body armor and plate carriers are not authorized for wear. The IOTV, IBA, and SPCS are the only authorized body armor for training or deployment unless otherwise issued.

d. Advance Combat Helmet (ACH) and Integrated Head Protection System. The ACH and IHPS will be complete with OCP cover, the 7 pad suspension system, retention system (chinstrap) fastened at all times, camouflage band (ACH only), and NVG mount.

ADVANCED COMBAT HELMET

The 4ID Patch will be sewn center on the left side of the helmet as worn.

The NVG Base Plate will be attached, it is mandatory.

Last Name will be sewn on helmet band on the left side of the NVG Base Plate.

The camo band will be routed under the NVD Mount with luminous tape exposed.

Battle Roster number will be sewn center on the left side of the helmet band, as worn.



INTEGRATED HEAD PROTECTION SYSTEM

The NVG Base Plate will be attached, it is mandatory.



Battle Roster number is placed above the left ear, inside the helmet on luminous tape.



e. IVY Uniform Configurations

IVY DUTY UNIFORM

Duty Uniform will be clean and serviceable with name tape, US Army tape, rank, subdued flag, and SSI. Approved, authorized, or issued boots only. Clean, serviceable patrol cap with rank and name tape. Brown T-shirt, brown rigger's belt, and ID card, ID tags, paper and writing instrument



IVY READY UNIFORM

Same as IVY Light to include Body Armor and ESAPI ballistic plates (front, back, and side plates)



IVY LIGHT UNIFORM

Same as the Field Uniform with the following additions/adjustments: no skill badges will be worn in the field uniform unless sewn; clean, serviceable ACH helmet complete with proper markings and tie downs, loose hanging camouflage material will be secured; approved APEL eye pro, patrol cap in the trouser pocket/assault pack on the person; approved gloves (FR); Pro Mask when directed by Commander; FLC/TAP worn IAW BN/BDE standards; knee pads or inserts, and Personal Hydration System worn on back.



4. Physical Fitness

a. General. All FCCO Soldiers will conduct PRT when in garrison Monday through Friday from 0630-0800. No Soldier conducts physical readiness training alone during PT hours, leaders conduct PRT as a group and with their respective formations; command teams may conduct PT as a team or split to cover their formations. No activities will interfere with scheduled PRT sessions. The first formation of the day allows leaders to teach, train, mentor, and build discipline in our ranks. The Battalion Commander is the approval authority for any PRT starting before 0630, including foot marches. Battalion Commanders may extend PRT hours beyond 0800, but must allow for adequate Soldier recovery time, including personal hygiene and nutrition. If Soldiers' duties prevent them from conducting PRT during these hours, then commanders will establish PRT at an alternate time during the duty day. All PRT sessions are organized unit level activities. Units are prohibited from conducting organized sports during PRT hours. During field or live-fire training, commanders will program field PRT into the training schedule in order to maintain progressive fitness levels.

b. Respect Discussions during Physical Readiness Training. In order to reinforce the Army values and the principles of R.E.A.D.Y., leaders will facilitate discussions on respect once per week between 0730 and 0800, following physical readiness training. These discussions will take place in small groups and will focus on a different aspect of respect each week.

c. Gymnasiums and Gyms in a Box. The six event Army Combat Fitness Test (ACFT) requires Soldiers to strengthen muscles, endurance, and mobility through a prescribed training plan and equipment found in our gyms. Leaders are encouraged to add the gymnasium facilities as part of their PT plans. The session, however, must be well resourced and supervised to prevent injuries and maximize the work-to-rest ratio for the formation. Additionally, leaders will leverage the Human Performance Optimization Program (HPOP) and trainers to enhance their unit PT plans and practices.

d. Obstacle Course. The Obstacle Courses are intended to compliment Soldiers and units physical readiness. Leaders are encouraged to add this course to their PT plans. There is no need for a reservation as this course is considered a "run-on, run-off" training event. The only limitations are as follows: Soldiers will not execute the course alone or during periods of darkness or inclement weather, leaders will conduct a familiarization prior to conducting the training and report any damages or dangerous conditions in or around the course, leaders will conduct a risk assessment prior to negotiating the course, and PPE is **NOT** required.

e. Uniform. The Army Physical Fitness Uniform (APFU) is authorized for wear on and off duty, on and off the installation, unless restricted by the commander, as long as it is clean and serviceable. Soldiers may wear all or part of the physical fitness uniform with civilian attire off the installation, unless restricted by the commander. Soldiers must professionally represent the Army while in all or parts of the APFU (i.e. clean-shaven, appropriate locations, etc.) and will not wear into public locations following physical training if soiled or dirty. The physical fitness uniform is not intended for wear as an all-purpose uniform when other uniforms are more appropriate. The APFU may be worn in the Shoppette, prior to and after PT hours (0500-0900), however **at no time it will be worn in the PX, Commissary, or other AAFES establishments.**

- The APFU or OCP are the uniforms for physical readiness training; however, the Company Commander can determine the uniform for PRT based on time, type and location.
- The use of lights are encouraged when Soldiers are conducting PRT in areas of limited visibility with complex terrain to reduce the risk of injury.

f. Cadence. Will not contain profanity, sexual innuendo, language demeaning to others, or references to violating the Law of Armed Conflict. Soldiers are encouraged to call cadences that promote the spirit of the Ivy Division, its capabilities and successes of their unit.

g. Special Conditioning Programs. Each battalion-level unit will have a special conditioning program that serves to recondition Soldiers who fail to meet unit fitness goals, fail the APFT, who are enrolled in the Army Body Composition Program, or who are recovering from injury or illness in order to safely and efficiently return them to duty at an equal or higher physical fitness level. The program will be run IAW FM 7-22, Chapter 6.

h. Pregnancy and Post-Partum Physical Training. Each Brigade and separate unit will ensure Soldiers attend the Ivy Division pregnant or post-partum program IAW the 4ID and FCCO SOP to ensure Soldiers maintain a high level of fitness IAW their limitations. Pregnant Soldiers will wear the PFU until such time that it becomes too small or uncomfortable. Pregnant Soldiers are authorized to wear the T-shirt outside the trunks. At no time will commanders require pregnant Soldiers to purchase a larger PFU in order to accommodate the pregnancy. When the uniform becomes too small or uncomfortable, pregnant Soldiers may wear equivalent civilian workout clothes that are conservative and professional in appearance

i. Foot March. Foot marching will remain an important component in our conditioning and combat readiness. In addition to building physical endurance and mental toughness, it is an excellent tool for measuring the discipline of a unit. Our formations must be able to fight and win upon completion of the march. Leaders must take a thoughtful and progressive approach to prevent needless injuries and ensure sustainable combat readiness for mission accomplishment.

(1) Baseline.

- Every Soldier and unit must sustain the ability to move tactically on foot six miles in our combat kit. That is what we are required to physically accomplish at any time, as it represents our most probable and demanding dismounted movement with our fighting kit.
- Tactical foot marches will be conducted in the IVY LIGHT Uniform with a rucksack/assault pack (personal hydration system in rucksack/assault pack) or IVY READY Uniform. The use of the Patrol Cap in lieu of the ACH will be at the Company Commander / ISG discretion when environmental factors are taken into account. Soldiers will never execute a Foot march in the IVY READY Uniform with a Ruck Sack (i.e. no Foot Marching IOTV and Ruck Sack).
- Our combat units (and selected combat support units) must also be capable of a 20-mile approach march within 48 hours. This is a competing baseline goal and is tempered by the unit's focus on their known next mission and the associated training/operations cycle. If a unit knows their next mission and it clearly could not include the chance of an approach march, commanders should remain focused on the previously mentioned six-mile baseline foot march. If a unit is preparing for an undetermined readiness cycle without an identified mission to a specific area of operations, then this requirement is the second baseline.

