

# **I CORPS Regulation 210-6**



## **I CORPS STANDARDS**

**January 2015**

**I CORPS Regulation 210-6, dated January 2015 supersedes all previous versions.**

**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, I CORPS**  
**JOINT BASE LEWIS-MCCHORD, WASHINGTON 98433**



AFZH-CG

MEMORANDUM FOR All Soldiers of I Corps and Joint Base Lewis-McChord

SUBJECT: Standards for Soldiers on JBLM

1. Standards are the engine of discipline and essential to success on the battlefield. The primary goal of I Corps Regulation 210-6 (The Blue Book) is to guide and reinforce the high standards of conduct and appearance of all Soldiers at Joint Base Lewis-McChord (JBLM) in order to build Soldierly habits and confident leaders. The Soldiers of I Corps are a highly disciplined fighting force. We must maintain our vigilance at all times.
2. These standards do not represent all the regulatory guidance governing individual Soldiers. They highlight certain items found in Army Regulations and the standards applicable to I Corps and all Army activities assigned to JBLM.
3. Compliance with these standards is basic to the discipline of all our Soldiers. It is important that each has pride in one's self and the unit. I appreciate your dedication and support of our fighting force.

America's Corps!

Handwritten signature of James P. Norman, II.

James P. Norman, II  
CSM, USA  
Command Sergeant Major

Handwritten signature of Stephen R. Lanza.

Stephen R. Lanza  
Lieutenant General, USA  
Commanding

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## **1. PURPOSE**

This publication is to inform Soldiers, Noncommissioned Officers, and Officers about basic standards for individual discipline, appearance, conduct, and military courtesy as established by both Army and JBLM regulations (See references). Every Soldier assigned/attached to I Corps will meet these standards. Soldiers will have I CORPS Regulation 210-6 in their possession while in duty uniform at all times, except in the IPFU/APFU.

## **2. COURAGE 6 VISION**

Trained and ready, I Corps-America's Corps-is an expeditionary, joint-task-force qualified headquarters able to execute mission command across the range of Unified Land Operations. Significantly, the Corps headquarters and subordinate units are capable of decisive operations and campaigns to deter or defeat adversaries, regionally or globally, in support of unified action and vital national interests.

## **3. RELATIONSHIPS BETWEEN SOLDIERS OF DIFFERENT GRADE**

*a.* The term "officer" used in this paragraph includes both commissioned and warrant officers unless otherwise stated. The term “noncommissioned officer” refers to a Soldier in the grade of corporal to command sergeant major/sergeant major. The term “junior enlisted Soldier” refers to a Soldier in the grade of private to specialist. The provisions of this paragraph apply to both relationships between Soldiers in the Active and Reserve Components and between Soldiers and personnel of other military Services. This policy is effective immediately, except where noted below, and applies to opposite-gender relationships and same-gender relationships.

*b.* Soldiers of different grades must be cognizant that their interactions do not create an actual or clearly predictable perception of undue familiarity between an officer and an enlisted Soldier, or between an NCO and a junior-enlisted Soldier. Examples of familiarity between Soldiers that may become “undue” can include repeated visits to bars, nightclubs, eating establishments, or homes between an officer and an enlisted Soldier, or an NCO and a junior-enlisted Soldier, except for social gatherings, that involve an entire unit, office, or work section. All relationships between Soldiers of different grade are prohibited if they—

(1) Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.

(2) Cause actual or perceived partiality or unfairness.

(3) Involve, or appear to involve, the improper use of grade or position for personal gain.

(4) Are, or are perceived to be, exploitative or coercive in nature.

(5) Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

*c.* Certain types of personal relationships between officers and enlisted Soldiers, or NCOs and junior enlisted Soldiers, are prohibited. Prohibited relationships include the following:

(1) Ongoing business relationships between officers and enlisted personnel, or NCOs and junior enlisted Soldiers.

This prohibition does not apply to landlord/tenant relationships or to one-time transactions such as the sale of an automobile or house, but does apply to borrowing or lending money, commercial solicitation, and any other type of ongoing financial or business relationship. Business relationships between NCOs and junior enlisted Soldiers that exist at the time this policy becomes effective and that were authorized under previously existing rules and regulations, are exempt provided the individuals are not in the same unit or chain of command and the relationship does not meet the criteria listed in paragraph 4–14*b*(1 through 5). In the case of ARNG or U.S. Army Reserve personnel, this prohibition does not apply to relationships that exist due to their civilian occupation or employment.

(2) Dating, shared living accommodations other than those directed by operational requirements, and intimate or sexual relationships between officers and enlisted personnel, or NCOs and junior enlisted Soldiers. This prohibition does not apply to the following:

(*a*) When evidence of fraternization between an officer and enlisted member or an NCO and a junior enlisted Soldier prior to their marriage exists, their marriage does not preclude appropriate command action based on the prior fraternization. Commanders have a wide range of responses available including counseling, reprimand, order to cease, reassignment, administrative action, or adverse action. Commanders must

carefully consider all of the facts and circumstances in reaching a disposition that is appropriate. Generally, the commander should take the minimum action necessary to ensure that the needs of good order and discipline are satisfied.

*(b)* Situations in which a relationship that complies with this policy would move into noncompliance due to a change in status of one of the members (for instance, a case where two junior enlisted members are dating and one is subsequently commissioned or selected to be a WO, commissioned officer, or NCO). In relationships where one of the enlisted members has entered into a program intended to result in a change in his or her status from enlisted to officer or junior enlisted Soldier to NCO, the couple must terminate the relationship permanently or marry within one year of the date of the appointment or the change in status occurs.

*(c)* Personal relationships between members of the National Guard or Army Reserve, when the relationship primarily exists due to civilian acquaintanceships, unless the individuals are on AD (other than AT), on FTNGD (other than AT), or serving as a dual status military technician.

*(d)* Personal relationships between members of the RA and members of the National Guard or Army Reserve when the relationship primarily exists due to civilian association and the RC member is not on AD (other than AT), on FTNGD (other than AT), or serving as a dual status military technician.

*(e)* Prohibited relationships involving dual status military technicians, which were not prohibited under previously existing rules and regulations, are exempt until 1 March 2015.

*(f)* Soldiers and leaders share responsibility for ensuring that these personal relationships do not interfere with good order and discipline. Commanders will ensure that personal relationships that exist between Soldiers of different grades emanating from their civilian careers will not influence training, readiness, or personnel actions.

(3) Gambling between officers and enlisted personnel, or NCOs and junior enlisted Soldiers.

*d.* These prohibitions are not intended to preclude unit based normal team building or activity based on interaction which occurs in the context of community based, religious, or fraternal associations such as scouting, youth or adult sports leagues or teams; membership in organizations such as the Masons or Elks; religious activities including chapel, church, synagogue, mosque, or religious education; Family gatherings; unit-based social functions; or athletic events.

*e.* All military personnel share the responsibility for maintaining professional relationships. However, in any relationship between Soldiers of different grade or rank, the senior member is generally in the best position to terminate or limit the extent of the relationship. Nevertheless, all members may be held accountable for relationships that violate this policy.

f. Commanders should seek to prevent inappropriate or unprofessional relationships through proper training and personal leadership. Commanders have a wide range of responses available should inappropriate relationships occur.

These responses may include counseling, reprimand, order to cease, reassignment, or adverse action. Potential adverse action may include official reprimand, adverse evaluation report(s), nonjudicial punishment, separation, bar to reenlistment, promotion denial, demotion, and courts martial. Commanders must carefully consider all of the facts and circumstances in reaching a disposition that is warranted, appropriate, and fair.

#### **4. EQUAL OPPORTUNITY**

IAW AR 600-20, Chapter 6, the equal opportunity (EO) program is designed to provide EO and fair treatment for military personnel and Family members without regard to race, color, gender, religion, national origin, and provide an environment free of unlawful discrimination and offensive behavior. Every unit has an Equal Opportunity Leader (EOL). Any Soldier that feels they have a valid complaint should contact their unit EOL. See phone numbers for hotline info.

#### **5. SEXUAL HARRASSMENT/ASSAULT RESPONSE AND PREVENTION (SHARP)**

a. The Army's Sexual Harassment/Assault Response and Prevention (SHARP) Program promotes a climate in which sexual assault, sexual harassment, sexually offensive language or gestures are not tolerated. It provides sensitive care and confidential reporting for sexual assault victims and accountability for offenders.

b. SEXUAL HARASSMENT is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature between the same or opposite genders when submission to, or rejection of, such conduct explicitly or implicitly affects an individual's employment, work performance, or creates a hostile or intimidating work environment. Anyone in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay or job of a Soldier or civilian employee is engaging in sexual harassment. Similarly, any Soldier or civilian employee who makes deliberate or repeated unwelcomed verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment. All Soldiers have a responsibility to resolve acts of sexual harassment. Soldiers may do so in a number of ways, including using the direct approach or the indirect

approach, enlisting third party involvement, approaching the chain of command, or filing an informal or formal complaint.

c. **SEXUAL ASSAULT:** There is zero tolerance for sexual assault in the Army. Sexual assault is an actual or attempted sexual touching without consent. It is a criminal offense punishable under UCMJ, Federal and local civilian law. Sexual assault is incompatible with the Army Values, the Warrior Ethos, Army standards of professionalism and standards of discipline. Types of sexual assault include the following:

Article 120

- Rape
- Sexual Assault
- Aggravated Sexual Contact
- Abusive sexual contact

Article 120

- Stalking

Article 120c

- Indecent viewing, visual recording or broadcasting
- Forcible pandering
- Indecent exposure

1. Sexual assault is a growing problem, and it is not limited to just females or Soldiers. It includes males, females, Family members, and civilians.

2. If you believe that you have been the victim of sexual assault:

(a) Go to a safe location away from the attacker and call 911 if in danger.

(b) Call the JBLM 24/7 Victim Advocate Hotline at 253-389-8469, Contact your Brigade or Battalion Sexual Assault Response Coordinator (SARC), Brigade or Battalion Victim Advocate (VA), healthcare provider, or go to the SHARP Resource Center Bldg 2027 c wing. You may also contact your chain of command or law enforcement (military or civilian); however if you do, an investigation will commence and you will not have the option of making a Restricted Report (see below).

(c) Seek medical care as soon as possible. Even if you do not have any visible physical injuries, you may be at risk of becoming pregnant or acquiring a sexually transmitted disease/ sexually transmitted infections, and HIV. Ask the healthcare provider to conduct a sexual assault forensic examination (SAFE) to preserve forensic evidence. If you suspect you have been drugged, request that a urine sample be collected.

(d) Preserve all evidence of the assault. Do not bathe, wash your hands, eat or drink, or brush your teeth. Do not clean or straighten up the crime scene.

(e) Write down, tape, or record by any other means all the details you can recall about the assault and your assailant.

### 3. Types of sexual assault reports:

(a) **Restricted Reporting:** This option is for victims of sexual assault who wish to confidentially disclose the crime to specifically identified individuals and receive medical treatment and counseling without triggering the official investigative process. Servicemembers who are sexually assaulted and desire restricted reporting under this policy must report the assault to a Sexual Assault Response Coordinator (SARC), Victim Advocate (VA), or a healthcare provider. As provided above, victims may also directly discuss the assault with a chaplain or a Special Victims Counsel (SVC). Note – Confiding in another person does not in of itself disqualify the victim from filing a Restricted Report. However, if the chain of command is notified, they must contact CID and start an investigation.

(b) **Unrestricted Reporting:** This option is for victims of sexual assault who desire medical treatment, counseling and an official investigation of the crime. When selecting unrestricted reporting, you may use current reporting channels, e.g., chain of command and law enforcement, or you may request that the SARC, VA or your healthcare provider notify law enforcement (This will automatically trigger your right to elect for SVC representation).

Note – Active duty Soldiers who file either a restricted or unrestricted report of sexual assault are entitled to SVC services.

### 4. Special Victims Counsel (SVC) Program

The SVC Program was developed to strengthen the support victims of sexual assault receive, and enhance victim's rights within the military justice system. The role of an SVC is to zealously represent the victim's interests throughout the military justice process, even when those interests do not align with those of the U.S. Army. A SVC's primary duty is to his/her client and no other person, organization, or entity. Clients and SVCs have attorney-client privilege, which allows SVCs to refuse to disclose confidential communications.

The scope of an SVC's representation includes the following:

Accompaniment to and advising clients during interviews, examinations, hearings, and court martial proceedings;

Representation of clients courts-martial, as permitted by law;

Advocating for a client's interest with Government counsel on disposition options;

Assisting a client with post-trial submissions, including victim impact statements;

Advising clients on collateral civil issues arising from the crime; and

Providing legal assistance services.

Referral to Trial Defense Services for collateral misconduct, if necessary;

### 5. Prevention of Sexual Assaults

(a) **INTERVENE:** When you recognize a threat to a fellow Soldier, show personal courage by INTERVENING and preventing sexual assault. As a warrior and a member

of a team, you must INTERVENE. This can include distracting the person or removing the person from the situation.

(b) ACT: As a brother, a sister, and a fellow Soldier, it is your duty to stand up for your battle buddies, no matter the time or place. Take ACTION. Do what's right. Prevent sexual assault. ACT.

(c) MOTIVATE: We are Soldiers, MOTIVATED to engage and keep our fellow Soldiers safe. It is our mission to prevent sexual assault, to live the Army Values, and to take care of our fellow Soldiers. We are all MOTIVATED to take action, to promote SHARP programs and become advocates within our communities. We are strongest...together. See phone numbers for hotline info.

## 6. HAZING

Hazing is a violation of AR 600-20. The Army has been and continues to be a values-based organization where everyone is encouraged to do what is right by treating others as they should be treated—with dignity and respect. Hazing is fundamentally in opposition to our values and is prohibited.

a. Hazing is defined as any conduct whereby one military member or employee, regardless of Service or rank, unnecessarily causes another military member or employee, regardless of Service or rank, to suffer or be exposed to an activity that is cruel, abusive, oppressive, or harmful.

(1) Hazing includes, but is not limited, to any form of initiation "rite of passage" or congratulatory act that involves: physically striking another in order to inflict pain; piercing another's skin in any manner; forcing or requiring the consumption of excessive amounts of food, alcohol, drugs, or other substances; or encouraging another to engage in illegal, harmful, demeaning or dangerous acts. Soliciting or coercing another to participate in any such activity is also considered hazing. Hazing need not involve physical contact among or between military members or employees; it can be verbal or psychological in nature.

(2) When authorized by the chain of command and not unnecessarily cruel, abusive, oppressive, or harmful, the following activities do not constitute hazing:

(a) The physical and mental hardships associated with operations or operational training.

(b) Administrative corrective measures, including verbal reprimands and a reasonable number of repetitions of authorized physical exercises.

(c) Extra military instruction or training.

(d) Physical training (PT) or remedial PT.

(e) Other similar activities.

b. Hazing is not limited to superior-subordinate relationships. It may occur between peers or even, under certain circumstances, may involve actions directed towards senior military personnel by those junior in rank or grade to them (for example, a training instructor hazing a student who is superior in rank). Hazing has at times occurred during graduation ceremonies or similar military "rites of passage." However, it may also happen in day-to-day military settings. It is prohibited in all cases, to include off-duty or "unofficial" celebrations or unit functions. Express or implied consent to hazing is not a defense to violating the Army's anti-hazing policy.

## 7. SPONSORSHIP

All transitioning Soldiers and Army civilians will be assigned a sponsor; junior level female Soldiers are a priority. This sponsor will be of the same rank or of one higher rank than the incoming Soldier. It is the sponsor's responsibility to ensure a smooth transition into the unit, and to get the Soldier and Family integrated as soon as possible. The sponsor will do the following:

**Pre-Arrival Duties** (Beginning at notification of receipt of DA 5434 or when Soldier shows on gains roster in EDAS)

- a. Initiate contact with incoming personnel within 24 hours of receiving their information from the gains roster.
- b. Send an Army Community Services (ACS) welcome packet for the community via email.
- c. Ask the newcomer about their specific needs and concerns. If they do not raise any, try to determine their needs and meet them.
- d. Promptly provide any information requested. Ask for assistance if necessary. Do not ignore requests.
- e. Provide specific unit, mission, duties and in-processing details.
- f. Provide specific installation housing policies and cost of living information.
- g. Sponsor the entire Family. Initiate contact between spouses and children, as appropriate.
- h. Tell the newcomer where you will meet them upon day of arrival.
- i. Arrange temporary lodging and transportation.
- j. Inform the chain of command of any changes in the status of incoming personnel.
- k. Promptly follow-up with the newcomer on all correspondence.
- l. Verify travel plans, arrival date and number in party

- m. Confirm temporary lodging arrangements.
- n. Make pet arrangements, as necessary

### **Arrival and Post-Arrival Duties (Continuing 4 Weeks After)**

- o. Meet the newcomer at the arrival point as planned and escort them to the temporary lodging you have secured for them. Include Family members, as appropriate.
- p. Ensure the newcomer's basic needs are met, including meals, pet arrangements, and Family and emergency contact numbers.
- q. Assist with temporary transportation until other means are established.
- r. Escort the newcomer to Waller Hall and all locations listed on the in-processing checklist.
- s. Introduce the newcomer to the immediate chain of command, supervisors and co-workers, and orient them to the unit and mission.
- t. Provide a tour of essential post and community locations including the PX, Commissary, banking facilities, thrift shop, hospital/clinic, schools, clubs and dining facilities. Also familiarize the newcomer with the local area.
- u. Introduce Family members to the Family Support Group. Unaccompanied personnel should be introduced to the Better Opportunities for Single Soldiers (BOSS) program.
- v. Assist the newcomer in obtaining a driver's license, and inspection and registration of POV, as necessary.
- w. Take the newcomer to ACS for information on the Loan Closet and other available services.
- x. Acquaint the newcomer with the local school system and child care facilities, as necessary.

A sponsor is responsible for the incoming Soldier. The sponsor must counsel the Soldier on the off-limits areas prior to their first weekend on JBLM. The sponsor will at a minimum conduct a face to face check-in with the Soldier each day of the first weekend. The sponsor is encouraged to invite the incoming Soldier to accompany them for the weekend to help make the incoming Soldier feel more welcome and become more familiar with JBLM and the local area. The incoming Soldier will not be left alone for their entire first weekend in JBLM. This is the first impression that the Soldier will have of the unit. It is a critical time for the Soldier as he/she transitions into the unit. Each Soldier will have different needs and different issues that need to be addressed and taken care of. It is vital that we welcome all of our Soldiers with open arms.



## 8. I CORPS SHOULDER SLEEVE INSIGNIA (SSI)



**SYMBOLISM:** The insignia is a replica of the I Corps shoulder sleeve insignia established in 1922. The “Bull’s Eye” signifies one continuous edge, hence a circle, for example, III Corps’ insignia has three points while V Corps has five.

**SHOULDER SLEEVE INSIGINA:** On a black disk 2 ¼ inches in diameter, a white circle, 2 inches in diameter and ¼ inch in width.

Distinctive unit patches were first seen during the American Civil War, and in that war we find the origins of the I Corps patch. The Union Army’s I Corps, commanded by notable figures such as MG George Meade and MG John Reynolds, fought in all the major battles in the East all the way up until Gettysburg. At Gettysburg, in the summer of 1863, the Corps distinguished itself on the first day by staving off the initial Confederate attack, despite suffering the combat death of its Corps Commander, MG Reynolds. At the conclusion of the battle the Corps was so decimated that MG Meade, Commanding General of the Army of the Potomac, was forced to consolidate the number of Corps in the Army and ordered I Corps to merge with V Corps.

The prideful battle-hardened veterans of I Corps were in near mutiny at the news of the disbanding of their beloved unit. MG Meade, understanding the power of pride and cohesion while still insisting on the practical consolidation, allowed I Corps veterans to retain their I Corps patch – a single disk affixed to their headgear. Satisfied with the decision, I Corps Soldiers dutifully soldiered on. Thus the tradition of the I Corps disc, later described as the “Bull’s Eye,” can trace its lineage of service to the Nation in the forefront of battle to the conflict which first saw the employment of Corps-sized formations.

## 9. I CORPS DISTINCTIVE UNIT INSIGNIA



**DESCRIPTION:** A silver colored metal and black enamel disc 7/8 inches in diameter upon which is centered an 1/8 inch wide white annulet 1/8 inch inside the circumference.

On 31 October 1988, the U.S. Army Institute of Heraldry authorized I Corps a new distinctive unit insignia.

**DESCRIPTION:** A gold metal and enamel device 1-1/8 inches in height overall consisting of an ultramarine blue volcano discharging a silver gray and red cloud of smoke and lava, superimposed by a gold "I", all upon a black annulet enclosing a white annulet with a central black disc with crossing the base, a gold scroll inscribed "AMERICA'S CORPS" in black letters.

**SYMBOLISM:** The black disc with white ring is a direct representation of the I Corps shoulder sleeve insignia, which was approved in World War I. The volcanic mountain symbolizes the unit's World War II history in Australia, New Guinea, the Philippines, Japan, and later in Korea and at Fort Lewis, all within the Pacific geological "Ring of Fire." The blue on the mountain symbolizes the I Corps' infantry composition and its relation with the Pacific Ocean. The flame and smoke refer to I Corps' hardening in the fire of combat in WWI, WWII, and Korea. The numeral "I" refers to the unit designation and the fact I Corps has been the first Army Corps into combat in two wars. The color gold signifies the high worth of the unit. The motto "America's Corps" goes back to I Corps as the first US Corps in Europe in WWI and Korea.

