



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, 4TH INFANTRY DIVISION AND FORT CARSON  
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FORT CARSON COLORADO 80913-4289

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MEMORANDUM FOR Record

SUBJECT: Policy Letter #4 - 4th Infantry Division and Fort Carson Terms of Reference

1. Reference: Army Regulation 600-20, Army Command Policy, 24 July 2020
2. Purpose: Establish Terms of Reference (ToR) to define the roles and responsibilities of key leaders of the 4th Infantry Division (4ID) and Fort Carson, and to enhance the capabilities of the Command Group to provide purpose, guidance, and direction to assigned and attached units through Training and Readiness Authority (TRA). This ToR synchronizes efforts, assigns responsibilities, and delegates authorities to enable the 4ID and Fort Carson Commanding General (CG) to exercise mission command of the 4ID and installation following applicable statutes, Army Regulations, and orders.
3. Authority: The Secretary of the Army designates the 4ID and Fort Carson CG as the Senior Commander (SC) of the installation. The 4ID and Fort Carson CG commands the 4ID, supports the readiness for all units on Fort Carson, and is responsible for synchronizing all Department of the Army resources (readiness, materiel, human resources, services, and installation). The command authority of the SC includes all authorities inherent in command, including the authority to ensure the maintenance of good order and discipline for the installation.
4. Army Regulation 600-20 specifies command authority. The 4ID and Fort Carson CG exercises command authority through the chain of command to the Colonel Brigade Commanders, including the Garrison Commander (GC) and United States Army Medical Department Activity (USAMEDDAC) Commander as the SC. The 4ID and Fort Carson CG serves as the Senior Rater on the evaluations of the GC, USAMEDDAC Commander, and 4ID Brigade and Battalion Commanders. Colonel Brigade Commanders have direct access to the CG and SC on all command issues.
5. The SC chairs the Installation Real Property Planning Board and the Installation Planning Board annually and approves the annual strategic plan for Fort Carson.
6. The senior 4ID Deputy Commanding General (DCG) assumes responsibility as the Acting SC when the SC is unavailable or designates the action. The Chief of Staff (COS) assumes duties as the Acting SC if neither DCG is available. The succession of Acting SC then goes to the senior Colonel Brigade Commander if the COS is unavailable.

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7. The six principal assistants to the CG and SC are the Division Command Sergeant Major (DCSM), the Deputy Commanding General – Maneuver (DCG-M), the Deputy Commanding General – Support (DCG-S), the COS, the GC, and the USAMEDDAC Commander. They are delegated specific authorities to supervise the execution of the CG's and SC's decisions, guidance, and policies. Often, a Colonel serves in a DCG position as a Deputy Commanding Officer. The term "DCG" used throughout this ToR is interchangeable and applies regardless of the incumbent's rank.

8. The DCSM is the installation's Senior Enlisted Leader and the principal assistant and advisor on all Soldier and Family matters. The DCSM's specified responsibilities are:

a. Act as an advisor to the CG and staff on all matters related to Soldier welfare, morale, training, reenlistment, utilization, promotion, privileges, and discipline.

b. Provide counsel and advice to Brigade Commanders and Command Sergeants Major on all matters.

c. Oversee training that focuses on individual, crew, and small unit tasks.

d. Advise the CG on the assignment of all Sergeants Major on the installation.

e. Supervise the professional development of all Sergeants Major on the installation.

f. Oversee enlisted Soldier MOS utilization, reenlistment, promotion, and disciplinary measures.

g. Oversee all installation Professional Military Education and Troop Schools.

h. Direct the selection and training of the Division Color Guard.

i. Serve as the proponent of the Division Green Book.

j. Supervise the NCO and Soldier of the Quarter/Year, Audie Murphy, SSG Marcario Garcia Leadership, and Doctor Mary Walker award programs.

k. Oversee the Expert Infantryman Badge, Expert Field Medical Badge, and Expert Soldier Badge programs and testing.

l. Assist the COS in overseeing the planning and execution of all installation ceremonies.

m. Supervise and support the Division Reenlistment program. Rate the Division Retention Sergeant Major. Ensure the equitable distribution of Retention NCOs.

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n. Supervise the installation Sponsorship program for reception and integration.

9. The responsibilities of the DCGs cross traditional, functional, and organizational lines. The DCGs supervise the execution of the CG's and SC's decisions and policies. The DCGs assist Brigade Commanders in the execution of missions and advise the CG and SC on command matters. The DCGs are the senior trainers and mentors of all 4ID and Fort Carson units, as well as the division staff. The DCGs direct necessary staff actions in support of the CG's and SC's decisions and policies through the COS, GC, or USAMEDDAC Commander, as applicable. Coordination and concurrence through the DCGs do not constitute coordination with, or approval by, the CG and SC, except where the delegation of authority exists for specified actions. Both DCGs are responsible for the following:

a. Supervise preparation for deployment and training for combat and contingency operations.

b. Serve as the primary coaches to Battalion Commanders. Focus on combat skill proficiency, physical training, leader development, battle staff training, collective training, force protection, risk management, balance, and time management.

c. Develop and maintain positive relationships with senior leaders across all corps, FORSCOM, and the Department of the Army.