(2) Tactical Foot Marches. Tactical foot marches are collective training events and are conducted under the conditions in which we fight. Our Soldiers will wear and carry the same uniform and items of equipment in which we fight. To avoid unnecessary injuries, we will not run in IBA or rucksacks, nor will we carry rucksacks while wearing IBA. Leaders will plan and adjust loads, march rates, and distances according to the mission and force capabilities. Units may conduct tactical foot marches during physical training hours, tactical exercises, or as a means to get to and from training. **The only exception to running with the IBA, is when conducting combat focused PT which typically involves short distances running (i.e. 3 to 5 second rushes, bounding over-watch, react to contact, etc). These sessions, however, must be planned, supervised, and all risk mitigated to prevent unnecessary injuries.**

(3) Conditioning Foot Marches. Commanders will use conditioning foot marches to develop and maintain our Soldiers' ability to physically carry their combat loads while preserving combat power. Conditioning foot marches are physical training events. Conditioning foot marches will be conducted in the IVY LIGHT Uniform or APFU uniform with rucksack/assault pack. Running shoes will not be worn when conducting foot marches of any kind. Conditioning foot marches will incorporate any entry point and progressively develop newly arrived Soldiers and special population Soldiers to carry combat loads without injuring themselves in the process.

j. Unit T-shirts and Sweatshirts. Battalion Commanders may substitute a distinctive unit t-shirt or sweatshirt for the APFU t-shirt or jacket within the following guidelines. (NOTE: Individual purchase of distinctive unit t-shirt must be voluntary.) Authorized for units no smaller

than Company, Troop, Battery, or separate Detachment. Company and Battalion shirts will be the same color as the Battalion or Brigade level shirt. Company shirts will have the Battalion logo on the front and Company logo on the back. The Battalion shirts will have the Brigade logo on the front and the Battalion logo on the back. Logos must be in good taste, no profanity, or lewd images.

5. Off-Duty Appearance. High standards of appearance should carry over into your selection of civilian attire. Wear of appropriate attire avoids public embarrassment and promotes a sense of community. While off-duty, Soldiers may dress casually and comfortably. There are legal, moral, safety, and sanitary criteria that require a dress code.

a. Fort Carson Dress Code:

- Warrior Restaurants: Soldiers and visitors will not wear open toe shoes, shoes without socks, hats, or sleeveless shirts.
- Headphones will be removed in the serving line while ordering meals.
- Clothes with obscene, slanderous, or vulgar words or drawings on clothing, or items which make disparaging comments are not authorized on Fort Carson.
- Bare feet in any facility, except where footwear is not appropriate, such as swimming pools, are not authorized.
- Soldiers will wear appropriate attire when utilizing any on-post facilities on Fort Carson, to include the AAFES, Warrior Restaurants, public buildings, public areas, or work areas and WILL NOT wear cut-off jeans, slacks, or garments which expose any part of the buttocks. See through garments normally worn as undergarments are prohibited.
- Males will keep their face clean-shaven when in uniform, or in civilian clothes on duty.
- Soldiers are required to carry their Military I.D. Cards at all times whether on or off duty.
- When male and female Soldiers are NOT in uniform and off duty, earring wear is not restricted as long as the earrings do not create or support ear gauging (greater than 1.6 mm).

PART THREE

1. Fort Carson Conduct. You are expected to carry out your duties and to conduct yourself properly on and off-duty by living the Army Values, the Soldiers' Creed, and representing the 4th Infantry Division with pride. There are civil laws which pertain to all citizens, Soldiers included, and you must obey these laws. You will use professional language in public and common areas on and off the installation. Profanity and inappropriate language is prohibited common areas. Soldiers will demonstrate appropriate respect for all civilian authorities on and off the installation. Every workday, leaders will conduct a daily four which may consist of accountability, inspection, tactical and leadership Q&A to ensure that we are meeting the Army standards.

a. Intra-unit Intimate Relationships.

- Outside of the Army, intimate relationships can have an adverse impact on the effectiveness of interpersonal work relationships within organizations and are often prohibited by employers' policies. Similarly, intimate relationships within company-sized elements or staff sections can adversely affect unit cohesion, morale, good order and discipline and can jeopardize unit readiness and mission accomplishment. Soldiers are highly discouraged from engaging in intimate relationships with other members of the same staff section or company-sized element as these relationships could have an adverse impact on good order and discipline within the unit. When these relationships have a negative impact on good order and discipline, commanders are authorized to take appropriate action, to include performance based counseling, inter-post reassignment, or other appropriate administrative action. This provision is not a supplement to AR 600-20.
- An intimate relationship is defined as a romantic, sexual, or dating relationship.
- If an intimate relationship covered by this paragraph exists upon implementation of this standard or arises while this standard is in effect, both Soldiers are encouraged to inform their chains of command.
- Soldiers may request to be transferred to a different company-sized unit or staff section in order to pursue an intimate relationship without violating this policy. Commanders will consider such requests and weigh them against the interests of unit readiness and mission accomplishment.

b. Drugs. Possession or use of any controlled substance without a valid prescription or use of prescription drugs intended for another person, is illegal. Other substances (including, but not limited to, "spice", CBD oil) deemed illegal by the Federal Drug Enforcement Administration, State of Colorado, or Department of Defense are prohibited. Despite the Colorado amendment to legalize marijuana, wrongful use, or possession of marijuana on a Federal installation is a violation of federal law. Federal law continues to prohibit the use of marijuana anywhere on post. This applies to Family members of service members who live or work on post as well as those visiting.

UMCJ, Article 112a; specifically prohibits the unlawful use of the following substances: opium, heroin, cocaine, amphetamine, lysergic acid diethylamide (LSD), methamphetamine, phencyclidine, Barbituric acid, marijuana, and any compound or derivative of any such substance. In addition, this regulation prohibits Soldiers from using Hemp or products containing Hemp oil.

c. Use of Tobacco. Smoking, dipping, and chewing are prohibited in the work place, military vehicles, aircraft, or during physical training. Soldiers will not walk with a lighted cigarette. Smoking is only authorized in designated smoking areas, **50 feet** from common points of entrance and exit to all **buildings**. Smoking in the field is only authorized by the Commanding Officer on the ground and will NOT be authorized between the hours of end evening nautical twilight (EENT) and begin morning nautical twilight (BMNT). **Electronic cigarettes** will be treated the same as traditional cigarettes and not be used indoors, in the work place or in any establishment on Fort Carson and Butts Airfield.

d. Use of Alcohol. 4th Infantry Division and Fort Carson personnel or any personnel conducting military duties on the Fort Carson Military Reservation will not consume alcoholic beverages while in uniform during duty hours regardless of duty status.

- Duty hours consist of those times when a Soldier is required to perform military duty. Duty hours are normally, but not limited to, 0630-1715, Monday through Friday on days when a Soldier is not on leave or pass, and any other time between assembly and dismissal from any other duty requirement, whether on Saturday and/or Sunday, or occurring before 0630 or after 1715. The duty day ends at 1500 on the last duty day of the week (MPL); therefore, alcohol consumption is authorized. Alcohol consumption is also authorized at unit functions beginning after the end of the normal duty day or when a commander has ended the duty day for the purpose of conducting a unit function. The limitations on wear of the uniform while consuming alcohol are covered in Part 2, paragraph 2.
- Duty requirements include, but are not limited to: physical training, guard duty, charge of quarters, or staff duty NCO/Officer.

e. Off Duty Employment. All active duty personnel are prohibited from engaging in off-duty employment without their Battalion Commander's approval. Off-duty employment will not impair military duties, not exceed 16-hours per week, and provide a minimum of six-hour rest prior to all duty days. Military personnel are required to respond to alerts during non-duty hours, resubmit off-duty employment request annually (1OCT), and provide a monthly report of hours worked off-duty, failure to do so will result on revocation of off-duty employment.