The "Courage" motto linked to "America's Corps" is a recent addition to the Corps' traditions. Established in 2008, "Courage" is an Army Value which bridges today's gallant force fighting throughout the War on Terror with the I Corps and Fort Lewis' roots to the Lewis and Clark expedition, which opened the Pacific Northwest in 1806.

Thomas Jefferson, when communicating to the expedition, cautioned Captain Meriwether Lewis that his dangerous undertaking would require courage undaunted if it were to succeed. In honor of the courage that US Army Soldiers have demonstrated throughout our Nation's history, "Courage" is the official Corps response to the greeting of "America's Corps."

## **10. HEADQUARTERS AND HEADQUARTERS COMPANY, I CORPS LINEAGE AND HONORS**

Constituted 15 January 1918 in the Regular Army as Headquarters, I Army Corps  
Organized 20 January 1918 at Neufchateau, France  
Demobilized 25 March 1919 at Tonnerre, France  
Reconstituted 15 August 1927 in the Regular Army as Headquarters, XX Corps  
Re-designated 8 October 1927 as Headquarters, I Army Corps  
Activated 1 November 1940 at Columbia, South Carolina  
Re-designated 19 August 1942 as Headquarters, I Corps  
Inactivated 28 March 1950 at Kyoto, Japan  
Activated 2 August 1950 at Fort Bragg, North Carolina  
Re-designated 28 June 1955 as I Corps (Group)  
Reorganized and re-designated 1 December 1967 as HHC, I Corps  
Transferred 1 October 1981 to Fort Lewis, Washington

## **11. CAMPAIGN PARTICIPATION CREDIT**

### **WORLD WAR I (WWI)**

Ile de France 1918  
Champagne-Marne  
Aisne-Marne  
Champagne 1918  
Lorraine 1918  
St. Mihiel  
Meuse-Argonne

### **WORLD WAR II (WWII)**

Papua  
New Guinea  
Luzon

### **KOREAN WAR**

UN Defensive  
UN Offensive  
CCF Intervention  
First UN Counteroffensive  
CCF Spring Offensive  
UN Summer-Fall Offensive  
Second Korean Winter  
Korea Summer-Fall 1952  
Third Korean Winter  
Korea Summer-Fall 1953

### **GLOBAL WAR ON TERROR**

Operation Iraqi Freedom 09-11 (2009-2010)  
Operation Enduring Freedom (2011-2012)

## **12. HHC, I CORPS BATTLE HONORS**

Presidential Unit Citation (Army), Streamer embroidered PAPUA,  
(23 July 1942 to 23 January 1943) (Permanent or Temporary)

Philippine Presidential Unit Citation, (17 October 1944 to 4 July 1945) (Permanent\*)

Republic of Korea Presidential Unit Citation, Streamer embroidered KOREA  
(12 September 1950 - 14 July 1953) (Permanent or Temporary)

Army Superior Unit Award (2001). Awarded for transformation of the first Stryker  
Brigade Combat Team (SBCT) (Permanent or Temporary)

Meritorious Unit Commendation, Streamer embroidered IRAQI SOVEREIGNTY  
(4 April 2009 to 9 March 2010) (Permanent or Temporary)

Joint Meritorious Unit Award (2009-2010). Awarded to Soldiers assigned/attached to  
Multi-National Corps-Iraq during OIF 09-11 (Permanent\*)

Meritorious Unit Commendation, Streamer embroidered CONSOLIDATION III  
(June 2011 to June 2012) (Permanent or Temporary)

\*Not authorized for wear unless assigned to the unit and deployed during the period indicated.

### 13. I CORPS HISTORY

I Corps was formed from the American Expeditionary Force during World War I and activated at Neufchateau, France, 15 January 1918. Symbolically, they entered the trenches on the 4th of July in 1918, to help stop a German drive and counterattacked in the Aisne-Marne offensive. The Corps attacked the southern face of the St. Mihiel Salient in September and carried out all its objectives. I Corps was transferred to the Meuse-Argonne front on 20 September where it took part in the last major offensive of the war, fighting through the Argonne Forest. I Corps broke the stalemate of the western front and brought the war to an end. I Corps was demobilized at Tonnerre, France, in March 1919.

On 1 November 1940, I Corps was reactivated and led the American advance against the forces of Imperial Japan. They entered Australia in August 1942, where they prepared for action in New Guinea. During the fall and winter of 1942, I Corps fought in the Buna-Gona battles on New Guinea. In April 1944, a I Corps task force made an amphibious assault at Hollandia. When the campaign ended, the 18<sup>th</sup> Japanese Army had been isolated. By 24 June, I Corps units had secured the Island of Biak off the New Guinea Coast. With New Guinea secure, attention turned to the Philippines.

I Corps was next assigned an amphibious landing on Luzon. It landed at Lingayen Gulf and in a month-long advance, pushed across the island to split the Japanese forces. The Corps then turned north and drove two hundred miles to break the Japanese hold on northern Luzon. At war's end, the Corps was preparing to lead an assault in the invasion of Japan. After the surrender in 1945, the occupation of Japan became the mission. I Corps remained in Japan until 1950, when it was inactivated. The Korean War broke out three months later. On 2 August 1950, I Corps was reactivated, and by 27 August, the Corps had assumed command of units and led an offensive launched from in the Pusan Perimeter. By 1 October, I Corps had driven past Seoul and beyond the 38th Parallel. On Oct 29, it took the North Korean Capital, and by month's end, the Corps was only a few miles from the border to China. The Chinese entered the War, forcing all UN Forces to withdraw. They re-took Seoul and pushed on south in late 1950. I Corps counterattacked and participated in the see-saw battles that swept back and forth around the 38th Parallel for the next year. Periods of relative quiet and heavy fighting continued at such places as Pork Chop Hill, Old Baldy, and The Hook for the next two years, until the Armistice was signed. I Corps remained in Korea until 1971, when I Corps Headquarters was reduced to zero strength. These three wars share a striking similarity: in each, the Corps entered the fighting when things were going badly and, in each, the Corps performed its mission, emerging victorious.

## 1980 to PRESENT

In 1980, Fort Lewis was notified of a major change of structure. A corps headquarters was to be activated in March 1982. I Corps was formally activated on 1 October 1981, much earlier than expected. It became a primary contingency planner for U.S. interests in the Pacific region, with a rapidly expanding role in Army affairs.

On 1 August 1983, the Corps expanded its operational control of active Army units outside Fort Lewis, to include the 7th Infantry Division (Light) at Fort Ord, California, and the 172nd Infantry Brigade (Light) in Alaska, which then became the 6th Infantry Division (Light).

Throughout the 1980-1987 time period, the 9th Infantry Division evolved at Fort Lewis, Washington. At first, it was called a High Technology Light Division, and it was equipped with modified and armed dune buggies and many other items of innovative equipment. Later, the dune buggies were replaced with the High Mobility Multi-purpose Wheeled Vehicles, which carried tank-attack missiles. At about this time, the 9th Division's designation changed from light to motorized. The 9th Infantry Division (Motorized) was reduced by one brigade "slice" in the summer of 1988, and the civilian workforce was reduced by some 500 positions, both as economy measures. By 11 December 1991, inactivation of the 9th Division was complete.

Fort Lewis itself continued to grow and modernize. The 1st Special Forces Group was activated on 4 September 1984, and the 35th Air Defense Artillery Brigade on 1 June 1985, both on North Fort Lewis. In 1987, two new units were activated, the 66th Aviation Brigade and the 201st Military Intelligence Brigade. On 18 January 1985, ground was broken for a new Madigan Army Medical Center, which began to receive its first patients in March 1992. Three child care centers, new facilities for the 1st Special Forces Group, a new commissary, and more hangar space on Gray Army Airfield were constructed. Occupation of the new facilities began in 1988.

During 1989-90, it became obvious that the "Cold War" had been won. That, combined with national budgetary problems, dictated a careful restructuring of national priorities and of the defense establishment. As these actions evolved, it became evident that Fort Lewis was ideally located to act as a base for mobilization and power projections into the Pacific region. Thus, while most of the Army was downsizing, Fort Lewis began to grow. Most of the changes described in the paragraphs that follow were driven by these considerations.

A residual of the 9th Division inactivation was that its 3rd Brigade became the 199th Motorized Infantry Brigade. This one-of-a-kind unit was an I Corps unit until its re-designation as the 2d Armored Cavalry Regiment (Light), and its departure for Fort Polk, Louisiana, which occurred in 1993.

On 13 September 1990, the 1st Personnel Group was activated at Fort Lewis. The Group Commander was dual-hatted as I Corps Adjutant General and 1st Personnel Group Commander.

In 1990, Fort Lewis received word that it would likely become the home of the 7th Infantry Division (Light) if Congress approved the closure of Fort Ord, California. This approval occurred in 1991 and the 7th Division began its move in 1992. After beginning the move in March 1993, the decision was made to allow the 1st Brigade of the 7th (the 9th Infantry Regiment) to complete moving to Fort Lewis, but to inactivate the rest of the division. Later in 1993, the post was alerted to expect to receive at least one armored brigade from Europe.

Also in 1990, the U.S. intervened in the Middle East with Operation Desert Shield. During that intervention, Fort Lewis deployed 34 active and 25 reserve component units to Saudi Arabia and welcomed them home again. I Corps also contributed to the command structure, with the I Corps Commander, LTG Calvin A. H. Waller and the Deputy I Corps Commander, MG Paul R. Schwartz, assisting General H. Norman Schwarzkopf, the Commander of the American Forces. I Corps expanded its contingency missions and became a quick-response corps. For several months, I Corps was the nation's worldwide contingency corps, while the XVIII Airborne Corps was in Southwest Asia. This caused a good deal of activity on Fort Lewis, as the post postured itself to support the Corps' expanded mission, and to ensure that the Corps had a smooth, rapid departure in case they were needed anywhere in the world.

After the return of forces from Southwest Asia, activity on Fort Lewis did not return to pre-war levels. While I Corps did not retain the worldwide contingency mission, it did retain contingency responsibilities for that half of the world whose shores were washed by the Pacific Ocean. The Corps began to convert to a permanently structured, no-mobilization contingency corps and was placed under the operational control of the Commanding General, U.S. Army Pacific Command (USARPAC). This entailed the addition of a number of active component corps units.

In preparation for these new I Corps requirements, Fort Lewis began to receive new corps support units that were coming out of Europe. One of these was the 7th Engineer Brigade which was inactivated on 16 January 1992 and immediately reactivated as the 555th Engineer Group. On 16 February 1992, the 210th Field Artillery Brigade, also from Europe, was activated. In 1997, the 35th Air Defense Brigade moved to Fort Bliss, Texas, to join other air defense brigades. Until the end of the century, other units would flow in and out of Fort Lewis as the operational needs of the Army changed.

Also, as a result of units being deployed to Southwest Asia from Fort Bragg, North Carolina, and Fort Riley, Kansas, which were normal ROTC summer camp sites, Fort Lewis became host to the only ROTC summer camp as of 1991. From June through August, approximately 5,300 cadets train at Fort Lewis. In 1994, Fort Lewis completed an environmental impact statement to allow up to two heavy brigades to be stationed here, in addition to the 9th Regiment. In May 1994, elements of the 3rd Brigade, 1st Armor Division began to flow in, and by 1 October 1994, some 3,600 Soldiers, with their families, pets, vehicles and household goods had arrived. On 29 September 1994,

the brigade was redesignated as the 3rd Brigade, 2nd Infantry Division (Mechanized). The 2nd Division Headquarters and the other two brigades remained in Korea.

On 12 October 1999, General Eric K. Shinseki, Chief of Staff, Army (CSA), announced the acceleration of Army transformation and the creation of two medium-weight, Initial Brigade Combat Teams (IBCT) at Fort Lewis, Washington. The 3rd Brigade, 2nd Infantry Division (Heavy) (3-2 ID) was named to transform first, with the 1st Brigade, 25th Infantry Division (Light) (1-25th ID) following shortly after. After the 2nd Cavalry Regiment transferred back to Fort Lewis in 2005 from Fort Polk, Louisiana, it became the third unit at Fort Lewis to undergo the SBCT transformation. This concept entailed using lighter weight armored vehicles, dismounted infantry/combined arms, recent technological developments (particularly in communications and computers), and parallel and collaborative leadership techniques to create a new combat power. The brigades would be deployable to anywhere in the world within 96 hours of initial notification. The SBCT combat power would be optimized for Small-Scale Contingencies (SSC) in urban and complex terrain, but it would be capable of participating in the full spectrum of operations. This new concept required reorganizing, re-equipping, and retraining Fort Lewis brigades. In the long term, this transformation process would serve as a model for change in the U.S. Army.

With the terrorist events of 11 September 2001, I Corps entered a new era and century bringing new challenges and requirements. Assets were active in providing support for real world missions on the Global War on Terrorism (GWOT) with Operation Enduring Freedom (OEF) in Afghanistan, Operation Noble Eagle (ONE) and Operation Iraqi Freedom (OIF) in Iraq. I Corps implemented a persistent individual Soldier readiness training and exercise schedule. An aggressive acceleration of the swiftest deployability dates of the new SBCTs was also employed.

On 4 February 2004, Task Force Olympia (TFO) deployed to Mosul, in northern Iraq, where it assumed its mission from the 101st Airborne to form a headquarters to exercise command and control of all coalition and Iraqi forces in northern Iraq. The TFO included representatives from all three components of the U.S. Army (Active, Reserve and National Guard), as well as U.S. Marine Corps and Australian officers. The HQs coordinated the efforts of both of the Army's first two Stryker Brigade Combat Teams, attached engineers, civil affairs, signal, and other supporting units and ultimately more than 12,000 Iraqi security forces. The Iraqi security forces included four Civil Defense Corps battalions, three Border Police battalions, several thousand members of the Iraq Facility Protection Security Forces and an Armed Forces battalion. In February 2005, after more than a year in Iraq, TFO handed over responsibility for northern Iraq to the Soldiers of Task Force Freedom and 11th Armored Cavalry Regiment.

In October 2008, I Corps completed its transformation, achieving full operational capability and certification as a joint headquarters.

In April 2009-March 2010, I Corps assumed command of Multi-National Corps-Iraq. After a 56-year hiatus, I Corps was back in the fight as the operational command and control element at Al Faw Palace, Baghdad, Iraq. The Corps' initial priority was expanding partnership at all levels, but in particular with the Iraqi Ground Forces Command-Iraq's counterpart to the U.S. Corps. A significant milestone in U.S. Forces' preparation to transition from counterinsurgency to stability operations was the Iraqi national elections. Ongoing throughout the year was the strategic re-posturing of equipment and personnel, which encompassed the physical drawdown of U.S. equipment from Iraq and the re-alignment of forces for post-security operations. On 1 January 2010, after months of coordination and planning, MNC-I and other operational-level headquarters merged with Multi-National Forces-Iraq to form the U.S. Forces-Iraq. It consolidated the planning for the Iraq theater of operations at the strategic, operational, and tactical level into a single staff.

In July 2011 to June 2012, I Corps assumed command of the International Security Assistance Force Joint Command (IJC) Headquarters in Afghanistan, serving as the operational headquarters for the theater, responsible for day to day combat operations.

Since 1918, the Soldiers of I Corps have served with distinction and have made I Corps America's most decorated corps in the active Army. I Corps has participated in more campaigns than any other corps and is the only corps ever to receive the U.S. Presidential Unit Citation. I Corps is now able to deploy on short notice with both Active Army and Reserve Component forces. The success of I Corps is a direct result of professionalism, dedication and motivation of its Soldiers. Soldiers make America's Corps what it is today...the Corps of the future. "America's Corps!"

## **14. JOINT BASE LEWIS-MCCHORD (JBLM) HISTORY**

Fort Lewis (now known as Joint Base Lewis-McChord [JBLM]) has an almost 100 year history in the Pacific Northwest. What started out to be a small fort, has grown into one of the world's largest military complexes and a major contributor to various wars such as World War I and II, the Korean War, the Vietnam War as well as the Iraq and Afghanistan Wars. This rapid deployment base supports not only Japan and South Korea, but the world.

Joint Base Lewis-McChord (JBLM) was established in accordance with congressional legislation implementing the recommendations of the 2005 Base Realignment and Closure Commission, ordering the consolidation of facilities which were adjoining, but separate military installations, into a single joint base – one of 12 joint bases formed in the United States as a result of the law.

The United States Army Fort Lewis and the United States Air Force McChord Air Force Base were merged into Joint Base Lewis-McChord on 1, February 2010.

JBLM has grown significantly since its inception in 1917 to 86,000 acres covering Pierce and Thurston counties. The Yakima Training Facility provides an additional 384,000 acres. JBLM has undergone major base renovations and changes in military mission strategies since the 1980's to accommodate the mission of the United States Army and United States Air Force.

The original Camp Lewis consisting of 37,000 men during World War I has grown into JBLM with current residents of more than 35,000 modern day, highly skilled troops and civilian workers. This base now supports over 125,000 military retirees and more than 32,000 family members living both on and off-base. JBLM is considered to be the Army "power base" west of the Rockies and is the strategic base for Air Force humanitarian and combat flights.

Joint Base Lewis-McChord is considered one of the most sought after military installations to be stationed at. It is surrounded by breathtaking, spectacular views of the Cascade Mountains, Olympia Mountains and Mt. Rainier. JBLM is modern with many attractions both on and off base. The surrounding counties offer those locating to the base with diversity, fantastic schools and universities, as well as many other amenities.

The history and influence of Camp Lewis, Fort Lewis and JBLM has and continues to play a significant historical role in the protection and economical growth of the United States, the State of Washington, and more specifically the economies of both Pierce and Thurston counties.

The following histories are brief and many details have been omitted. For more detailed history descriptions, we invite you to visit the Lewis Army Museum and the McChord Air Museum both located on JBLM.

### **Camp Lewis**

Camp Lewis (as JBLM was originally named) formed in 1917 with the War Department's blessing and when the citizens of Pierce County voted by an eight to one margin to bond themselves for \$2 million to buy 68,721 acres (278 km<sup>2</sup>) of land. This land was situated on the Nisqually Plain and consisted of beautiful forests, lakes, and prairies. It was given to the federal government for military use. The only stipulation was that the tract be used as a permanent army post.

The construction of Camp Lewis began under the direction of Captain David L. Stone and his staff after they arrived at the camp site 26 May 1917. As work on the camp was pushing forward, the War Department named Camp Lewis after Meriwether Lewis of the Lewis and Clark Expedition. Captain Stone supervised the construction of a "city" of 1,757 buildings and 422 other structures, all lighted and heated for 44,685 men in less than 90 days. This "city" was built exactly two months after the post

building plan had been handed to the contractors by approximately 7,000 men and was completed - one month ahead of time.

The first recruit to the base arrived on 1 September 1917 and by 21 December the camp increased to 37,000 enlisted and officers. These soldiers made up the "Ninety-First Division." During training, this division became known by the nickname "Wild West Division," because it was mainly comprised of men from the western part of the United States. It was also known as the "Pine Tree Division." The gateway to Camp Lewis, "Liberty Gate," was built in November 1917 by donated monies from the Hurley-Mason workers. "Liberty Gate" was moved to its present location after 40 years near the Main Joint Base Lewis McChord Gate, along the 1-5 corridor.

When the United States entered World War I on 6 April 1918, the Ninety-First Division consisted of about 26,000 officers and enlisted men. These men began their deployment from 21 June 1918 through 24 June 1918. The Ninety-First Division's hard work of battle exercises prior to their deployment paid off. They fought hard in numerous battles including the Meuse-Argonne offensive and later one of the last battles of the war, the Belgium Battle of Flanders. At the end of World War I, the courage of the Ninety-First Division led to the capture of over 2,200 German soldiers and numerous guns, tanks, and machine guns.

After the Armistice was signed and the war officially ended, Camp Lewis converted into a "separation center." During this time the camp went from 8,000 men to 13,800 with over 750 men being discharged each day.

In February 1919, about 60,000 workers decided to strike in Seattle. It began over a dispute between shipyard workers and their bosses over wages cuts and job layoffs. Since the war was settled, the shipyard owners had to reduce their staff because the need for ships was down. The strike grew with the support of many other laborers joining the shipyard workers. The electrical workers shut off the lights and basic city services went with it, i.e. street cars, city street lights, as well as many other services. The U.S. Secretary of War sent in over 800 soldiers from Camp Lewis to settle the dispute on 6 February. The strike was nonviolent and basically ended on 12 February, 1919.

By 1920, Camp Lewis was left with 1,112 troops from the Fourth Division. By that time most of the camp's buildings had deteriorated significantly and homes were well below living standards. The only area that was not deteriorated was the Remount Station which housed 500 horses. This part of the camp had been restored to support that relocation. To offset this, the camp brought polo to the Pacific Northwest by forming into eight polo teams to help offset some of the poor living conditions. As the years progressed, the need to improve the camp's living conditions was substantial and the citizens of Tacoma grew more and more frustrated by the lack of government involvement to fully staff and improve the conditions. Finally, residents

told the government to either station more troops at Camp Lewis or return the property to Pierce County. Pierce County residents had been promised in 1916 that the camp would have a minimum of 15,000 troops. The current camp only had about 1,000. On 6 June 1925, more than half of Camp Lewis' deteriorated buildings were sold to a salvage company for \$37,750.00.

By 1927, a bond measure was passed to establish an airfield just north of the military reservation. The airfield named Tacoma Field and officially opened 14 March 1930. This airfield was later renamed to McChord Field on 3 July 1940.

