

Fort Carson
Mountain Post Living Integration
Standard Operating Procedures



MOUNTAIN POST LIVING

WORK. PLAY. THRIVE.

19 January 2021

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1. References :

- AR 600-8-101, Personnel Readiness Processing
- DA PAM 600-8-101, Personnel Readiness Processing
- AR 600-8-8, Total Army Sponsorship Program
- AR 608-1, Army Community Service Center
- AR 600-8-11, Reassignments
- HQDA EXORD 018-12, The Total Army Sponsorship Program
- HQDA EXORD 161-15, Army Wide Implementation of TASP
- IMCOM OPORD 12-065 (TASP)

2. Scope: This SOP applies to all DoD Units assigned to Fort Carson and all Soldiers in the ranks of Private (E1) through Colonel (O6).

3. General: This SOP prescribes the military personnel and Family Fort Carson integration requirements for in-processing, extended temporary duty (TDY) (90 or more days), and individual temporary changes of station (TCS); the Soldier Readiness Program (SRP); Installation Readiness Center (IRC); in-bound Service Members (SM) and Family members; and unit-level procedures.

4. Responsibilities:

a. Sponsorship: Effective sponsorship has a direct and significant impact on unit readiness. Ensuring proper sponsorship occurs both prior to and upon arrival and may reduce instances of isolation and non-deploy ability for newly arrived personnel. Engaged leadership is vital to an effective and successful sponsorship program. See Attachments 1 and 2 (4ID Sponsorship Handbook; MPL Sponsorship Policy Letter) for more details on sponsorship roles and responsibilities.

- (1) The Division Sponsorship Coordinator has oversight of compliance of the MPL Sponsorship program.
- (2) The Brigade/Battalion Unit Sponsorship Coordinators (USC) are responsible for the unit-level sponsor assignment and tracking of integration process execution.
- (3) Unit-level sponsors assist inbound SMs and Family members during the entirety of the integration process, ensure all needs are addressed in a timely manner, and the SM fully completes the integration process.
- (4) SM completes ACT sponsorship requirements.

b. Unit:

- (1) G1/S1 monitors the Army Career Tracker (ACT) Sponsorship Module dashboard for assignment of sponsors and updates the ACT Sponsorship Module with reassignment orders distribution. S1 conducts final check of every integration requirement to ensure that all SMs and Family members have been fully integrated into Fort Carson and the unit.
- (2) G1 sends bi-weekly (1st and 3rd Monday) email to all projected gains within the next 90 days with link(s) to the Fort Carson Facebook page for the **Pre-PCS to the**

