

JBLM STANDARDS



May 2017

MEMORANDUM FOR All Military Service Members on Joint Base Lewis-McChord (JBLM)

SUBJECT: Standard for Military Service Members on JBLM

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

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SUMMARY of CHANGES

JBLM STANDARDS, July 2016

This Major revision, dated 1 MAY 2017:

- 1) Title Page
 - (REMOVE) “July 2016”
 - (REPLACE WITH) “May 2017”
- 2) PG i, Memorandum for All Military Service Members on Joint Base Lewis-McChord (JBLM)
 - (REMOVE) Joint Base Garrison Commander and Joint Base Garrison Sergeant Major signatures.
- 3) PG 21 Para 8
 - Prime Time Physical Readiness Training (PRT) hours are 0630-0730, Monday through Friday for all Soldiers. (ADD) “In processing Company PRT hours are 0530-0630, Monday through Friday.”
- 4) PG 21 Para 8
 - The IPFU/APFU is the standard duty uniform for Soldiers during Prime Time PT hours, regardless of duty status. (REMOVE) “regardless of duty status”.
- 5) PG 21 Para 8
 - (REMOVE) “The IPFU/APFU will also be worn when working out in a fitness center, from opening until 0800.”
- 6) PG 21 Para 8
 - (REMOVE) “In accordance with Army Directive 2016-20 dated 06 May 2016, Soldiers may use headphones, including wireless or non-wireless devices and earpieces, in uniform only while performing individual physical training in indoor gyms or fitness centers. However, headphones are not to be worn while conducting organizationally directed PT in the gym during normal PT hours (0630-0730).”
 - (REPLACE WITH) “Soldiers are allowed to wear headphones in the gym”.

1. PURPOSE

This publication is to inform Service Members, Noncommissioned Officers, and Officers about basic standards for individual discipline, appearance, conduct, and military courtesy as established by both Army Regulations and Air Force Instructions as well as DoD Instructions for other military branches operating on Joint Base Lewis-McChord (JBLM). Every Service Member assigned/attached to any organization on JBLM will meet these standards. The military service specific regulations and/or instructions take precedence and are not superseded by this document. Army Soldiers will keep the JBLM Standards in their possession while in duty uniform at all times, except in the IPFU.

2. VISION

JBLM is home to an elite, joint-task-force qualified headquarters able to execute mission command across the range of Unified Land Operations. Significantly, the I Corps headquarters, Wing 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. HISTORY OF JOINT BASE LEWIS-McCHORD 1917 - PRESENT

Fort Lewis (now known as Joint Base Lewis-McChord [JBLM]) has nearly a 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 currently supports global missions and specifically focused missions in the Pacific Theater with Japan and South Korea.

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 km²) 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 schedule.

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 Service Members 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 1917 November by donated monies from the Hurley-Mason workers. "Liberty Gate" was moved to its present location after 40 years near the Joint Base Lewis-McChord Main Gate, along the I-5 corridor.

When the United States entered World War I on 6 April 1918, the 91st Division consisted of about 26,000 officers and enlisted men. These men began their deployment from 21 June 1918 through 24 June 1918. The 91st 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 lead to the captured over 2200 German Service Members and numerous guns, tanks and machine guns.

After the Armistice was signed and the war officially ended, Camp Lewis converted into to "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 Service Members 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 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 the 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.

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 "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. The 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 the 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 km²) 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 Works Progress Administration 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 and is still in use today. It is currently being expanded and is home to the Special Operations Aviation Battalion.

During the 1920's, 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 in 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 to 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 remake 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 Jungleers), 33rd Infantry, and the 96th Infantry (fought in the Pacific Theater), the 44th Infantry Division (served in Central Europe and France), the 3rd Infantry Division (Sicily, Italy and North Africa), and the 44th Infantry. All these divisions were essential in the war effort and their contributions were great.

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 Auxiliary Corp (WAAC) was formed in 1942. These strong women provided the necessary skills to help in the war effort by supplying pharmacists, nurses, optometrists, motor pool drivers, mechanics, clerks and clerical support, and many other important roles to support the war effort. During this time period woman 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 base.

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 Service Members 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 Service Members. 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 Service Members. The men of the 2ID fought hard for four years long years and assisted in several important battles including the "Battle of Ch'ongch'on River," Chipyon-ni, and the Wonju battles. At the end of the Korean War, the 2ID did not return to Fort Lewis.

In the early 1960's, Interstate 5 was built through Fort Lewis which resulted in separating the northwest corner of the fort, and creating, "North Fort."

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

In 1972, Fort Lewis was given the task of standing 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 1980's, the military decided to make Fort Lewis a major military base for the Pacific. In 1981, I Corp was reassigned to Fort Lewis. By the mid-1980's, 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 its quick access to the Japan and South Korea.

When 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 was to see many units come and go; 25 reserve units, and 35 active units were deployed to support "Desert Storm."

In 1991 under the direction of I Corp, Fort Lewis had undergone 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 Corp. 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 a year later. The 1st Brigade, 25th Infantry was deployed in October 2004 and returned September 2005. This brigade fought hot and heavy 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 that the original 1st Brigade.

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 Country'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 its \$370,000 cost was most reasonable. The airport offers a splendid potential for manufacturing, airplane repair, and distribution."

However, during the 1930's, Tacoma Field found itself running in the red. To alleviate this problem, they had two option plans available to them: 1) to lease the airport to someone; or 2) to close the airfield. By 1934, Tacoma Field had been labeled as one of the best airports in the country.

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 million.

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. Colonel McChord had been killed while trying to force land his Northrop A-17 near Maidens, Virginia. At the time of his death, Colonel 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 Bomb Group was moved to Columbia Army Air Base in South Carolina.

Not only did McChord become one of the largest U.S. Bomber Training Installations, McChord's military personnel grew 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 & 39's, and B-24's & 25's.

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.

When the 17th Bomb 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 Super Fortress Very Heavy bomb groups. The B-29 were destined for Twentieth Air Force. They were built at Boeing plants in Seattle 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 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 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.

The 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 62d Troop Carrier Group to McChord Field. McChord became a vital route to Alaska and to Asia. The 62nd also continued supplying humanitarian aid to flood victims throughout Oregon and Washington.

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

Both the 317 Fighter Interceptor Squadron and the 318 Fighter Interceptor Squadron came back to the Pacific Northwest. The 317 was to go to Moses Lake AFB and the 318 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 2049, 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 was stranded throughout the Pacific Northwest. By the end of 1949, McChord AFB consisted entirely of C-54s and the 62nd Troop Carrier Wing became heavy.

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 was to see more construction during the 1950's. Additional land was purchased which increased the size of McChord to 4,616 acres. The runway was dramatically increased 9,000 feet, buildings were either replaced or upgraded. McChord AFB was now home to the 325th Fighter All Weather Group (a historic unit with over 500 victories). The 317 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 and 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 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 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 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.

While stationed at McChord in 1956, 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 was to 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 62d TCW supported these stations with air landing and air drop of supplies onto ice.

In 1963, the 62nd Wing (Heavy) was given a significant task during the Vietnam War. The 62nd was also responsible for the transport of nuclear weapons and equipment worldwide until early 1971.

When the 4th Infantry Division (United States) left for Vietnam in 1966, Fort Lewis assumed the role again of a training center and transferred Service Members.

In 1968, McChord AFB was relieved of its assignment from the renamed 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. These two collisions resulted in six additional fatalities.

In the 1970's, Fort Lewis began expanding by renovating the dormitories, replacing the old bowling alley, improving the outdoor sports facilities and the non-commissioned officers club.

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 fighters (the 318 Fighter Interceptor Squadron F-106s) were sent to track the commercial aircraft 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, as the newspapers named him, still remains an unsolved mystery.

The Fort Lewis Military Museum was established in 1972 to preserve and document the post's history.

In March 1975, a C-141A crashed killing 16 crew members in the Olympic Peninsula.

McChord provided significant amounts of man power and aid to many during the 1980's. Airlifts from Guyana of the bodies of those who participated in the Jones Town Mass Suicide were provided. That same year after the eruption of Mount St. Helens, McChord provided communication to support the search and rescue mission. McChord underwent total evacuation of its aircraft a week later due to a report that the second eruption had occurred and ash was heading toward the bases. In mid-1983, C-141's from McChord provided 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 in the fighting of those fires.

McChord's air defense history began with the 25th Air Division (AD), under the Air Defense Command (ADC), later to become Aerospace Defense Command in 1950, and served until 1990. The 25th AD became the Northwest Air Defense Sector and ultimately the Western Air Defense Sector in 1995. At the same time, the staffing transitioned from Active duty to the Air National Guard.

In 1991 during Operations Desert Storm, McChord flew in troops and equipment. 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 took the place of the C-141. Unfortunately, that same year, two McChord C-141s collided during a refueling training mission in Montana, resulting 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 62nd 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 Chief Warrant Officer Michael Durant (who was held captive for 11 days) and 61 other military members to Andrew's AFB, following the battle fought between US Forces and militia in Mogadishu, Somalia.