d. Participate in physical training with units. Maintain senior command presence with Soldiers in garrison and in the field.

e. Oversee brigade and battalion organizational inspection programs, including initial and periodic command inspections.

f. Represent the CG and SC, when directed, at ceremonies and events both on and off the installation. Types of ceremonies and events they will represent the CG and SC include but are not limited to: farewell of deployment flights and welcome of returning flights at the Colorado Springs airport and the Special Event Center, visiting wounded Warriors, conducting funerals, delivering remarks to civic groups, and officially representing the U.S. Army, 4ID, and Fort Carson at other events.

g. Rate the 4ID Brigade Commanders and Senior Rate the Brigade Executive Officers and Brigade Operations Officers on all evaluations.

h. The DCG-M focuses on the 1st Stryker Brigade Combat Team, the 2nd Stryker Brigade Combat Team, and the 3rd Armored Brigade Combat Team.

i. The DCG-S focuses on the 4th Infantry Division Artillery, the 4th Infantry Division Sustainment Brigade, and the 4th Combat Aviation Brigade.

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10. The specified responsibilities of the DCG-M are:

- a. Fight the division during periods of the CG's battlefield circulation.
- b. Supervise the planning and execution of all Combat Training Center rotations and Brigade Combat Team Military Readiness Exercises and serve as the Exercise Director when needed.
- c. Oversee Prepare to Deploy Order planning and support.
- d. Supervise, lead, organize, and train the Division Tactical Command Post.
- e. Supervise the planning and execution of the Division Leader Development and Live Fire certification programs.
- f. Oversee and guide the 4ID G3's planning efforts for Command Post Exercises in support of executing a Warfighter Exercise.
- g. Approve attack aviation and mechanized gunnery plans.
- h. Oversee the installation's training enabler support to units. That includes, but is not limited to, live fire range and training area operations, ammunition, simulators, and other training facilities.
- i. Plan and coordinate future development of the range and training areas of the installation in coordination with the GC.
- j. Recommend distribution of funding to the GC and other funding to support effective training range support.
- k. Assist the DCSM in support of installation schools.
- l. Supervise the development and refinement of the monthly Unit Status Report.

11. The specified responsibilities of the DCG-S are:

- a. Oversee 4ID logistics, administrative, communications, and maintenance actions and readiness.
- b. Oversee 4ID innovation and modernization initiatives, testing, planning, and execution.
- c. Supervise, lead, organize, and train the Rear Area Command Post.

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d. Supervise Reception, Staging, Onward Movement, and Integration planning and execution of all Combat Training Center rotations.

e. Oversee the Flying Hour Program and Aviation Resource Management Survey, as well as any other standardization inspections and visits.

f. Supervise the regeneration of 4ID equipment during post-deployment operations.

g. Oversee the Soldier recovery program in coordination with the USAMEDDAC Commander.

h. Supervise all aspects of sustainment training and operations, including:

(1) Air and ground combat service support to include medical and food service.

(2) Air, land, and sea movement and deployment operations.

(3) Coordination with support logistics organizations, such as the Army Field Support Battalion – Fort Carson, the 13<sup>th</sup> Expeditionary Sustainment Command, Army Materiel Command, and any other necessary entities.

(4) Supervise and monitor air and ground depot level repairs.

(5) Supervise and oversee supply chain management and Supply Support Activity operations.

i. Conduct maintenance terrain walks for Battalion Commanders after they assume command.

j. Is the signature authority for division level Financial Liability Investigations for Property Loss when the amount is \$100,000 or greater, or in the event of a loss of a controlled item.

12. The COS is the principal assistant for managing the daily activities of the 4ID and Fort Carson. The COS is the senior staff officer on the installation. All actions flow through the COS to the CG and SC. The specified responsibilities of the COS are:

a. Directs and approves the establishment of staff operation policies and procedures.

b. Supervises, directs, and serves as the Rater and Senior Rater, where applicable, for the 4ID Primary, Special, and Coordinating staff, except for the Staff Judge Advocate and Inspector General sections.

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- c. Supervises, leads, organizes, and trains the Division Main Command Post.
  - d. Supervises the execution of the 4ID budget after approval by the CG and chairs the Program Budget Advisory Council.
  - e. Synchronizes the efforts of the 4ID Brigade Commanders, GC, and USAMEDDAC Commander in support of division initiatives. Initiatives include, but are not limited to: Installation Priority List, installation access and security exercises and operations (in coordination with 759MP BN and DES), inclement weather operations and decisions, key and essential billeting, distinguished visitor arrangements, deactivation of mounted color guard, threat and force projection levels, unit mailroom operations, barred access and off-limits establishments, and intra-theater movement operations.
  - f. Is the installation point of contact for higher headquarters.
  - g. Oversees the preparation of the 4ID Field Grade Officer slate, manages the Field Grade Officer population, and makes minor changes as needed.
  - h. Maintains 4ID and Fort Carson policy letters, regulations, and pamphlets.
  - i. Approves all requests for TDY by the division staff.
  - j. Supervises the development and execution of command briefings, staff meetings, and the preparation of the monthly Unit Status Report.
  - k. Oversee all installation ceremonies, the visitor program, and protocol support.
13. The GC is the principal assistant in enabling the SC to lead the installation. The GC manages the daily activities associated with the delivery of services on Fort Carson. The GC reports to the Director, Installation Support – Readiness within the Installation Management Command (IMCOM), and responds directly to the SC on Fort Carson matters. The GC supervises the assigned Fort Carson Garrison workforce and is the SC's principal advisor on all matters of installation management, base operations financial management, and community affairs. The specified responsibilities of the GC are:
- a. Commands, directs, and Rates the Garrison staff.
  - b. Is the Civilian Position Control Officer for Garrison, and supervises the civilian training and rewards programs.
  - c. Supervises deployment support planning and execution to deploy forces to assigned mission areas.