2. Off-limits Structures and Areas. Individuals will not enter off limits or restricted areas without authority. Off limits areas include:

- Vacant structures and storage and supply buildings or areas.
- All range and training areas, unless specifically authorized.
- Specified parking areas when so marked or posted.
- Established placed off-limits be the Armed Forces Disciplinary Control Board under the provisions of AR 190-24. (Appendix 1) and FCCO Policy Letter 4.

3. Other areas when so marked or posted. Military Courtesy, AR 600-25. Various forms of courtesy have become military customs and traditions. It is important to render these courtesies correctly.

a. Saluting. Soldiers will salute in garrison and field environments, unless instructed otherwise. Saluting and exchanging greetings while in civilian clothes is encouraged when on military installations. Soldiers who recognize an officer or senior officer while in the Army PT uniform will

salute and render the appropriate response as outlined below:

- Each salute should be rendered upon recognition with a greeting and response. The 4ID greeting is, "STEADFAST AND LOYAL, Sir or Ma'am!" The response from the officer will be "READY!" When approaching an NCO, the appropriate greeting of the day is "STEADFAST AND LOYAL, SGT, First Sergeant, Sergeant Major" The response from the NCO will be "READY!"
- Salute all standards and flags for senior officers displayed on military vehicles IAW AR 600-25. When you recognize an officer in a vehicle, you should salute.
- When a unit company/troop/battery First Sergeant, battalion, brigade Commander or Command Sergeant Major enters a building, the appropriate courtesy is given. This courtesy also applies to visiting dignitaries or senior leaders outside of the organization IAW AR 600-25. "Attention" for officers and "At Ease" for 1SG/CSM/SGM. When in the DFAC, the common courtesy is "At Ease" for both LTC/CSM or higher.

b. Reveille, Retreat, and National Anthem

- **Reveille.** Played at 0630 daily. When outside, in physical fitness uniform or duty uniform and not in formation, face the flag or music and render a salute on the first note. Remain at "present arms" until the last note has been played. In civilian clothes, stand at "Attention" and place the right hand over the heart (or headgear over the left shoulder if worn) until the last note is played. Reveille will be followed by the 4th ID March. Remain at attention until complete.
- **Retreat and To the Color.** Played at 1700 daily. This tradition is celebrated in two distinct parts: the bugle call of *Retreat* followed by *To the Color*. When outside, in APFU or duty uniform, face toward the Colors or music and assume the position of "Attention" on the first note of *Retreat*. Remain at this position and render the hand salute on the first note of *To the Color*. When in formation, the senior ranking Soldier will order formation to position of "Parade Rest." On the first note of *To the Color* the senior ranking Soldier will order formation to "Attention" and "Present Arms." In civilian clothes, stand at "Attention" during *Retreat* and place the right hand over the heart or headgear over the left shoulder (if worn), on the first note of *To the Color*.
- **National Anthem.** When outside, in uniform and not in formation, face toward the Colors or music, assume the position of "Attention," and render the hand salute on the first note of the music. Veterans are authorized to render hand salute when the National Anthem is being played. In civilian clothes, stand at "Attention" and place the right hand over the heart or headgear over the left shoulder (if worn) or render the hand salute on the first note.

4. Barracks and Housing.

a. Battalion Staff Duty Requirements. Each Battalion and B/T/C will establish their own SOPs; however, the following is the minimum mandatory requirements: The SDNCO on duty will be held accountable for all incidents that occur during their tour of duty. They will remain alert, diligent, and active during the entire tour of duty. All company CQs will be in the rank of Corporal or above. All Battalion SDNCOs will be in the rank of Sergeant promotable or Staff Sergeant and brigade SDNCOs will be in the rank of Staff Sergeant promotable or Sergeant First Class, no exceptions. The SDO will be a warrant officer or Lieutenant. All activities will be logged on a DA Form 1594. SDNCO and CQNCO will conduct **daily checks in each barracks** and placespecial emphasizes during high risk hours, 2100 until 0400.

SDNCO and SDO are responsible for the functionality, safety, security, and cleanliness of their unit's assigned footprint and facilities. Prior to taking responsibility of the duty, the incoming leader will conduct a meticulous inspection of their area of responsibility and received a back-brief by outgoing leader. **The back brief will, at the minimum,** covered last 24-hours events, any movements of subordinate units, CCIRs, SIRs, Red Cross Messages, newly arrived Soldiers, leave arrivals or departures, MP reports, and any deficiency noted during the outgoing leader's inspections. This entire roll up and copy of the DA Form 1594 will be emailed to the Company, Battalion, or Brigade leadership (CDR, XO, S3 OIC and NCOIC, and 1SG or CSM).

There will be no televisions, radios, or electronic game devices of any kind to include playing on cell phones at the CQ/SDNCO desk. Soldiers and NCOs are not allowed to sleep at any time

while performing CQ or SD duties. The CQ/SDNCO/SDO will not leave the unit area for any reason during their tour of duty unless required in the execution of assigned duties. The CQ/SDNCO are allowed no more than 45 minutes to consume meals. All meals will be consumed at the CQ/SDNCO desk/unit area or in the unit DFAC. A Soldier/NCO will receive a compensatory day to recover after 24 hours of duty. No Soldier will conduct CQ/SD within the first 30 days of being assigned to the unit, no exceptions.

b. Barracks Checks. Commanders will establish unit SOPs to enforce leadership involvement in the health and welfare of their Soldiers. At the minimum SOPs will contain the following guidance.

- **Initial:** Squad Leaders or Platoon Sergeants will conduct a joint move-in inspection with all newly assigned Soldiers. The leader will assist the Soldier identifying pre-existing damage to room or appliances, explaining the work orders process, submitting work orders to repair or replace furniture/appliances, and provide a detailed "Leader's Brief" on expectation for conduct, standards, and cleanliness of room, common areas, and around the building.
- **Leadership Presence:** Leaders will check their Soldier's room regularly to identify deficiencies, functionality, cleanliness, security, and overall safety of all rooms. The minimum requirement for leader's checks by rank is: Team Leaders will check their Soldier's room daily, Squad Leaders will check their Soldier's room twice a week, Platoon Sergeants & Platoon Leaders will check their Soldier's room weekly, and 1SGs & CDRs will check their Soldier's rooms twice a month.
- **Termination:** Squad leader or Platoon Sergeants will conduct a joint move-out inspection with all departing Soldiers. The Goal is to ensure that all rooms are maintained within the highest level of cleanliness, security, functionality, and safety. Moreover, this process allows incoming Soldiers to be welcomed into a suitable and fully serviceable accommodation.
- **Health and Welfare Inspections.** These are scheduled inspections geared to ensure the security, military fitness, or good order and discipline of the unit. Inspections must be conducted in a reasonable fashion and may utilize any reasonable natural or technological aid.
- **Room Standards.** Soldiers may arrange and decorate their rooms within the limits of good taste and IAW with Army Values. However, poster or any display that threatens good order and discipline are not authorized (i.e. displays of nudity, alcohol glorification, racist, extremist, violent gangs, etc.) Rooms must comply with health and safety regulations. Soldiers may use civilian furniture. Soldiers may have and use microwave ovens, telephones, civilian blankets, and other comforts. Barracks residents are responsible for maintaining common-use areas.
- **Pets.** No pets are allowed in the barracks, including caged animals. This restriction is based on consideration for roommates, disposition, and care upon deployment, and humane care for pets.

c. Gender-based consolidation in barracks. Battalion Commanders will make every effort to consolidate Soldiers, of the same gender, under their command into one barracks building within the battalion footprint. While barracks buildings may be mixed gender, where feasible female Soldiers will not be housed on the same floor as male Soldiers. All Soldiers will have roommates whenever possible, and female consolidated rooms will be near the charge of quarters or staff duty desk. Exceptions may be approved on a case-by-case basis by the Brigade Commander. This provision does not apply to field or deployed environments and is not intended to impact our fully integrated work environment.