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.

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, the 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 Children's Hospital. This was done as part of the Federal Emergency Management Administration (FEMA).

Following the terrorist attack on the World Trade Center in New York City 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.

McChord transitioned away from C-141's to C-17A Globemaster IIIs in 2002. In August, McChord sent C-17 Globemaster IIIs filled with military personnel to Iraq. During takeoff from Baghdad, a 62nd MAW was the first C-17 to be hit by an enemy missile. The crew remained unharmed and was able to land the plane safely. 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 the Iraqi and Afghanistan wars.

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.

The Western Air Defense Sector is staffed by the 225th Air Defense Group (ADG) and is one of two Air Defense Sectors in the nation that provide air sovereignty and aerospace control of air defense assets. The 225th ADG is staffed with Washington State Air National Guard men and women and also has a small Canadian Air Force component. WADS ultimately reports to the North American Aerospace Defense Command (NORAD) in Colorado Springs, 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 hangers, 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 troops 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, 7th Airlift Squadron, 8th Airlift Squadron, and the 10th Airlift Medical Squadron.

Modern Era

As a result of the Base Realignment and Closure in 2005, Fort Lewis and McChord Air Force Base were two of the 26 military installations chosen to become joint bases. On 1 February 2010, Fort Lewis and McChord Air Force Base officially became Joint Base Lewis-McChord.

Currently, Joint Base Lewis-McChord is home to I Corps, 7th Infantry Division, 593rd Sustain Command (Expeditionary); 1st Special Forces Group; 2nd Battalion, 75th Ranger Regiment; 4th Battalion, 160th Special Operations Aviation Regiment; 6th Military Police Group (CID); 8th Brigade, US Army Cadet Command (ROTC); 66th Theater Aviation Command; 84th Civil Affairs Battalion; 189th Infantry Brigade; 311th Corps Support Command; 404th Army Field Support Brigade; 902nd Contingency Contracting Battalion; Henry H. Lind NCO Academy; Regional Health Command-Pacific (Provisional) Madigan Army

Medical Center; Northwest Joint Regional Correctional Facility; Director of Dental Services, Director of Health, Naval & Marine Corps Reserve Training Center; Camp Murray (Headquarters for Washington National Guard, Washington State Guard, and Washington Air National Guard); 62nd Air Lift Wing; 446th Air Lift Wing; 627th Air Base Group; 1st Air Support Operations Group; 22nd Special Tactics Squadron; 361st Recruiting Squadron; and, Western Air Defense Sector.

I Corps

I Corps commands most Army units at Joint Base Lewis-McChord, and conducts planning and liaison with other assigned active and Reserve component units located in the continental United States. It is one of four corps headquarters in the active Army, and one of three based in the continental United States.

Today, I Corps has been designated as one of the active Army's contingency corps. I Corps stays prepared to deploy on short notice worldwide to command up to five divisions or a joint task force.

Since I Corps was assigned to Fort Lewis in 1981, Soldiers from its units have participated in Operation Just Cause in Panama, Desert Shield and Desert Storm during the Persian Gulf War, Operation Provide Comfort for Kurdish refugees, Operation Iraqi Freedom, and Operation Enduring Freedom in Afghanistan. They helped with the restoration of order following the riots in Los Angeles, participated in Operation Safe Harbor in Guantanamo Bay, Cuba, for Haitian migrants, supported relief efforts following Hurricane Andrew in Florida and Hurricane Iniki in Hawaii, and played a significant role in Operation Restore Hope in Somalia and in restoring peace in Kosovo.

I Corps also contributed to the command structure of Operation Desert Storm with the I Corps commander, Lt. Gen. Calvin A.H. Waller, and the Deputy I Corps commander, Maj. Gen. Paul Schwartz, assisting Gen. H. Norman Schwarzkopf, the commander of American forces.

15 January 2003 marked the 85th anniversary of the activation of the I American Army Corps in Neufchateau, France. The Corps assumed tactical responsibility for troops fighting on the Western Front on 4 July 1918. Corps Soldiers participated in battles during the Aisne-Marne Offensive, the St. Mihiel Offensive and the Battle of Meuse-Argonne. After World War I in 1919, I Corps was disbanded at Tonnerre, France.

I Corps was reactivated at Fort Jackson, South Carolina in 1940. In 1942, the Corps was assigned to U.S. Army Forces, Southwest Pacific Area, under the command of Gen. Douglas MacArthur. I Corps' first major World War II combat assignment was the taking of Buna, New Guinea, the first Allied victory over the Japanese. Corps Soldiers then won battles at Hollandia and Biak, New Guinea. Later, I Corps took part in the invasion of the Philippines.

Following the war, I Corps was assigned to occupation duty in Japan until 1950. It was briefly inactivated, then reactivated at Fort Bragg, North Carolina, and sent to Korea fighting on the Pusan Perimeter near Seoul, and elsewhere on the peninsula for two years. When the fighting ended, I Corps was given tactical control of U.S., United Nations and Republic of Korea forces along the western third of the Eighth Army area. The Corps continued to play an active role in Korea along the DMZ until 1971, when it was reduced to zero strength.

In 1981, I Corps was reactivated at Fort Lewis.

On 12 October 1999, Gen. Eric K. Shinseki, Chief of Staff of the Army, announced I Corps would lead the acceleration of Army transformation, training and the initial creation of the first two Stryker Brigade Combat Teams at Fort Lewis.

Since 11 September 2001, I Corps and Fort Lewis assets have been active in providing support for Global War on Terrorism (GWOT) operations. GWOT operations include: Operation Noble Eagle (Homeland Defense), Operation Enduring Freedom (Afghanistan) and Operation Iraqi Freedom.

On 5 February 2004, Task Force Olympia was activated, a sub-element of I Corps headquarters with the mission to command forward-deployed units in Iraq. This marked the first time that I Corps had forward Soldiers in combat since the end of the Korean War. Task Force Olympia included units from all three components of the Army (active, Reserve and National Guard) as well as Marine and Australian officers. Task Force Olympia's subordinate units included: the 3rd Stryker Brigade Combat Team, 2nd Infantry Division, which deployed for Iraq on 8 November 2003 and returned to Fort Lewis after one year of combat duty; and the 1st Brigade, 25th Infantry Division, which departed Fort Lewis 15 September 2004 for one year and returned in

September 2005. On 1 June 2006, the 1st Brigade, 25th Infantry Division cased its colors and became the 2nd Cavalry Regiment-Stryker Brigade Combat Team with its home station in Germany. A brand-new unit ready to make history then uncased the colors of its new designation on 1 June 2006, the 4th Brigade, 2nd Infantry Division. The 4th Brigade deployed to Iraq on 12 March 2007 and returned in May 2008, after more than 14 months in theater. It cased its colors on 25 August 2009, for its second deployment to Iraq for one year, and was the last combat brigade to leave Operation Iraqi Freedom.

Another new unit, the 5th Brigade, 2nd Infantry Division, uncased its colors on 4 May 2007. The brigade deployed to Afghanistan in June 2009.

The Army's sixth modular brigade, the 17th Fires Brigade, arrived and uncased its colors on 10 August 2007. The Thunderbolt Brigade is a U.S. Army Forces Command organization now attached to I Corps. The Fires Brigade can deploy as a self-contained combat unit or provide battalions and batteries to other maneuver organizations at the corps commander's discretion.

On 2 June 2006, 3rd Brigade departed for Iraq for its second tour and returned in October 2007. The Soldiers of the Arrowhead Brigade fought in some of the most difficult parts of the war zone in Iraq. On 24 July 2009, the brigade cased its colors for its third tour in Iraq.

America's Corps made history in February 2009, when it deployed to Iraq for its first combat deployment in more than a half-century. I Corps replaced XVIII Airborne Corps and served as the headquarters element for Multi-National Corps Iraq, supporting U.S. and multinational units deployed in support of Operation Iraqi Freedom. As Multi-National Corps Iraq, the Corps' mission included: command and control of multinational forces supporting Iraqi security operations, coordinating the planned reduction of U.S. forces and equipment in Iraq, and the ongoing transfer of security responsibilities to Iraqi Security Forces. I Corps' staff worked closely with Iraqi Ground Force Command, establishing a Combined Partnership Operations Center at Camp Victory to further improve communication and coordination with Iraqi Security Forces. By 30 June 2009, U.S. and multinational coalition forces had successfully withdrawn to bases outside urban city centers, and Iraqi Security Forces assumed direct control for security operations in Iraqi cities.