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d. Coordinates and attends the Installation Planning Board. Develops plans for the future infrastructure development of the post for approval by the SC, and coordinates and executes the strategic plan.

e. Supervises the mobilization support activities to Reserve Component forces at Fort Carson when directed.

f. Supervises the execution of the installation base operations budget after approval by the IMCOM Commander, and chairs the Garrison's Program Budget Advisory Council.

g. Chairs the annual Army Emergency Relief Campaign.

h. Maintains Garrison staff policy letters, and recommends and prepares installation policy letters, regulations, and pamphlets to the SC for approval or signature as required.

i. Prepares Performance Management Report and Installation Master Plan for approval by the SC, as directed.

j. Oversees Family Morale, Welfare, and Recreation programs and services, and installation youth activities.

k. Synchronizes activities based on Army Regulation 600-20 between the installation and the American Red Cross, Army and Air Force Exchange Service, Defense Commissary Agency, and local school districts.

l. Chairs the quarterly Airfield Operations Board and supervises the Air Traffic Control, Management of Airspace, Flight Operations support, and Airfield Safety program for Butts Army Airfield.

m. Synchronizes Community Relations between the installation and Congressional Delegations, Military Affairs Council, Area Chiefs of Staff, and the School Superintendent Board.

n. Oversees the installation program for crime prevention and law and order, and supervisor the employment of all law enforcement assets committed to installation force protection.

o. Is the Administrator for the Juvenile Review Board.

p. Is the primary agent for implementing the Army Protection and Emergency Management Program on Fort Carson, including Installation Force Protection, Anti-

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Terrorism, All-Hazards Prevention, Preparation, Mitigation, Response, and Recovery, Protection Exercises, and is the chair of the Protection Working Group.

q. Is the approval authority for Installation Access and Privileges, to include bars to the installation and suspensions of on post driving privileges.

r. Provides guidance for Key and Essential housing priorities.

s. Is the SC's Primary Agent for donation acceptance and approval for Private Organizations to operate on the installation.

t. Is the SC's Primary Agent for engaging the Southern Colorado Working Group and oversees the Pinion Canyon Maneuver Site Training Capability and Cultural Resource Protection Programs, the Fort Carson range training facilities, and the Fort Carson natural resources protection and utilization.

u. Oversees the Installation Barracks Program.

14. The USAMEDDAC Commander is the principal medical advisor to the SC. The USAMEDDAC Commander is in direct support of the SC and all installation activities, executing the Joint Health Services Functions. The USAMEDDAC Commander oversees all aspects of the Military Health System, including Army Pueblo Chemical Depot, Tooele Army Depot, and Dugway Proving Ground, and integrates the health delivery, public health, and medical education system with regional civilian healthcare systems. The USAMEDDAC Commander is also a Brigade Commander with authority over the MEDDAC Troop Battalion and Soldier Recovery Unit (SRU). The USAMEDDAC Commander reports to the Commanding General for Medical Readiness Command, West and responds directly to the SC on all installation matters. The specified responsibilities of the USAMEDDAC Commander are:

a. Chairs the Senior Medical Council (SMC). The SMC develops, publishes, and routinely reviews Installation Specific Health Support Plan (ISHSP). The ISHSP addresses relevant issues surrounding the medical readiness of Soldiers and Families, the optimization of health support on Fort Carson, medical supervision, the role of military health care providers in garrison, the use of clinical space, professional development, public health, Integrated Disability Evaluation System processes, the credentialing, and privileging of all providers on the installation, and other appropriate subjects.

b. Serves as a member of the triad of leadership to determine Soldier assignment to the SRU. The triad of leadership consists of the SC, the USAMEDDAC Commander, and the SRU Commander. Assesses, accepts, or denies Soldiers into the SRU as appropriate.

c. Reports on activities and situations that require installation Command



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Group attention. The 4ID Surgeon closely coordinates with the USAMEDDAC Commander and COS to leverage efficiencies between the combined staff when required.

d. Coordinates with local military and civilian healthcare facilities and providers, including behavioral health providers, and Department of Veterans Affairs facilities, to ensure the best possible care for eligible military beneficiaries.

15. This ToR remains in effect until rescinded or superseded.

16. The point of contact for this ToR is the 4ID and Fort Carson Secretary of the General Staff, at 719-503-0069.

  
DAVID S. DOYLE  
Major General, USA  
Commanding