The U.S. Congress began to hold hearings about the deterioration of the military bases around the country in February 1926. By March, a bill was submitted by Secretary of War Dwight Davis calling for a 10 year base construction plan through the selling off of surplus buildings. The bill was to make improvements to barracks, family housing, hospitals, and other necessary base enhancements. That bill was passed by Congress that same month, which meant that Camp Lewis was about to be given a new lease on life.

Camp Lewis received a significant share of the monies that were granted by Congress. The monies used provided the necessary city planners and architects to make Camp Lewis into a thriving, beautiful, and cost effective post. Camp Lewis passed from the hands of Pierce County and became the property of the federal government when the deed for 62,432 acres (253 km<sup>2</sup>) was recorded in the county auditor's office in Tacoma. On 30 September 1927, Camp Lewis was renamed Fort Lewis by War Department Order No. 15.

### **Fort Lewis**

Between 1927 and 1939, Fort Lewis began its "new life" with the construction of Neo-Georgian brick buildings as well as many other stately and efficient buildings. Fort Lewis saw significant improvements to the barracks and family housing. Some improvements were made to the existing water systems, power grids, roads and sewers, but to save monies, much of the original systems were retained. Some buildings that were erected in World War I were converted into other community facilities such as the Officers Club, NCO Club, Post Exchange and the Red Cross Convalescent House. The "new" Fort Lewis included a bakery, commissary, theater, as well warehouses (some warehouses from World War I are still in use). Drill Hall was constructed during this time. Sports and recreation were considered significant to military life and in 1929 Major General Joseph Castner had a golf course built along with tennis courts and baseball fields. By 1939, the golf course had been professionally redesigned and is still in use today.

Upon completion of the construction work in 1939, Fort Lewis had over 385 new buildings that were beautifully landscaped. This in large part was due to Major General David Stone who had supervised the original construction of Fort Lewis as a captain.

Major General Stone returned as its commanding general in 1936, serving until 1937. He added more than 4,500 trees, plants and shrubs.

The original air field of 1920 consisted mostly of balloon hangers and was minimal. Approval as a WPA project was given to improve the air field in January 1938, and \$61,730 was allocated for construction. The allocation provided for clearing, grading, and leveling a runway 6,000 feet (1,800 m) long by 600 feet (180 m) wide. Major General Stone was put in charge of constructing a new army airfield just north of the military reservation. This air field was named Gray Army Airfield. Gray Army Airfield is still in use today. It is currently being expanded and is home to 4<sup>th</sup> Battalion, 160<sup>th</sup> Special Operations Aviation Regiment.

During the 1920s, a Civilian Military Training Camp (CMTC) was opened. It was a national summer training program for men ages 17 to 24. During this time, the men were taught about military life, received military training in tactics, drills, proper hygiene, as well as citizenship. However by 1940, that program ended. Fort Lewis was also host to the CCC (Civilian Conservation Corps), a national program created by the New Deal to provide work to unmarried men between the ages of 18-25. This program operated from 1933 to 1942.

By 1939, the 3rd Infantry Division of the 15th Infantry Regiment (nicknamed the “Can Do” regiment) was brought to Fort Lewis for specialized training. By mid-1940, the fort population had grown to 7,000 men. By the end of October that population level had doubled. North Fort Lewis was created during this period and the fort expanded to 37,000 officers and enlisted men. This expansion resulted in more temporary buildings erected to accommodate this growth (some of these buildings still remain standing).

In 1940, the Yakima Training Facility (YTF) was opened. The Army needed additional space for training and maneuvers. YTF saw its first firing range built on 1942 in the Untanum Ridge. This training facility was built in Yakima and Kittitas Counties.

With the advent of World War II, Colonel Dwight D. “Ike” Eisenhower (later to become the 34th President of the United States) was assigned to Fort Lewis as commander of the 15th Infantry Regiment. Colonel Eisenhower was a popular regimental officer who demanded long training hours and new strategies. During Colonel Eisenhower’s assignment at Fort Lewis, he was promoted to Chief of Staff of the IX Corps. This promotion made Colonel Eisenhower in charge of the entire Pacific Coast defense. Eisenhower went onto retrain the leadership of the 3rd Infantry Division and 41st Infantry Division while he was at Fort Lewis prior to their deployment to the Pacific Theater.

Fort Lewis contributed and deployed many divisions into World War II. They included: the 40th Infantry Division, the 41st Infantry Division (known as the Jangleers), the 33rd Infantry, the 96th Infantry (fought in the Pacific Theater), the 44th

Infantry Division (served in Central Europe and France), and the 3rd Infantry Division (Sicily, Italy and North Africa). All these divisions were essential to the war effort and made great contributions.

World War II brought dramatic expansion to Fort Lewis. The hospital system (known as Fort Lewis Station Hospital and later to be renamed Madigan General Hospital) grew to accommodate more than 2,450 beds in an emergency. The staff grew to approximately 1,499.

Because the need for more men to participate in the war was essential, more women became involved and the Women's Army Auxillary Corp (WAAC) was formed. These strong women provided the necessary skills to help the war effort by supplying pharmacists, nurses, optometrists, motor pool drivers, mechanics, clerks and clerical support, and many other important support roles. During this time period women held just a little less than 45% of the jobs on Fort Lewis. Women were instrumental in keeping a fully functioning Army base for the remainder of the war. During the War, part of Fort Lewis transformed into a prisoner of war camp for Italian and German captives. These prisoners were assigned duties around the base. The German prisoners were housed at Gray Army Airfield.

During World War II, Fort Lewis was host to President Truman and President Roosevelt as well as Senator Warren D. Magnuson and the Governor of Washington State Monrad Wallgren.

At the conclusion of World War II, the northwest staging area of Fort Lewis became a separation center and discharged its first soldiers in November 1945.

When war broke out between North and South Korea on 25 June 1950, the Pacific Northwest offered direct access to the Far East Command. During this period, Fort Lewis was a major training and receiving center of soldiers. Because of its access to the Korean theater, it was also a major deployment center. At that time, the 2nd Infantry Division (nicknamed the "Indianhead" and the "Second to None" division or 2ID) was the first division to be deployed from Fort Lewis and to reach the Korean theater. This division also consisted of Korean soldiers. The men of the 2ID fought hard for four long years and assisted in several important battles including the "Battle of Ch'ongch'on River," and the Chipyon-ni and Wonju battles. At the end of the Korean War, 2ID did not return to Fort Lewis.

In the early 1960s, Interstate 5 was built through the Fort Lewis which separated the northwest corner of the fort, and created "North Fort."

When the Vietnam War broke, the 4th Infantry Division (nicknamed the "Ivy" Division) was stationed at Fort Lewis and was deployed on 25 September 1966. The Division fought intensely during that war, and some of the Division remained in Vietnam until the end of the war in 1972.

In 1972, Fort Lewis was given the task of making up a volunteer Army. The 9th Infantry Division (Old Reliables) was reactivated and sent to Fort Lewis to complete

this task. The 9th Infantry became the first volunteer division of the United States Army.

In the early 1980s, the military decided to make Fort Lewis a major military base for the Pacific. In 1981, I Corps was reassigned to Fort Lewis. By the mid-1980s, Fort Lewis was called upon to be the “testing ground” to make the Army into a highly skilled, efficient fighting machine. Fort Lewis led the way into the use of lighter, mobilized units capable of rapid deployment.

After the “Cold War” ended in 1989, while most of the Army was downsizing, Fort Lewis was experiencing growth due to its new mobilized units and because of its quick access to Japan and South Korea.

However, the First Gulf War broke out in August 1990; Fort Lewis was called to receive new corps units from across Europe to train as rapid response units. Since the 3rd Brigade of the 9th Infantry was fully trained and ready, those remaining in the unit received orders as trainers in the use of these new strategies and equipment. During this time period Fort Lewis saw many units come and go - 25 reserve units, and 35 active units were deployed to support “Desert Storm,” from Fort Lewis.

In 1991 under the direction of I Corps, Fort Lewis underwent a major transformation in its training and the development of the first two “Stryker” combat teams. After 11 September 2001, Fort Lewis was essential to Operations Iraqi Freedom, Operation Enduring Freedom and homeland security.

In 2004 Task Force Olympia was activated under the direction of I Corps. The mission was to deploy units into Iraq. These units included Active Duty, Reserves and National Guard as well as Marines and Australian officers. Task Force Olympia also deployed several subordinate units including the 3rd Stryker Brigade Combat team - 2nd Infantry Division. This team was deployed to Iraq and returned after a year. The 1st Brigade, 25th Infantry was deployed in October 2004 and returned September 2005. This brigade fought in Mosul. On 1 June 2006, the 1st Brigade, 25th Infantry Division reflagged to become the 2nd Stryker Brigade Cavalry Regiment. Fort Polk sent a brigade to Fort Lewis to take the spot of the original 1st Brigade.

Currently, Joint Base Lewis-McChord is home to I Corps, 104<sup>th</sup> Division (LT), 110th Chemical Battalion (TE), 142nd Signal Brigade (FWD), 17th Fires Brigade, 191st Infantry Brigade, 1st Air Support Operations Group, 1st Special Forces Group (Airborne), 2nd Brigade 2nd Infantry Division, 201st MI Brigade, 22nd Military Police Battalion (CID), 2nd BN (Ranger) 75th Infantry, 3rd Ordnance Battalion, 3rd Brigade 2nd Infantry Division, 301<sup>st</sup> Maneuver Enhancement Brigade, 42nd Military Police Brigade, 44th Military Police Det (CID), 4th Brigade 2nd Infantry Division, 51st Signal Battalion, 555th Maneuver Enhancement Brigade (PROV), 593rd Expeditionary Sustainment Command, 62nd Medical Brigade, 64th Engineer Detachment, 66th CBT AVN BDE/Camp Murray, 6th Military Police Group (CID), Director of Dental Services, Director of Health, Naval & Marine Corps Reserve Training Center, NCO

Academy, Western Region (ROTC) U.S. Army Cadet Command and the Western Regional Medical & Veterinary Command.

### **McChord Field**

In 1927, ten years after the establishment of Camp Lewis, Pierce County residents passed another bond measure to establish an airfield to the north of the camp. That airfield was named Tacoma Field and opened on 14 March 1930.

The Tacoma Ledger wrote when Tacoma Field opened - "Out where the blue Pacific finds haven in sun-splashed inland waterways, among the green clad islands and along the varied shorelines adjacent to Tacoma, men and machinery have built a haven for the thunderbirds of the air that daily sing the song of a progressive community across the skies of many states in staccato notes of winged business and travel. With splendid facilities second to none in the country, Pierce County's new 1,000 acre airport has a complete landing circle of 3,000 feet in diameter that will permit landing and taking off in every direction of the compass with a 5,400-foot north and south runway in addition. The giant hangar recently completed has 27,600 square feet of storage space and contains every convenience and modern advantage to flying. A complete border and beacon lighting system make the local field an integral link in the second longest night run in the country. The field represents one of the finest landing areas in the country and it's \$370,000 cost was most reasonable. The airport offers a splendid potential for manufacturing, airplane repair, and distribution."

On 28 February 1939, the airfield was officially transferred to the United States Government. Once the transfer had taken place, bidding began to improve the airfield. In December, 1939, the contract was awarded to a company from Portland, Oregon, Ross B. Hammond, Inc. Improvements to the airfield were to include a 1,285 man barracks which was nicknamed the "The Castle." Housing for officers and enlisted men with families were added along with Hangars 1 through 4. By the time construction and improvements were implemented to McChord Field, the project rang in at a cost \$18,000,000.00.

### **World War II**

McChord Field became the headquarters of the GHQ Air Force Northwest Air District in 1940. The mission was to defend the Upper Great Plains and the Pacific Northwest. The first military group to arrive at the new Air Force field in mid-June, 1940 was the 17th Bombardment Group from March Field in California along with the 89th Reconnaissance Squadron. They flew Douglas B-18, B-18A and B-23 bombers. On 3 July 1940, the airfield was renamed McChord Field in honor of Colonel William Caldwell McChord. Col. McChord had been killed while trying to force land his Northrop A-17 near Maidens, Virginia. At the time of his death, Col. McChord was Chief of the Training and Operations Division in HQ Army Air Corps.

McChord Field celebrated its grand opening to the public on 3 July 1940. Thousands flocked to see the newly constructed hangers, grounds, buildings and

bombers. As the ceremonies ended, 100 Army Air Corps bombers took to the air with a fly over of the field. This was met enthusiastically by the crowd and resulted in a dedication ceremony that was truly a success!

After the horrendous Japanese attack on Pearl Harbor on 7 December 1941, the 17th Bombardment Group flew anti-submarine patrols off the west coast of the United States with the B-25 Mitchell medium bomber. As the first unit to operate the B-25, the 17th achieved another "first" on 24 December 1941 when one of its Mitchells destroyed a Japanese submarine near the mouth of the Columbia River. In February, 1942 the 17th Bombardment Group was moved to Columbia Army Air Base in South Carolina.

Not only did McChord become the largest US bomber training installations, McChord's military personnel went from 4,000 to more than 7,300 by January 1942.

McChord also became a central point for airplanes and their crews moving to the Pacific theater and Alaska. As many as 600 civilians were hired to support McChord and to work on modifications to the various airplanes including P-38 & 39s and B-24s & 25s.

Colonel Jimmy Doolittle came for a special visit to McChord and selected 10 aircrew members from McChord to participate in the April 1942 Doolittle raid. It was at this time that a shift in the protection of the Pacific Northwest began. Flights were flown by the 55th fighter group over the Strait of Juan de Fuca and the Columbia River. Air fields were created in other areas of the Pacific Northwest including Ephrata, Olympia, and Port Angeles.

After the 17th Bombardment Group departed from McChord Field, the McChord mission was to support the Army Air Forces Training Command. The newly named Second Air Force Bases, of which McChord was one, was responsible for the training of individuals, crews, and units for bombardment, fighter, and reconnaissance operations and resulted in deployments all around the world by II Bomber Command operations training units (OTU). These units were considered heavy bomb groups and McChord trained numerous bombardment squadrons, receiving graduates from technical schools and AAF Training Command's flight. They were formed into operational squadrons and then sent on to second and third phase training prior to being sent to overseas combat air forces.

In mid-1943, as the training of B-17 Flying Fortress and B-24 Liberator replacement crews began to phase out, the Second Air Force began training for the B-29 Superfortress Very Heavy bomb groups. The B-29 were destined for Twentieth Air Force. They were built at Boeing plants in Seattle, Washington and Wichita, Kansas. These new combat groups were organized and trained mainly in the midwest - Kansas and Nebraska.

McChord also had large maintenance facilities for Air Technical Service Command during the war. These maintenance facilities served as a P-39 Aircobra Modification

Center from April 1944 to May, 1945. And during this time, “lend-lease” aircraft was sent through Alaska to Russia.

McChord supported numerous aircraft to include the Douglas A-20 and A-26, the Curtiss P-40 and the Boeing B17 during the war.

At the end of the war in Europe, McChord Field moved thousands of troops arriving from the European theater to the Pacific as part of Air Transport Command.

### **Cold War**

In 1945, McChord Field became a “permanent station” and was the headquarters of the 1st and 2nd Bomb Wings, part of the Continental Air Forces upon their return from combat in Europe. In August, 1946, McChord was assigned to the Air Defense Command with the mission to defend U.S. soil.

McChord Field continued to grow after the war to about 3,000 acres and because of its great location resulted in the Air Force transferring P-61 Black Widow Fighters (425th Night Fighter Squadron). When the 425th was deactivated, the 317th Fighter Interception Squadron (which flew P-61’s) took its place, but only for three months before they were moved to California.

This National Security Act of 1947 resulted in the creation of the Air Force. McChord then separated from Fort Lewis and on 1 January 1948 McChord Field was renamed McChord Air Force Base. McChord AFB received three new missions: air defense, humanitarian support and transport and airlift.

Because of McChord’s strategic location to Alaska and Asian countries, 1947 was a busy year for McChord as the Tactical Air Command moved the 62nd Troop Carrier Group to McChord Field. McChord became a vital route to Alaska and to Asia. The 62nd continued supplying humanitarian aid to flood victims throughout Oregon and Washington.

In 1948, the 62nd TCW participated in “Project Yukon” and was also sent to support the “Berlin Airlift” for a 90-day tour of duty to Europe.

Both the 317th Fighter Interceptor Squadron and the 318th Fighter Interceptor Squadron came back to the Pacific Northwest. The 317th went to Moses Lake AFB and the 318th was moved to McChord AFB. They flew in the North American F-82F and their mission was to “protect the skies” over Idaho, Washington and Oregon. In October of 1949, McChord received the 319th Fighter Squadron (All Weather) North American F-82F Twin Mustang.

Because of an extremely cold winter in 1948 and 1949, the 62nd made national news because of their participation in operation “Hayride.” Their mission was to drop hay to livestock that were stranded throughout the Pacific Northwest. By the end of 1949, McChord AFB consisted entirely of C-54s and the 62nd Troop Carrier.

During the Cold War, numerous fighter-interceptor squadrons were stationed at the base, as well as Radar and Command and Control organizations, the 25th Air Division being headquartered at McChord from 1951 until 1990.

McChord Air Force Base saw more construction during the 1950s. Additional land was purchased which increased the size of McChord to 4,616 acres. The runway was dramatically increased to 9,000 feet and buildings were either replaced or upgraded. McChord Air Base was now home to the 325th Fighter All Weather Group (a historic unit with over 500 victories). The 317th and the 318th All Weather Fighter Groups were assigned to the 325th Fighter All Weather Wing. The 319th was then transferred to McChord and was known to be the first “jet” units (F-94A Starfighter). McChord was to become part of the air defense network and Radar and Command and Control organizations (the 25th Air Division) were headquartered at McChord where they remained until 1990. This air defense network was an essential part of the Cold War and resulted in the Distant Early Warning (DEW) Line, a chain of radar systems. This chain was used to detect threats from the Soviet Union including missiles, bombers and to give the U.S. enough time to carry out counter attacks. The DEW stations were kept occupied by the military until 1969. McChord consistently provided provisions to these stations. McChord’s involvement in this network, resulted in the construction of many alert hangers.

McChord was also to see the deactivation and the reactivation as well as a transfer out and a transfer back of the 62nd Troop Carrier Wing between the year of 1950 and 1951. Once the transfer back to McChord was complete, McChord had the 62nd as well as the 4th, 7th and 8th assigned. McChord also received the first of five Douglas C-124 Globemaster II’s. This group was assigned to McChord for two years and then transferred to central Washington.

During the Korean War, the 62nd airlifted troops, blood plasma, aircraft parts, ammunition, medical supplies (more than one million pounds of supplies) and 96,000 military personnel to Korea. It was also during this time that the base needed to expand and work began on new cargo and passenger terminals.

Mountain View Tuberculosis Sanitarium had operated on McChord for a number of years. However, in 1955 it was closed and new dormitories were constructed along with family housing.

In 1956, while stationed at McChord, the 317th Fighter Interceptor Squadron was awarded the Hughes Trophy. The 317th went on to receive the Hughes Trophy with great honor a total of three times.

In 1957 construction began on McChord for the first Semi-Automatic Group Environment (SAGE) system complex. SAGE was a result of fears that an attack could not be stopped in time due to the advancements that had been made in jet aircraft. SAGE was the world’s largest computer complete with a backup computer. The computer was nicknamed “Clyde.” SAGE would gather information from radar sites to be used in tracking targets and directing fighters to intercept. It became fully operational in May 1960 and was replaced in August 1983.

McChord was instrumental in supporting scientific stations in the Arctic Ocean during 1957/58 International Geophysical Year and again in 1962. This international program was a worldwide joint scientific effort to gather weather information. The 62nd TCW supported these stations with air landing and air drop of supplies onto ice. The 62nd was also responsible for the transport of nuclear weapons and equipment worldwide until early 1971.

In 1968, McChord AFB was relieved of its assignment from the Aerospace Defense Command and was reassigned to Military Airlift Command (MAC) as one of three MAC bases in the western United States operating the C-141A Starlifter which was piloted by the 8th Military Airlift Squadron. However, in September the Starlifter crashed resulting in a loss of two and injuring four others. Tragically, two more separate collisions of the C-141A Starlifter occurred during the Vietnam War, and the two collisions resulted in six additional fatalities.

McChord played a key role in bringing 65 Vietnamese orphans to the waiting arms of those wanting to adopt them.

On 21 November 1971, two McChord F106 fighters from the 318 Fighter Interceptor Squadron were sent to track the flight that D.B. Cooper (Dan Cooper) hijacked. Unfortunately, these fighters were not able to fly slowly enough to tail the Boeing 727. D.B. Cooper still remains an unsolved mystery.

In March 1975 a C-141A crashed on the Olympic Peninsula killing 16 crew members. McChord provided significant amounts of man power and aid to many during the 1980s such as airlifts from Guyana for the bodies of those who participated in the Jonestown Mass Suicide. That same year, after the eruption of Mount St. Helens, McChord provided communication resources to support the search and rescue mission. McChord underwent total evacuation of its aircraft a week later due to a report that a second eruption had occurred and ash was heading toward the bases. In mid-1983, C-141s from McChord transported troops for the Grenada invasion. With the replacement of the F-106s with the F-15 Eagles air defense was enhanced. In the 1988 Yellowstone National Park fires, McChord provided humanitarian aid and troops to assist the firefighting effort.

### **Modern Era**

As mentioned previously, the 25th Air Division deactivated at McChord. This unit was replaced by the North West Air Defense System (NWADS) and has grown into the larger Western Air Defense System (WADS). The Washington National Guard provides staffing support for this system.