On New Year's Day 2010, Multi-National Corps Iraq cased its colors as part of activation of U.S. Forces-Iraq at Al Faw Palace, Camp Victory, Iraq. Multi-National Corps Iraq became U.S. Forces Iraq in January 2010, further consolidating command and control of U.S. forces deployed in support of operations in Iraq, as part of the planned withdrawal of forces stipulated in the January 2009 Security Agreement with the Iraqi government. This deployment marked the first time since the Korean War the I Corps Headquarters had deployed in direct support of combat operations. I Corps returned to Joint Base Lewis-McChord in March 2010.

On 26 May 2011, I Corps cased its colors for deployment to Kabul, Afghanistan, to lead the International Security Assistance Force Joint Command. More than 700 Soldiers from the I Corps Headquarters deployed to Afghanistan to serve as the core of NATO International Security Assistance Force Joint Command Headquarters, with operational responsibility throughout all of Afghanistan.

Since its formation in 1918, I Corps has participated in more campaigns than any other corps in the U.S. Army's history and is the only corps ever to be awarded the Presidential Unit Citation. The success of I Corps is a direct result of the professionalism, dedication and motivation of its Soldiers. Soldiers make America's Corps what it is today, the corps of the future.

Headquarters, 7th Infantry Division

Headquarters, 7th Infantry Division was officially reactivated on 1 October 2012 to fill an administrative layer between five JBLM brigades and I Corps.

The 7th Infantry Division was originally formed for service during World War I. It was activated into the regular Army on 6 December 1917 at Camp Wheeler, Georgia, and after training arrived in France in October 1918, approximately one month before the armistice was signed. Although the 7th Infantry Division as a whole did not see action, many of its subordinate units did. After 33 days in combat, the division suffered 1,988 casualties that included 204 killed in action.

The 7th Infantry Division returned to the United States in late 1919, and was subsequently inactivated and reactivated four additional times until its most recent inactivation in August 2006. Although elements of the division saw brief active service in World War I, it is best known for its participation in the Pacific Theater of World War II, where it took heavy casualties engaging the Imperial Japanese Army in the Aleutian Islands, Leyte and Okinawa.

Following the Japanese surrender in 1945, the Division was stationed in Japan and Korea. With the outbreak of the Korean War in 1950, due to the Division's location it was one of the first units in action. It took part in the Inchon Landings and the advancement north, until Chinese forces counterattacked and almost overwhelmed the scattered Division. The 7th ID later went on to fight in the Battle of Pork Chop Hill and the Battle of Old Baldy.

After the Korean War ended, the Division returned to the United States. In the late 1980s, it briefly saw action overseas in Operation Golden Pheasant in Honduras, and Operation Just Cause in Panama. In the early 1990's, it provided domestic support to civil authorities in Operation Green Sweep, and during the 1992 Los Angeles Riots. Following the riots, the Division was slated to be inactivated as part of the post-Cold War drawdown of the U.S. Army.

The 1st Brigade relocated to Fort Lewis and was later reflagged as the 2nd Brigade of the 2nd Infantry Division, while the 2nd Brigade and the 3rd Brigade of the 7th were deactivated at Fort Ord, California. The Division headquarters was formally deactivated in June 1994. It was again reactivated in 1999 at Fort Carson, Colorado, as an Active Component/Reserve Component Division responsible for the training and evaluation of three enhanced National Guard Brigades from Arkansas, Oregon and Oklahoma; it was inactivated in June 2006.

On 26 April 2012, the Secretary of the Army directed the activation of a two-star command at Joint Base Lewis-McChord, Washington, to provide training and readiness support to designated JBLM units. On 17 May 2012, the Deputy Chief of Staff of Army G-3/5/7 signed an executive order directing the reactivation of Headquarters, 7th Infantry Division, which oversees training and readiness for: 1st Brigade, 2nd Infantry Division; 2nd Brigade, 2nd Infantry Division; 555th Engineer Brigade; 16th Combat Aviation Brigade; 17th Fires Brigade; 201st Expeditionary Military Intelligence Brigade; 2nd Infantry Division Artillery (DIVARTY). A new chapter in Army and Joint Base Lewis-McChord history was written on 10 October 2012, when the 7th Infantry Division leadership uncased the Bayonet division colors at its reactivation ceremony.

593rd Sustainment Command (Expeditionary)

Constituted 7 August 1944, as the 1350th Engineer Base Depot Brigade for service in World War II. Inactivated on the islands of Leyte and Luzon in the Philippines 20 May 1946. Reactivated as the 593rd Engineer Base Depot in Guam on 16 December 1948. Following a series of reactivations and redefinitions, it participated in 14 campaigns in Vietnam from 1966-1972 as the 593rd General Supply Brigade. There, the 593rd earned its second Meritorious Unit Commendation and the Vietnamese Cross of Gallantry with Palm. Inactivated in April 1972, it was again activated on 21 March 1973 as the 593rd Area Support Brigade at Fort Lewis. On 31 August 1990, the 593rd Area Support Brigade deployed to Saudi Arabia for participation in Operations Desert Shield, Desert Storm and Desert Farewell. In addition, 593rd deployed on 24 December 1992 to Somalia, for Operation Restore Hope. Various unit re-designations occurred between 1993 and 2006, with the unit transforming into the 593rd Sustainment Brigade (SB) in Al Asad, Iraq on 1 May 2007. On 12 June 2012, the 593rd SB deployed to Afghanistan as the headquarters of the CENTCOM Materiel Recovery Element. Upon redeployment to JBLM, 593rd SB was transformed into the 593rd Sustainment Command (Expeditionary) on 16 July 2013.

4. SPONSORSHIP

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

ARMY / Total Army Sponsorship Program (TASP) AR 600-8-8

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.

Discussion Topics

- 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)

EVERY SOLDIER WILL BE PICKED UP FROM THE RECEPTION COMPANY BY A SOLDIER IN THEIR UNIT.

- 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. Insure 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 Service Members (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.
- y. All inbound Soldiers COL/CSM and below will be screened in accordance with AR 600-9 at the HHC In-processing Company Headquarters within 96 hours of arrival.

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 at 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 Soldier with open arms.

AIR FORCE / Individualized Newcomer Treatment and Orientation Program (INTRO) AFI 36-2103

Base INTRO Program Manager.

Plans, organizes, and administers the base orientation program.

Receives system generated officer and airmen allocation notices, *Report on Individual Personnel (RIP)*, and forwards to the gaining unit.

If the member is not within 150 days of the projected departure date (PDD), holds sponsor MilPDS update until the 150th day before the PDD.

Upon the 150th day, immediately forwards the inbound allocation notice to the Unit INTRO Program Manager with a suspense of 5 duty days for completion of sponsor information.

Utilizes emails or telephone calls to assist or resolve individual problems in cases where a relocating member is within 30 days of departure and sponsorship actions are not completed.

Coordinates with Public Affairs to develop base fact sheet.

Establishes a 24 hour arrival point.

Uses the Personnel Data System (PDS) for automated support.

Updates sponsor information using MilPDS. This update generates a sponsor RIP at the losing unit giving the relocating member information such as the sponsor's name, grade, duty phone number, home phone number, duty address, and home address.

Updates the projected duty information.

Updates the "Arrival Confirmation Off/Amn" application to "gain" an individual to file within 2 duty days.

Gaining an individual to file is crucial to strength accountability and Defense Joint Military Pay System processing.

If a member is determined to be a no-show, updates no-show status in MilPDS. This update will generate a notice to the losing MPS, requesting the status of the member. Once you receive information about the member's whereabouts from the losing unit, notify the gaining unit of the member's status.

Uses Management Assessment Products (MAPs) and transaction register notices to monitor unit sponsorship effectiveness, projected gain, and arrival updates. MAP7A-CUSTSVC-NO SPONSOR lists all projected gains scheduled to arrive within the next 60 days according to their Report Not Later Than Date (RNLTD) and have no sponsor information on file. Immediate action must be taken to notify the appropriate unit for action.

Exchanges program information between bases.

Collects and distributes newcomer feedback.

Coordinates preparation of sponsor kit with the Airman & Family Readiness Center and Public Affairs. Prepares a sponsor kit with the following information:

- Base fact sheet
- Base guide
- City map
- Welcome letters
- Newcomer requested information

Gives a checklist to Unit INTRO Program Managers for sponsors.

Administers in-processing and schedules all newcomers for base newcomer orientation.

5. WEAR AND APPEARANCE STANDARDS

a. The uniform identifies Service Members as members of the United States Military. 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. Wear of the Air Force uniform is outlined in AFI 1-1 and AFI 36-2903. This paragraph provides a summary of the basic uniform requirements set forth in those publications for each service.

b. All Service Members assigned to JBLM, regardless of the service branch, will wear the service approved ACU/OCP/ABU. Exceptions to wearing the assigned uniform are approved at the Squadron/Battalion level commander.

ARMY:

For the purpose of this publication it is understood that the term ACU/OCP will also apply to the FRACU/OCP and new OCP uniform.