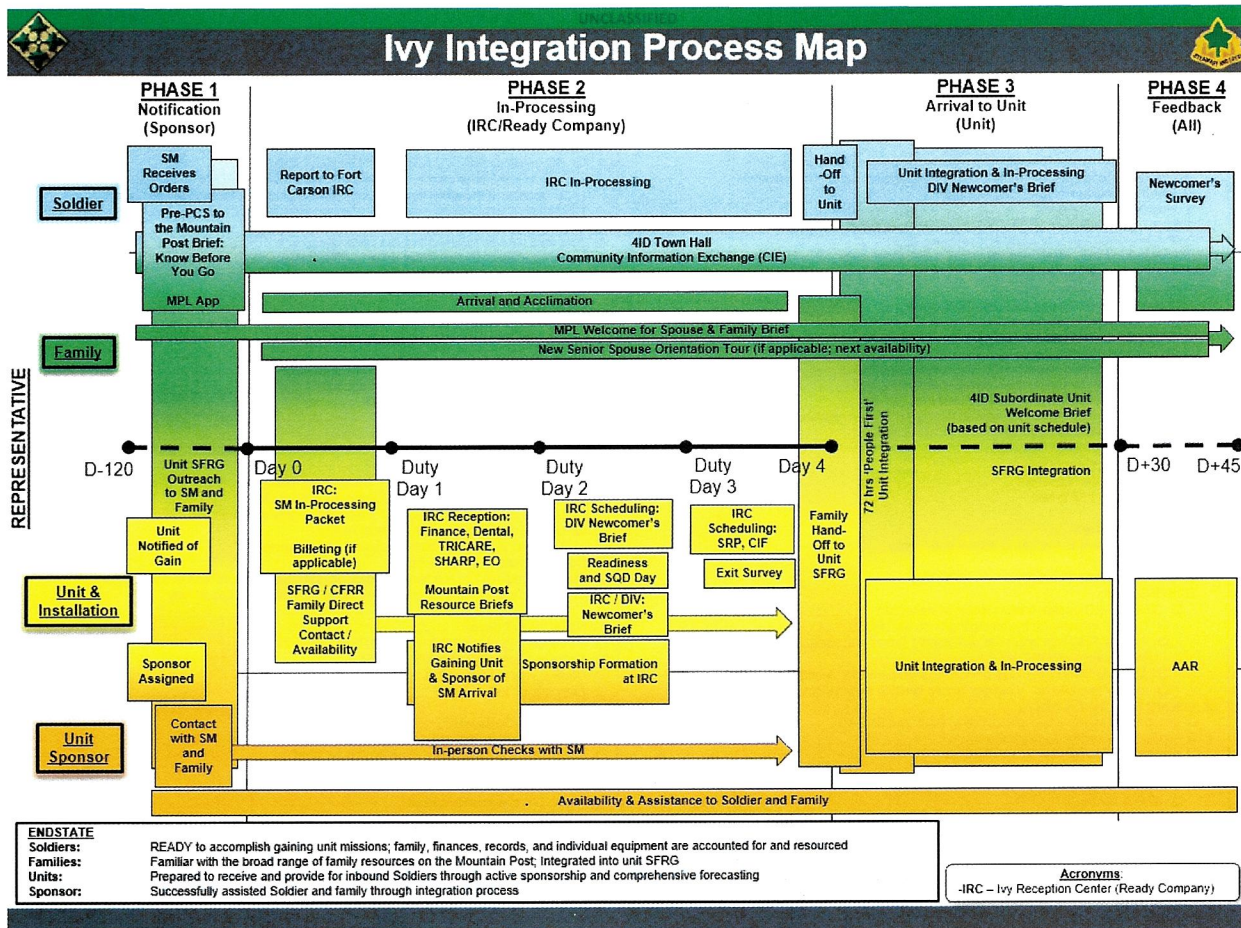
Mountain Post Brief: Know Before You Go, and a signed Welcome Letter from 4ID Command Team.

- (3) IRC obtains initial accountability of SM and Family, and executes necessary requirements for installation in-processing.
- (4) Unit Soldier Family Readiness Group (SFRG) and Command Family Readiness Representative (CFRR) perform necessary requirements to integrate the SM and Family members into the unit.
- (5) Unit leadership conducts 'People First' requirements for completion of integration process.
- (6) Better Opportunity for Single Soldiers (BOSS) conducts outreach to single SMs, integrates into program, and regularly provides updates on upcoming events.

c. SM and Family:

- (1) SM immediately reports to IRC upon arrival; is fully accountable to IRC, unit, and sponsor during in-processing and integration; and completes all requirements for the integration process.
- (2) SM Family members make desired interaction with unit, SFRG, and CFRR in order to integrate into Fort Carson and unit.

5. Execution: The Fort Carson Integration Process is completed in four (4) phases: Pre-PCS, Installation In-Processing, Arrival to Unit, and Feedback. See Attachment 3 (Ivy Integration Process Map) for detailed integration strategy and responsibilities of representatives during each phase, and Attachment 4 (Ivy Integration Information) for details on the Quick Reference Sheet, Family Care Packet, and the Readiness & Squad Day.



6. 'People First' Integration: The Mountain Post resets leader expectations to change the existing culture and create engaged and proactive leaders that know their Soldiers, take action, and hold others accountable. In order to prevent incidents, leaders must build cohesive teams that prevent incidents before they happen. This requires both trust at echelon between leaders and Soldiers, and leaders who know their Soldiers and the resources to support them.

A critical component of accomplishing this refinement of a "People First" is through the integration process. Identified representatives will be expected to dutifully execute specific tasks during the integration process in order to reinforce a comprehensive care and understanding between Leaders, Service Members, and Families. The tasks are outlined in Attachment 5 (Ivy "People First" Integration Checklist).