In 1991, during Operations Desert Storm, McChord transported troops and equipment to the theater. That same year, McChord accepted 11,000 evacuees from Clark Air Base and Subic Naval Station (both located in the Philippines) due to the eruption of Mt. Pinatubo.

McChord was assigned a new mission in 1992 when it became the Air Mobility Command base. C-17 Globemaster III airplane took the place of the aging C-141. Unfortunately, that same year, two McChord C-141s collided during a refueling training mission in Montana. This crash resulted in 13 fatalities. It was also during this year that McChord supplied help to the typhoon ridden areas of Guam and Hawaii. In late 1993, McChord lost one squadron from the 62<sup>nd</sup> Airwing as it was moved to Japan as well as the 7th Airlift Squadron. That left McChord with the 4th, part of the 7th and all of the 8th squadrons. McChord's C-141 7th AS and two crew members of the 446th AW 40th Evacuation Squadrons also brought home Warrant Officer Michael Durant (who was captured for 11 days in Somalia) and 61 other injured troops to Andrew's AFB. The raid that Warrant Officer Durant and the other soldiers took part in was later turned into a book as and a movie called "Blackhawk Down."

In 1994 McChord's 62nd continued to participate in providing humanitarian aid to Provide Promise, Sarajevo. C-141s and several 62nd aircrew provided aid to Operation Support in Rwanda as well as Provide Relief/Restore Hope between December 1992 and August 1994.

In 1994 the McChord Field Historic District was listed on the U.S. National Register of Historic Places on 12 December 2008.

McChord's Airlift Wing (MAW) was sent to help following the bombing of the Federal Building in Oklahoma City April 1995. Within hours, 313th AS/446AW flew to Oklahoma in quick response to this disaster. The 97th AS/446 AW was sent three days later to provide additional supplies to the Oklahoma Childrens Hospital. This was done to support the Federal Emergency Management Administration (FEMA). On 11 September 2001, McChord's Western Air Defense went on high alert where they remained for several days. To make certain US soil and population were protected, over 300 flights were flown in response to 9-11 from McChord.

McChord transitioned away from C-141s to C-17A Globemaster IIIs in 2002. In August 2002 McChord sent C-17 Globemaster IIIs filled with military personnel to Iraq. During takeoff from Baghdad, a 62nd MAW aircraft was the first C-17 to be hit by an enemy missile. The crew remained unharmed and was able to make a safe landing. The men and women of McChord Air Force Base, the 62nd MAW and the 445th AW served our country with great honor and distinction during OIF and OEF. McChord has hosted the Air Mobility Rodeo in 1998, 2005, 2007 and 2009.

On 1 February 2010, McChord Air Force Base joined Fort Lewis to become Joint Base Lewis-McChord. Joint Base Lewis-McChord (JBLM) was established in accordance with congressional legislation implementing the recommendations of the 2005 Base Realignment and Closure Commission, ordering the consolidation of facilities which were adjoining, but separate military installations, into a single joint base – one of 12 joint bases formed in the United States as a result of the law.

McChord is one of two air defense sectors as part of the Western Air Defense Sector (WADS). It is responsible for the security and integrity of air space in the United States. The Washington Air National Guard (WANG) and the Canadian Forces Air Command (AIRCOM) staff WADS. WADS is under the control of the North American Aerospace Defense Command (NORAD). NORAD is headquartered at Peterson Air Force Base, Colorado.

McChord Field is listed in the National Register of Historic Places. There are 39 buildings that were constructed by the Public Works Administration between 1938 and 1940. Those buildings include the “castle” (large barracks), a hospital building, four hangars, the heating plant, warehouses, officer and non-commissioned officer houses, and several other buildings.

Joint Base Lewis McChord currently has the 62nd Airlift Wing which is assigned to the 18th Air Force. The base is host to 7,200 active duty airmen and civilian personnel. Its current mission is to provide support to worldwide humanitarian and combat missions. The 62nd flies the C-17 Globemaster III. Stationed along with the 62nd is the 4th Airlift Squadron, the 7th Airlift Squadron, the 8th Airlift Squadron, and the 10th Airlift Medical Squadron.

Also assigned to McChord are the 446th Airlift (USAFR), Western Air Defense Sector, 22nd Special Tactics Squadron, the 262nd Information Warfare Aggressor Squadron, and the 361st Recruiting Squadron.

## 15. THE OATHS

a. The oath of enlistment established a binding contract between each Soldier and his/her chain of command. Leaders expect Soldiers to be at the proper place, at the proper time, in the correct uniform, with the correct equipment, and ready to do their job to the standard of excellence. Soldiers will conduct themselves properly on and off-duty and meet the standards prescribed herein.

b. Commissioned, Warrant, and Noncommissioned Officers also have taken an oath and are expected to live up to that oath; moreover, as leaders, they are to ensure that their Soldiers receive proper training and treatment, have correct administrative paperwork, use their time well, have a chance to improve themselves, and are treated as responsible, mature adults.

c. When lacking a policy letter or in the absence of guidance, it is expected that Soldiers ***Do the Right Thing*** – defined as taking deliberate, morally and ethically appropriate action to solve the problem or address the issue.

## 16. ARMY LEADERSHIP COUNSELING

a. When recording counseling, all Army leaders will use DA Form 4856, developmental counseling and/or DA Form 2166-8-1, NCOER Counseling Checklist. **FM 6-22 Appendix B, DA Pam 623-3 ch 3-1, AR 623-3 para 1-10** provides the basic guidelines for counseling. The most important thing is that leaders-squad, platoon, company, battalion, and brigade -actually talk to, counsel, and mentor their subordinates.

b. Soldiers assigned/attached to I Corps will be counseled on a regular basis. Types of counseling and counseling requirements are listed below:

(1) **Event-oriented counseling** - Involves specific events or situations, such as:

(a) **Instances of superior or substandard performance** - Leaders tell the subordinate whether or not they met the standard and what they did right or wrong.

(b) **Initial reception and integration counseling** - Leaders must counsel new team members when they arrive to the unit. This counseling helps identify and fix any problems or concerns that the Soldiers may have, and it lets them know the unit standards. First Line Leaders will counsel new Soldiers within 24 hours of arrival. New soldiers will be introduced to the Victim Advocacy/ SHARP program within 24 hours of arrival. Additionally, leaders will sit down and review I CORPS Reg 210-6 with their Soldiers.

(c) **Crisis counseling** – The purpose of this counseling is to get the subordinate through the initial shock of hearing negative news.

(d) **Referral counseling** – This counseling helps subordinates work through a personal situation and may or may not follow crisis counseling.

(e) **Promotion counseling** – Must be conducted for all Soldiers who are eligible for advancement but not recommended to the next higher grade. This counseling will be conducted monthly.

(f) **Separation counseling** – Informs the Soldier of administrative actions available to the commander in the event substandard performance continues and of the consequences of those administrative actions.

(2) **Performance and professional growth counseling**

(a) **Performance counseling** – Counseling at the beginning of and during the evaluation period facilitates a subordinate's involvement in the evaluation process. It communicates the standards and is an opportunity for leaders to establish and clarify the expected values, attributes, skills, and actions. Specialists and below will be counseled monthly. Leaders will be counseled at least quarterly.

(b) **Professional growth counseling** – Helps Soldiers plan for accomplishing their professional goals. The leader must identify and discuss their strengths and weaknesses and identify short and long term goals. Specialists and below will be counseled face-to-face monthly. Leaders will be counseled at least quarterly.

(c) **Goal Oriented Counseling** - Goal oriented counseling is a process of the leader focusing on a Soldier's personal and professional goals during counseling which in turn focuses the Soldier's energy, direction, and well documented plan for success and overcoming obstacles. Proper goal oriented counseling should enhance that Soldier's well-being and resilience, and empower his or her motivation. It should strengthen the bond between the leader and the Soldier with both knowing and understanding the goals to be reached.

## **17. THE 8 STEP TRAINING MODEL**

The U.S. Army has adapted extremely well to repeated deployments in the last 10 years. All things come with tradeoffs though, and one relative weakness that has resulted from a decade of frequent deployments is the lessened ability of the Army's junior leaders to prepare for and conduct training. The Army needs to look at ways to train leaders to conduct training, and the eight-step training model is a proven and effective method to accomplish this.

The Army's primary role is to fight and win the Nation's wars. During peacetime, the Army's role is to train for this wartime mission. As the Army draws down in Iraq and Afghanistan, training will be increasingly important.

However, there will also be fewer resources available to conduct training, which means that leaders need to be more effective—especially at the small-unit level. A simple improvement would be to emphasize the Army's eight-step training model. Developed by U.S. Army Europe in the mid-1990s, this technique is a proven method of preparation for units and leaders. Unfortunately, many junior leaders are unfamiliar with it. It is not a formal part of the Army's doctrine, but it is worth reviewing, using FM 7-0, Training Units and Developing Leaders for Full Spectrum Operations, as a doctrinal anchor.

### **Step 1—Plan the training.**

Planning the training starts with the unit Mission Essential Task List (METL). Leaders assess the unit performance to evaluate its proficiency.

Units focus their training by developing a METL and establish long-range training plans that describe events and resources required to increase METL proficiency. Units plan backwards to prepare for deployments or other significant training events. These plans reflect the commander's intent and end state, with more refined training agendas developed in cyclic or quarterly training briefings. The most important thing a small-unit leader can do in this step is to identify critical items that must be trained and to explicitly accept risk in other areas where training does not occur. This helps leaders focus their time and effort on training the important tasks identified by the commander. Too often, leaders complete their plan but neglect the preparation required to execute quality training. Completing the plan is necessary for good training, but is not

sufficient by itself. Planning and preparation are two of the training management phases outlined in FM 7-0. The most difficult work is preparation, where the detailed integration is completed. If you've ever attended a substandard training event, chances are that the leadership had a plan but didn't prepare for it. FM 7-0 describes preparation in several parts (such as training the trainers and rehearsals) that overlap with the eight-step training model. Several parts of the troop-leading procedures (TLPs) described in FM 5-0, *The Operations Process* (such as conducting reconnaissance, issuing the order, and supervising and refining) also overlap with the eight-step training model (see figure). The preparation steps are essential skills that small-unit leaders must know and demonstrate.

### **Step 2—Train and certify leaders.**

Training the trainer is a critical step during the preparation phase. This allows commanders to ensure that their subordinate leaders are knowledgeable and qualified to evaluate the training. It also allows leaders to extend their influence by empowering subordinates to achieve clear standards.

Failure to complete this step results in Soldiers who are not confident in their leadership and leaders who are not clear on the training standards.

### **Step 3—Conduct a reconnaissance.**

Found in the eight-step training model and in TLPs, conducting a reconnaissance is an important task whether conducting training or executing a mission. Leaders not only review the location where the training will be conducted, but check to ensure that resources are coordinated and prepared for execution.

### **Step 4—Issue an order for the training.**

Leaders issue orders to establish clear tasks, conditions, and standards. This includes a concept of operations that describes how training objectives will be met, a concept of sustainment that lists the resources required and the individuals tasked to lead different parts of the training, and a timeline. Although verbal orders can be issued, written orders are more effective. Written orders become a reference for all and can be quickly disseminated and reviewed. Verbal orders require leaders to constantly repeat information, which becomes less clear with dissemination. Writing down the details of a plan avoids this problem.

### **Step 5—Rehearse.**

Rehearsals are critical steps in the eight-step training model and in TLPs. The four types of rehearsals described in Appendix I of FM 5-0 are—

- Backbrief.
- Battle drill/standing operating procedure rehearsal.
- Combined arms rehearsal.
- Support rehearsal.

Rehearsal techniques are limited only by leader creativity and available resources, but FM 7-0 describes six common methods:

- Network.
- Map.
- Sketch map.
- Terrain model.
- Reduced force.
- Full-dress.

Leaders select the type and technique of rehearsals and are most effective when they combine and integrate them into their timeline.

### **Step 6—Execute.**

Leaders and units learn best by doing, not by being lectured.

Classroom environments or online training can be effective in limited circumstances, but they are not appropriate for most Soldier training. Commanders should allow their units the freedom to make mistakes and learn through experience, rather than through a lecture. As units improve, leaders can increase training complexity by having Soldiers perform tasks under new conditions. The same task can be done at night; in a nuclear, biological, or chemical environment; with a different leader in charge; or with any combination of these variables. These differences will reflect the changes that units may face downrange.

### **Step 7—Conduct an after action review (AAR).**

With contractors and other outside trainers conducting more Army training in the last 10 years, junior leaders have less experience conducting AARs. I was surprised to be approached by a company commander who asked for help conducting the AAR that would follow an upcoming training event. This reinforced the importance of the eight-step training model. One of the best references available for AARs is *A Leader's Guide to After Action Reviews*. It is available on the Army Training Network at <https://atn.army.mil>.

AARs can be formal or informal. Formal AARs are typically held at the company level and above, although they might also be conducted for small-unit gunnery or platoon situational training exercises. Informal AARs are usually conducted at the platoon level and below. Informal AARs can be done at any time during any training and have the advantage of giving Soldiers and units immediate feedback.

Soldiers and units can learn from their efforts and quickly adapt to future operations. There's an art and a science to conducting an AAR. *A Leader's Guide to After Action Reviews* describes the mechanics, but does not describe the interpersonal skills necessary to make an AAR truly effective. I've seen many AARs where the audience is silent, reluctant to talk, or quick to shut down discussion. Like any task, conducting AARs is a skill that can be improved with practice. Preparing for this as a part of the eight-step training model will lead to improvement.

### **Step 8—Retrain.**

The eight-step training model is often reduced to just seven steps, with retraining completely ignored. This is a significant error, since retraining allows units to demonstrate competency and confidence in themselves and their leaders. Dedicating time to retraining allows even the best units to sustain their strengths, improve their performance, or expand their skills through adding a layer of complexity by performing the training at night, with a junior leader in charge, or some other variation to challenge the unit.

The eight-step training model has significant overlap with TLPs, making it especially effective for leaders at the company level and below. Leaders can implement the eight-step training model to develop effective training and simultaneously implement TLPs. Although the eight-step training model is numbered, leaders must realize that it is not meant to describe events in sequence. As with TLPs and the military decision making process, the eight-step training model is not linear. Leaders most effectively implement these approaches incrementally, by thinking through all the steps and identifying where and how information is related. Leaders frequently revisit these steps to ensure integration. For example, leaders need to identify the type and technique they will use for their rehearsal.

This specific guidance needs to be published in the written order, and leaders must be trained and certified to ensure that they are adequately prepared for a specific task. A leader who follows the eight-step training model in a lockstep manner will miss this integration.

## **18. WEAR AND APPEARANCE STANDARDS**

a. The uniform identifies Soldiers as members of the United States Army. The uniform will be worn with pride. Wear of the Army uniform is outlined in the updated AR 670-1 and DA PAM 670-1. This paragraph provides a summary of the basic uniform requirements set forth in those publications.

b. All I Corps and JBLM organizations have certain uniform traditions that Soldiers must know because they might differ from other Army units.

(1) Only subdued Shoulder Sleeve Insignia (SSI) will be worn on the Army Combat Uniform (ACU) or Flame Retardant Army Combat Uniform (FRACU). Non-subdued SSI's are not authorized to be worn on utility uniforms as a SSI or Shoulder Sleeve Insignia, Foreign Wartime Service (SSI-FWTS). There are no exceptions to current policy approving the wear of any non-subdued SSI on utility uniforms. When the Sapper, Ranger, Special Forces or President's Hundred tab is worn, the tab is placed directly on top of the hook and loop-faced pad already provided on the left sleeve of the ACU coat shoulder pocket flap. If there are simultaneous wear of two tabs or more, the SSI remains centered on the pocket. Tabs that are an integral part of a SSI, such as

Airborne or Mountain, are worn directly above the SSI with no space between the insignia and tab.

(2) All Soldiers assigned to I Corps will wear the approved ACU combat boot or as an option, the commercial tan combat boot as authorized on the Approved Protective Equipment List (APEL). As an option, Soldiers may wear commercial boots of a design similar to that of the Army combat boot (tan), as authorized by the commander. The boots must be between 8 to 10 inches in height and made of tan flesh-side out cattlehide leather, with a plain toe and a soling system matching the color of the tan upper materials. Rubber and polyether polyurethane are the only outsole materials that are authorized. The soling materials will not exceed 2 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 nonmesh fabric. Soldiers may wear optional boots in lieu of the Army combat boot (tan), as authorized by the commander; however, they do not replace issue boots as a mandatory possession item. Optional boots are not authorized for wear when the commander issues and prescribes standard organizational footwear for safety or environmental reasons (such as insulated boots or safety shoes). Personnel may wear specialty boots authorized for wear by specific groups of Soldiers, such as the tanker boot, only if the commander authorizes such wear. Soldiers may not wear optional boots in formation when uniformity in appearance is required.

c. Mixed Uniforms. The black overcoat/raincoat, black windbreaker, black pullover sweater, and all versions of the Gortex jacket may be worn with civilian clothes when insignia of grade is removed.

d. Keys or key chains will not be attached to the uniform on the belt, belt loops, or waistband, unless they are not visible (to include making a bulky appearance under the uniform). When authorized by the commander, Soldiers may attach visible keys or key chains to the uniform when performing duties such as charge of quarters, armorer, duty officer or noncommissioned officer (NCO), or other similar duties. Soldiers will not wear keys or key chains, on the uniform when the commander determines such wear is inappropriate (such as in formation or during parades or ceremonies). Soldiers will not walk while engaged in activities that would interfere with the hand salute and greeting of the day or detract from a professional image. Examples include, but are not limited to, walking while eating, using electronic devices, or smoking cigarettes, cigars, or pipes. Soldiers are not authorized to wear wireless or non-wireless devices/earpieces while wearing Army uniforms. Hands-free devices while operating a commercial or military vehicle (to include a motorcycle or bicycle) are allowed if not otherwise prohibited by policy or law in accordance with AR 385-10. While in uniform, personnel will not place their hands in their pockets, except momentarily to place or retrieve objects. Soldiers will keep uniforms buttoned, zipped, and snapped. They will

ensure that metallic devices such as metal insignia, belt buckles, and belt tips are free of scratches and corrosion and properly polished or properly subdued, as applicable. Soldiers will ensure all medals and ribbons are clean and not frayed. Personnel will keep boots and shoes cleaned and/or shined, as appropriate. Soldiers will replace the insignia listed in AR 700–84 when it becomes unserviceable or no longer conforms to standards. Lapels and sleeves of service, dress, and mess coats and jackets will be roll-pressed, without creasing. Skirts will not be creased. Trousers, slacks, and the sleeves of shirts and blouses will be creased. Personnel are not authorized to sew military creases into the uniform.

e. The ACU or FRACU will serve as the Garrison and Field uniform for Soldiers assigned to I Corps. For the purpose of this publication it is understood that the term ACU will also apply to the FRACU.

(1) The ACU is a “wash and wear,” **no iron – no starch uniform**. Soldiers will not iron or starch the ACU. Soldiers may sew on the US Army tape, name tape, rank and authorized combat and special skill badges.

(2) When wearing the ACU uniform, the SSI or SSI-FWTS is worn centered on the hook and looped-faced pad already provided on the right and left sleeve of the ACU coat.

(3) The ACU is a combat uniform; Soldiers are not required to wear special skills badges. Pin on Combat and Special Skill Badges will not be worn while in the field or in deployed environments.

(4) The sleeve cuffs of the ACU coat are not authorized to be rolled inside of or outside the ACU coat. Velcro sleeve tabs will be fitted snugly around the wrists.

(5) Pens/pencils worn in the pen/pencil slots on the ACU coat can be exposed. There are no stipulations on the colors of the pens/pencils worn in the slots of the ACU coat.

(6) The issued light tan (cotton) or the moisture wicking t-shirt is the only authorized t-shirt with the ACU. The foliage green t-shirt is a standard 100 percent cotton green t-shirt and is authorized for wear by those Soldiers in jobs that have an associated flame risk or hazard. The foliage green t-shirt is required to support those individuals in armor and aviation fields that cannot wear the sand moisture-wicking t-shirt, to include fuel handlers and others who handle hazardous materials. This immediately allows leaders at all levels the ability to visually ensure their Soldiers are wearing the correct garment during required times. This wear policy will not prevent Soldiers from wearing the sand moisture wicking t-shirt with the ACU, but it will allow those Soldiers who have an associated flame risk in their job to have alternative wear when appropriate.

(7) The ACU is designed to be a loose fitting uniform and may not be altered or tailored. Trousers will be bloused, using the draw cords or blousing rubbers if trousers are not tucked into the boots. Trousers legs will not be wrapped around the leg

presenting a pegged appearance. When blousing outside the boots, the blouse will not exceed the third eyelet from the top of the boot.

(8) U.S. Flag insignia (full color and Infrared (IR)) is worn on the right shoulder pocket flap of the ACU coat. The flag insignia is placed directly on the top of the hook and loop-faced pad already provided with the ACU coat pocket flap.

(9) Soldiers may wear black or military issue gloves with the ACU without the cold weather outer garments (e.g., gortex jacket or field jacket)

(10) Black, tan, green, or tactically colored commercial equivalent socks are authorized for wear with the ACU.

(11) (a) *ECWCS (Gore-Tex®) (Generation I) ACU parka*. The nametape is a strip of foliage green cloth, 3 1/2 inches long and 1/2 inch wide, with 1/4 inch black block lettering. The nametape can accommodate up to 14 characters. No other size nametape is authorized for wear on the Gore-Tex® (Generation I) ACU parka. The nametape is worn on the left sleeve pocket flat, 1/4 inch above the bottom of the flap and centered left to right on the flap. Personnel are not authorized to wear the nametape in any other location on the parka other than the pocket flap, and they are not authorized to embroider the name directly on the pocket flap.