(1) Only subdued Shoulder Sleeve Insignia (SSI) will be worn on the Army Combat Uniform (ACU/OCP), Flame Retardant Army Combat Uniform (FRACU/OCP), and the new Operational Camouflage Pattern (OCP). 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/OCP/OCP 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) The commercial coyote brown combat boot as authorized on the Approved Protective Equipment List (APEL). As an option, Service Members may wear commercial boots of a design similar to that of the Army combat boot, as authorized by the commander. The boots must be between 8 to 10 inches in height and made of coyote brown flesh-side out cattle hide leather, with a plain toe and a soling system matching the color of the 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 non-mesh fabric. Service Members 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 Service Members, such as the tanker boot, only if the commander authorizes such wear. Service Members 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, Service Members 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. Service Members 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). Service Members 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. Service Members are not authorized to wear wireless or non-wireless devices/earpieces while wearing Army uniforms unless they are conducting physical fitness and are IAW Army Directive 2016-20. 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. Service Members 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. Service Members will ensure all medals and ribbons are clean and not frayed. Personnel will keep boots and shoes cleaned and/or shined, as appropriate. Service Members 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/OCP, FRACU/OCP, OCP will serve as the Garrison and Field uniform for Service Members assigned/attached to Army units on JBLM. The Army is transitioning from the Universal Camouflage Pattern Army Combat Uniform (UCP ACU) to the Operation Camouflage Pattern Army Combat Uniform (OCP ACU) from 1 July 2015 to 1 October 2019. During this transition IAW ALARACT 085-2015 Soldiers are authorized to wear the desert tan shirt, belt and boots with the new uniform. However, wear of the new coyote tan shirt, belt and boots are limited to the new OCP ACU and Operation Enduring Freedom Camouflage Pattern. Also, these items cannot be mix-matched. Meaning you cannot wear a desert tan shirt with coyote boots or vice versa.

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

(2) When wearing the ACU/OCP 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/OCP coat.

(3) The ACU/OCP is a combat uniform; Service Members 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) According to SMA guidance and Army directive given on 28 June 2016, commanders may authorize Soldiers to roll up their sleeves of the ACU/OCP uniform when not in a field environment. Sleeves will be rolled neatly with the camouflage side of the uniform facing out, above the elbow but no more than 3 inches. While in formation all Soldiers must be in the same uniform. While in a field environment sleeves will be rolled down, but may be cuffed inwards at the commander’s discretion.

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

(6) The issued light tan (cotton) or the moisture wicking t-shirt is the only authorized t-shirt with the ACU. The coyote brown is authorized to wear with the new OCP. The foliage green t-shirt is a standard 100 percent cotton green t-shirt and is authorized for wear by those Service Members 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 Service Members are wearing the correct garment during required times.

(7) The ACU/OCP 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/OCP coat. The flag insignia is placed directly on the top of the hook and loop-faced pad already provided with the ACU/OCP coat pocket flap.

(9) Service Members may wear black or military issue gloves with the ACU/OCP 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/OCP.

(11) (a) ECWCS (Gore-Tex®) (Generation I) ACU/OCP parka. The nametape is a strip of foliage green cloth, 3 1/2 inches long and a 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/OCP 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/OCP 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/OCP parka.

(c) ECWCS (Gore-Tex®) (Generation III) ACU/OCP parka. For the ECWCS (Gore-Tex®) (Generation II) ACU/OCP 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/OCP when the ACU/OCP 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 ACU.

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 Service Member.

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/OCP in uniform at all times in Garrison, Field Training and during deployments. Insignia that must be worn on the ACU/OCP include the US Army nametape, 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/OCP/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 professional appearance.

l. Headgear.

(1) The ACU/OCP/OCF Patrol Cap. The ACU/OCP/OCF patrol cap is authorized in all areas on and off the installation. Subdued pin on or sewn on rank is worn on the ACU/OCP patrol cap and the ACU/OCP/OCF sun (boonie) cap. Service Members 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 Service Members. Brigade Commanders retain the authority to prescribe the beret while in ACU/OCF 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 Micro Fleece Cap. The green or black micro fleece cap may be worn in garrison or field environments. When in garrison, the cap is normally worn with the winter IPFU/APFU. The cap may also be worn in similar situations as the ACU/OCF 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. Green microfleece wear out date is 30 SEP 2017. The black fleece cap is authorized with the ACU IAW DA PAM 670-1, this is because IET Soldiers were issued the black fleece cap and ACU's, and are not required to purchase a Green Foliage Fleece cap ahead of its wear out date.

m. The tan or coyote brown web belts and the green web belt with the black open-faced buckle is the only authorized belt worn with the ACU/OCF/OCF and other field uniforms.

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

o. Enlisted Service Members and Officers assigned to the Madigan Healthcare System are authorized to wear the ACU/OCF 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. Service Members 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 Service Members assigned to the US Army Dental Activity (DENTAC) are authorized to wear either ACU/OCF 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.

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

(4) 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.

(5) Eyeglasses or sunglasses that are trendy or have lenses or frames with conspicuous initials, designs, or other adornments are not authorized for wear. Service Members 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.

(6) Service Members 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.

(a) 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.

(7) Service Members are authorized to wear ballistic Personal Protective Eyewear (PPE) issued by the U.S. Army.

(8) Service Members are authorized to wear black, ACU/OCP/OCP 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.

(9) Hydration Systems: Commanders may authorize the use of black, ACU/OCP/OCP or multi-cam color personal hydration system in a field environment or on work details. Service Members 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 Service Members will not let the drinking tube hang from their mouths when the system is not in use).

(10) Service Members are not authorized to wear the ACU/OCP/OCP during official commercial travel unless they are deploying or redeploying from theater. **Service Members will not wear utility uniforms while traveling during personal travel.** Service Members will not wear the ACU/OCP/OCP in off-post establishments that primarily sell alcohol. If ACU/OCP/OCP are worn off-post, Service Members are not allowed to drink alcohol by authority of the Commanding General.

r. When in uniform, Service Members will not walk with a lighted cigarette, cigar, pipe, or any other instrument used for smoking to include vapor devices. In garrison, smoking in uniform is authorized in designated smoking areas.

AIR FORCE:

Overview. First impressions are often drawn based upon appearance. That is why your appearance matters as much as your attitude about being a military member. Projecting a good military image reflects not only on you personally, but also on the Air Force. Appearance matters both on- and off-duty and involves more than just the clothes you wear. Projecting a professional image is paramount. (AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*).

Dress and Personal Appearance. Pride in one's personal appearance and wearing of the uniform correctly enhances the *esprit de corps* and the professional image essential to an effective military force. All Air Force members must maintain a high standard of dress and personal appearance. This standard consists of five elements: neatness, cleanliness, safety, uniformity, and military image. The first four elements are absolute, objective criteria needed for the efficiency and well-being of the Air Force. Although the fifth element—military image—is subjective, it is critical because other people, both military and civilian, draw certain conclusions about individual Airmen and the Air Force based on what they see. When in uniform or civilian clothes in an official capacity, members must present a professional image:

Members, while in uniform, will not stand or walk with hands in pockets except to insert or remove an item.

Members, while in uniform or in civilian clothes in an official capacity, will not engage in public displays of affection. However, brief displays of affection may be permitted in situations where physical contact is commonly accepted etiquette such as one's wedding, graduation, promotion, or retirement ceremony, or upon departure for or return from deployment.

Members, while in uniform, will not smoke or use smokeless tobacco products except in designated smoking areas.

Members will not consume food or beverages while walking in uniform. Beverages may be authorized during wear of physical training (PT) uniform and commanders may authorize food and/or beverage consumption during special functions.

Members will not use personal electronic media devices while walking in uniform except in emergencies or when official notifications are necessary. However, ear pieces may be authorized during individual PT when wearing the PT uniform. Military customs and courtesies always take precedence.

Personal Grooming. While every Air Force member may, within limits, express individuality through his or her appearance, the Air Force has defined what is and is not an acceptable professional military image in terms of personal grooming. Except for minor variations based on gender differences, all Air Force personnel must comply with the same personal grooming standards found in AFI 36-2903. Commanders have the responsibility to determine

whether an individual's personal grooming is within standards. Supervisors also have the responsibility to determine compliance and to correct violations regardless of whether the particular situation is addressed in AFI 36-2903.

Tattoos/Brands/Body Markings. Members may not have or obtain tattoos, brands, or other markings anywhere on the body that are: obscene; commonly associated with gangs, extremist, and/or supremacist organizations; or that advocate sexual, racial, ethnic, or religious discrimination. Members who have or obtain unauthorized content tattoos, brands, or markings are required to initiate removal or alteration. Members must not display excessive tattoos, brands, or other markings while wearing any uniform combination except the PT uniform. AFI 36-2903 defines "excessive" as any tattoo, brand, or marking that exceeds 25 percent of the exposed body part and is visible when wearing the uniform. Members with excessive tattoos, brands, or other markings must initiate removal/alteration to bring the tattoo into compliance. Commanders are authorized to grant a waiver allowing complete coverage of the excessive tattoo. The member must maintain complete coverage using available uniform items (e.g., long-sleeved shirt, pants, dark hosiery, etc.) or initiate removal or alteration.