Ivy 'People First' Integration Checklist



Pre-PCS (D-120 to Day 0):

- BDE and BN Unit Sponsorship Coordinator (USC) assigns sponsor to Service Member (SM) within three (3) working days of notification
- Sponsor completes section 3 of DA 5434 within 24 hours
- BN/Co USC forwards **Family Care Packet** to inbound SM
 - SM completes Quick Reference Sheet and submits to unit sponsor
 - Sponsor updates unit SFRG and First Line Leader of Quick Reference info
- SFRG/CFRR initiates contact with SM family
 - Update SFRG Roster
- SM and Family view **Pre-PCS to the Mountain Post Brief: Know Before You Go: 4ID Town Hall, and Community Information Exchange (CIE)**

Installation In-Processing (Day 0-3):

- IRC screens SM resiliency factors
- Soldier receives 4ID Green Book and PCS Guide
- Soldier completes:
 - Personnel Data Sheet
 - ACS Intake Sheet
- Sponsor conduct initial in-person contact with SM and Family
 - Conducts daily in-person checks until Integration Day 1
 - Report daily communication to USC and IRC
- SFRG / CFRR contact family for support during transition (continuous during phase)
- Mountain Post Resource Briefs**
- DIV Newcomer's Brief** scheduled
- Readiness and Squad Day**
- CIF and SRP dates scheduled
- Sponsor-led hand-off to unit

Arrival to Unit (24 hrs):

- Provide unit **Welcome Packet** to Soldier and Family
 - Welcome Letter
 - Unit Contact Info Sheet
 - SFRG Form
 - CFRR/SFRG update contact roster as necessary
 - Confirm information by attempting to contact POCs
 - Provide POC with access to unit Google Drives and social media sites (Facebook, Twitter, Etsy, vSFRG, etc.)
 - Annotate 'Do Not Contact' personnel and attempt to identify justification
 - Identify and attempt to remedy issues family is experiencing
- Conduct First Line Counseling
 - Incorporate effective use of 4ID Yellow Book and ENGAGE
 - Green Book review and explanation
 - Define position Roles & Responsibilities
 - Provide Unit Contact Roster
 - Review in detail 'People First'
 - 'This is My Squad'
 - 'Golden Triangle' completed

Arrival to Unit (24 hrs, cont'd):

- S1 updates DD 93 and SGLV
 - Ensure SM completes accurately and understands role of DD 93 / SGLV
- POW and motorcycle rider identification, and education & responsibility briefing
- Update Family Care Plan (FCP) (if applicable; must be completed within 30 days)
 - DD 93 validated in conjunction with Golden Triangle
 - First line leader initiates contact and introduction with POCs on DD 93
 - Sponsor with Soldier when calling the Next of Kin explaining safe arrival at the unit

Arrival to Unit (48 hrs):

- Assigned a Battle Buddy within the same element
- Aid Station and Sick Call Procedures tour/explained
- Introduces SM and Family to unit and Fort Carson
 - Unit and Fort Carson Footprint
 - Battle Rhythm
 - Senior Leader(s) and SFRG Advisor(s) introduction scheduled
 - New SM meets with Leader two levels up
 - BOSS introduction (if applicable)
 - Provide Event Calendar and POC information
 - Chaplain introduction and information exchange
 - Schedule inspections: POV, POM
 - R2

Arrival to Unit (72 hrs):

- Schedule next **Unit Welcome Brief**
 - Sponsor updates first line leader if SM and/or family are unable to attend Welcome Brief
 - C/T/B/D Leadership and SFRG Advisor(s) introduction
 - Update POC with SRTC/LRTC and provide clarity on schedules
 - Unit 90-day training event calendar review
 - Impact to SM and Family explained and understood
- Complete scheduled inspections
- Sponsor provides first line leader update on unit integration process of SM and Family
- Alibis are scheduled for completion at the next available opportunity

Arrival at Unit (7 days):

- Introduction to SHARP/EO representatives and location
- Sponsor closes out Section 3 of DA 5434
- Driver's Training scheduled
- Entry into DTMS

Arrival at Unit (30 days):

- Family Care Plan finalized
- SM and Family participate in **Unit Welcome Brief**
- Receive CIF OCIE
- Conduct SRP
- Attend **DIV Newcomer's Brief**