(b) *ECWCS (Gore-Tex®) (Generation II) ACU parka*. The nametape is a strip of camouflage pattern or foliage green cloth, 5 1/4 inches long and 1/2 inch wide with 1/4 inch wide lettering. The nametape can accommodate up to 14 characters. No other size nametape is authorized to be worn on the parka. The nametape will be centered left to right on the bottom of the pocket flap. Personnel are not authorized to embroider the nametape directly on the pocket flap or wear a foliage green or camouflage pattern nametape with hook-and-loop fastener on the ECWCS (Gore-Tex®) (Generation II) ACU parka.

(c) *ECWCS (Gore-Tex®) (Generation III) ACU parka*. For the ECWCS (Gore-Tex®) (Generation II) ACU parka with hook-and-loop-faced pads, personnel will wear hook-and-loop nametape and U.S. Army insignias on the applicable CW garments..

(12) The following insignia are not authorized to be worn on the combat uniform: blood types, combat lifesavers, medic, allergies, Arabic nametapes, no known drug allergies, no known allergies, penicillin, and so forth.

f. Army Aircrew Combat Uniform (A2CU) wear policy. The A2CU is for use by flight crews and personnel in other selected military occupational specialties, as prescribed by CTA 50-900. IAW ALARACT message 177/200, it will not be worn as a substitute for the ACU when the ACU is more appropriate. The uniform is designed to be slightly loose fitting; alterations to make it more fitting are not authorized. The coat is worn outside the trousers for all duties, to include flight. The sleeves will be worn down at all times, and not rolled or cuffed. The trousers are worn with the standard rigger belt. Trousers will be bloused unless performing flight duties aboard an aircraft. The coat will not extend below the top of the cargo pocket on the pants, and it will not

extend higher than the bottom of the side pocket on the pants. The green or sand t-shirt (cotton only) is worn underneath the coat and tucked inside the trousers at all times. Soldiers are required to wear rank, nametape, U.S. Army tape, and current organizational SSI. SSI-FWTS is optional for wear. The SSI and badges will be removed by all aircrew members prior to entry onto the flight line or working in and around aircraft unless sewn on. The patrol cap is the basic headgear for wear with the A2CU.

g. Soldiers will wear identification tags at all times while on duty in uniform unless otherwise directed by the commander. Personnel will wear identification tags around the neck, except when safety considerations apply (such as during physical training).

h. Commanders may direct the wear of earplugs and case on the duty uniform within their command. When worn, the ear plug case will not be visible. These items will be provided at no cost to the Soldier.

i. Shirts will be properly fitted, trousers neatly bloused, and headgear worn straight and parallel to the ground. Sleeves will remain down on the ACU in uniform at all times in Garrison, Field Training and during deployments. Insignia that must be worn on the ACU include the US Army nametape, rank, organizational patch, and U.S. Flag Replica. All authorized badges/patches (except the U.S. Flag Replica) will be subdued. The U.S. Flag Replica will be full-colored. When the insignia becomes unserviceable, it will be replaced.

j. *Security identification badges.* In restricted areas, commanders may prescribe wearing security identification badges, in accordance with AR 600–8–14 and other applicable regulations. Personnel will not wear security identification badges outside the area for which they are required. Personnel will not hang other items from the security identification badge(s). The manner of wear will be determined by the organization that requires wearing the badges.

k. Duty uniform includes the ACU/IPFU, maternity work uniform, A2CU clothing (NOMEX), cook whites, and hospital whites. While off-post in any type of establishment, the duty uniform, if worn, will be complete, neat, and present a sharp Soldierly appearance.

l. Headgear.

(1) The ACU Patrol Cap. The ACU patrol cap is authorized in all areas on and off the installation. Subdued pin on or sewn on rank is worn on the ACU patrol cap and the ACU sun (boonie) cap. Soldiers who are authorized to wear the green, tan or maroon beret will continue to do so IAW AR 670-1.

(2) The black, green, tan, or maroon beret is the authorized headgear for wear with dress uniforms for all Soldiers. Brigade Commanders retain the authority to prescribe the beret while in ACUs for special events such as parades or changes of commands. The beret will be worn with the edge binding one inch above the eyebrows and straight across the forehead. The excess material will be pulled down between the top and

middle of the right ear. The beret will not be worn without a unit crest by enlisted personnel.

(3) The Green Micro Fleece Cap. The green micro fleece cap may be worn in garrison or field environments. When in garrison, the cap is normally worn with the winter IPFU. The cap may also be worn in similar situations as the ACU Patrol Cap as directed by the Brigade Commander. When worn, the cap is snug against the top of the head with the excess folded, not rolled, as directed by AR 670-1, para 14-6 guidance for the black knit cap.

m. The tan web belt and the green web belt with the black open-faced buckle is the only authorized belt worn with the ACU and other field uniforms.

n. The normal duty uniform for food service Soldiers performing duty in the garrison facility is in accordance with AR 670-1. Crests are authorized for wear on these uniforms.

o. Enlisted Soldiers and Officers assigned to the Madigan Healthcare System are authorized to wear the ACU or duty white uniform with insignia, and accoutrements. Polished brass pin-on insignia of rank and branch, and nameplate are the only items authorized for wear on the hospital uniform. Soldiers may wear either authorized black or white footwear with socks to match. Personnel assigned to Madigan are not authorized to wear scrubs outside of the hospital environment.

p. Enlisted Soldiers assigned to the US Army Dental Activity (DENTAC) are authorized to wear either ACU or medical white uniform.

q. The following non-standard items will continue to be worn as indicated:

(1) Coveralls are protective clothes and, if prescribed by unit standard operating procedures, will be worn in work areas only.

(2) Eyeglasses and sunglasses.

(1) Conservative civilian prescription eyeglasses are authorized for wear with all uniforms.

(2) Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment, except while indoors. Individuals who are required by medical authority to wear sunglasses for medical reasons, other than refractive error, may wear them, except when health or safety considerations apply. Commanders may authorize sunglasses in formations or field environments, as appropriate.

(3) Eyeglasses or sunglasses that are trendy or have lenses or frames with conspicuous initials, designs, or other adornments are not authorized for wear. Soldiers may not wear lenses with extreme or trendy colors, which include, but are not limited to, red, yellow, blue, purple, bright green, or orange. Lens colors must be traditional gray, brown, or dark green shades. Personnel will not wear lenses or frames that are so large or so small that they detract from the appearance of the uniform. Personnel will not attach chains or ribbons to eyeglasses. Eyeglass restraints (to include bands) are authorized when required for safety purposes. Personnel will not hang eyeglasses or

eyeglass cases on the uniform and may not let glasses hang from eyeglass restraints down the front of the uniform. Glasses may not be worn on top of the head at any time.

(4) Soldiers are authorized to wear ballistic spectacle eye protection issued by the Army, including lens colors or logos that do not comply with paragraph 3-10a(3), above, in garrison or field environments unless otherwise directed by their chain of command. See the Army Combat Readiness Center for a list of currently approved protective eyewear.

*b.* Restrictions on contact lenses. Tinted or colored contact lenses are not authorized for wear with the uniform. The only exception is for opaque lenses that are prescribed medically for eye injuries. Clear lenses that have designs on them that change the contour of the iris are not authorized for wear with the uniform. Contact lenses may be restricted by the commander for safety or mission requirements.

(5) Soldiers are authorized to wear black, ACU universal pattern, foliage green, desert camouflage pattern gym bags, civilian rucksacks, or other similar civilian bags while in uniform. All other colors must be hand carried while in uniform. Wear policies outlined in AR 670-1 still apply.

(6) Hydration Systems: Commanders may authorize the use of black, ACU or multi-cam color personal hydration system in a field environment or on work details. Soldiers will not carry hydration systems in a garrison environment unless the commander has authorized it for one of the situations described above. The hydration system (e.g., Camelback, canteen or other commercial item) will be worn as prescribed in AR 670-1, para 3-6g. (i.e., it will be worn over both shoulders and Soldiers will not let the drinking tube hang from their mouths when the system is not in use).

(7) Soldiers are not authorized to wear the ACU during official commercial travel unless they are deploying or redeploying from theater. **Soldiers will not wear utility uniforms while traveling during personal travel.** Soldiers will not wear the ACU in off-post establishments that primarily sell alcohol. If ACUs are worn off-post, Soldiers are not allowed to drink alcohol by authority of the Commanding General.  
r. When in uniform, Soldiers will not walk with a lighted cigarette or cigar. In garrison, smoking in uniform is authorized in designated smoking areas.

## 19. WINTER UNIFORM

a. The Generation III Extended Cold Weather Clothing System (ECWCS) is a seven-layered ensemble designed to provide the Soldier with advanced wet and cold weather protection. The rank insignia will be worn on either the right or left side depending on the version issued. Both versions are authorized to be worn. The Fleece Jacket, the Soft Shell or Extreme Cold/Wet Weather (also known as Gortex) Jacket and trousers are the standard outer garments worn with the duty uniform. Black or military issue gloves may be worn with the Gortex jacket. Soldiers will wear pin-on insignia of rank or a cloth loop insignia of rank, over the front tab of the jacket. The cloth rank must be sewn closed. Velcro-fastened cloth rank is not authorized. If authorized to wear the Leaders Insignia Tabs on the parka, the rank will be pinned or sewn on the tab. The Gortex jacket is required to have the name sewn on the small pocket flap of the left shoulder sleeve. Nametapes will be 3½ inches long and ½ inch wide, with ¼ inch block lettering.

b. The unisex black cardigan sweater, which has five buttons and epaulets, may be worn with the hospital uniform, food handler's uniform, and Army Class B uniform when indoors and outdoors. The sweater may be worn buttoned or unbuttoned indoors but all five buttons must be buttoned when outdoors. Soldiers will not wear the nameplate, distinctive unit insignia, or regimental distinctive insignia.

c. The black wool sweater may be worn with the Class B uniform. Items required on the sweater are nameplate, Distinctive Unit Insignia (DUI), and rank (shoulder boards for NCOs and officers).

d. The black all weather overcoat with insignia of rank may be worn with the Army Green uniform (Class A or B) or ASU uniform. It may also be worn with civilian clothing with insignia removed.

e. The foliage green micro fleece cap, the neck gaiter, or the balaclava may be worn under the helmet when conducting tactical training as directed by the unit commander. The foliage green micro fleece cap is worn with the ACU in field environments when the Kevlar helmet is not worn, on work details, or in other environments as determined by the commander. The cap will be pulled down snugly on the head. Soldiers may fold excess, but will not roll the edge of the cap. Commanders retain the authority to prescribe the beret for special events such as parades or changes of command or responsibility. The black beret will be retained and worn with the dress uniforms. Soldiers who are authorized to wear the green, tan, or maroon beret will continue to do so in accordance with AR 670-1.

f. The foliage green ACU Fleece Jacket can be worn as an outer garment with the ACU unless otherwise directed by the commander. It will not be worn as an outer garment with the Interceptor Body Armor (IBA), as the jacket is flammable. The black Fleece Jacket is no longer authorized for wear.

g. The two-piece black thermal underwear issued as part of the Rapid Fielding Initiative (RFI) and the white thermal underwear may be worn as the innermost garment under the ACU. The black or tan (cold weather) moisture wicking silk weight t-shirts are not authorized to be worn under the ACU coat in place of the tan or foliage green t-shirts. The silk weight (cold weather) t-shirt will only be worn as the innermost garment under the tan or foliage green t-shirt.

## 20. FIELD UNIFORM

**Note – For purposes of this publication all references to the term IBA will be understood to include the Improved Outer Tactical Vest (IOTV). All references to the Advanced Combat Helmet will be understood to apply to the Kelvar Helmet.**

a. The field uniform is the Advanced Combat Helmet (ACH), ACU, individual weapon, IBA, load-bearing equipment, ballistic eye protection and NOMEX gloves.

b. The IBA (See figure 2) will be worn as the load bearing equipment with the training and fighting uniform. IBA will be worn while in the field uniform and during weapons qualification and training. The decision to wear or not wear the Small Arms Protective Insert (SAPI) plates rests with the commander when training. In a combat zone, plates **will** be worn. Mission essential items such as canteens, small arms cases, first aid cases, etc. from the Modular Light Weight Load Carry Equipment System (MOLLE) will be affixed (at the Battalion Commander's discretion) to the IBA or Fighting Load Carrier (FLC) in accordance with the unit SOP. The intent is to allow each Soldier to wear the modular components of the MOLLE system to compliment that Soldier's duty position.

(1) IBA with Velcro: The Velcro nametape will be attached on the upper left side above the top attachment strap on the included Velcro attachment. The rank insignia will be attached to the right of the nametape centered on the included Velcro attachment above the name tape.

(2) IBA without Velcro: Soldiers issued IBA without Velcro are not required to sew their name tag and rank. Soldiers may leave their rank and name tape in place as per their unit's previous directive.

c. If a 9mm is the assigned weapon it will be worn in accordance with that unit's SOP. Soldiers may wear leg/thigh/shoulder holsters when authorized by the unit commander.

d. Cold weather underwear worn with field clothing will be in keeping with the requirements of military appearance. Army OD wool sweaters, and sleeping shirts are acceptable underwear. No brightly colored underclothing that is partly visible under any uniform will be worn. The aviation thermal underwear top may be worn by pilots and crew chiefs when planning, preparing for, and executing missions.

e. Facial camouflage is not authorized in any public facilities, to include the PX, commissary, chapels, or at ceremonies. Camouflage will not be worn in any civilian establishment off-post or while wearing the beret.

(UNCLASSIFIED//FOUO)



(UNCLASSIFIED//FOUO)

Figure 2

*"America's CSH"*

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f. MOLLE Assault Pack: Name tag will be sewn on the rear pouch centered between the buckles on the horizontal seam.

g. MOLLE Ruck Sack: Ensure that the MOLLE ruck sack is sized to each individual Soldier as per the manufacturer's suggested sizing methods. During wear in garrison and during conditioning foot marches, both outer cargo pockets along with the sleeping bag carrier will be worn. During tactical training and combat operations, the MOLLE ruck sack will be configured to facilitate the mission.

h. Duffle Bag Marking: All duffle bags will be marked in accordance with the unit's local SOP.

i. Weapons and Optics: All application optics, night vision and hardware (iron sights) are secured in accordance with each BDE's or separate BN's internal SOP. At a

minimum, all items will be secured with lacing wire. The secondary method of securing these items is gutted 550 cord or heavy duty zip ties.

j. All Night Vision Devices that are carried in the MOLLE or assault pack will be tied down with 550 cord or laced wire. The tie down will be attached to the actual device (not the carry bag) and the frame of the MOLLE or the carrying handle / equipment hanger of the assault pack. NVDs that are carried physically with the Soldier will be tied down with 550 cord or laced wire to a portion of the IBA or ACH.

k. Advanced Combat Helmet (ACH) (See figure 3) **will be worn by all personnel conducting training in a tactical environment. This includes those Soldiers operating, or passengers of, tactical vehicles.** The ACH helmet band is worn with the luminous tape (cat eyes) in the rear and worn under the NVD base. The name tape in black bold letters will be sewn to the helmet band, right side of NVD base or center if no NVD base is worn. **Battle roster number and blood type will be placed on the left side of the helmet band IAW unit SOP. No other markings will be on the helmet band.** Goggles will be worn on the ACH when directed by the squad leader.

l. No rank will be worn on the ACH as the issued NVD base will be worn by all Soldiers for uniformity. Soldiers not issued an NVD base will wear sewn on rank.



Figure 3

**\*\* Note** – The helmet band is placed on the helmet at the break of the helmet. The helmet band will be worn under the issued NVD base.

## 21. PHYSICAL TRAINING UNIFORM

Prime Time Physical Readiness Training (PRT) hours are 0630-0800, Monday through Friday for all Soldiers. Army PRT will be conducted IAW FM 7-22. **The IPFU/APFU is the standard duty uniform for Soldiers during Prime Time PT hours, regardless of duty status.** The IPFU/APFU will also be worn when working out in a fitness center from opening until 0800. As an exception, Soldiers participating in organized pregnancy PRT will wear the uniform prescribed by Pregnancy PRT leadership. The Improved Physical Fitness Uniform (IPFU) or Army Physical Fitness Uniform (APFU) will be worn to standard at all times. T-shirts will always be tucked in. The S.O.F units as well as our sister services will wear their distinctive PT uniform to standard. Soldiers may engage in tactical road marching, combative PT or other combat-related PT skills while wearing ACU during Prime Time PRT. Unit distinctive t-shirts and sweatshirts are authorized for wear. The platoon is the lowest level element allowed to wear a unit distinctive shirt for PRT. No Soldier will be required to purchase a unit distinctive shirt. All Soldiers will wear a reflective belt (blue belts are prohibited due to not being reflective) while wearing the IPFU/APFU, whether as a unit or as an individual. The reflective belt may be removed inside fitness centers while lifting weights. This will ensure the safety and accountability of Soldiers. All residents, to include civilians, are encouraged to wear a reflective safety belt while running the roadways of JBLM. **Headphones are not authorized for use in Fitness Centers while in uniform and will not be used by military or civilian personnel outdoors at any time while on the installation.**

a. Warm Weather. The warm weather physical fitness uniform consists of the IPFU/APFU, reflective belt worn around the waist, running shoes, and white socks with no logos. Sock length will not rise above the lower calf or fall below the ankle bone. The shirt will be tucked into the shorts.

b. Cold Weather. The cold weather physical training uniform will consist of the reflective belt worn over the right shoulder to left hip, running shoes, white socks (as described in paragraph 9a), Army winter IPFU, black gloves, and foliage green micro fleece cap. Unit distinctive shirts are allowed as per paragraph 9. Commanders may adjust the uniform based on the weather. Combinations of the uniform may be worn to maximize attainment of strenuous unit and individual PT.

**\*\*Note: During NON Prime Time PRT Hours, Soldiers may wear their ACU in a fitness center to lift weights. The ACU top may be taken off. Any Gerber type tools, knives or electronic devices will be taken off the trouser belt, as to not tear the pads on fitness center equipment. The tan moisture wicking t-shirt is not authorized for wear while wearing any part of the IPFU.**

c. Soldiers may wear commercially purchased items such as spandex biking shorts or equivalent with the IPFU/APFU. The biking shorts or equivalent will not extend

below the knee and must be gray or black and cannot bear any visible markings or patterns.

d. As per AR 670-1, the IPFU/APFU may be worn on and off duty both on and off the military installation. Soldiers may wear all or part of the IPFU off-post, such as for quick stops at the store such as getting gas, five minute pickup of food, (i.e., not one hour shopping sprees). **At no time will Soldiers wear soiled IPFU/APFU to places such as the PX, commissary, or dining facility. The IPFU/APFU is NOT appropriate for wear to restaurants, shopping malls, or movies.** Standards of wear and appearance specified in AR 670-1, paragraph 1-7, will apply at all times.

## **22. OFF-DUTY APPEARANCE**

a. Civilian clothing must be in good taste and appropriate for the occasion (i.e., Soldiers should not go off-post with their shirt off or unbuttoned down the front without a t-shirt). Items intended as undergarments are not acceptable as outer garments in public places, such as the PX, theaters, commissary, service clubs, chapels, clubs, dining facilities, and medical and dental facilities. Clothing that is excessively dirty, contains holes, is torn, or is adorned with vulgar and obscene slogans or designs is prohibited on the installation. Vulgar and obscene slogans and items are also prohibited on vehicles on JBLM.

b. Civilian pants will not be worn in a fashion that will visually expose the underwear. While short shorts and halters are appropriate for sunbathing, they are not allowed in on-post facilities. It is a Soldier's responsibility to ensure their dependants adhere to the JBLM standards.

c. Swimwear is inappropriate beyond the confines of a swimming area and the immediate quarters area.

d. Soldiers will maintain a proper military appearance while on leave/pass.

e. Male Soldiers will not wear earrings at any time on or off duty. Refer to AR 670-1, para 1-14c. When on any Army installation or other places under Army control, Soldiers may not attach, affix, or display objects, articles, jewelry, or ornamentation to or through the skin while in uniform or in civilian clothes off-duty.

## **23. PERSONAL APPEARANCE POLICIES**

a. Soldiers will present a professional image at all times and will continue to set the example in military presence, both on and off duty. Pride in appearance includes Soldiers' physical fitness and adherence to acceptable weight standards in accordance with AR 600-9.

b. A vital ingredient of the Army's strength and military effectiveness is the pride and self-discipline that American Soldiers bring to their Service through a conservative

military image. It is the responsibility of commanders to ensure that military personnel under their command present a neat and soldierly appearance. Therefore, in the absence of specific procedures or guidelines, commanders must determine a Soldier's compliance with standards in this regulation.

c. The Army uniform regulations for standards of personal appearance and grooming are as specific as is practicable in order to establish the parameters with which Soldiers must comply.

d. Portions of AR 670-1 are punitive. Violation of the specific prohibitions and requirements set forth in this chapter may result in adverse administrative action and/or charges under the provision of the UCMJ.

Hair and fingernail standards and grooming policies:

a. *Hair.*

(1) *General.* The requirement for hair grooming standards is necessary to maintain uniformity within a military population. Many hairstyles are acceptable, as long as they are neat and conservative. It is the responsibility of leaders at all levels to exercise good judgment when enforcing Army policy. All Soldiers will comply with hair, fingernail, and grooming policies while in any military uniform, or in civilian clothes on duty.