In addition to Staff Duty, Battalion Commanders will direct a leader in the grade of E-7 or above to conduct "Leaders Checks" in each barracks Thursday, Friday and Saturday nights and any evening preceding a non- duty day from 2100 until 0400. Leaders should be visible and should speak with Soldiers in the barracks about the Soldiers' activities that evening.

d. Overnight Visitation. Outside of official duties, Soldiers will not be in another Soldiers room nor have an unauthorized individual in their room in the barracks between the hours of 0000 and 0700. Command teams will conduct command visits as required to maintain good order and discipline in the barracks. The Company Commander is the approval authority for exceptions to this policy. Visitors are not allowed to spend the night, live in the barracks, or abuse the visitation privileges. Soldiers residing in the barracks may have visitors in their rooms from 1700 until 2200

Monday through Thursday, Friday 1700 until 2400, and from 1200 until 2400 on weekends and holidays. Sunday from 1200 until 2200. Visitation is a privilege – not a right and they may be revoked. CQs will check visitors ID and sign the visitor in using a separate visitor log.

e. Alcohol Possession Limits. Soldiers over the age of 21 who live in the barracks are authorized to possess no more than 144 oz. of beer equal to a standard 12 pack, 1,500 ml of wine equal to two standard bottles, or 750 ml of spirits equal to a metric fifth of liquor. Soldiers are not permitted to store alcohol for any other person. Soldiers under the age of 21 are prohibited from possessing any amount of alcohol. Company commanders may approve exceptions to the alcohol possession limits in this paragraph on a case-by-case basis upon request for planned social functions in the barracks. Company Commanders must ensure appropriate risk mitigation measures are in place for each event and will report all exceptions granted to their battalion commanders prior to the event.

f. Minors. Commanders will ensure that Soldiers residing in the Barracks understand Fort Carson Regulation in regards to Minors and dependents in the barracks.

g. Unit SOPs. All units will develop Barracks and Housing SOPs that discuss Barracks and Housing responsibilities in further detail. These SOPs will be present at all Staff Duty and Charge of Quarters locations, to include posting within unit areas for all Soldiers to read.

h. Housing Visitations. Commanders will establish unit SOPs to enforce leadership involvement in the health and welfare of their Soldiers. Units will first submit their SOPs to their Staff Judge Advocates. At the minimum SOPs will contain the following guidance. Leaders will coordinate with the Soldier and their spouse prior to scheduling visitations.

- **Initial:** After coordination, Squad Leaders or Platoon Sergeants will visit the quarters of all newly assigned Soldier's no later than 60 days from their move-in date. The goal is to ensure that our Soldiers and their Families receive a safe, functional, secure, and pleasant living environment during their tenure in FCCO.
- **Leadership Presence.** After coordination, Leaders will conduct quarterly visitation of their Soldiers Quarters (on and off post). These visitations will be focused on identifying deficiencies, functionality, adequate living accommodations, cleanliness, and overall safety of the house and surrounding neighborhood.
- **Termination:** After coordination, Squad leaders or Platoon Sergeants will conduct a pre-termination inspection with the Soldier and the leasing agent, when possible. Leaders will identify any issues that could prevent the Soldiers from clearing their quarters prior to their PCS or ETS (i.e. past due rents, damages, or accrued penalties). Additionally, Leaders will follow up with the Soldier and direct them to the appropriate support agency to resolve all discrepancies prior to the final inspection.

5. Sponsorship. Effective sponsorship has a direct and significant impact on unit readiness. Ensuring proper sponsorship occurs both prior to, and upon arrival, will significantly improve unit readiness. Battalion and Brigade Commanders will appoint a Unit Sponsorship Coordinator (primary and alternate) to manage this process. Every incoming Soldier and Family will receive a unit sponsor to ensure that they are properly **W**elcomed to the Installation, provided with all necessary **A**ccurate contact information, and receive **R**eliable information prior to and after their arrival. Sponsors will pay especial emphasis when assigned to first-term Soldier's and provide maximum support throughout their first 120 days IAW the 4ID and FCCO Sponsorship Handbook.

a. Sponsors: Will escort the Soldier and their Family to temporary lodging as needed, and ensure basic needs are met (meals, pets, and emergency contact numbers). Assist with children's school selection, school registration or Community Youth Support Scheme registration (if applicable). Assist with locating temporary transportation (public transportation, carpool, rental car, etc.), if needed. Provide a tour of the community. Be sure to include places relevant to the person being sponsored (PX, gas station, hospital, gym, commissary, veterinary services, etc.). Sponsors will continue to assist new Soldiers until no longer needed by the individual or their Family (as determined by the new arrival) or officially relieved of duties by the unit commander.

b. Leaders: Will assign a battle buddy to all new arrivals without dependents. Within 72 hours of arrival, leaders will brief all newly assigned Soldiers on SHARP policy and procedures, off-limit areas,

local hazards, privately own weapons safety, private motor vehicle safety, motorcycle/ATV safety, water safety, and all available supporting agencies/resources.

PART FOUR

1. Safety and Protecting the Force. This is everyone's responsibility. Safety can never be over emphasized. Failure to adhere to safety standards, under particular factual circumstances, could be addressed, at the appropriate echelon of command, as dereliction of duty under Art. 92, U.C.M.J., and potentially result in the issuance of unfavorable information, non-judicial punishment, adverse administrative action, or courts martial.

a. Vehicles. Privately owned vehicles will be properly registered with a state, have the required safety sticker, and valid auto insurance. Soldiers and DOD civilians will not display obscene, racist, or offensive messages prejudicial to good order and discipline on their cars.

b. Loud Noise. If the sound system can be heard at a distance of 10 feet or more from the vehicle with all the vehicle's windows closed, it is considered at an excessive volume and must be turned down. 4ID quiet hours are between 2200-0630 daily.

c. Traffic Regulations. To operate a private motor vehicle, Soldiers and their dependents will have a valid driver's license, registration, appropriate state safety inspection and insurance, presentable to law enforcement on demand. Restraining devices (lap belts and shoulder belts when so equipped), are required for all passengers when riding in any vehicle, on or off duty, on or off post. Children under the age of four must be secured in a federally-approved child safety seat. All children between the ages of four and seven, must ride in either a booster seat or a car seat. Kids 4'9" or taller or those riding in vehicles with lap-only seat belts in rear seats are exempt. Troop Straps will be utilized while transporting Soldiers in tactical vehicles. All Soldiers driving or riding in a tactical vehicle will wear an ACH at alltimes.

d. Motorcycle. All Soldiers operating a Motorcycle on and off post will abide by the guidance provided in FCCO Policy Letter 16 (Motorcycle Safety Policy).

- Units will identify and place on orders Motorcycle Mentors at the Brigade, Battalion, and Company level.
- **Mentors** will ensure motorcycle-licensed personnel adhere to safety standards established by FCCO Policy Letter 16 and the State Department of Motor Vehicles. They will ensure riders complete the required check ride, conduct a motorcycle inspection, and maintain a date sheet and roster for all riders assigned to the unit.
- **Military Riders** will complete the progressive training outlined on FCCO Policy Letter 16. Prior to the operation of any motorcycle, on or off post, all Soldiers will successfully complete an appropriate MSF Basic Rider Course or state approved curriculum for rider's safety training. Additional, any Soldiers deployed for more than 180 days will attend the Motorcycle Refresher Training prior to operating a Motorcycle.
- **Military Riders** will wear the appropriate Personal Protective Equipment while riding on a motorcycle, both on and off the installation.
- **First-line leaders** will be familiar with motorcycle Safety requirements.
- **First-line leaders** will conduct a POM safety inspection prior to all extended weekends, or upon the Soldier going on leave/special pass.
- **First-Line leaders** will ensure that all riders complete and understand the FCCO Motorcycle Letter of Intent, Motorcycle Operator Contract, and FCCO Policy Letter 16.

e. Privately Own Weapons. All Fort Carson DoD personnel, including their dependents, and any person entering Fort Carson will register and maintain their weapon(s) IAW AR 19-11, FC Regulation 201-18, Chapter 2, and FCCO Policy Letter 8 (Privately Owned Weapons Policy).