Body Piercings. While in uniform on or off a military installation, with the exception of earrings for women, all members are prohibited from attaching, affixing, or displaying objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, eye brows, lips, or any exposed body part. While in civilian attire on official duty on or off a military installation, with the exception of earrings for women, all members are prohibited from attaching, affixing, or displaying objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, eye brows, lips, or any exposed body part. While in civilian attire off-duty on a military installation, with the exception of wear in areas in and around military family and privatized housing or earrings for women, all members are prohibited from attaching, affixing, or displaying objects, articles, jewelry or ornamentation to or through the ear, nose, tongue, eye brows, lips, or any exposed body part.

Note: Women may wear small (not exceeding 6mm in diameter), spherical, conservative white diamond, gold, white pearl, or silver earrings as a set with any uniform combination. If the member has multiple holes in her ear, she is authorized to wear only one set of earrings in the lower earlobes.

Uniforms. Wearing the Air Force uniform means carrying on a tradition—one that identifies the person as a member of the profession of arms. The Air Force uniform is plain yet distinctive, and presents the appearance of a military professional. While in uniform, Air Force members must adhere to standards of neatness, cleanliness, safety, uniformity, and military image. Members will: procure and maintain all mandatory uniform items; follow local supplements and procedures regarding wear of the uniform; and keep their uniforms neat, clean, buttoned, and properly maintained. Members are responsible for knowing the authorized uniform combinations and the correct placement of ribbons, insignia, and other uniform items.

Authorized Wear of the Uniform:

Military Duties. Members wear the appropriate uniform while performing military duties unless authorized to wear civilian clothes. Members assigned to non-Air Force organizations wear the Air Force equivalent uniform to the dress observed in the assigned organization. If authorized to wear civilian clothes on duty, members must still comply with Air Force appearance and grooming standards unless the member has obtained a proper waiver for operational necessity.

Travel. If departing from or arriving at commercial airports in the continental United States, any authorized combination of uniform, except the flight duty uniform, may be worn. If departing from and arriving at a military airfield via United States government aircraft or contracted United States government commercial flights, any authorized combination of the uniform is appropriate. When traveling in an official capacity on commercial air overseas, members should consult the DoD foreign clearance guide for authorized and expected uniform wear. Members who wear civilian clothes during official travel must ensure that their clothing is neat, clean, and appropriate for the mode of travel and destination.

Social Functions. Air Force members attending a military event must wear the appropriate uniform or civilian attire as requested by the host or hostess or directed by the commander. If the uniform is worn to civilian social functions, members should wear the service dress uniform, semiformal uniform, mess dress uniform, or formal uniform.

Prohibitions on Wear of Uniform. Air Force members will not wear any uniform combination or any uniform items in the following situations:

When attending a meeting of, or sponsored by, an organization, association, movement, or group that: the Attorney General of the United States has named as totalitarian, fascist, communist, or subversive; advocates or approves acts of force or violence to deny others their rights under the United States Constitution; or, seeks to change the United States government by unconstitutional means.

When participating in or attending public political speeches, interviews, picket lines, marches, or rallies, or in any public demonstration when participation might imply Air Force sanction of the cause or if the purpose may be to advocate, express, or approve opposition to the Armed Forces.

When it would discredit the Armed Forces.

When furthering political activities, private employment, or commercial interests.

When engaged in off-duty, civilian employment.

When participating as a defendant in civilian court proceedings if a conviction would bring discredit to the Air Force.

Air Force members may not wear distinctive uniform items with civilian clothes. Distinctive uniform items are those items that are unique to the uniform, such as grade insignia, ribbons, cap devices, badges, uniform jackets (not to include the PT jacket), and other United States or Air Force insignia.

When eating at off-base restaurants where most diners wear business attire, or at establishments that operate primarily to serve alcohol, Air Force members will not wear the Airman battle uniform (ABU) or flight duty uniform.

6. PHYSICAL FITNESS

ARMY:

Physical readiness is important to the successful accomplishment of the missions for units, assigned/attached. Every Soldier assigned to I Corps and other Army organizations on JBLM must be fit to fight. As a general rule appointments for Soldiers prior to 0830 are not authorized, commanders must approve any exceptions to this rule. 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 ACU/OCPs 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/OCP uniform. All Soldiers will meet the standards set forth in FM 7-22 and AR 600-9. Major Subordinate Commands (ie. 7th ID or 593rd Commanders) may approve non-intramural sports during PT time. 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. **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/OCP, the IPFU with combat tan or coyote brown boots, green, tan, or black wool socks, IBA with attached modular components, and rucksack/assault pack (reflective belt will be worn around the rucksack/assault pack. Units will ensure the front of the formation will have a reflective marking). 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/OCP with appropriate combat, or coyote brown boots, green 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). Battalion 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. JBLM 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>.

AIR FORCE:

Air Force members must be physically fit to support the Air Force mission. An active lifestyle increases productivity, optimizes health, and decreases absenteeism, which helps maintain a higher level of readiness. Also, by maintaining a lean and fit appearance, Air Force members project the proper military image. The fitness assessment provides commanders with a tool to assist them in determining the overall fitness of their military personnel. The Air Force fitness assessment uses a composite fitness score based on aerobic fitness, muscular strength, and body composition. Age and gender-specific fitness assessment score charts are provided in AFI 36-2905, *Fitness Program*. Commanders and supervisors should incorporate fitness into their organizational culture to encourage members to maintain physical fitness and good health in order to meet expeditionary mission requirements. However, each Air Force member is ultimately responsible for keeping himself or herself in good physical condition.

7. HEALTH

Good health and physical conditioning includes maintaining proper height and weight standards. Accordingly, body fat/height and weight standards will be strictly enforced. Commanders will ensure that overweight Service Members are on formal and effective weight control programs. All newly assigned Army Soldiers in all grades will be weighed and their height measured within 96 hours of arrival. All Service Members will also maintain a high standard of personal hygiene both in garrison and in the field.

8. PHYSICAL READINESS TRAINING UNIFORM

ARMY:

Prime Time Physical Readiness Training (PRT) hours are 0630-0730, Monday through Friday for all Soldiers. In-processing Company PRT hours are 0530-0630, Monday through Friday. Army PRT will be conducted IAW FM 7-22. Brigade Commanders can authorize sports during physical training for specific morale events. **The IPFU/APFU is the standard duty uniform for Soldiers during Prime Time PT hours.** 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/OCP 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 Service Member 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.

Soldiers are allowed to wear headphones in the gym. Soldiers may not wear headphones beyond the permitted area in any manner, including around the neck or attached to the uniform. Headphones will be conservative and discreet. Ear pads will not exceed 1-1/2 inches in diameter at the widest point. Soldiers may wear electronic devices, such as music players or cell phones, as prescribed in AR 670-1, paragraph 3-6a(2)(b). They may also wear a solid black armband for electronic devices in the gym or fitness center. Soldiers may not wear the armband beyond the permitted area.

Texting or conducting phone calls during physical training in the gym is prohibited to ensure Soldiers maximize the time and gym facilities and not waste other Soldier's time waiting.

a. Warm Weather. The warm weather physical fitness uniform consists of the IPFU/APFU, reflective belt worn around the waist, running shoes, and black or 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, black or white socks (as described in paragraph 9a), Army winter IPFU, black gloves, and appropriate 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.

c. IAW ALARACT 209/2014, Soldiers are not authorized to mix the wear of APFU components with IPFU components at the same time. For example, Soldiers may not wear the Black fleece cap with the IPFU.

****Note: During NON Prime Time PRT Hours, Soldiers may wear their ACU/OCP in a fitness center to lift weights. The ACU/OCP 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 or coyote brown moisture wicking t-shirt is not authorized for wear while wearing any part of the IPFU.**

d. 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.

e. 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.

9. FIELD UNIFORM

The JBLM standard for field uniform will include at a minimum a helmet, eye protection, LBV, gloves. Brigade/Group Commanders will determine the uniform policies and SOPs for their unit. Brigade/Group Commanders are authorized to adjust the uniform minimums as necessary for mission accomplishment and safety.

10. ON/OFF-DUTY PERSONAL APPEARANCE POLICIES (AR 670-1 / AFI 36-2903)

a. Civilian clothing must be in good taste and appropriate for the occasion (i.e., Service Members 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 Service Member's responsibility to ensure their dependents adhere to the JBLM standards.

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

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

e. When on any military installation Service Members 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 with the exception of earrings for women.

Service Members 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 Service Members' physical fitness and adherence to acceptable weight standards in accordance with their service branch requirements.