(a) Leaders will judge the appropriateness of a particular hairstyle by the appearance of headgear when worn.

Hairstyles (including bulk and length of hair) that do not allow Soldiers to wear the headgear properly, or that interfere with the proper wear of the protective mask or other protective equipment, are prohibited. Headgear will fit snugly and comfortably, without bulging or distortion from the intended shape of the headgear and without excessive gaps.

(b) Extreme, eccentric, or faddish haircuts or hairstyles are not authorized. If Soldiers use dyes, tints, or bleaches, they must choose a natural hair color. Colors that detract from a professional military appearance are prohibited.

Therefore, Soldiers must avoid using colors that result in an extreme appearance. Applied hair colors that are prohibited include, but are not limited to, purple, blue, pink, green, orange, bright (fire-engine) red, and fluorescent or neon colors. It is the responsibility of leaders to use good judgment in determining if applied colors are acceptable, based upon the overall effect on a Soldier's appearance.

(c) Soldiers who have a texture of hair that does not part naturally may cut a part into the hair. The part will be one straight line, not slanted or curved, and will fall in the area where the Soldier would normally part the hair. Soldiers will not cut designs into their hair or scalp.

(2) *Male haircuts.* The hair on top of the head must be neatly groomed. The length and bulk of the hair may not be excessive or present a ragged, unkempt, or extreme appearance. The hair must present a tapered appearance. A tapered appearance is one

where the outline of the Soldier's hair conforms to the shape of the, curving inward to the natural termination point at the base of the neck. When the hair is combed, it will not fall over the ears or eyebrows, or touch the collar, except for the closely cut hair at the back of the neck. The block-cut fullness in the back is permitted to a moderate degree, as long as the tapered look is maintained. Males are not authorized to wear braids, cornrows, or dreadlocks (unkempt, twisted, matted, individual parts of hair) while in uniform, or in civilian clothes on duty. Haircuts with a single, untapered patch of hair on the top of the head (not consistent with natural hair loss) are considered eccentric and are not authorized. Examples include, but are not limited to, when the head is shaved around a strip of hair down the center of the head (mohawk), around a u-shaped hair area (horseshoe), or around a patch of hair on the front top of the head (tear drop). Hair that is completely shaved or trimmed closely to the scalp is authorized.

(a) *Sideburns*. Sideburns are hair grown in front of the ear and below the point where the top portion of the ear attaches to the head. Sideburns will not extend below the bottom of the opening of the ear. Sideburns will not be styled to taper, flair, or come to a point. The length of an individual hair of the sideburn will not exceed 1/8 inch when fully extended.

(b) *Facial hair*. Males will keep their face clean-shaven when in uniform, or in civilian clothes on duty. Mustaches are permitted. If worn, males will keep mustaches neatly trimmed, tapered, and tidy. Mustaches will not present a chopped off or bushy appearance, and no portion of the mustache will cover the upper lip line, extend sideways beyond a vertical line drawn upward from the corners of the mouth, or extend above a parallel line at the lowest portion of the nose. Handlebar mustaches, goatees, and beards are not authorized. If appropriate medical authority allows beard growth, the maximum length authorized for medical treatment must be specific. For example, "The length of the beard cannot exceed 1/4 inch" (see Training Bulletin Medical (TB Med) 287). Soldiers will keep the growth trimmed to the level specified by the appropriate medical authority, but are not authorized to shape the hair growth (examples include, but are not limited to goatees, "Fu Manchu," or handlebar mustaches).

(c) *Wigs and hairpieces*. Males are prohibited from wearing wigs or hairpieces while in uniform, or in civilian clothes on duty, except to cover natural baldness or physical disfiguration caused by accident or medical procedure. When worn, wigs or hairpieces will conform to the standard haircut criteria, as stated within this regulation.

(3) *Female haircuts and hairstyles*. The requirements for hair regulations are to maintain uniformity within a military population for female Soldiers while in uniform, or in civilian clothes on duty, unless otherwise specified. Female hairstyles may not be eccentric or faddish and will present a conservative, professional appearance. For the

purpose of these regulations, female hairstyles are organized into three basic categories: short length, medium length, and long length hair.

(a) *Short length.* Short hair is defined as hair length that extends no more than 1 inch from the scalp (excluding bangs). Hair may be no shorter than 1/4 inch from the scalp (unless due to medical condition or injury), but may be evenly tapered to the scalp within 2 inches of the hair line edges. Bangs, if worn, may not fall below the eyebrows, may not interfere with the wear of all headgear, must lie neatly against the head, and not be visible underneath the front of the headgear. The width of the bangs may extend to the hairline at the temple.

(b) *Medium length.* Medium hair is defined as hair length that does not extend beyond the lower edge of the collar (in all uniforms), and extends more than 1 inch from the scalp. Medium hair may fall naturally in uniform, and is not required to be secured. When worn loose, graduated hair styles are acceptable, but the length, as measured from the end of the total hair length to the base of the collar, may not exceed 1 inch difference in length, from the front to the back. Layered hairstyles are also authorized, so long as each hair's length, as measured from the scalp to the hair's end, is generally the same length giving a tapered appearance. The regulations for the wear of bangs detailed in paragraph (a), above, apply. No portion of the bulk of the hair, as measured from the scalp, will exceed 2 inches.

(c) *Long length.* Long hair is defined as hair length that extends beyond the lower edge of the collar. Long hair will be neatly and inconspicuously fastened or pinned, except that bangs may be worn. The regulations for the wear of bangs detailed in paragraph (a), apply. No portion of the bulk of the hair, as measured from the scalp, will exceed 2 inches (except a bun, which may extend a maximum of 3 inches from the scalp) and be no wider than the width of the head.

(d) *Additional hairstyle guidelines.* Faddish and exaggerated styles, to include shaved portions of the scalp other than the neckline, designs cut in the hair, unsecured ponytails (except during physical training), and unbalanced or lopsided hairstyles are prohibited. Hair will be styled so as not to interfere with the proper wear of all uniform headgear. All headgear will fit snugly and comfortably around the largest part of the head without bulging or distortion from the intended shape of the headgear and without excessive gaps. When headgear is worn, hair should not protrude at distinct angles from under the edges. Hairstyles that do not allow the headgear to be worn in this manner are prohibited. Examples of hairstyles considered to be faddish or exaggerated and thus not authorized for wear while in uniform or in civilian clothes on duty include, but are not limited to hair sculpting (eccentric texture or directional flow of any hairstyle to include spiking); buns with loose hair extending at the end; hair styles with severe angles or designs; and loose unsecured hair (not to include bangs) when medium and long hair are worn up.

(e) *Devices.* Hair holding devices are authorized only for the purpose of securing the hair. Soldiers will not place hair holding devices in the hair for decorative purposes. All hair holding devices must be plain and of a color as close to the Soldier's hair as is possible or clear. Authorized devices include, but are not limited to, small plain scrunchies (elastic hair bands covered with material), barrettes, combs, pins, clips, rubber bands, and hair/head bands. Such devices should conform to the natural shape of the head. Devices that are conspicuous, excessive, or decorative are prohibited. Some examples of prohibited devices include, but are not limited to: large, lacy scrunchies; beads, bows, or claw or alligator clips; clips, pins, or barrettes with butterflies, flowers, sparkles, gems, or scalloped edges; and bows made from hairpieces. Foreign material (for example, beads and decorative items) will not be used in the hair. Soldiers may not wear hairnets unless they are required for health or safety reasons, or in the performance of duties (such as those in a dining facility). No other type of hair covering is authorized in lieu of the hairnet. The commander will provide the hairnet at no cost to the Soldier.

(f) *Braids, cornrows, and twists.* Medium and long hair may be styled with braids, cornrows, or twists. Each braid, cornrow, or twist will be of uniform dimension, have a diameter no greater than 1/2 inch, and present a neat, professional, and well-groomed appearance. Each must have the same approximate size of spacing between the braids, cornrows, or twists. Each hairstyle may be worn against the scalp or loose (free-hanging). When worn loose, such hairstyles must be worn per medium hair length guidelines or secured to the head in the same manner as described for medium or long length hair styles. Ends must be secured inconspicuously. When multiple loose braids or twists are worn, they must encompass the whole head. When braids, twists, or cornrows are not worn loosely and instead worn close to the scalp, they may stop at one consistent location on the head and must follow the natural direction of the hair when worn back, which is either in general straight lines following the shape of the head or flowing with the natural direction of the hair when worn back with one primary part in the hair.

Hairstyles may not be styled with designs, sharply curved lines, or zigzag lines. Only one distinctive style (braided, rolled, or twisted) may be worn at one time. Braids, cornrows, or twists that distinctly protrude (up or out) from the head are not authorized.

(g) *Dreadlocks or locks.* Any style of dreadlock or lock (against the scalp or free-hanging) is not authorized (see glossary for definition).

(h) *Hair extensions.* Hair extensions are authorized. Extensions must have the same general appearance as the individual's natural hair and otherwise conform to this regulation.

(i) *Wigs.* Wigs, if worn in uniform or in civilian clothes on duty, must look natural and conform to this regulation.

Wigs are not authorized to cover up unauthorized hairstyles.

(j) *Physical training.* Long length hair, may be worn in a pony tail during physical training. A single pony tail centered on the back of the head is authorized in physical fitness uniforms only when within the scope of physical training, except when considered a safety hazard. The pony tail is not required to be worn above the collar. When hair securing devices are worn, they will comply with the regulation. Hairstyles otherwise authorized in this chapter (such as braids and twists) may also be worn in a pony tail during physical training.

(k) *Physical training in utility uniforms.* Pony tails are authorized using the same guidelines as above while conducting physical training in utility uniforms. However, if the helmet is worn during physical training, hair must be secured.

*b. Cosmetics.*

(1) Standards regarding cosmetics are necessary to maintain uniformity and to avoid an extreme or unprofessional appearance. Males are prohibited from wearing cosmetics, except when medically prescribed. Females are authorized to wear cosmetics with all uniforms, provided they are applied modestly and conservatively, and that they complement both the Soldier's complexion and the uniform. Leaders at all levels must exercise good judgment when interpreting and enforcing this policy.

(2) Eccentric, exaggerated, or faddish cosmetic styles and colors, to include makeup designed to cover tattoos, are inappropriate with the uniform and are prohibited. Permanent makeup, such as eyebrow or eyeliner, is authorized as long as the makeup conforms to the standards outlined above. Eyelash extensions are not authorized unless medically prescribed.

(3) Females will not wear shades of lipstick that distinctly contrast with the natural color of their lips, that detract from the uniform, or that are faddish, eccentric, or exaggerated.

(4) Females will comply with the cosmetics policy while in any military uniform or while in civilian clothes on duty.

*c. Fingernails.* All personnel will keep fingernails clean and neatly trimmed. Males will keep nails trimmed so as not to extend beyond the fingertip unless medically required and are not authorized to wear nail polish. Females will not exceed a nail length of 1/4 inch as measured from the tip of the finger. Females will trim nails shorter if the commander determines that the longer length detracts from a professional appearance, presents a safety concern, or interferes with the performance of duties. Females may only wear clear polish when in uniform or while in civilian clothes on duty. Females may wear clear acrylic nails, provided they have a natural appearance and conform to Army standards.

*d. Hygiene and body grooming.* Soldiers will maintain good personal hygiene and grooming on a daily basis and wear the uniform so as not to detract from their overall military appearance.

## 24. JEWELRY

Soldiers may wear a wristwatch, a wrist identification bracelet, and a total of two rings (a wedding set is considered one ring) with Army uniforms, unless prohibited by the commander for safety or health reasons. Any jewelry worn by Soldiers while in uniform, or in civilian clothes on duty, must be conservative. Identification bracelets are limited to the following: medical alert bracelets, missing in action, prisoner of war, or killed in action (black or silver in color only) bracelets. Soldiers are only authorized to wear one item on each wrist while in uniform, or in civilian clothes on duty.

No jewelry, other than that described above can appear exposed while in uniform, or in civilian clothes on duty. Pens and/or pencils worn in the pen/pencil slots on the combat uniform coat may be exposed. There are no stipulations on the colors of pens and/or pencils worn in the slots on the combat uniform coat while wearing the uniform. Watch chains or similar items cannot appear exposed. The only other authorized exceptions are religious items described in DA Pam 670-1 and AR 600-20; a conservative tie tack or tie clasp that male Soldiers may wear with necktie; and a pen or pencil that may appear exposed on the hospital duty, food service, combat vehicle crewman, or flight uniforms.

Ankle bracelets, toe rings, necklaces (other than those described in AR 600-20), faddish (trendy) devices, medallions, amulets, and personal talismans or icons are not authorized for wear while in uniform or in civilian clothes on duty.

The use of gold caps, platinum caps, or caps of any unnatural color or texture (permanent or removable) for purposes of dental ornamentation is prohibited. Teeth, whether natural, capped, or veneered, will not be decorated with designs, jewels, initials, or similar ornamentation. Unnatural shaping of teeth for nonmedical reasons is prohibited. Commanders may consider waivers for permanent caps that were applied prior to the effective date of this regulation. Such waivers must be approved by the first O-5 commander in the chain of command and documented in an official memorandum, which must be uploaded to the Soldier's AMHRR. A picture of the permanent caps must be appended as an enclosure to the memorandum.

## 25. TATTOOS, BRANDING, AND BODY PIERCING

a. The following types of tattoos or brands are prejudicial to good order and discipline and are, therefore, prohibited anywhere on a Soldier's body:

(1) Extremist. Extremist tattoos or brands are those affiliated with, depicting, or symbolizing extremist philosophies, organizations, or activities. Extremist philosophies, organizations, and activities are those which advocate racial, gender, or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based

on race, color, gender, ethnicity, religion, or national origin; or advocate violence or other unlawful means of depriving individual rights under the U.S. Constitution, and Federal or State law (see AR 600–20).

(2) **Indecent.** Indecent tattoos or brands are those that are grossly offensive to modesty, decency, propriety, or professionalism.

(3) **Sexist.** Sexist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on gender.

(4) **Racist.** Racist tattoos or brands are those that advocate a philosophy that degrades or demeans a person based on race, ethnicity, or national origin.

*b.* Tattoos or brands, regardless of subject matter, are prohibited on certain areas of the body as follows:

(1) Soldiers are prohibited from having tattoos or brands on the head, face (except for permanent makeup), neck (anything above the t-shirt neck line to include on/inside the eyelids, mouth, and ears), wrists, hands, or fingers.

(2) Soldiers may have no more than four visible tattoos below the elbow (to the wrist bone) or below the knee. The tattoos in these areas must be smaller than the size of the wearer's hand with fingers extended and joined with the thumb touching the base of the index finger. The total count of all tattoos in these areas may not exceed a total of four.

(a) A single tattoo is defined as one or multiple tattoos spaced apart that can still be covered by a circle with a diameter of five inches. Tattoos spaced apart that cannot be covered by a circle with a diameter of five inches are considered separate tattoos.

(b) A band tattoo is a tattoo that fully encircles the circumference of the body part. Band tattoos may be no more than two inches in width. Each band tattoo counts as one authorized tattoo. Soldiers may have a total of one visible band tattoo on the body. The band tattoo may either be below one elbow (above the wrist bone) or below one knee.

(c) A sleeve tattoo is a tattoo that is a very large tattoo or a collection of smaller tattoos that covers or almost covers a person's arm or leg. Sleeve tattoos are not authorized below the elbow or below the knee.

(3) Soldiers who have tattoos that were compliant with previous tattoo policies, but are no longer in compliance are grandfathered. Soldiers, who have unauthorized tattoos that were not in compliance with previous policies, are not grandfathered. Tattoos on the face or head (to include on/inside the eyelids, mouth, and ears) are not grandfathered because these locations were never authorized locations for tattoos.

*a.* Soldiers may not cover tattoos or brands with bandages or make up in order to comply with the tattoo policy.

*b.* To protect Soldiers with previously authorized (now grandfathered) tattoos, Soldiers must self identify to their commander current tattoos or brands with locations and descriptions. This only includes tattoos above the neckline, below the elbows, or below the knees. The unit commander will document each tattoo/brand in an official

memorandum (with a picture of each tattoo/brand appended as a separate enclosure to the memorandum) and ensure the memorandum and enclosures are uploaded to the Soldier's Army Military Human Resource Record (AMHRR). The memorandum and enclosures remain in the Soldier's record as long as the Soldier continues serving in an active or reserve status. The memorandum and enclosures will serve as an initial documentation of compliance with this policy and may be used by the Soldier or a commander to prove or disprove alleged violations of this policy. The memorandum and enclosures will not be reviewed by promotion boards. Commanders will perform an annual check for new tattoos or brands above the neckline, below the elbows, or below the knees.

b. Body piercing. IAW AR 670-1, Para 3-4(c), Attaching, affixing or displaying objects, articles, jewelry, or ornamentation to, through, or under their skin, tongue, or any other body part is prohibited (this includes earrings for male Soldiers). This applies to all Soldiers on or off duty. The only exception is for female Soldiers, who may wear earrings as stated below. (The term "skin" is not confined to external skin but includes the tongue, lips, inside the mouth, and other surfaces of the body not readily visible.) Females are authorized to wear earrings with the service, dress, and mess uniforms.

(1) Earrings may be screw-on, clip-on, or post-type earrings in gold, silver, white pearl, or diamond. The earrings will not exceed 6 mm or 1/4 inch in diameter, and they must be unadorned and spherical. When worn, the earrings will fit snugly against the ear. Females may wear earrings only as a matched pair, with only one earring per ear lobe.

(2) Females are not authorized to wear earrings with any Class C uniform (combat, utility, hospital duty, food service, physical fitness, field, or organizational).

(3) When in civilian clothes on duty, female Soldiers must comply with the specifications listed in paragraph (1), above, when wearing earrings, unless otherwise authorized by the commander. When females are off duty, there are no restrictions on wearing earrings so long as the earrings do not create or support ear gauging (enlarged holes in the lobe of the ear, greater than 1.6mm).

## **26. BODY MUTILATION**

Soldiers are prohibited from willful mutilation of the body or any body parts in any manner. Examples include, but are not limited to, tongue bifurcation (splitting of the tongue) or ear gauging (enlarged holes in the lobe of the ear, which are greater than 1.6mm).

## 27. PERSONAL ELECTRONIC DEVICES

Soldiers may wear an electronic device on the belt, belt loops, or waistband of the uniform. Only one electronic device (for example, cell phone) may be worn. The body of the device may not exceed the size of a Government issued electronic device, and the device and carrying case must be black; no other colors are authorized. If security cords or chains are attached to the device, Soldiers will conceal the cord or chain from view. Other types of electronic devices are not authorized for wear on the uniform, unless medically prescribed. If the commander issues and requires the use of other electronic devices in the performance of duties, the Soldier will carry them in the hand, pocket, briefcase, purse, bag, or some other carrying container. Soldiers are not authorized to wear a computer pen drive around their neck attached to a rope, cord or chain while in duty or PT uniform. If worn, pen drives will be attached to the belt or worn inside the pocket. They should never be seen. Computer thumb drives are unauthorized to use on any Government computer.

## 28. PHYSICAL FITNESS

Physical readiness is important to the successful accomplishment of the missions for units, assigned/attached. Every Soldier assigned to I Corps and JBLM must be fit to fight. Every Soldier will do physical training a minimum of five times per week unless the unit commander has a higher priority for that day. The standard is for every Soldier to pass the APFT and the goal is for every soldier to run 4 miles without stopping in 36 minutes or less. When conducting unit runs, focus on team building and assessment. All units will conduct PRT in the field. When conducting PRT while wearing the ACUs or IBA with running shoes or boots, the name tag, US Army tag, left shoulder patch and US Flag will be worn unless conducting combative PRT. Upon completion of combative PRT, Soldiers will re-affix all name tapes and SSIs on the ACU uniform. All Soldiers will meet the standards set forth in FM 7-22 and AR 600-9. IAW Policy Statement #11, MSC Commanders may authorize organized sports at the company level and above. This is an effort to focus on building a team at the unit level. Organized sports must have mass participation and promote team building. Mass participation means that Soldiers are not sitting on the sidelines while others play. Pushball and line soccer are examples of mass participation; however, sports such as five on five basketball and softball that do not involve everyone, are not. Commanders should look for opportunities to build esprit de corps and camaraderie through team sports. **Cadence/Jody Calls will not contain profanity, sexual innuendo, or language demeaning to others.**

a. Conditioning foot march. The uniform for conditioning foot marches is determined by the Brigade Commander and may include any combination of the

following: ACU, or the IPFU/APFU with combat or tan boots, green, tan, or black wool socks, IBA with attached modular components, and rucksack/assault pack (one reflective belt will be worn around the rucksack/assault pack and one on the front of the Soldier). During winter months the foliage green micro fleece cap may be worn as determined by the commander. During limited visibility conditions, commanders will equip every marching Soldier with additional luminous or reflective devices that will allow the Soldier to be seen from front and rear traffic. Road guards with white lights will be used during periods of darkness or limited visibility.

b. Tactical foot march. The uniform for a tactical foot march is the ACU with appropriate combat, or tan boots, green, tan or black wool socks, ACH, IBA with attached modular components, and rucksack/assault pack and weapon (reflective belt will be worn around the rucksack/assault pack). Brigade Commanders may adjust the uniform for tactical foot marches to accommodate mission parameters. During limited visibility conditions, commanders will equip every marching Soldier with additional luminous or reflective devices that will allow the Soldier to be seen from the front and rear traffic. NOMEX gloves and ballistic eyewear (when available) are required when conducting tactical foot marches. Road guards with white lights will be used during periods of darkness or limited visibility.

c. Joint Base Lewis-McChord has both designated and shared PRT routes. Shared routes are open to runners, bicyclists, and vehicular traffic. Designated PRT routes are closed to vehicles and bicycles. When on these routes, Soldiers should use caution. Bicyclists are required to wear safety helmets and reflective belts/vests and must adhere to the posted speed limit. In order to aid the safety of Soldiers, some roads are prohibited for running. Refer to the latest established running route map at:

[http://www.jblmmwr.com/pdf/fitness/PT\\_Guide\\_Map\\_Aug2010.pdf](http://www.jblmmwr.com/pdf/fitness/PT_Guide_Map_Aug2010.pdf)

## **29. HEALTH**

Good health and physical conditioning includes maintaining proper height and weight standards. Accordingly, the Army's body fat/height and weight standards will be strictly enforced. Commanders will ensure that overweight Soldiers are on formal and effective weight control programs. All newly assigned Soldiers will be weighed and their height measured within 30 days of arrival. If overweight, Soldiers will undergo counseling and be evaluated in accordance with AR 600-9. Soldiers will also maintain a high standard of personal hygiene both in garrison and in the field.