- Commanders are prohibited from collecting or recording any information relating to the otherwise lawful possession, carrying, or other use of a privately owned firearm, by a member of the armed forces not kept on a military installation. There are four exceptions:
- The first two exceptions apply when Soldiers are engaged in official duties or are in uniform; these exceptions are self-explanatory.
- The third exception allows commanders to regulate POWs when a Soldier is under investigation,

prosecution, adjudication of an alleged violation of law, or when a Soldier constitutes a threat to self or others. Under these circumstances, the Commander is authorized to ask the Soldier whether or not they possess any POWs kept off-post.

- The fourth exception allows commanders and health professionals (military or DoD employees) with reasonable grounds to believe that a Soldier is at risk for suicide or causing harm to others, to inquire as to whether or not this Soldier owns or has plans to acquire POWs. If the Soldier has POWs off-post, the commander may request that the Soldier store the POWs in the unit's arms room. If a Soldier is unwilling to voluntarily surrender their off-post POWs, the commander may order a temporary restriction to post and a behavioral health evaluation.

2. Safety Briefings and Discussions. Leaders must provide safety awareness briefings and discuss (one-on-one) off duty plans with their Soldiers. Leaders must know their Soldier's off duty plans, assist in those plans, and take time to become engaged face-to-face with their Soldiers. At the minimum, safety briefings/discussions will be conducted: prior to weekend release, prior to holiday and long weekends, monthly by unit commanders and prior to personnel taking leave, pass, going TDY, and when extreme weather conditions are expected. Additionally, leaders will ensure that all newly assigned Soldiers complete the risk management basic course within 30 days of assignment to FCCO, the course can be found at <https://safety.army.mil>. Finally, leaders will employ the Behavioral Health and Suicide Risk Reduction Review (R4) as part of their initial counseling. This will enable leaders to identify risk factors and assist Soldier identifying and leveraging all available resources. Leaders will conduct R4 follow ups annually and when risk conditions increase, such as PCS, ETS, life altering events, divorce, death of family members, UCMJ, or serious injury.

3. Sexual Harassment/Assault Response & Prevention (SHARP). Sexual Assault crimes strike at the health, welfare and dignity of our Service members and undermine the readiness of our Force. As military professionals we must fully understand the destructive nature of these acts, lead our focused efforts to prevent them, and promote positive command climates and environments that reinforce mutual respect, trust and confidence. Sexual Assault among Service members is a problem we face together, one that can be solved together. In doing so, we will keep faith with our Military Family; they should expect nothing less, and renew our commitment to the Profession of Arms.

a. Some Points to Consider:

- Sexual harassment is punishable under UCMJ punitive Article 120.
- Approximately 1/3 of all reported sexual assaults within the Army are preceded by sexual harassment.
- Soldiers in the age range of 18-24 are the focal point for both Victims and Subjects in sexual assaults.
- Consent will not be deemed or construed to mean the failure by the victim to offer physical resistance.
- Consent is not given when a person uses force, threat of force or coercion, or when the victim is asleep, incapacitated, or unconscious.
- Consent may be withdrawn at any time.

b. Reporting Procedures of Sexual Assault.

- Restricted reporting notification can only be to one of the following: a Sexual Assault Response Coordinator (SARC); Victim Advocate (VA); Behavioral Health (SH); and Medical Treatment Facility. Additional guidance can be found in DODi 6495.02 or call the 24hr Sexual Assault Response Hotline at (719) 338-9654 or DOD 24hr Safe Help Line at Toll Free 877-995-5247/DSN 202-540- 5962
- Unrestricted Reporting notification is made to Law Enforcement, Chain of Command, SARC/VA and Medical Treatment Facility or call the 24hr Sexual Assault Response Hotline at (719) 338-9654 or DOD 24hr Safe Help Line at Toll Free 877-995- 5247/DSN 202-540-5962

c. Sexual Assault Reporting Options for Victims.

- **Restricted Reporting.** A Service Member who is sexually assaulted and desires medical care, counseling, and victim advocacy, without initiating the investigative process should use the restricted reporting option. Restricted reporting allows a sexual assault victim to confidentially disclose the details of the assault to specifically identified individuals and receive medical treatment, counseling, and legal advice, without triggering the official investigative process.

Restricted reporting is intended to give victims additional time and increased control over the release and management of their personal information, and to empower them to seek relevant information and support to make more informed decisions about participating in the criminal investigation.

A victim who receives appropriate care and treatment, and is provided an opportunity to make an informed decisions about a criminal investigation is more likely to develop increased trust that their needs are of primary concern to the command, and may eventually decide to pursue an investigation. Even if the victim chooses not to pursue an official investigation, this additional reporting avenue gives commanders a clearer picture of the sexual violence within their command, and enhances a commander's ability to provide an environment that is safe and contributes to the well-being and mission-readiness of all of its members.

- **Unrestricted Reporting.** A Service Member who is sexually assaulted and desires medical treatment, counseling, and an official investigation of their allegation should use current reporting channels, for example: chain of command, law enforcement, or the SARC. Upon notification of a reported sexual assault, the SARC will immediately assign a Victim Advocate. Healthcare providers will, with the consent of the victim, initiate the appropriate care and treatment, and report the sexual assault to law enforcement or the chain of command. Additionally, at the victim's discretion/request, the healthcare provider will conduct a forensic medical examination, which may include the collection of evidence. Details regarding the incident will be limited to only those personnel who have a legitimate need to know.

d. Equal Opportunity. The Equal Opportunity program includes a comprehensive effort to maximize human potential and ensure fair treatment for all persons. The EO philosophy is based on fairness, justice, and equality. All Fort Carson personnel will provide fair treatment for military personnel and their Family members without regard to race, religion, color, national origin, or gender (the five EO protected categories). This policy applies both on and off post, during duty and non-duty hours, and extends to working, living, and recreational environments. Equal Opportunity is the responsibility of leadership at all levels and a function of command. Discrimination, whether real or perceived, destroys cohesion, damages morale/discipline and interferes with mission accomplishment. Every individual has the right to work in an environment free of discrimination. Leadership will set the example with regard to equal opportunity, and direct full compliance by their subordinate leaders.

Commanders will establish robust EO programs and conduct realistic training by utilizing a small group, interactive, discussion-based format. At a minimum, EO training will be conducted quarterly, and senior leader attendance at EO training is mandatory. Command Climate Surveys will be conducted within 30 days of assuming command, again at six months, and annually thereafter.

PART FIVE

1. References. The following references were used while creating this handbook, however, future changes in Army policy and regulations will supersede unless otherwise notified. You are encouraged to visit the Fort Carson website, <https://carson.army.mil/> for other policies and references.