A vital ingredient of the American military's strength and effectiveness is the pride and self-discipline that American Service Members 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 professional appearance. Therefore, in the absence of specific procedures or guidelines, commanders must determine a Service Member's compliance with standards in this regulation.

The Army uniform regulations and Air Force Instructions for standards of personal appearance and grooming are as specific as is practicable in order to establish the parameters with which Service Members must comply.

Violation of the specific prohibitions and requirements set forth in AR 670-1 and AFI 36-2903 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 Service Members 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 Service Members 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 Service Members use dyes, tints, or bleaches, they must choose a natural hair color. Colors that detract from a professional military appearance are prohibited. Therefore, Service Members 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 Service Member's appearance.

(c) Service Members 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 Service Member would normally part the hair. Service Members 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 Service Member's hair conforms to the shape of the head, 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). Service Members 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). For Air Force Reserve waiver processing instructions see AFMAN 36-8001, *Participation and Training Procedures*. For ANG waiver process instructions contact ANG/HC.

(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 disfigurement 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 Service Members 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 or long hair is worn up.

(e) Devices. Hair holding devices are authorized only for the purpose of securing the hair. Service Members 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 Service Member'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. Service Members 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 Service Member.

(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 ponytail 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 ponytail 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 Service Member'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.

(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.

Service Members 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.

11. JEWELRY

Service Members 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. Soldiers may also wear one activity tracker, pedometer, or heart rate monitor. Any jewelry worn by Service Members 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. (Air Force may wear gold or silver.) Service Members 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 and AFI 36-2903; a conservative tie tack or tie clasp that male Service Members 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, faddish (trendy) devices, medallions, amulets, and personal talismans or icons are not authorized for wear while in uniform or in civilian clothes on duty (Air Force-Gemstones/tennis bracelets may only be worn with the mess dress uniform).

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 Service Member's AMHRR. A picture of the permanent caps must be appended as an enclosure to the memorandum.

12. 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 Service Member'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 / AFI 1-2).

(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.

(5) Tattoos or brands, regardless of subject matter, are prohibited on certain areas of the body as follows: Service Members 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.

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 Service Members). This applies to all Service Members on or off duty. The only exception is for female Service Members, 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) Army female Soldiers 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 Service Members 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).

c. According to AR 670-1, para. 3-3(f) the commander must counsel Soldiers with non-conforming tattoos and/or piercings and provide the Soldier with 15 calendar days to obtain a medical consult about complying with AR 670-1.

13. BODY MUTILATION

Service Members 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).

14. PERSONAL ELECTRONIC DEVICES

Service Members 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. Air Force personnel are authorized to blue, silver, dark blue, or gray; no other colors are authorized. If security cords or chains are attached to the device, Service Members 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 Service Member will carry them in the hand, pocket, briefcase, purse, bag, or some other carrying container. Service Members 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. (See page 21 para 8 for information on PEDs during physical training.)

15. 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.

ARMY:

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 Service Members of JBLM should be the best in the U.S. Military. Each salute should be rendered with a greeting and a response. For Army Soldiers the greeting should be a unit motto i.e. “First up front! Sir/Ma’am.” The response to a salute greeting will always be the officer’s unit motto. For example, “**America’s Corps, Sir/Ma’am,**” “**Courage!**”

(1) Service Members 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 Service Members render a salute to these officers as they pass.

(2) Army Soldiers and Leaders will exchange salutes in the field during training exercises and combat just as they are in garrison.

(3) When an officer is approaching, Service Members render a salute when the officer is approximately 6 paces away, or when the Service Member 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 Service Member to sight an officer who is a higher rank than the officers present in the room will call "Attention." The senior Service Member 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 Service Member sees an NCO higher in rank than the NCOs present, the Service Member will call "At ease" and stand at the position of parade rest while talking with the senior NCO.

(2) Formation. When an officer approaches Service Members 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, Service Members 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 Service Members 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, Service Members will face toward the flag and assume the position of "Attention." During "To the Colors" or the National Anthem, Service Members 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 Service Member 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), Service Members will stand at attention but will not salute unless they are under arms and have on the proper military headgear.

AIR FORCE:

(AFI 34-1201, *Protocol*; AFPAM 34-1202, *Guide to Protocol*.)

Saluting is a courtesy exchanged between members of the Armed Forces as both a greeting and a symbol of mutual respect. The basic rules regarding saluting are:

You salute the President, Vice President, Secretary of Defense, Service Secretaries, all superior commissioned and warrant officers, all Medal of Honor recipients, and superior officers of friendly foreign nations.

You do not, typically, salute indoors. However, it is appropriate to salute when formally reporting to a superior officer and during promotion ceremonies and decoration ceremonies.

You salute outdoors when in uniform, both on and off base, unless:

- Precluded by duties, safety, injury, carrying objects which cannot be transferred to the left hand, or other legitimate reason. In this case, a respectful oral greeting is appropriate. If the senior member's right arm is incapacitated, you will still salute.
- You are in a designated "no salute" area.
- You are a member of a military formation or work detail, in which case, only the senior member of the formation or detail salutes.
- Saluting due to grade while in PT gear is authorized, but not required.
- Salutes between individuals are not required in public gatherings, such as sporting events, meetings, or when a salute would be inappropriate or impractical.
- You salute the President, the Vice President, Secretary of Defense, Service Secretaries, and senior officers in vehicles when distinguished by vehicle plates and/or flags.

Respect for the Flag. The Flag of the United States is one of the most enduring and sacred symbols of our country. It represents the principles and ideals you have pledged to defend and for which many have made the ultimate sacrifice. Airmen shall treat it with the same respect due to the highest military and public officials. Airmen will never burn (except for reverent disposition of an unserviceable Flag), deface, mutilate, or treat with contempt or any other form of disrespect (18 U.S.C. § 700; AFI 34-1201).

When in uniform, you salute the Flag as it passes in front of you in a procession or parade. Salute six paces before the Flag passes before you, and hold your salute until the Flag has passed six paces beyond your position.

National Anthem. You must show respect for the National Anthem and Flag both indoors and outdoors, in uniform and in civilian clothing (36 U.S.C. § 301).

Indoor Ceremonies. When in uniform, face the Flag (if visible) or music. Stand at attention at the first note and maintain that position until the last note without rendering a salute. If in civilian clothing, stand at attention and place your right hand over your heart.

Outdoor Ceremonies. When in uniform, face the Flag (if visible) or music. Stand at attention and salute at the first note of the National Anthem and hold until completion of the last note. If in civilian clothing you should either stand at attention and place your right hand over your heart or render a salute. Civilian hats will be removed.

During the playing of the national anthems of friendly nations, render the same customs and courtesies as those given during the playing of the United States National Anthem.

Reveille and Retreat. Flags on stationary flag staffs are only saluted during reveille, retreat, or special ceremonies. In these cases, when outside and in uniform, consistent with safety and mission requirements, stop what you are doing, face the direction of the Flag (if visible) or the music. Stand at parade rest during the sounding of retreat (which precedes the lowering of the Flag), then come to attention and salute during the playing of the National Anthem or "To the Color." If you are driving a vehicle, stop if consistent with safety and mission requirements. You and your passengers should sit quietly until the music ends.

16. ON AND OFF DUTY CONDUCT

Service Members 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, Service Members included. There are also laws that govern behavior of Service Members on and off the installation and on or off duty. It is the responsibility of each Service Member 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), Washington State and Federal laws. State penalties for the manufacture, sale, or transfer of drugs are severe. Offenders punished under state law face substantial fines and confinement. Service Members 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 by U.S. Service Members. Article 112a of the Uniform Code of Military Justice (UCMJ) remains unchanged for all service members and specifically prohibits Service Members 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. Service Members 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 Service Members 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 major subordinate commander, or equivalent to end to the duty day early. Service Members should keep themselves physically and mentally prepared. Overindulgence in alcohol affects Service Members' 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 Service Members under the age of 21 is illegal. Service Members 21 or over who provide alcoholic beverages to those under 21 are committing a criminal offense.

(3) Driving While Intoxicated. Washington laws apply to JBLM. In addition to the fines, suspensions, and other penalties mandated by state laws, a Service Member 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 Joint Base Commander for appropriate disciplinary action and their driving privileges will be suspended. Service Members 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 Service Members in formation (2 or more Service Members,) 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. Service Members intentionally 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 Service Members 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. Additionally, punishment may be imposed by the Service Member's unit through non-judicial punishment (Article 15) or trial by court-martial. Service Members 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. Service Members 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 unit area. Service Members should be aware of these areas. You can find a list of these establishments on the JBLM Share Portal <http://www.lewis-mcchord.army.mil> under Installation Support column in the Information section and

<http://www.mcchord.af.mil/About-Us> under the fact sheet tab. The most current memorandum for off limits establishments was signed in 2015 by each senior commander for every branch of service in the Northwest. 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. Service Members 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. Service Members should be aware of and abide by the policies governing quiet hours in the barracks.

k. Personally Owned Weapons. All Service Members 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 CO₂), rifles, shotguns, and handguns.

l. 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.