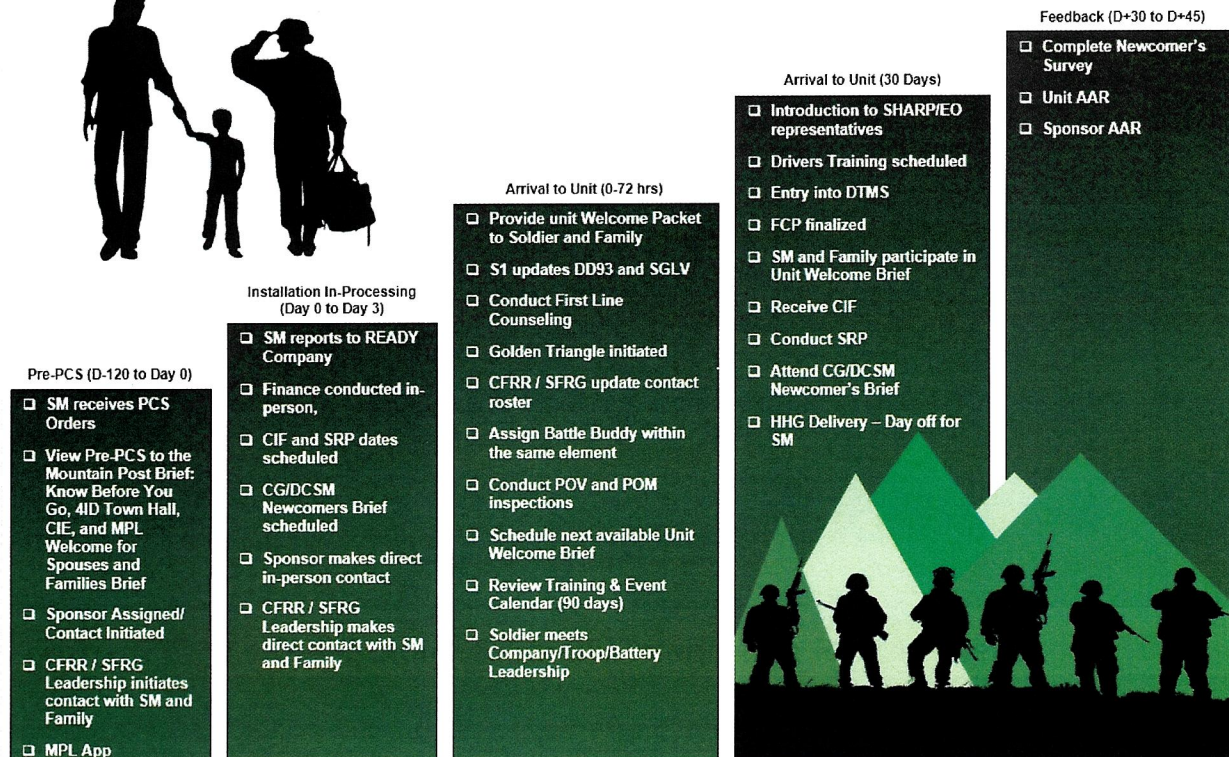
Feedback (D+30 to D+45)

- Complete Newcomer's Survey
- Unit AAR
- Sponsor AAR

Critical integration requirements by phase identified below and in Attachment 6 (Ivy Soldier and Family Integration Requirements):



Ivy Soldier & Family Integration Requirements



a. Pre-PCS:

- (1) SM is issued orders and the ACT Sponsorship system sends an email notification within 72 hours to gaining unit G1, gaining Brigade/Battalion USC, and PCSing SM.
- (2) USCs assign a sponsor, based on the guidance below to the greatest extent possible:
- (3) Sponsor makes initial contact with inbound SM, and coordinates for support during movement.
- (4) USC, in coordination with assigned sponsor, forwards **Family Care Packet** to SM for completion.
- (5) Unit SFRG leader and CFRR initiates contact with SM and Family, and updates SFRG roster as necessary. SFRG Leader, Advisor, and CFRR will assist SM and Family throughout movement process by providing outreach and services as necessary.
- (6) SM and Family members view the **Pre-PCS to the Mountain Post Brief: Know Before You Go** via Fort Carson Facebook Live, the **4ID Town Hall**, and **Community Information Exchange (CIE)**.

b. Installation In-processing (Day 0): See Attachment 7 (SM In-Processing Guidance) for additional details and requirements for arrival at the Fort Carson IRC.