- a. 4th Infantry Division Policy Letters
- b. AR 190-5, Motor Vehicle Traffic Supervision.
- c. AR 385-10, The Army Safety Program.
- d. AR 600-9, The Army Body Composition Program.
- e. AR 600-20, Army Command Policy.
- f. AR/DA PAM 670-1, Wear and Appearance of Army Uniforms and Insignia.
- g. ADP/ADRP 6-22, Leadership.
- h. FM 7-22.7, Army Physical Fitness.
- i. AR 600-25, Salutes, Honors, and Visits of Courtesy.
- j. AR 600-63, Army Health Promotion
- k. Fort Carson Official Home page <https://carson.army.mil/>
- l. US Army Fort Carson Facebook <https://www.facebook.com/USArmyFortCarson/>
- m. Mountain Post Living Facebook <https://www.facebook.com/mountainpostliving/>
- n. National 4th Infantry (IVY) Division Association <http://www.4thinfantry.org/content/home>
- o. Mountain Post Historical Center <http://mountainposthistoricalcenter.org/>

2. Important Numbers

EMERGENCY SERVICES		WARRIOR RESTAURANTS		BEHAVIORAL HEALTH (Appt. Line 526-7155)	
Medical Emergencies	911	Stack	526-0288	Team 1 SBCT	503-1801
Military Police Dispatch	526-2333	Wolf	526-2619 /0827	Team 2 – 2IBCT	526-2609
Fire Department	526-5615	Warfighter	503-5016	Team 3 – 3ABCT	526-0175
Duty Chaplain	526-3400	DENTAL CLINICS		Team 5	503-7705
FCCO Weather Hotline	526-0096	Clinic 1	526-2200	Team 10 -1oSF	526-5815
SHARP Hotline	338-9654	Clinic 2	503-7167	Team Aviation	526-3547
Suicide Prevention	800-273-8255	Clinic Liaison	526-3330	RELIGIOUS SUPPORT	
Domestic Violence	243-7907	Dental Clinic	526-5400	Prussman	526-4082
EO Help Line	526-4305	Larson Clinic	526-3330	Provider	524-2788
MEDICAL SERVICES Evans Hospital 526-7000/7111 or CODE BLUE: *46				Soldier Memorial	526-5229/524-4316
Emergency Room	526-7111	DiRaimondo North	524-2047	Veterans	526-5890
Refill Pharmacy	524-4081	DiRaimondo South	524-2738/9	Healer	526-7386
Warrior Clinic	526-9277	Robinson Clinic	526-7764	Family Life Center	526-0261

MILITARY SERVICES				GYMS & RECREATION	
ACS	526-4590	DA Photo	526-1500	Iron Horse	526- 2706
Legal Assist.	526-5572	PAO	526-1269	Garcia	526-3944
Red Cross	877-272-7337	Retirement Ser.	526-2660	McKibben	526-2597
Education Ctr.	526-2124	SRP Site	526-2014	Waller	526-6222
One Source	800-342-9647	CYS	526-1100	Forrest Wellness Ctr.	526-3887
Inspector Gen.	526-3900/01	ASAP	526-2862	Bowling Alley	526-5542
DEERS/IDs	524-3704	SFLTAP	526-1002	Golf Course	526-4122
Finance	526-9233	IHG Hotel	526-4832	ITR Tickets	526-5366
JPPSO	526-3755	POV Regist.	520-6240	Elkhorn Center	526-4071
Housing	526-7578	Motorcycle Safety Crs.	526-1273/8045	The HUB	526-5347
Clothing Sales	526-2586	Soldier and Family Center	526-5807	Special Events	524-1163
TASC	526-2308			Outdoor Rec	526-1993
TMP	526-1651	DPW work order	526-5345	BOSS	524-2677
TDS	526-4563	Visitor Center	524-1896	Nelson Pool	526-3107
Range Control	526-5597			Ellis Pool	526-4456
24/7 Unit Staff Duty Phone Numbers					
4 th ID HQ	503-0650	627 th Hospital Center		526-3800	
1SBCT	524-4720	10 th Special Forces Group		524-1440	
2IBCT	503-4009	71 st Ordnance Group		526-2528/524-3173	
3ABCT	526-6779	759 th Military Police BN		526-1270	
4 CAB	524-2748	HHC USAG/Replacement		526-6961/524-4475	
4 SUST BDE	526-8183	1 st Space Brigade		503-3276	
DIV Artillery	503-6913	4 th SFAB		526-6470	
4 th ENG BN	526-1182	US Garrison Fort Carson		526-5600	

PART SIX

Fort Carson History

Fort Carson was established in 1942, following Japan's attack on Pearl Harbor. The city of Colorado Springs purchased land south of the city and donated it to the War Department. Construction began immediately and the first building, the camp headquarters, was completed January 31, 1942. Camp Carson was named in honor of the legendary Army scout, Gen. Christopher "Kit" Carson, who explored much of the West in the 1800's.

At the construction's peak, nearly 11,500 workers were employed on various construction projects at the new camp. Facilities were provided for 35,173 enlisted men, 1,818 officers and 592 nurses. Nearly all of the buildings were of the mobilization type construction with wood sided exteriors. The hospital was of the semi-permanent concrete block and had space for 1,726 beds with an expansion capability of 2,000 beds. The 89th Infantry Division was the first major unit to be activated at Camp Carson. During World War II, over 100,000 soldiers trained at Camp Carson. Along with three other infantry divisions - the 71st, 104th and 10th Mountain - more than 125 units were activated at Camp Carson and more than 100 others were transferred to the Mountain post from other installations.

Nurses, cooks, mule packers, tank battalions, a Greek Infantry battalion, and an Italian ordnance company literally soldiers of every variety - trained at Camp Carson during the war years. Camp Carson was also home to nearly 9,000 Axis prisoners of war - mostly Italians and Germans. The internment camp at Camp Carson opened on the first day of 1943. These POWs alleviated the manpower shortage in Colorado by doing general farm work, canning tomatoes, cutting corn, and aiding in logging operations on Colorado's Western Slope.

Between 1942 and 1956, pack mules were a common sight at Camp Carson. The first shipment arrived by train from Nebraska in July, 1942. The mules were used by Field artillery (Pack) battalions to carry equipment, weapons and supplies over mountainous terrain. The most famous of these animals was Hambone, the pride of the 4th Field Artillery for 13 years. He carried first sergeants up Ute Pass to Camp Hale. Camp Hale, located near Leadville, Colorado was where the Army conducted cold weather and mountain warfare training. Hambone died in March 1971, and was buried with full military honors.

Activity at Camp Carson was greatly reduced following the end of World War II. By April 1946, the military strength at the Mountain Post had dropped to around 600. It appeared that Camp Carson would be closed. With the onset of the Korean War; however, activity once again increased. Many Reserve and National Guard units were called to active duty and stationed at Camp Carson during this time. Camp Carson became "Fort Carson" in 1954. In the 1960s, mechanized units were assigned to the Mountain Post. At this time additional training land was purchased, bringing the post to its current size of 140,000 acres.

Throughout its history Fort Carson has been home to nine divisions. An additional training area, comprising 237,000 acres, was purchased in September 1983. Named the Pinon Canyon Maneuver Site, this training area is located approximately 150 miles to the southeast, and is used for large force-on-force maneuver training. Comprehensive maneuver and live fire training also occurs down range at Fort Carson.

Exercises and deployments continually hone the skills of the Fort Carson Soldiers. When not deployed, Soldiers train annually at Pinon Canyon Maneuver Site and the Combat Training Centers in California and Louisiana. Additionally, units participate in joint exercises around the world, including Central and South Africa, Europe, and Southwest Asia. In 2003, most Fort Carson units were deployed in support of Operations Enduring Freedom and Iraqi Freedom. Troops were also sent in support of the guard mission at Guantanamo Bay, Cuba. President George W. Bush addressed the troops and Family members on November 24, 2003, to praise the Soldiers' determination and the sacrifices their Families have made.

Throughout its history, Fort Carson Soldiers and units have been very active supporting various community events throughout Colorado. Soldiers from the Mountain Post have conducted firefighting missions in local national forests, search and rescue missions throughout the state, and various other emergency operations. Twenty-four cities in Colorado have formal relationships with units at Fort Carson and the Mountain Post supports over 350 community events such as parades, concerts, and fairs every year. Fort Carson has a proud history of supporting the nation's call to arms. For more than five decades, Fort Carson has provided trained and ready Soldiers to meet operational requirements. That heritage continues today at Fort Carson, the Mountain Post.