## **30. MILITARY COURTESY**

Courtesy is respect for and consideration of others. In the Army, various forms of courtesy have become customary and traditional. It is important to render these courtesies correctly.

a. Saluting. The exchange of the salute is a visible sign of good discipline and mutual respect. Saluting shows that subordinates not only recognize their leaders, but also respect them. It is an outward sign of unit pride and esprit de corps. Saluting by Soldiers of I Corps should be the best in the U.S. Army. Each salute should be rendered with a greeting and a response. The greeting should be a unit motto i.e. “First up front!, Sir/Ma’am.” The response to a salute greeting will always be “Courage!” For example, “**America’s Corps, Sir/Ma’am,**” “**Courage!**”

(1) Soldiers must be alert for vehicles identified with plates depicting general officer or other senior rank attached to the front of the vehicle. Proper military courtesy requires that Soldiers render a salute to these officers as they pass.

(2) Salutes will be exchanged in the field during training exercises and combat just as they are in garrison.

(3) When an officer is approaching, Soldiers render a salute when the officer is approximately 6 paces away, or when the Soldier recognizes that the approaching individual is indeed an officer. When not in uniform, saluting is optional; still it is a form of courtesy by professionals and is strongly encouraged.

b. The following rules apply in most situations:

(1) Unit headquarters, orderly room, supply room, dayroom, and squad room: the first Soldier to sight an officer who is a higher rank than the officers present in the room will call “Attention.” The senior Soldier present in the area will then report to the visiting officer e.g., “SGT Jones NCOIC of the motor pool reporting.” The officer will normally command “At Ease” or “Carry On.” In a smaller room containing one or two enlisted persons, all individuals should rise and stand at attention when an officer enters the room. If a Soldier sees an NCO higher in rank than the NCOs present, the Soldier will call “At ease” and stand at the position of parade rest while talking with the senior NCO.

(2) Formation. When an officer approaches Soldiers in a formation, the person in charge calls “Attention” and renders a salute for the entire group. When an officer senior in rank approaches a group of individuals who are not in formation, the first person sighting him/her calls “Attention.” Everyone in the group faces the officer and renders a salute with the proper greeting. However, Soldiers working as part of a detail or participating in another group activity, such as physical fitness training, do not salute. The person in charge, if not actively engaged, salutes for the entire detail or group.

c. NCO Respect. When addressing or being addressed by an NCO, enlisted personnel will stand at parade rest while talking with any NCO senior in rank.

d. The Retreat and Reveille Ceremony. Retreat and reveille ceremonies are old military traditions. They symbolize the respect that Soldiers and citizens give to the national flag and to the country. Retreat is in two distinctive parts: the bugle call “Retreat,” followed by the bugle call “To the Colors,” or, if a band is available, the “National Anthem.”

(1) When outside (not in formation) and “Retreat” is heard, Soldiers will face toward the flag and assume the position of “Attention.” During “To the Colors” or the National Anthem, Soldiers will remain at the position of “Attention,” and render the hand salute if in uniform, or place their right hand over their heart (hats will be removed) if not in uniform. If in a vehicle and the “Retreat” or “Reveille” is heard, the Soldier will depart the vehicle and render the proper military courtesy. During retreat ceremonies, all vehicles will stop. Occupants will dismount and render proper courtesy. If on a bus or truck, the senior occupant will dismount and render proper courtesy. The rest of the occupants will sit at the position of attention. Patriotic civilians will stop and place their right hand over their hearts.

(2) During an inside ceremony (not in formation), Soldiers will stand at attention but will not salute unless they are under arms and have on the proper military headgear.

### **31. ON AND OFF DUTY CONDUCT**

Soldiers at all levels are given huge amounts of responsibility, both in combat and in garrison. They will be held accountable for their actions, both on and off duty in combat and in garrison. Civilian laws pertain to all citizens, Soldiers included. There are also laws that govern behavior of Soldiers on and off the installation and on or off duty. It is the responsibility of each Soldier to obey these laws.

a. Profanity. The use of profanity will be avoided.

b. Drugs. Possession of any controlled substance is punishable under the Uniform Code of Military Justice (UCMJ), Federal, and Washington State laws. Federal and State penalties for the manufacture, sale, or transfer of drugs are severe. Offenders punished under state law face substantial fines and confinement. Soldiers convicted by civil courts are subject to administrative discharge from the Army.

On 6 November 2012, voters in Washington State passed Ballot Initiative 502 making legal under certain circumstances the use, possession (of up to one ounce), manufacture, and sale of marijuana by adults 21 years of age or above. Despite the passage of this initiative, these activities remain illegal to US Servicemembers. Article 112a of the Uniform Code of Military Justice (UCMJ) remains unchanged for all Servicemembers and specifically prohibits Servicemembers from using, possessing, manufacturing, distributing marijuana under any circumstances, in any location, at any time, regardless of state or local laws. Article 112a further prohibits the introduction of marijuana (along with other controlled substances) into an installation, vessel, vehicle,

or aircraft used by or under the control of the armed forces, regardless of state and local laws to the contrary.

c. Liquor Laws.

(1) Consumption of Alcoholic Beverages. Soldiers in uniform are not authorized to consume alcohol during duty hours. Duty hours are hours in which an individual performs his/her assigned duties. This restriction does not prohibit package sales of unopened containers to Soldiers in uniform during duty hours, nor the serving of alcoholic beverages to members of units and staff sections attending social functions that have the prior approval of the battalion or battalion-level commander or section chief in the rank of lieutenant colonel or above. Soldiers should keep themselves physically and mentally prepared. Overindulgence in alcohol affects Soldiers' readiness, health, and possibly their career. The de-glamorization of alcohol consumption is strongly encouraged.

(2) Age Requirements. According to state laws, alcoholic beverages are not sold or served to persons under the age of 21 in facilities located in the state of Washington on or off post. Therefore, consumption or possession of alcohol on or off post by Soldiers under the age of 21 is illegal. Soldiers 21 or over who provide alcoholic beverages to those under 21 are committing a criminal offense.

(3) Driving While Intoxicated. Washington DUI laws apply to JBLM. In addition to the fines, suspensions, and other penalties mandated by state laws, a Soldier is also subject to military sanctions, including loss of on-post driving privileges, a General Officer Letter of Reprimand, administrative reduction in grade, and other adverse administrative action.

d. Seat Belts. Wear of seat belts is mandatory. First time offenders will receive formal counseling and sign a safety pledge acknowledging their obligation to wear seat belts. Second time offenders will be required to attend remedial training and may have to teach a course on seat belt safety or undertake other actions to convince the individual to wear a seat belt. Third time offenders will be referred to the I Corps CG for appropriate disciplinary action and their driving privileges will be suspended. Soldiers violating the mandatory seat belt policy may be punished under Article 92 of the UCMJ.

e. Speed Limits. Speed limits are strictly enforced. When passing Soldiers in formation (2 or more Soldiers,) drivers (to include bicyclists) must slow down to a maximum speed of 10 mph.

f. Absence Without Leave. Absence without leave (AWOL) is a serious military offense. Soldiers not present for duty at the prescribed time and place, or who fail to return from pass or leave on time, are AWOL. AWOL adversely affects Soldiers and their unit's readiness. AWOL time (or bad time) results in the loss of one day's pay for each day AWOL and possible UCMJ action. For each day a Soldier is AWOL, his/her ETS date is extended another day. Additionally, punishment may be imposed by the

Soldier's unit through non-judicial punishment (Article 15) or trial by court-martial. Soldiers who have a personal problem that requires absence from duty should seek advice from their chain of command, which may authorize ordinary or emergency leave.

g. Disobedience of Lawful Orders. Soldiers must obey and execute the lawful orders of superiors. Most orders will come from the NCO. **Lawful orders given by an NCO require the same obedience as those given by an officer.** Willfully disobeying an order from a NCO is an offense punishable under the UCMJ, Article 91. The maximum punishment for this offense is a bad conduct discharge, confinement for one year, and loss of all rank and pay.

h. Off Limits Areas. A list of off limits areas will be posted in each company area. Soldiers should be aware of these areas. You can find a list of these establishments on the JBLM Share Portal under the Policy Statements folder for Secretary of the General Staff (SGS). This site requires users to have a valid CAC.

i. Warrants. Individuals who commit criminal offenses off the installation are subject to warrants issued for their arrest and may face disciplinary action under the UCMJ. Criminal offenses include writing checks with insufficient funds and refusing to make restitution.

j. Noise Abatement. Soldiers are prohibited from operating a vehicle stereo system at a level that can be heard at a distance in excess of 25 feet. This practice is impolite, inconsiderate, offensive and is disorderly conduct. The driver may be cited with a Mandatory Court Appearance (MCA) in Federal Magistrate's Court or disciplined under the UCMJ, and could possibly have their driving privileges revoked on JBLM. Unruly conduct of this nature interferes with the rights of others and will not be tolerated. The 25 foot rule applies for music played in barracks and other government buildings. Soldiers should be aware of and abide by the policies governing quiet hours in the barracks.

k. Personally Owned Weapons. All Soldiers residing on post who own privately owned weapons located on the installation are required to store those weapons in their unit arms room or in family quarters. Withdrawal from unit arms room will be requested and approved by the Commander in writing. If you reside off post but are bringing weapons on post for the purpose of some authorized activity (e.g., hunting, marksmanship events or attending ranges), your weapon must be registered with the Vehicles/Weapons Registration Office at Waller Hall. Weapons will be transported unloaded, not readily available to driver or passenger, and directly to authorized destination. No person shall carry a concealed weapon at any time while on post. Per JBLM Reg 190-11 firearms are defined as an instrument capable of firing a projectile using an explosive (or a propellant such as CO<sub>2</sub>), and consist of rifles, shotguns, and handguns.

1. Dependent/Guest Standards. Per FL Reg 210-1, para 7-17, juveniles on JBLM will remain in their assigned dwelling from 2300-0500 unless accompanied by their sponsor. Para 7-24 states children under the age of 9 will not be left unattended, though indirect supervision is permitted. Babysitters must be in ninth grade (generally 13 years of age) or older. Per FL Reg 190-9, sponsors/parents/custodians are responsible for the conduct of their juvenile family members. Per FL Reg 210-1, para 7-28, personnel are responsible for the conduct of the guests they sponsor onto the installation. Nonmilitary visitors below the age of 18 must be accompanied by a parent/legal guardian at all times. FL Reg 190-9, para 6c, states the installation commander may restrict or deny access of persons to JBLM to include termination of government quarters.

## **32. PERSONAL FINANCES**

Soldiers will have their pay sent directly to a financial institution for credit to an account in their name. Soldiers should organize their budget to live within their income and pay their bills on time.

### **a. Indebtedness.**

(1) Soldiers will manage their personal affairs satisfactorily and pay just debts promptly. Failure to do so damages their credit reputation and affects the public image of the Army. Failure to pay debts could result in the denial of re-enlistment, administrative separation from the service, or punishment under the UCMJ. Indebtedness problems will be addressed IAW DoDI 1344.09.

(2) Writing checks against an insufficiently funded account is a serious matter. All Soldiers will ensure that enough money is in their bank account to cover checks written. Writing bad checks may result in disciplinary or administrative actions.

b. Financial Assistance. Soldiers who need financial planning assistance should first use the chain of command. Each battalion should be assigned a Financial NCO for aid to the Soldier. Additional assistance, such as budget counseling or debt liquidation, is offered through Army Community Service, located in Bldg 2140, Waller Hall, (253) 967-9852.

c. Army Emergency Relief. Soldiers may apply for Army Emergency Relief (AER) assistance at their unit PAC. A completed DA Form 1103 (Application for Army Emergency Relief) signed by the commander, most recent Leave and Earnings Statement (LES), and supporting documents showing an emergency need, is required. AER is located in Bldg 2140, Waller Hall, (253) 967-9852.

d. Use of Government Travel Credit Cards. Every Soldier must know the GTCC is for official and routine (home station and return) TDY and PCS, nothing else. The GTCC is not for group travel or personal reasons. The standard for all Soldiers is prompt payment of any outstanding bill.

- e. Off-Duty Employment. The commander can authorize off-duty employment if it does not interfere with military duties. Unscheduled military after-duty requirements have priority over off-duty employment. Soldiers will submit a request to their commander stating the name and address of the prospective employer, a brief description of the work, and the hours of employment. Soldiers may not accept off-duty employment until they receive written approval from the commander.
- f. AR 608-99 requires Soldiers to manage their personal affairs satisfactorily, to include providing adequate support for their Family members.

### **33. INSPECTOR GENERAL ASSISTANCE**

It is the right of every Servicemember to seek assistance from the Inspector General (IG). IGs will remain impartial fact finders when working every complaint or grievance. Since only commanders, not IGs, have command authority, the IG strongly encourages all Servicemembers to first address their issues with their chain of command in order to leverage the requisite decision making authority. However, AR 600-20 notwithstanding, Soldiers are not required to address issues with their chain of command before seeking IG assistance and are protected from reprisal IAW 10 United States Code, Section 1034 [Protected communications; prohibition of retaliatory personnel actions]. Notably, IGs will not serve to undermine the chain of command, but rather complement the problem solving effort and build or reestablish trust between the complainant and the chain of command for future engagements. Finally, if Servicemembers need to visit the IG during duty hours, they should seek chain of command permission to be absent from their place of duty. The IG office is located at Bldg. 5164, Utah Ave, (253) 967-5181. Complainants can also contact the IG through e-mail at [usarmy.jblm.i-corps.list.ig-complaints@mail.mil](mailto:usarmy.jblm.i-corps.list.ig-complaints@mail.mil) or visit <http://www.lewis-mchord.army.mil/IG/>.

### **34. SAFETY**

It is every leader's and Soldier's responsibility to help prevent accidents. Safe operations start with unit readiness. Readiness depends on the ability of a unit to perform its mission-essential task list (METL) to standard. It is an implied task for leaders and Soldiers to know and keep abreast of safety regulations and standards as they change.

- a. Operations require a risk assessment in order to identify associated hazards and select control measures which mitigate the associated risk. The risk management process will be integrated into all planning phases of training and combat operations.

Soldiers will ensure that they take no unnecessary risk. An unnecessary risk is a risk which could be reduced or eliminated while still accomplishing the mission.

b. Performing to standard is one of the key steps in preventing accidents; however, each leader must be aware that written standards may not exist for every task. High risk tasks must be identified and reviewed to ensure that adequate standards exist and that unnecessary risks are eliminated. It is the leader's responsibility to ensure standards are enforced and unnecessary risks are not taken.

c. General Requirements.

(1) Soldiers will not operate Army motor vehicles or perform PMCS unless properly licensed. Army motor vehicle sustainment and refresher training is the key to accident prevention.

(2) Soldiers and leaders will ensure that vehicle operations are conducted IAW established standards, as applicable, to include the use of ground guides, convoy briefings, use of assistant drivers and adherence to local highway rules and laws.

(3) Seatbelts will be worn at all times in Army motor vehicles. Equipment worn will be adjusted in order to accommodate use of the installed seatbelt system.

(4) Ground guides are required when wheeled and tracked vehicles are backed or when moved within an assembly area or motor pool.

(5) Ground guides operating outside of a motor pool must maintain proper situational awareness at all times. When operating during darkness or reduced visibility, leaders will equip ground guides with reflective or illuminating clothing, equipment or devices (e.g. flashlights with cones) that are visible from both the front and rear to ensure they are visible to the vehicle operators.

(6) Where conditions warrant the use of a ground guide to safely cross roadways, ground guides will remain off the roadway surface, directing vehicle operators to cross when oncoming traffic is clear and it is safe to proceed.

(7) Under no conditions will ground guides or vehicle occupants attempt to stop, or step into the path of, oncoming traffic.

(8) Risk assessments for training/operations requiring ground guides outside of a motor pool must include an assessment of associated risks.

d. POV and Motorcycle accidents are the number one cause of fatalities among Soldiers in the Army today, and as such, warrant specific attention. Seatbelts will be worn in POVs at all times, on and off-post.

(1) Prior to any four-day weekend, individual leave period and block leave windows, units will conduct vehicle safety and records check utilizing HFL Form 49, Feb 2010. Records checks will include driver's license, vehicle insurance, motorcycle safety course completion, and post DOD registration/decals. POV inspections will be conducted at least once a month regardless of the reason.

(2) Soldiers are responsible for knowing, understanding, and complying with the rules of the road, and operating a vehicle safely in consideration of other motorists and pedestrians.

(3) Never allow passengers to travel in the back of privately owned trucks or sport utility vehicles or non-tactical military vehicles unless they wear a manufacturer-installed safety belt.

(4) AR 385-10 requires each motorcycle driver to complete an Army approved motorcycle safety course. Motorcycle safety training for JBLM personnel is available on-post. This training includes the Basic Rider Course (BRC) and Experienced Rider Course (ERC). Personnel registering their motorcycle for the first time on post must show proof of completion of the BRC or ERC.

(a) Temporary permit. The Vehicle Registration Office will provide temporary registration (not to exceed 45 days) to motorcycle operators not in possession of a Motorcycle Safety Foundation Course completion card. Operators will have 45 days to attend the JBLM (or local) Motorcycle Safety Course.

(b) Riders and passengers must wear Department of Transportation (DOT) approved protective helmets only. Novelty helmets are not authorized. Eye protection must consist of either ballistic glasses that meet military specifications, clear goggles or face shield attached to the helmet. Riders must have full-fingered gloves, long trousers, long sleeved shirt or jacket, enclosed sturdy foot wear that cover the ankles (boots or leather high top shoes recommended), and riders are encouraged to select PPE that incorporates fluorescent colors and retro-reflective material. While wearing duty uniform and riding motorcycles, leather coats and chaps are recommended, but must be taken off after parking the motorcycle. No club affiliation patches are authorized while wearing uniforms, and all manufacturing logos must be in good taste.

e. If an accident occurs, report the details to the chain of command immediately. The chain of command will report accidents IAW AR 385-10 and DA PAM 385-40.

## **35. USE OF GOVERNMENT VEHICLES**

a. Tactical Vehicles. Tactical vehicles will be dispatched and operated for official use only. Official use of vehicles is characterized as essential for the successful completion of a unit function, action, or operation. In general, the use of tactical vehicles for administrative missions should be discouraged as not being cost effective. However, the commander must use all resources available to accomplish the mission in the field and garrison. After the commander determines that an administrative mission requires tactical vehicle support, the number and size of the vehicle(s) used must be commensurate with the mission. Personnel will adhere to Standards of Conduct and the Joint Ethics Regulation for use of government vehicles.

([http://www.dod.gov/dodgc/defense\\_ethics/ethics\\_regulation/](http://www.dod.gov/dodgc/defense_ethics/ethics_regulation/)). Personnel engaged in

unauthorized use of government vehicles may be subject to prosecution under the Uniform Code of Military Justice (UCMJ) or administrative sanctions. The following will apply:

Movement of persons in tactical vehicles is prohibited over all or any part of the route between home and place of employment. This does not preclude movement of enlisted persons between troop billets and work areas.

(1) Use of tactical vehicles for the conduct of personal business by Servicemembers, civilian employees, Family members, or official visitors is prohibited.

(2) Uniforms for drivers and passengers should be consistent with the mission. Duty uniform will be IAW AR 670-1 or as authorized by the commander and annotated on the dispatch.

(3) Shirt/ACU coat will be worn at all times while traveling in a TMP/GSA or military vehicle.

(4) Authorized drivers for tactical vehicles are unit personnel only. Authorized passengers for vehicles are DOD personnel (military or civilian). Non-DOD civilians may be transported when mission essential as determined by the commander and IAW AR 58-1. The Advanced Combat Helmet (ACH) will be worn at all times by all military personnel in tactical vehicles.

(5) Tactical vehicles are prohibited in the parking areas of banks, AAFES, the commissary, and morale, welfare, and recreation facilities unless properly authorized by unit/activity commander.

b. Non-Tactical Vehicles. Official use of government non-tactical vehicles is permitted only when such use is essential for the successful accomplishment of an official function, action, or operation. Official use does not include transportation between domiciles and places of employment except in cases of medical officers on outpatient medical service, and officers and employees engaged in field work, the character of whose duties make transportation necessary. Personnel will adhere to Standards of Conduct and the Joint Ethics Regulation for use of government vehicles ([http://www.dod.gov/dodgc/defense\\_ethics/ethics\\_regulation/](http://www.dod.gov/dodgc/defense_ethics/ethics_regulation/)). Common violations include:

(1) Stopping or parking at private businesses, including fast food establishments.