17. PERSONAL FINANCES

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

a. Indebtedness.

(1) Service Members 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 Service Members 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. Service Members who need financial planning assistance should first use the chain of command. Each battalion should be assigned a Financial NCO for aid to the Service Member. 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. Service Members 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, and (253) 967-9852.

d. Use of Government Travel Credit Cards. Every Service Member 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 Service Members 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. Service Members 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. Service Members may not accept off-duty employment until they receive written approval from the commander.

f. AR 608-99 requires Service Members to manage their personal affairs satisfactorily, to include providing adequate support for their Family members.

18. PROFESSIONAL RELATIONSHIPS BETWEEN SERVICE MEMBERS OF DIFFERENT GRADE (AR 600-20 / AFI 36-2909)

a. The term "Officer" used in this paragraph includes both commissioned and Warrant Officers unless otherwise stated. The term "Noncommissioned Officer" refers to a Service Member in the grade of Corporal to Command Sergeant Major (Army), and Staff Sergeant to Command Chief Master Sergeant (Air Force). The term "junior enlisted Service Member" refers to a Service Member in the grade of Private to Specialist (Army), and Airman Basic to Senior Airman (Air Force). The provisions of this paragraph apply to both relationships between Service Members in the Active and Reserve Components, and between Service Members 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. Service Members 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 Service Member, or between an NCO and a junior-enlisted Service Member. Examples of familiarity between Service Members that may become "undue" can include repeated visits to bars, nightclubs, eating establishments, or homes between an officer and an enlisted Service Member, or an NCO and a junior-enlisted Service Member, except for social gatherings, that involve an entire unit, office, or work section. All relationships between Service Members 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 Service Members, or NCOs and junior enlisted Service Members, are prohibited. Prohibited relationships include the following:

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

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 Service Members 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 4-14b(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 Service Members. 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 Service Member 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 Service Member 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) Service Members 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 Service Members 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 Service Members.

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 Service Members 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), non-judicial 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.

19. EQUAL OPPORTUNITY (AR 600-20 CH 6 / AFI 36-2706)

The equal opportunity (EO) program is designed to provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, gender, religion, national origin, sexual orientation, and genetics and provide an environment free of unlawful discrimination and offensive behavior. Every unit has an Equal Opportunity Leader (EOL) and every brigade/group has an Equal Opportunity Advisor (EOA). Any Service Member that feels they have a valid complaint should contact their unit EOL or brigade/group EOA.

20. SEXUAL HARRASSMENT/ASSAULT RESPONSE AND PREVENTION (SHARP) / SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR)

a. The Army's Sexual Harassment/Assault Response and Prevention (SHARP) and the Air Force Sexual Assault Prevention and Response (SAPR) Programs promote 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 Service Member or civilian employee is engaging in sexual harassment. Similarly, any Service Member 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 Service Members have a responsibility to resolve acts of sexual harassment. Service Members 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. Sexual assault is defined as intentional sexual contact, characterized by use of force, physical threat or abuse of authority or when the victim does not or cannot consent. It is a criminal offense punishable under UCMJ, Federal and local civilian law. Sexual assault is incompatible with the Army and Air Force Values, and DoD 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 Service Members. 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 for all military personnel at 253-389-8469, or the 24/7 Domestic Violence & Family Advocacy Program (FAP) at (253) 966-7233. Contact your Brigade or Battalion Sexual Assault Response Coordinator (SARC), Brigade or Battalion Victim Advocate (VA), or the Squadron or Group Sexual Assault Prevention and Response (SAPR) in each Air Force unit. You may also contact your healthcare provider, or go to the SHARP Resource Center Bldg. 2027 C Wing on Pendleton Avenue (253) 967-6211 or (253) 966-0363 or Bldg. 100 Suite 3024 on McChord Field (253) 967-2072. 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). If a Service Member is in need and not in the JBLM area, other sources for assistance are: DoD 24 Hour hotline (877) 995-5247 or email at <https://www.safehelpline.org>.

(3) 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.

(4) 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.

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

(6) Once a report is made victims should be referred to the Army's Special Victim's Counsel (SVC) program that is ran by the Staff Judge Advocate. SVC are legal assistance attorneys who have received special training. Special Victim Counsel will empower victims, fostering victims' understanding of the military justice process and aiding each victim with the legal assistance needed to allow full participation in applicable programs and services and the military justice process. This is accomplished by providing effective and timely advice, being available to assist throughout the full spectrum of the military justice practice from initial investigation to convening authority action, and providing appropriate advocacy to assure rights afforded are fully realized.

d. Types of sexual assault reports:

(1) 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. Service Members 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 discuss the assault with a chaplain.

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 or AFOSI and start an investigation.

(2) 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.

e. Prevention of sexual assaults.

(1) **INTERVENE**: When you recognize a threat to a fellow Service Member, 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. Bystander intervention is about stopping a situation from becoming dangerous

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

(3) **MOTIVATE**: We are Service Members, MOTIVATED to engage and keep our fellow Service Members safe. It is our mission to prevent sexual assault, to live the Army/Air Force Values, and to take care of our fellow Service Members. We are all MOTIVATED to take action, to promote SHARP programs and become advocates within our communities. We are strongest...together.

21. HAZING/BULLYING

Hazing is a violation of AR 600-20 and AFI 1-1. The Army and Air Force have been, and continue to be values based organizations 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.

Bullying is defined as any conduct whereby a Service member or members, regardless of service, rank, or position, intends to exclude or reject another Service member through cruel, abusive, humiliating, oppressive, demeaning, or harmful behavior, which results in diminishing the other Service member's dignity, position, or status. Absent outside intervention, bullying will typically continue without any identifiable end-point. Bullying may include an abuse of authority. Bullying tactics include, but are not limited to, making threats, spreading rumors, social isolation, and attacking someone physically, verbally, or through the use of electronic media. Bullying often takes on the form of excessive corrective measure, which goes beyond authorized corrective training.

The definitions of hazing and bullying appear similar, the main difference being there is an identifiable end point to hazing and not an end point with bullying. Bullying will usually go on until either the perpetrator or the subject is removed from the organization.

22. INSPECTOR GENERAL ASSISTANCE

It is the right of every Service Member 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 Service Members to first address their issues with their chain of command in order to leverage the requisite decision making authority. However, AR 600-20 notwithstanding, Service Members 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 Service Members need to visit the IG during duty hours, they should seek chain of command permission to be absent from their place of duty. There are two IG offices on JBLM. For Army related issues, the IG office is located at Bldg. 5164, Utah Ave, (253) 967-5181. For Air

Force related issues, the IG office is located at 100 Col. Joe Jackson Blvd., Suite 1048 (253) 982-4198/3307. Service and Family Members can also contact the IG through e-mail at usarmy.jblm.i-corps.list.ig-complaints@mail.mil or visit <http://www.lewis-mcchord.army.mil/IG/>.

23. SAFETY

It is every leader's and Service Member'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 Service Members 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. Service Members 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) Service Members 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) Service Members 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 Service Members 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. POV inspections will be conducted at least once a month regardless of the reason.

(2) In order to prevent theft of government property, TA-50 or other government property must not be stored in POVs for an extended period of time. If stored for a short time in a POV, items must not be visible, and the POV must be secured (e.g. windows rolled up) and locked. Service Members may be held financially liable if their negligence results in stolen property.

(3) Service Members 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.

(4) 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.

(5) AR 385-10 and AFI 91-207 requires each motorcycle rider to complete an 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 AFI 91-207 / AR 385-10 and DA PAM 385-40.

24. 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/dodgdc/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 Service Members, 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/OCP 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). Mission essential non-DoD civilians may be transported. However, according to AR 58-1 there are specific limitations that commanders must consider before determining if their transport is authorized. 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/). 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 Service Member is involved in a traffic accident while driving a government vehicle, the Service Member 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 (253) 967-0704. At a minimum, the Service Member 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.

25. 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 Service Members 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 (253) 967-7166.

b. Army Emergency Relief (AER) Air Force Aid Society (AFAS). AER's mission is to provide emergency financial assistance to active duty Service Members, ARNG and USAR Service Members on continuous active duty for more than 30 days, Service Members retired from active duty for longevity or physical disability, retired ARNG and USAR Service Members, Family members of each group listed above, and surviving spouses and orphans of Service Members 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 Service Members. AER is located in Bldg. 2140, Waller Hall, (253) 967-9852/9812/9787. AER is open Monday – Friday from 0730-1630. The Air Force Aid Society promotes the Air Force mission by helping "to relieve distress of Air Force members and their families and assisting them to finance their education". It is rooted in the original Army Air Corps and the World War II Army Air Forces, whose members wanted to "take care of their own." The Air Force Aid Society is located with the Armed Forces Community Service Office at 552 Barnes Blvd, (253) 982-2695.