4th Infantry Division History

World War I

The 4th Division, American Expeditionary Forces, was constituted on 19 November 1917 and activated on 10 December 1917 at Camp Greene, North Carolina. By June 1918, the entire division had arrived in France but not before suffering their first casualties when a troop transport carrying the 4th Infantry Regiment was hit by a German torpedo. Entering combat in July for the Aisne-Marne Offensive, the 4th fought with distinction across France and received great praise for their heroic efforts during St. Marie and the Meuse-Argonne campaigns. With the Armistice signed on 11 November, the Division moved to serve both the French and British sectors as well as all Corps in the American sector and was the first to crack the Hindenburg Line. The 4th earned five campaign streamers during the war, but it was not without sacrifice as the division suffered over 11,500 casualties.

World War II

The 4th Infantry Division was re-activated in June 1940 and began training immediately for war. Sent to England in January 1944 for amphibious training prior to D Day, the 4th was first ashore, landing at Utah Beach on 6 June 1944. After a successful landing and breakout from Normandy the 4th pushed into France and liberated Paris. The Division then moved to Luxembourg where Ivy men became the first U.S. soldiers to breach the Siegfried line and enter Germany. The 4th moved north to face the enemy in the bloody Hurtgen Forest and after weeks of brutal combat returned to Luxembourg for action in the Battle of the Bulge. The 4th halted the enemy advance in December, gained the offensive and attacked across the Rhine and into eastern Germany during the spring of 1945. When the war ended, on 8 May 1945, the Division was near the Austrian border. The 4th earned five campaign streamers during the war but lost over 4,800 soldiers and had over 17,000 wounded in action.

Vietnam Conflict

The Fighting Fourth was again called into action in the fall of 1965 and was sent to Vietnam. The Division was given a large area of the Central Highlands to control and a base camp was soon established at Pleiku. During the next four years the 4th engaged the enemy in brutal combat, conducting search and destroy missions and constant patrols to defend their assigned territory. Fighting in the dense triple canopy forest, the heat, and monsoons continuously tested the division which responded with heroic determination. They eliminated enemy incursions moving from the Ho Chi Minh Trail thru Cambodia and Laos, and when the division departed Vietnam in late 1970 it was proud of the Steadfast and Loyal legacy it had endured. A testimony to the Fourth's efforts is evident in the eleven campaign streamers, and twelve soldiers who earned the Congressional Medal of Honor. The 4th lost over 2,500 soldiers and had over 15,000 wounded in action.

Operations Iraqi Freedom and New Dawn

Ivy soldiers returned to combat in 2003 in support of Operation Iraqi Freedom, and would deploy multiple times during the next eight years. After arriving in April 2003, the Division established Task Force Iron Horse at Tikrit and engaged the enemy north of Baghdad. In December 2003, the 4th along with Special Operation Forces captured Saddam Hussein. 4th ID Headquarters returned in both 2005 and 2007 to command MND-Baghdad and 4th ID Brigade Combat Teams also made multiple deployments in support of the war. During their service in Iraq, Ivy soldiers would balance aggressive operations to eliminate threats with massive rebuilding projects and sophisticated training programs. 4th ID deployed for the final time in 2010 and served as the command for MND-North. During the final deployment, Ivy Soldiers witnessed the remarkable turnaround of Iraq and its people while executing "Operation New Dawn." During this lengthy conflict the 4th served with pride and distinction while making a Free Iraq. The 4th earned five campaign streamers but also suffered the loss of over 330 soldiers and the wounding of over 1,000 more.

Operation Enduring Freedom and Freedom Sentinel - Afghanistan

The Al Qaeda attacks of September 11, 2001 resulted in a swift and unified action to destroy those responsible. The U.S. Army invaded Afghanistan in 2001 to search for and destroy Al Qaeda, its sympathizers and its leader Osama Bin Laden. The action became known as Operation Enduring Freedom and focused on eliminating the Taliban organization which supported Al Qaeda and practiced domestic terrorism against the people of Afghanistan. As the war evolved, U.S. and NATO forces increased in number to also provide necessary security training and infrastructure.

development for a free and democratic Afghanistan. In May 2009, soldiers of the 4th BCT deployed in support of OEF and became the first Ivy soldiers to enter the war. More recently, Soldiers from the 1st, 2nd, and 3rd Brigades and the Division Headquarters have deployed in support of "Operation Freedom Sentinel." Their service has not been without loss, as over sixty 4th Infantry Division Soldiers have paid the ultimate sacrifice during this war. The war is still ongoing in Afghanistan and the 4th Infantry Division continues to serve with distinction and add to its storied history.

PART SEVEN

4th Infantry Division Medal of Honor Recipients 'Our Shared Sacrifice'

WORLD WAR I

SGT William Shemin - 2nd Battalion, 47th Infantry

WORLD WAR II

SSG Marcario Garcia - 22nd Infantry Regiment
LTC George Mabry - 2nd Battalion, 8th Infantry Regiment
First Lieutenant Bernard J. Ray - 8th Infantry Regiment
BG Theodore Roosevelt Jr. - HQ 4th Infantry Division
PVT Pedro Cano - 8th Infantry Regiment

VIETNAM

PFC Leslie Allen Bellrichard - 1st BN, 8th Infantry Regiment
CPL Thomas W. Bennett - 1st BN, 14th Infantry Regiment
SPC4 Donald W. Evans Jr. - 2nd BN, 12th Infantry Regiment
PSG Bruce A. Grandstaff - 1st BN, 8th Infantry Regiment
SPC5 Dwight H. Johnson - 1st BN, 69th Armor Regiment
PFC Phill G. McDonald - 1st BN, 14th Infantry Regiment
SGT Ray McKibben - 7th Squadron, 17th Cavalry Regiment
1SG David H. McNerney - 1st BN, 8th Infantry Regiment
SSG Frankie Z. Molnar - 1st Battalion, 8th Infantry Regiment
SGT Anund C. Roark - 1st Battalion, 12th Infantry Regiment
PSG Elmenlindo R. Smith - 2nd BN, 8th Infantry Regiment
PFC Louis E. Willett - 1st Battalion, 12th Infantry Regiment
SSG Kenneth E. Stumpf - 1st BN, 35th Infantry Regiment
1LT Stephen E. Karopczyc - 2nd BN, 35th Infantry Regiment
SGT Ted Belcher - 2nd Battalion, 35th Infantry Regiment
CPT Joseph X. Grant - 1st Battalion, 14th Infantry Regiment

WAR IN AFGHANISTAN

CPT Florent Groberg - 4th IBCT, 4th Infantry Division
SSG Ty M. Carter - 3d Squadron, 61st Cavalry Regiment
SSG Clinton Romesha - 3d Squadron, 61st Cavalry Regiment



4th Infantry Division Combat Service Identification Badge

Due to the 4th Infantry Division Roman Numeral designation, IVY, people began calling the division the "I-V", or "Ivy" division. Then, to symbolize this name, four ivy leaves were crossed to produce the division's shoulder patch; and then the words "**Steadfast and Loyal**" were adopted as the division motto.