(2) Stopping or parking at any AAFES facility.

(3) Providing domicile to duty transportation.

c. Motor Vehicle Accidents. If a Soldier is involved in a traffic accident while driving a government vehicle, the Soldier must not only notify the chain of command and the military police, but also the Claims Division of the Office of the Staff Judge Advocate at 967-0704. At a minimum, the Soldier must also complete a Standard Form 91, Motor Vehicle Accident Report, and submit it to the Claims Division within two duty days of the accident.

### **36. ASSISTANCE AND AVAILABLE SERVICES**

a. Armed Forces Community Services (AFCS). AFCS provides family support programs, services, and activities that play a vital role in I Corps and prepare Soldiers and their Families to accept the challenges of unit readiness. A wide variety of services are offered to include: financial planning, budget counseling, Family Advocacy/New Parent Support Program, Employment Readiness, relocation assistance, immigration/naturalization assistance, Exceptional Family Member Program, Army Family Team Building, and many volunteer opportunities. AFCS also maintains a loan closet and emergency food locker assistance. AFCS is located in Bldg 2140, Rm 400, Waller Hall. AFCS is open Monday – Friday from 0730-1630. Their phone number is 967-7166.

b. Army Emergency Relief (AER). AER's mission is to provide emergency financial assistance to active duty Soldiers, ARNG and USAR Soldiers on continuous active duty for more than 30 days, Soldiers retired from active duty for longevity or physical disability, retired ARNG and USAR Soldiers, Family members of each group listed above, and surviving spouses and orphans of Soldiers who died while on active duty or after they retired. AER can help with emergency financial needs such as food, rent or utilities, emergency transportation and vehicle repair, funeral expenses, medical/dental expenses, or personal needs when pay is delayed or stolen. AER can also provide undergraduate-level education scholarships, based primarily on financial need, to children of Soldiers. AER is located in Bldg 2140, Waller Hall, 967-9852/9812/9787. AER is open Monday – Friday from 0730-1630.

c. American Red Cross. The American Red Cross provides services such as: emergency communication, emergency leave verification, access to financial assistance for emergency travel and other emergencies, information and referral, disaster assistance and health and safety training in CPR, First Aid and Aquatics. Red Cross is located in Bldg 01017, 2<sup>nd</sup> floor, 9<sup>th</sup> Division Dr, 967-4288. Office hours are from 0800-1630, Monday-Friday. Their emergency 24- hour toll free number is (877) 272-7337.

d. The I Corps and JBLM Religious Support Teams (RSTs) welcome all Soldiers, Family Members, retirees, and civilians to I Corps and JBLM. We are excited to offer diverse programming that addresses many spiritual and relationship needs. We support and sponsor a wide variety of worship opportunities for adults, children, teens, singles, and couples. We invite you to visit our services on JBLM to see which one suits your beliefs and religious needs. In addition to worship services, the RSTs offer daily spiritual growth opportunities like Men of Faith in Action (MoFiA), Women of the Word (WOW), Protestant Women of the Chapel (PWOC), Mothers of Pre-Schoolers (MOPS), Catholic Women of the Chapel (CWOC), AWANA and Club Beyond (chapel

youth ministry). Additionally, Sunday School, Bible Studies, Marriage Retreats, choirs and praise teams are among the many opportunities to serve and grow. Chaplains and Chaplain Assistants are here to help. Your first POC is your unit chaplain. If you do not know who your unit chaplain is, please contact the JBLM Chaplain's office at 253-967-3718. In case of an emergency and you are unable to reach your chaplain, call the Joint Base Operation Center at 253-967-0015 and they will contact the staff Duty Chaplain.

e. Legal Assistance: Located in Bldg 2027A, Rm 111, the Legal Assistance Office provides notarizations, powers of attorney, Washington pro se (do-it-yourself) divorces and adoptions, wills, and attorney counseling services in civilian administrative matters, consumer protection, economic matters, wills, family law, debts, military administrative matters, real and personal property matters, landlord-tenant issues, taxes and torts.

(1) Attorney services are provided by appointment only Monday-Friday from 0900-1630. Appointments are scheduled by coming into our office during normal business hours and cannot be scheduled by phone. Notary and power of attorney services are available on a walk-in, first-come, first-served basis Monday-Friday 0830-1630, Rm 107. For more information, call 477-1875 or visit <https://www.jagcnet.army.mil/8525760B004DFBB8>. These services are also provided at our McChord Field location, Bldg 100, Rm 1092. For more information, call 982-5513.

(2) Claims: Located in Bldg 2027A, Rm 105, the Claims Division expeditiously processes and resolves claims against the U.S. Government in a manner that is fair to the claimant and in accordance with applicable federal law and Army regulations. Personnel claims include damage to personal property that occurs during PCS moves. Tort claims include personal injury or property damage caused by the negligence of U.S. Army personnel acting in the scope of their employment. The Division also assists claimants in filing an Article 139 claim against a Soldier for property the Soldier willfully damaged or wrongfully took. The Claims office is open daily from 0900 to 1630. For more information, call 967-0704, visit <https://www.jagcnet.army.mil/8525760B004DFBB8/0/F56F89D9EB215E8185257610005C7772?opendocument>, or search "JBLM Claims" on Facebook.

(3) Trial Defense Service (TDS): Located in Bldg 2027D, Rm 110, TDS attorneys represent Soldiers at court-martial proceedings, pre-trial confinement hearings, and administrative separation boards, and provide advice regarding Article 15 punishment and administrative separations. Article 15 and chapter counseling is provided on Monday & Wednesday 1300 -1600 (sign-in at 1245). All other appointments are provided Monday & Wednesday 0900-1130, Tuesday 0900-1600 and Thursdays 1300-1600. Friday is closed to scheduled appointments only. Typically, on the first Saturday of each month, Article 15 and Chapter counseling are conducted by Reserve

Component attorneys (check your Brigade Legal Office for current Saturday drill dates, as they are subject to change). Follow-up representation and other TDS services are available by appointment by calling (253) 477-1847. Soldiers who have been informed of their Article 31 rights do not require an appointment and should contact TDS immediately.

f. Education Program. Education is an integral part of an individual's personal and professional development. Professional educational advisors provide a full range of adult and continuing education advising. Advisors assist in individual program design, military and civilian career clarification and development. I Corps Army Education offers academic and vocational courses, on-post colleges and universities, science lab, and DANTES testing. Computer training, skills and teacher certifications, tutoring, classrooms for training, basic skills and professional development education, unit classes, briefings, GI Bill and VA counseling are also available. They also offer Army Learning Centers, walk-in computer labs, Army Tuition Assistance, eArmyU, AARTS transcripts and professional counseling. Please contact the David L. Stone Education Center for more information. Information is also available at <http://www.lewis-mchord.army.mil/eso/>.

David L. Stone Education Center	Bldg 6242	967-7174
Technical & Academic Center	Bldg 6242	967-2171
Leader Development Center	Bldg 3201	967-6553
Army Learning Center	Bldg 3201	967-5696
Madigan Education Center	Room G-94-6	968-2707
Stryker Learning Center	Bldg 3661	967-4009
Hawk Education Center	Bldg 8300	477-4746

g. Better Opportunities for Single Soldiers (BOSS): BOSS is a Department of the Army directed, installation managed and Soldier operated program that consists of three core components. Well-being: Soldiers may raise issues that affect their overall quality of life; Recreation and Leisure: BOSS allows single Soldiers to select, plan, and participate in activities or events of their choice; and Community Service: BOSS provides an opportunity for single Soldiers to participate and contribute in their respective communities. The I Corps BOSS Office is located at the Arts and Crafts, Bldg T5038, 967-5636.

h. Soldier For Life Transition Assistance Program (SFL-TAP): BLDG 2013-A. The JBLM SFL-TAP Office provides Regional Transition Services to seven Western states; California, Idaho, Montana, Nevada, Oregon, Utah and Washington. Transition services are congressionally mandated and available for all transitioning personnel. Department of the Army civilians who are retiring or leaving government service, and the adult Family members of these groups, are also eligible. Transitioners and their Family members are authorized to begin using SFL-TAP services two years before retirement, or one year prior to separation. Public law requires military transitioners to

complete the first step of transition services, pre-separation Counseling, and execute a DD Form 2648, pre-separation Counseling checklist, not less than 90 days prior to separation or retirement. Military members pending involuntary separation are required to receive pre-separation counseling as soon as their separation is anticipated. It is the command's responsibility to refer those transitioning to SFL-TAP in accordance with public law. Transitioners may register for SFL-TAP by visiting Building 2013-A, Room 103 and 207b, between 0800 and 1700 Monday-Wednesday and Friday, or between 10am and 5 pm on Thursday. Additional Information is available on the SFL-TAP Program by contacting the Chief, Sixth Region SFL-TAP at (253) 967-3250.

i. Command Army Substance Abuse Program (ASAP): Reinforces unit breath analysis and urinalysis and provides a full range of screening, treatment and prevention programs to support a sober and drug-free lifestyle for every Soldier, civilian employee, retiree, and adult Family member in the JBLM area. The I Corps Command ASAP is located in Bldg 2006 (on Liggett Avenue, adjacent to the Main Post Chapel). Call 967-2202 for clinical services or 967-1412 for information. For more information visit <http://www.lewis-mcchord.army.mil/dhr/asap/>. Command ASAP staff also train/certify/assist Unit Prevention Leaders (UPLs). Training for UPLs is scheduled with the Installation Biochemical Test Coordinator (967-6183); unit training support is arranged through the ASAP Prevention Coordinator (967-1412).

j. Suicide Intervention/Prevention: Common triggers associated with suicide are relationship problems, legal and/or financial problems, and alcohol/drug related problems. In many cases, it is a combination of these problems linked with poor interpersonal coping skills that lead to suicidal behaviors. Unit leaders should be prepared to monitor these at-risk individuals and utilize the community, spiritual, and medical assistance that is available. Contact your Unit Ministry Team or the Command Chaplain's office at 967-4849. The POC for Applied Suicide Intervention Skills Training (ASIST) is at 967-5940. For emergency assistance after duty hours, call 967-0015. Virtual Resiliency Campus Kiosks are available throughout the installation for assistance. One important way to prevent suicide is to know your Soldiers. Ensure they know you care and are truly concerned about their well being, and if they need assistance, that you are there to get them the help they need.

k. Yakima Training Center. JBLM provides services and assistance to personnel assigned to the Yakima Training Center. The chaplain's number is (509) 248-4102. The staff duty is available 24 hours a day at 577-3280/3281.

l. Equal Opportunity Office. Every unit has an Equal Opportunity Leader (EOL). Any Soldier that feels they have a valid EO complaint should contact their unit EOL.

### **37. COMPREHENSIVE SOLDIER AND FAMILY FITNESS RESILIENCY COMPETENCIES**

a. Comprehensive Soldier and Family Fitness (CSF2) is a long-term, enduring initiative that broadens the assessment and training of every member of the Army beyond the standard physical and technical abilities. Psychological strength, like physical strength, does not just "happen" - it must be trained, practiced, and refined. Just as everyone enters the Army with a variable amount of strength in each of the strength dimensions (physical, emotional, social, spiritual, and family), both the rate of improvement and ultimate achievement will differ for every Soldier, Army Civilian and Family member. With eleven years of demanding ongoing deployments and a high operational tempo, coupled with the health of the force issues that we face today, a focus on comprehensive fitness has become a readiness mandate. CSF2 marks a new era for the Army by comprehensively equipping and training our Soldiers, Family members and Army Civilians to maximize their potential and face the physical and psychological challenges of sustained operations

b. The resiliency initiative develops and sustains a Soldier's readiness through the use of resilience competencies such as self-awareness, self-regulation, optimism, mental agility, strength of character, and connection. Knowledge about one's own strength and underdeveloped or overused competencies are critical to the success of any mission, professional or personal. More information is available at [www.sft.army.mil](http://www.sft.army.mil), or call the POC at 477-0268. The use of the following competencies will improve your approach to the daily challenges you may encounter as a leader:

- (1) Be self-aware.
  - (a) Identify thoughts, emotions, and behaviors.
  - (b) Identify patterns in thinking and behavior, particularly counterproductive patterns.
- (c) Be open and curious.
  - (1) Self regulate.
    - (a) Regulate impulses, emotions and behaviors to achieve goals.
    - (b) Express emotions appropriately.
    - (c) Stop counterproductive thinking.
  - (2) Be optimistic.
    - (a) Hunt for what is good.
    - (b) Remain realistic.
    - (c) Identify what is controllable.
    - (d) Maintain hope.
    - (e) Have confidence in yourself and your team.
  - (3) Be mentally agile.
    - (a) Think flexibly and accurately.

- (b) Consider all perspectives.
- (c) Identify and understand problems.
- (d) Be willing to try new strategies.
- (4) Improve your strength of character.
  - (a) Know your top strengths and how to use them to overcome challenges and meet goals.
    - (b) Have faith in your strengths, talents, and abilities.
    - (c) Develop an “I am strong” attitude.
  - (5) Stay connected.
    - (a) Develop and maintain strong relationships.
    - (b) Practice positive and effective communication.
    - (c) Develop and practice empathy.
    - (d) Be willing to ask for help.
    - (e) Support others.
- (6) Know and own your goals – they start with you.
  - (a) Define your goals and objectives, both personal and professional
  - (b) Know where you’re starting from
  - (c) Decide what you need to develop
  - (d) Make a plan for improvement – write it down and share it with those who matter to you
    - (e) Ensure the plan has SMART short-term goals
    - (f) COMMIT yourself completely
    - (g) Continually monitor progress to update your plans as needed

## 38. SOLDIER'S CREED/WARRIOR ETHOS

**I am an American Soldier.**

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

*I will always place the mission first.*

*I will never accept defeat.*

*I will never quit.*

*I will never leave a fallen comrade.*

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

**I am an American Soldier.**

### **39. CREED OF THE NONCOMMISSIONED OFFICER**

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as “The Backbone of the Army.” I am proud of the Corps of Noncommissioned Officers and will, at all times, conduct myself so as to bring credit upon the Corps, the Military Service and my country, regardless of the situation in which I find myself. I will not use my grade or my position to attain pleasure, profit or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind: Accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both awards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve: Seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity or my moral courage. I will not forget, nor will I allow my comrades to forget, that we are professionals, Non-commissioned Officers, leaders!

## **40. CIVILIAN CORPS CREED**

**I am an Army civilian** – a member of the Army team.

I am dedicated to our Army, our Soldiers and civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States and consider it an honor to serve our nation and our Army.

I live the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage.

**I am an Army civilian.**

## 41. THE ARMY SONG

All Soldiers assigned or attached to I Corps will know The Army Song, stand at position of Attention while it is played, and sing the song. It is as follows:

### **THE ARMY SONG**

#### **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:  
The Army's on its way.*

#### **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'er we go,  
You will always know  
That The Army Goes Rolling Along.*

## 42. I CORPS SONG

All Soldiers assigned or attached to I Corps will know the I Corps Song, stand at Attention when it is played and sing the song. It is as follows:

### I CORPS SONG

*We are the Soldiers of America's Corps,  
we're here to serve and keep our country free.*

*Like brave patriots who've gone before,  
we will press on to victory!*

*When called to the battlefield,  
up on the front you'll hear the roar.*

*No need to fear the best is here,*

*The Soldiers of First Corps!*

## **43. CODE OF CONDUCT**

### **For Members of the Armed Forces of the United States**

1. "I am an American fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense."
2. "I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have means to resist."
3. "If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy."
4. "If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action, which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way."
5. "When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause."
6. "I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America."

#### **44. GENERAL ORDERS**

1. I will guard everything within the limits of my post and quit my post only when properly relieved.
2. I will obey my special orders and perform all my duties in a military manner.
3. I will report violations of my special orders, emergencies, and anything not covered in my instructions to the commander of the relief.

#### **45. THE ARMY VALUES**

**Loyalty:**

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.

**Duty:**

Fulfill your obligations.

**Respect:**

Treat people as they should be treated.

**Selfless-Service:**

Put the welfare of the nation, the Army, and your subordinates before your own.

**Honor:**

Live up to all the Army values.

**Integrity:**

Do what's right, legally and morally.

**Personal Courage:**

Face fear, danger, or adversity (Physical or Moral).

<b>AGENCY</b>	<b>PHONE</b>
<b>EMERGENCY MILITARY</b>	
CID Office	(253)967-3151
CID Duty Agent	(253)405-3919
Emergency Room, MAMC	(253)968-1390
707 <sup>th</sup> ORD Company (EOD)	(253)967-7233
Sexual Assault/ Victim Advocacy	(253)966-7233
MP/Fire/Ambulance	911
Poison Center	(800)732-6985
Domestic Violence	(253)966-7233
Public Works	(253) 967-3131
Evergreen Security IDS	(253)967-5019

### **HOTLINES**

CG's Hotline	(253)967-0093
Noise Complaints	(253)477-0175
BOSS	(253-967-5636
Equal Opportunity	(253)967-1970
SHARP	(253)389-8469

### **MEDICAL SERVICES**

Emergency Room	(253)968-1390
Pharmacy	(253)968-1963
Refill Pharmacy MAMC	(253)968-2999
Mini-Mall Pharmacy	(253)966-1106
Veterinary Services	(253)967-2977
Visitor/Patient Info	(253)968-1110
AOD	(253)968-0395
Air Evac Office	(253)968-1639

<b>AGENCY</b>	<b>PHONE</b>
Med Evac Request	(253)967-7974
Administration	(253)968-1810
<b>RELIGIOUS SUPPORT SERVICES</b>	
Chapel #5	(253)968-2310
Evergreen Chapel	(253)967-7187
Four Chaplains Memorial Chapel	(253)967-1721
Lewis Main	(253)967-4849
Lewis North	(253)966-5959
Madigan Chapel	(253)968-1120
McChord Field Chapel	(253)982-5556
Soldiers Chapel	(253)967-7151

### **MILITARY SUPPORT SERVICES**

Armed Forces Community Service	(253)967-7166
Waller Hall	(253)967-7004
Billeting/Guest Lodge	(253)964-0211
Legal Assistance	(253)477-1875
ID Cards	(253)967-5065
Information Booth	(253)966-8139
Equity Emergencies	(253)912-3500
Vehicle Registration	(253)967-7686
MAC Flight	(253)967-7259
NW Guardian	(253)477-0153
Civilian Personnel Office	(253)967-4843
Finance	(253)966-0272
Public Affairs Office	(253)967-0146
JPPSO	(253)967-5099
Jail	(253)967-5723

**UNIT MOVEMENTS BRANCH**

Unit Movement	(253)966-6569
Material Transport	(253)966-3317
Personnel Movement	(253)967-4606
Port Calls/Group Moves	(253)967-5718
Fort Lewis Lodge	(253)967-2815
McChord Lodge	(253)982-3591
Taxi	(253)582-3000
McChord Field Information	(253)982-1110
Weather	(253)982-3434

**MWR**

Auto Center (Lewis)	(253)967-3728
Auto Center (McChord)	(253)982-7226
Autobody & Paint Shop	(253)967-4793
NW Adventure Center	(253)967-8282
Adventures Unlimited	(253)982-2206
Bowling Alley (Lewis)	(253)967-4661
Bowling Alley (McChord)	(253)982-5954
Equipment Rental & Sales	(253)967-8282
Grandstaff Library	(253)967-5889
Holiday Park	(253)982-5488
McChord Library	(253)982-3454
McChord Community Center	(253)982-0718
Nelson Rec Center	(253)967-2539
Outdoor Adventures	(253)967-6263

Paintball	(253)912-8000
Ranges	(253)967-7056
Russell Landing Marina	(253)967-2510
Scuba Diving Center	(253)967-3405
Summit Arena	(253)967-4458
Golf Course	(253)967-6522
American Lake Club	(253)964-1209
The Bistro	(253)966-0400
Cascade Club	(253)964-0331
Globemaster Club	(253)982-5581
Warrior Zone	(253)477-5756
Theater Recording	(253)967-4329
Youth Fitness Zone	(253)967-4441
Parent Central	(253)966-2977
Museum	(253)967-7206
Info Tours Travel	(253)967-6169

**AAFES**

Lewis Main Exchange	(253)964-3161
Theater Supervisor	(253)964-0740
Security	(253)-964-5519
Mini Mall	(253)964-3966
Beauty Shop	(253)964-3252
Lewis North Barbershop	(253)964-2778
Main PX Barbershop	(253)964-1511
MAMC Barbershop	(253)968-3403

**COMMISARY**

Bakery	(253)967-6119
Receiving House	(253)967-4742

## **SPORTS & FITNESS**

McVeigh Fitness Center (253)967-5896  
Wilson Fitness Center (253)967-7471  
Sheridan Fitness Center (253)967-7311  
Jensen Fitness Center (253)967-5975  
Soldiers Field House (253)967-4771

Soldiers Field House Pool (253)967-5390  
Kimbrow Pool (253)967-5026  
McChord Gym (253)982-6707  
McChord Annex (253)982-6700  
McChord Pool (253)982-2807  
Keeler Pool (253)967-6652

## **REFERENCES**

**Army Regulations**

**<http://www.apd.army.mil/>**

**JBLM regulations:**

**<https://intra.lewis-mcchord.army.mil/dhr/forms/hfl/PubsSite/index.htm>**

**JBLM Community Resource Guide:**

**<http://www.lewis-mcchord.army.mil/ResourceGuide/>**

**Army Ready & Resilient Campaign:**

**<http://www.army.mil/readyandresilient/>**