- (1) SM immediately reports to IRC upon arrival to Fort Carson.
- (2) IRC conducts Day 0 tasks:
 - a) Assigns billets to SM
 - b) Notifies gaining unit and sponsor of SM arrival
 - c) Screens SM for resiliency factors

- d) Provides 4ID Green Book, PCS Guide, and CIF Sizing Sheet
- e) Schedules Day 1 In-processing
- (3) Soldier completes:
 - a) Personnel Data Sheet
 - b) ACS Intake Sheet
- (4) Sponsor conducts initial in-person contact with SM and Family (if applicable). Sponsor executes daily in-person communication with SM and Family (if applicable) until IRC Integration Day 1. Sponsor reports daily communication to USC and IRC.
 - a) Gaining unit has accountability of SM, but IRC maintains responsibility of Service Member until completion of in-processing tasks and release to the gaining unit.
- (5) Unit SFRG leader/liaison or CFRR make contact with Family in order to ensure smooth transition to Fort Carson. SFRG and CFRR availability is continuous throughout in-processing phase.

c. Installation In-processing (Day 1 – First Duty Day):

- (1) IRC coordinates for the execution of Mountain Post Resource Briefs:
- (2) Sponsorship formation at IRC at 1630 in order to conduct accountability and SM / Family welfare check.

d. Installation In-processing (Day 2 – Second Duty Day):

- (1) SM scheduled for **DIV Newcomer’s Brief**
- (2) IRC schedules SM for SRP:
 - a) iPERMS Records Review / DD 93 update
 - b) Transition Medical Records
 - c) Immunizations
 - d) Vision & Hearing Exam
 - e) PHA – Provider Interview
- (3) Sponsor and SM afforded opportunity to conduct **Readiness and Squad Day**.
- (4) Sponsorship formation at IRC at 1630 in order to conduct accountability and SM / Family welfare check.

e. Installation In-processing (Day 3 – Third Duty Day):

- (1) IRC schedules SM for CIF
- (2) SM completes IRC Exit Survey
- (3) Deliberate hand-off of SM between IRC and gaining unit (sponsor)

f. Arrival to Unit (24 hrs):

- (1) Unit provides Welcome Packet to Soldier and Family:
- (2) S1 updates DD 93 and SGLV
- (3) Conduct POW education & responsibility brief (if applicable)
- (4) Conduct motorcycle rider responsibility brief (if applicable)
- (5) Update Family Care Plan (FAP) (if applicable; must be completed within 30 days of arrival at unit)
- (6) Conduct First Line Initial Counseling in writing:
 - a) Incorporate effective use of Yellow Book (Attachment 8) and ENGAGE (Attachment 9)
 - b) Clearly define position Roles & Responsibilities and expectations
 - c) Green Book review and explanation
 - d) Provide Unit Contact Roster

- e) Provide and explain unit 90-day training & event calendar
 - f) Holistically review in detail 'People First'
 - 1. 'This is My Squad' (TIMS) (Attachment 10)
 - 2. 'Golden Triangle' (Attachment 10)
 - g) DD 93 validated in conjunction with Golden Triangle
- g. Arrival to Unit (48 hrs):**
- (1) Assign a Battle Buddy within the same element
 - (2) Aid Station and Sick Call Procedures tour/explained
 - (3) Introduce SM and Family to unit and Fort Carson
- h. Unit Integration (72 hrs):**
- (1) Schedule and plan participation at next **Unit Welcome Brief**
 - (2) Complete scheduled inspections
 - (3) Sponsor provides first line leader update on unit integration process of SM and Family
- i. Arrival to Unit (7 days):**
- (1) Introduction to SHARP/EO representatives and location
 - (2) Sponsor closes out Section 3 of DA 5434
 - (3) Driver's Training scheduled
 - (4) Entry into DTMS
- j. Arrival to Unit (30 days)**
- (1) Family Care Plan finalized
 - (2) SM and Family participate in **Unit Welcome Brief**
 - (3) Receive CIF OCIE
 - (4) Conduct SRP
 - (5) Attend **DIV Newcomer's Brief**
- k. Feedback (Day 30 to Day 45):**
- (1) SM and Family complete Newcomer's Survey
 - (2) Sponsor, CFRR, and first line leader complete AAR WRT to integration process
 - a) Sponsor submits AAR comments to DIV CFRR, Ready Company, and G1.