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, 2nd floor, 9th Division Drive, (253) 967-4288. Office hours are from 0800-1630, Monday-Friday. Their emergency 24- hour toll free number is (877) 272-7337.

d. Religious Support Teams (RSTs) welcome all Service Members, 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 (253) 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 (253) 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 Service Member for property the Service Member 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 Service Members 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 / Group 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. Service Members 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. Contact the David L. Stone Education Center for more information. Information is also available at: <http://www.lewis-mcchord.army.mil/eso/>. The mission of the McChord Field Force Development Flight is deliver premier professional and voluntary education, training, counseling, career-advisement and testing services to maximize development opportunities for total force Airmen, sister service service-members, Department of Defense employees, military retirees, and their eligible family members. <http://www.mcchord.af.mil/units/educationandtraining/index.asp>

David L. Stone Education Center	Bldg 6242	(253) 967-7174
Technical & Academic Center	Bldg. 6242	(253) 967-2171
Leader Development Center	Bldg. 3201	(253) 967-6553
Army Learning Center	Bldg. 3201	(253) 967-5696
Madigan Education Center	Room G-94-6	(253) 968-2707
Stryker Learning Center	Bldg. 3661	(253) 967-4009
Hawk Education Center	Bldg. 8300	(253) 477-4746
McChord Field Force Development Flight.....	Bldg. 851	(253) 982-9900/1112

g. Better Opportunities for Single Service Members (BOSS): BOSS is a Department of the Army directed, installation managed and Service Member operated program that consists of three core components. Well-being: Service Members may raise issues that affect their overall quality of life; Recreation and Leisure: BOSS allows single Service Members to select, plan, and participate in activities or events of their choice; and Community Service: BOSS provides an opportunity for single Service Members to participate and contribute in their respective communities. The I Corps BOSS Office is located at the Arts and Crafts, Bldg. T5038, (253) 967-5636.

h. Army Career and Alumni Program (ACAP) has changed to the Soldier for Life Transition Assistance Program (SFL-TAP): BLDG 2013-A. The I Corps 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. The reference for the SFL-TAP program is AR 600-81. 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 transitioners to SFL-TAP in accordance with public law. Transitioners may register for SFL-TAP by visiting Building 2013-A, Room 103 and 207b, between 0800-1700 Monday-Wednesday and Friday, or between 1000-1700 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 Service Member, 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 (253) 967-2202 for clinical services or (253) 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 (253) 967-6183; unit training support is arranged through the ASAP Prevention Coordinator (253) 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 (253) 967-4849. The POC for Applied Suicide Intervention Skills Training (ASIST) is at (253) 967-5940. For emergency assistance after duty hours, call (253) 967-0015. Virtual Resiliency Campus Kiosks are available throughout the installation for assistance. One important way to prevent suicide is to know your Service Members. 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 (253) 577-3280/3281.

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

26. COMPREHENSIVE SERVICE MEMBER AND FAMILY FITNESS RESILIENCY COMPETENCIES

a. Comprehensive Service Member 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 Service Member, 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 Service Members, 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 Service Member'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, or call the POC at (253) 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.
- (2) Self-regulate.
 - (a) Regulate impulses, emotions and behaviors to achieve goals.
 - (b) Express emotions appropriately.
 - (c) Stop counterproductive thinking.
- (3) 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.
- (4) Be mentally agile.
 - (a) Think flexibly and accurately.
 - (b) Consider all perspectives.
 - (c) Identify and understand problems.
 - (d) Be willing to try new strategies.
- (5) 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.
- (6) 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
- (7) 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.

27. SERVICE SONGS

All Service Members assigned or attached to JBLM will know The Army Song and the Air Force Song at a minimum, stand at position of attention while it is played, and sing the song.

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:*

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*

THE AIR FORCE SONG

*Off we go into the wild blue yonder,
Climbing high into the sun;
Here they come, zooming to meet our thunder,
At 'em boys, give 'er the gun! (Give 'er the gun now!)
Down we dive, spouting our flame from under,
Off with one helluva roar!
We live in fame, or go down in flame. Hey!
Nothing'll stop the U.S. Air Force.*

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 Corp.*

28. SUPPORT AGENCIES

Agency Area Code (253) Phone

EMERGENCY MILITARY

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

HOTLINES

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

MEDICAL SERVICES

Administration 968-1810
Air Evac Office 968-1639
AOD 968-0395
Emergency Room 968-1390
Med Evac Request 967-7974
Pharmacy..... 968-1963
Pharmacy Refill MAMC 968-2999
Pharmacy Mini-Mall 966-1106
Veterinary Services..... 967-2977
Visitor/Patient Info..... 968-1110

AAFES

Barbershop – Lewis North 964-2778
Barbershop – Main PX..... 964-1511

Barbershop – MAMC 968-3403
Beauty Shop..... 964-3252
Lewis Main Exchange..... 964-3161
Mini Mall 964-3966
Security 964-5519
Theater Supervisor 964-0740

COMMISSARY

Bakery 967-6119
Receiving House 967-4742

MILITARY SUPPORT SERVICES

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

MWR

Adventures Unlimited 982-2206
American Lake Conference Center 964-1209
Auto Center – Lewis Main 967-3727
Agency Area Code (253) Phone
Auto Center – McChord..... 982-7226
Auto Body & Paint Shop 967-4793

Bowling Alley – Lewis Main 967-4661
Bowling Alley – McChord 982-5954
Cascade Club..... 964-0331
Equipment Rental & Sales 967-8282
Globemaster Grill 982-5581
Golf Course – Eagles Pride..... 967-6522
Grandstaff Library..... 967-5889
Holiday Park..... 982-5488
McChord Community Center 982-0718
McChord Library..... 982-3454
Museum 967-7206
Nelson Rec Center..... 967-2539
NW Adventure Center 967-8282
Outdoor Adventures 967-6263
Paintball 912-8000
Parent Central 966-2977
Ranges..... 967-7056
Russell Landing Marina..... 967-2510
Scuba Diving Center 967-3405
Summit Arena 967-4458
The Bistro..... 966-0400
Theater Recording..... 967-4329
Tours/Travel – Information 967-6169
Warrior Zone 477-5756
Youth Fitness Zone 967-4441

RELIGIOUS SERVICES

Chapel #5..... 968-2310
Evergreen Chapel 967-7187
Four Chaplains Memorial Chapel 967-1721
Lewis North Chapel 967-1120
Main Post Chapel – Lewis Main 967-4849
Evergreen Chapel 967-7187
Four Chaplains Memorial Chapel 967-1721

RELIGIOUS SERVICES (continued)

Lewis North Chapel 966-5959
Madigan Chapel..... 968-1120
Main Post Chapel – Lewis Main..... 967-4849
McChord Field Chapel 982-5556
Service Members Chapel..... 967-7151

SPORTS & FITNESS

Jensen Fitness Center..... 967-5975
Keeler Pool 967-6652
Kimbrow Pool 967-5026
McChord Annex 982-6700
McChord Gym..... 982-6707
McChord Pool 982-2807
McVeigh Fitness Center..... 967-5896
Service Members Field House..... 967-4771
Service Members Field House Pool..... 967-5390
Sheridan Fitness Center 967-7311
Wilson Fitness Center..... 967-7471

UNIT MOVEMENTS BRANCH

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

JBLM Community Resource Guide:

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

Army Ready & Resilient Campaign:

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

29. 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."

30. DO's and DON'T's

DO's:

1. DO Give the proper greeting of the day to NCOs and Officers.
2. DO Make on the spot corrections when needed, regardless of Rank, Branch, or Unit a person is in.
3. DO Smoke only in designated areas.
4. DO Pick that piece of trash up that you walk by.
5. DO Check your Soldiers/Airmen living areas daily.
6. DO Wear headgear correctly.
7. DO Know how to address military/civilian superiors from other services.
8. DO Treat everyone with respect.
9. DO Remember that you are on the best base in the greatest country in the world.
10. DO Be proud to wear your uniform and maintain a professional image both on and off post.

DONT'S:

1. DON'T Stand/Walk around with your hands in your pockets.
2. DON'T Use talking on a cell phone as an excuse for not rendering the proper customs and courtesies.
3. DON'T Walk and talk on your cell phone.
4. DON'T Use your cellphone while in the gym using the equipment.
5. DON'T Roll or block your head gear or cuff your sleeves.
6. DON'T text and drive.
7. DON'T get upset when someone from a sister service calls you sir or ma'am.

8. DON'T let your beret or patrol cap hang out of your pocket.
9. DON'T fail to prevent Sexual Harassment, Sexual Assault and Discrimination.
10. DON'T let a Service Member bear any hardship alone.

31. NOTES:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.