PART EIGHT

4TH INFANTRY DIVISION COMMANDER AND COMMAND SERGEANTS MAJOR COMMANDERS

1. MG George H. Cameron 3 December 1917 – 16 August 1918
2. BG Benjamin A. Poore 16 August 1918 – 27 August 1918
3. MG John L. Hines 27 August 1918 – 11 October 1918
4. MG George H. Cameron 11 October 1918 – 22 October 1918
5. BG Benjamin A. Poore 22 October 1918 – 31 October 1918
6. MG Mark L. Hersey 31 October 1918 – 1 August 1919
7. BG Walter E. Prosser 16 June 1940 – 9 December 1940
8. MG Lloyd R. Fredendall 9 October 1940 – 18 August 1941
9. MG Oscar W. Griswold 18 August 1941 – 7 October 1941
10. MG Fred C. Wallace 7 October 1941 – 30 June 1942
11. MG Terry de la Mesa Allen December 1941 – December 1941
12. MG Raymond O. Barton 3 July 1942 – 26 December 1944
13. BG Harold W. Blakeley 18 September 1944 – 20 SEP 1945
14. MG Harold R. Bull 20 September 1944 – 29 September 1944
15. BG James A. Van Fleet 29 September 1944 – 4 October 1944
16. MG Harold W. Blakeley 27 December 1944 – October 1945
17. MG George Price Hays November 1945 – March 1946
18. MG Jens A. Doe 15 July 1947 – 28 February 1949
19. MG Robert T. Frederick 28 February 1949 – 10 October 1950
20. MG Hartan N. Hartness 10 October 1950 – 5 April 1953
21. MG Joseph H. Harper 6 April 1953 – 13 May 1955
22. MG Clyde D. Eddleman 13 May 1954 – 24 May 1955
23. MG Rinaldo Van Brunt 24 May 1955 – 15 May 1956
24. MG Paul L. Freeman 15 September 1956 – 20 January 1957
25. MG William W. Quinn 20 January 1957 – May 1958
26. MG John H. McGee June 1958 – August 1958
27. MG Louis W. Truman August 1958 – June 1960
28. MG William F. Train July 1960 – April 1962
29. MG Frederick R. Zierath April 1962 – August 1963
30. MG Claire E. Hutchin Jr. September 1963 – June 1965
31. MG Arthur S. Collins Jr. June 1965 – January 1967
32. MG William R. Peers January 1967 – January 1968
33. MG Charles P. Stone January 1968 – November 1968
34. BG Donn R. Pepke November 1968 – November 1969
35. MG Glenn D. Walker November 1969 – June 1970
36. MG William A. Burke June 1970 – 9 December 1970
37. MG John C. Bennett 10 December 1970 – 24 August 1972
38. MG James F. Hamlet 25 August 1972 – 14 October 1974
39. MG John W. Vessey Jr 15 October 1974 – 1 August 1975
40. MG Williams W. Palmer 2 August 1975 – 15 October 1976
41. MG John F. Forrest 16 October 1976 – 18 September 1978
42. MG Louis C. Menetrey 19 September 1978 – 11 SEP 1980
43. MG John W. Hudachek 12 September 1980 – 30 July 1982
44. MG T. G. Jenes Jr. 6 June 1988 – 24 May 1990
45. MG G. T. Bartlett 14 April 1984 – 6 June 1986
46. MG James R. Hall Jr 6 June 1986 – 22 June 1988
47. MG Dennis J. Reimer 22 June 1988 – 25 May 1990
48. MG Neal T. Jaco 25 May 1990 – 4 October 1991
49. MG Guy A. J. La Boa 4 October 1991 – 22 October 1993
50. MG Thomas A. Schwartz 22 October 1993 – 29 NOV 1995
51. MG Robert S. Coffey May 1994 – June 1996
52. MG Paul J. Kern June 1996 – June 1997
53. MG William S. Wallace June 1997 – 29 June 1999
54. MG Benjamin S. Griffin 29 June 1999 – 24 October 2001
55. MG Raymond T. Odierno 24 October 2001 – 18 June 2004
56. MG James D. Thurman 18 June 2004 – 19 January 2007
57. MG Jeffery Hammond 19 January 2007 – 16 July 2009
58. MG David G. Perkins 16 July 2009 – 16 November 2011
59. MG Joseph Anderson 16 November 2011 – 14 March 2013
60. MG Paul LaCamera 14 March 2013 – 14 May 2015
61. MG Ryan F. Gonsalves 14 May 2015 - 24 August 2017
62. MG Randy A. George 24 Aug 2017 – 7 October 2019
63. MG Mathew M. McFarlane 7 October - PRESENT

COMMAND SERGEANTS MAJOR

1. CSM Lawrence T. Hickey 1968-1970
2. CSM Russell A. Steinkuehler 1970-1974
3. CSM William Tapp 1974-1977
4. CSM Gerald Colvin 1977-1979
5. CSM Peter R. Morris 1979-1981
6. CSM Robert C. Lewis 1981-1983
7. CSM Paul K. Meyers 1983-1985
8. CSM Robert F. Beach 1985-1987
9. CSM Charles F. Cole 1987-1989
10. CSM Hans W. Liebrich 1989-1991
11. CSM Jerry Alley 1991-1992
12. CSM Wayne Sills 1992-1997
13. CSM Henry R. Vance 1997-1998
14. CSM Michael L. Gravens 1998-2002
15. CSM Charles F. Fuss 2002-2004
16. CSM Ronald T. Riling 2004-2007
17. CSM John S. Gioia 2007-2009
18. CSM Daniel A. Dailey 2009-2011
19. CSM Brian M. Stall 2011-2014
20. CSM David M. Clark 2014-2015
21. CSM Michael A. Crosby 2015-2017
22. CSM Timothy L. Metheny 2017 - 2018
23. CSM Thomas J Holland 2018 - Present

PART NINE

4TH INFANTRY DIVISION MARCH

Steadfast and loyal, We're fit to fight!
The nation's finest Soldiers,
Keep liberty's light.
Our Soldiers **ROAR** for freedom,
We're fit for any test.
The mighty 4th Division...
America's best!

4ID SERGEANT AUDIE MURPHY CLUB

OUR MISSION:

Leadership

Develop our NCO Corps by influencing the leaders of tomorrow through leadership, discipline, commitment and caring.

Mentorship

Lead by example in soldiers taking care of soldiers through mentoring and caring. Support our soldiers by improving our Army, our post, and communities.

Community

Promote an understanding of what the SAMC is, who its members are and how it supports soldiers and the communities.

Forum

Allow a forum for NCOs to gather and discuss leadership, war fighting skills, and strategy to ensure our success on the global battlefield of the 21st century.

THE ARMY SONG **"The Army Goes Rolling Along"**

Verse:

March along sing our song, with the Army of the free.
Count the brave count the true, who have fought to victory
We're the Army and proud of our name!
We're the Army and proudly proclaim:

First Chorus:

First to fight for the right,
And to build the Nation's might,
And the Army goes rolling along.
Proud of all we have done,
Fighting till the battle's won,
And the Army goes rolling along.

Refrain:

Then It's hi! Hi! Hey!
The Army's on its way.
Count off the cadence loud and strong;
For where're we go,
You will always know
That the Army goes rolling along.



PART TEN

CHAIN OF COMMAND AND NCO SUPPORT CHANNEL	
COMMANDER IN CHIEF	
SECRETARY OF DEFENSE	
SEC OF THE ARMY	
CHIEF OF STAFF OF THE ARMY	
SERGEANT MAJOR OF THE ARMY	
FORSCOM COMMANDER	
FORSCOM CSM	
III CORPS COMMANDER	
III CORPS CSM	
4ID COMMANDER	
4ID CSM	
BRIGADE COMMANDER	
BRIGADE CSM	
BATTALION/SQUADRON CDR	
BATTALION/SQUADRON CSM	
C/T/B COMMANDER	
C/T/B 1SG	
PLATOON LEADER	
PLATOON SERGEANT	
SQUAD / SECTION LEADER	
TEAM LEADER	

PERSONAL CONTACT ROSTER	
COMPANY CQ	
BATTALION STAFF DUTY	
BRIGADE STAFF DUTY	
FORT CARSON OPERATIONS CENTER	719-526-5500/334400
BATTLE BUDDY (S)	
TEAM LEADER	
SQUAD LEADER	
PSG/ PLT LEADER	
FIRST SERGEANT/COMPANY CDR	
TAXI SERVICE	