7. Newcomers Briefings: Fort Carson has four primary briefings for Soldiers and Families as they execute the Fort Carson Integration Process. They include: Pre-PCS to the Mountain Post Brief: Know Before You Go; the DIV Newcomer's Briefing; MPL Welcome for Spouses and Families Brief; and Unit Welcome Briefs. These briefs are designed to offer valuable information about the integration process during different phases. While there is some overlap in topics across the briefings, newcomers will find them all beneficial. Details on the Welcome Brief schedules are in Attachment 11.



Ivy Integration Process – Welcome Brief Schedules



PROPONENT	PHASE	OCCURRENCE	BRIEF	LOCATION*	AUDIENCE	MEDIUM*
NEWCOMERS BRIEFS						
	G1	1	First and Third Tuesday (1000)	Pre-PCS to the Mountain Post Brief: Know Before You Go	On-line	All Soldier and Family (4ID & Tenant Units) Pre-PCS Fort Carson Facebook Live
	DIV	2	Tues and Wed (0730) Weekly	Newcomer's Brief	Winter: BLDG 1435, RM 107 Summer: Founders Field	All Soldiers (4ID & Tenant Units) within 30 days of arrival to unit In-person
SPOUSE & FAMILY BRIEF						
	ACS / MPL	3	Third Friday (1030) Monthly	MPL Welcome for Spouses and Families Brief	On-line	All Families/Spouses (4ID & Tenant Units) Soldiers recommended to participate ACS Facebook Live
4ID SUBORDINATE UNIT LEVEL BRIEFS						
	1SBCT	3	First Friday (1400) Monthly	Soldier and Family Welcome Brief	The HUB	Unit Soldiers and Families arrived in last 30 days In-person Facebook Live (YouTube videos available after brief)
	1SBCT	3	Friday (except first) (1500) Weekly	Soldier Welcome Brief	Different locations IOT highlight facilities and activities on post	Unit Soldiers arrived in the last 30 days In-person
	2SBCT	3	Last Thursday (1800) Monthly	Soldier and Family Welcome Brief	McMahon Theater	Unit Soldiers and Families arrived in last 30 days In-person, Facebook Live
	3ABCT	3	Last Thursday (1300) Monthly	Soldier and Family Welcome Brief	BDE HQ Classroom 160	Unit Soldiers and Families arrived in last 30 days In-person
	4CAB	3	Monday (0900) Weekly	Soldier and Family Welcome Brief	Classroom 102 BLD 9648	Unit Soldiers and Families arrived in last 30 days In-person 4CAB Facebook videos
	DIVARTY	3	Last Thursday (1500) Monthly	Soldier and Family Welcome Brief	Provider Chapel	Unit Soldiers and Families arrived in last 30 days In-person
	4SB	3	Last Wednesday (1500) Monthly	Soldier and Family Welcome Brief	BDE HQ	Unit Soldiers and Families arrived in last 30 days In-person
	HHBN	3	Third Thursday (1100) Monthly	Soldier and Family Welcome Brief	HHBN Classroom Building 1445	Unit Soldiers and Families arrived in last 30 days In-person

*Subject to change due to COVID restrictions

8. Integration Opportunities: Fort Carson offers numerous ancillary events to assist SMs and Family members with the integration process. Sponsors, CFRRs, and SFRG Leadership will disseminate information about the date/times and venues of each event to in-bound Soldiers and Families throughout the integration process:

- a. **4ID Town Hall:** Every other Wednesday via Fort Carson Facebook Live. CG/DCSM or USAG CDR present updates and discuss of topics of pertinence.
- b. **Mountain Post Spouses Club Luncheon:** Regularly scheduled event (<https://www.mpsc.us/>). Charitable and social organization dedicated to improving the quality of life for military Families and the surrounding community.
- c. **New Senior Advisors/Spouses Orientation Tour:** ACS-led quarterly tour of Fort Carson for recently arrived Senior (BDE and BN) Spouses/Advisors. Tour highlights unique aspects and agencies of Fort Carson.
- d. **Community Information Exchange (CIE):** USAG and MPL Community led event that highlights upcoming events on and around Fort Carson. Presented monthly, 3rd Wednesday, via Fort Carson ACS Facebook Live.
- e. **Senior Spouse/Advisor Sync:** DIV CFRR-led meeting where Senior Spouses/Advisors discuss topics of importance and coordinate on SFRG efforts. Sync is held monthly, 3rd Wednesdays, either in-person at the Elkhorn Conference Center (ECC) or virtually via Zoom.

9. Integration Resources: There are numerous digital resources available to Soldiers and Families during their integration to Fort Carson and the Colorado Springs area. Sponsors,

CFRRs, and SFRG Leadership will disseminate information about the integration resources, to include unit specific resources, to in-bound Soldiers and Families throughout the integration process:

- a. **Fort Carson Mountain Post Living (MPL) App:** Available for free download on the Google Play and the Apple Store. A survey is also available in the app or at <https://www.surveymonkey.com/r/CLQBWWJ> where individuals can offer recommendation for improvements to Fort Carson or the app.
- b. **Fort Carson Webpage:** The site offers updated information on installation services, Frequently Asked Questions (FAQs), COVID-19 updates, visitor access procedures, and installation resources and organizations. (<https://www.carson.army.mil/>)
 - (1) **Fort Carson Newcomers Webpage:** Information available on in-processing, COVID-19, and newcomer briefings. (<https://www.carson.army.mil/newcomers.html>)
- c. **Social Media:**
 - (1) **Facebook:** <https://www.facebook.com/USArmyFortCarson/>
 - (2) **Facebook:** <https://www.facebook.com/mountainpostliving/>
 - (3) **Twitter:** https://twitter.com/USArmy_FtCarson?ref_src=twsrc%5Egoogle%7Ctwcamp%5Eserp%7Ctwgr%5Eauthor
 - (4) **Twitter:** #mtnpostliving - <https://twitter.com/mtnpostliving>
 - (5) **Instagram:** @mountainpostliving - <https://www.instagram.com/mountainpostliving/>
 - (6) **Reddit:** <https://www.reddit.com/user/MountainPostLiving/>
 - (7) **Pinterest:** <https://www.pinterest.com/fortcarsonmountainpostliving/>
- d. **Fort Carson Army Community Service (ACS):**
 - (1) **ACS:** <https://carson.armymwr.com/programs/army-community-service>
 - (2) **ACS Calendar:** <https://carson.armymwr.com/calendar>
 - (3) **MPL Calendar:** <https://www.carson.army.mil/calendar.html>
 - (4) **Pass It On Newsletter:** <https://carson.armymwr.com/programs/community-information-newsletter-pass-it>
- e. **Fort Carson Morale, Welfare and Recreation:** <https://carson.armymwr.com/>

10. The MPL Integration Goal: The goal is to ensure Service Members and Families optimally integrate into Fort Carson and their respective unit in a timely and prescribed manner. The intent of the integration process is to prioritize 'People First' by operationalizing a comprehensive process of care and understanding, developing and empowering leaders to know their Soldiers and Family members, and fostering accountability across formations.

11. Point of Contact (POC): The POC for this SOP is CPT Brian Hicks, Division CFRR at (719) 503-0012 or brian.n.hicks2.mil@mail.mil.



MATTHEW W. McFARLANE
Major General, U.S. Army
Commanding

Attachments

1. 4ID Sponsorship Handbook
2. MPL Sponsorship Policy Letter
3. Ivy Integration Process Map
4. Ivy Integration Information
5. Ivy People First Integration Checklist
6. Ivy Soldier and Family Integration Requirements
7. SM In-Processing Guidance
8. 4ID Yellow Book
9. R2 ENGAGE Fact Sheet
10. TIMS_Golden Triangle
11. Welcome Brief Schedule