

3d Infantry Division, Fort Stewart, Hunter Army Airfield (HAAF), and Wright Army Airfield (WAAF)

Personnel - General

The Blue Book

Standards of the 3d Infantry
Division, Fort Stewart, HAAF,
and WAAF



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Headquarters, 3d Infantry Division
Fort Stewart, GA.
15 October 2023 v2

SUMMARY of CHANGE

The Blue Book

Standards of 3rd Infantry Division, Fort Stewart, HAAF, and WAAF

This minor revision, dated 9 February 2024 -

o Includes new CG Policy Letter #3: Backbone of the Marne (before Table of Contents).

- Annex 1: Marne Standards and Discipline Flowcharts
- Annex 2: Marne Standard Duty Day
- Annex 3: Marne Incentive Matrix

o Replaces CG Policy Letter #29 to Policy Letter #4: On-The-Spot Corrections (before Table of Contents).

o Adjusted temperature guide to clothing recommendations (section six, page 30).

o Provides correction for reserving the Obstacle Course (section six, page 31).

o Adds guidance on the Marne Mile (section six, page 31).

o Clarifies guidance on wear of distinctive unit level APFU replacement (section six, page 32).

o Adjusted packing list example to include RFI items (section eight, page 47).

o Adds important links to FSGA and HAAF (section eight, page 48).



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3D INFANTRY DIVISION AND FORT STEWART
942 DR BEN HALL PLACE, BUILDING HQ001
FORT STEWART GA, 31314

AFZP-CG

FEB 09 2024

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: CG Policy Letter #3: Backbone of the Marne – Empowering Our Noncommissioned Officers to Enforce Good Order and Discipline

1. References:

- a. Army Regulation 600-20 (Army Command Policy), 24 Jul 2020.
 - b. Army Regulation 600-100 (Army Profession and Leadership Policy), 5 April 2017.
 - c. The Blue Book, Standards of the 3d Infantry Division, Fort Stewart, HAAF, and WAAF, 15 October 2023.
2. Scope. This policy applies to all Soldiers subject to the authority of 3d Infantry Division and the Senior Commander, Fort Stewart and Hunter Army Airfield.
3. Purpose. The policy empowers Noncommissioned Officers (NCOs) by providing them with the clear guidance and tools to enforce good order and discipline.
4. NCOs are the Backbone of the Marne and a vital strategic advantage when confronting our enemies in the crucible of ground combat. Our NCO Corps' experience and steadfast guidance are the very core of our lethality and ensures that we remain the greatest fighting force ever assembled. We must transform our mindset and reduce our reliance on tools that undermine their experience and inherent authorities. NCOs are empowered to enforce good order and discipline through corrective training and the use of rehabilitative tools in a manner that instills the Army Values and the Warrior Ethos in our Soldiers.

5. Enforcing Good Order and Discipline.

- a. NCOs at all levels must address deficiencies as soon as they are observed in order to maintain discipline, encourage attention to detail, and enforce standards equitably across the formation. NCOs, as the Backbone of the Marne, are the Division's first responders in addressing deficiencies. Deficiencies are accidental, negligent, or intentional acts by Soldiers that go against established standards. Deficiencies are often precursors to acts of serious misconduct.

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b. NCOs have a broad range of authorities and tools at their disposal to enforce good order and discipline. In most cases of Soldier deficiencies, it is more appropriate to use corrective training focused on changing behavior than it is to immediately leverage legal action. NCOs should exhaust efforts to correct Soldier deficiencies through various forms of rehabilitative tools. Included among these tools, but not limited to, are corrective training, written counseling, enrollment in the School of the Marne, and orders to cease detrimental conduct.

c. This policy includes standards and discipline flowcharts (Annex 1) that outline the most common deficiencies and rehabilitative tools to empower NCOs in their efforts to enforce good order and discipline. The Marne Standards and Discipline Flowchart is not all inclusive and NCOs have the latitude to make appropriate determinations for dealing with Soldier deficiencies within the spirit of this policy letter. When not sure about how to best proceed, NCOs should consult with their Brigade Judge Advocate and senior leaders to ensure compliance with Army regulations and guidance.

d. NCOs will carefully evaluate the Soldier's circumstances and take them into consideration on a case-by-case basis when developing a plan of action to assist a Soldier in overcoming their deficiencies. This policy will not be construed to dictate any outcome or constrain any leader's recommendation or action.

e. Our First Sergeants are the subject matter experts on Soldier issues and the proper handling of deficiencies. NCOs have the authority to utilize rehabilitative tools to address deficiencies. When NCOs have determined that rehabilitative efforts have not been effective or are not warranted by the specific facts, an NCO may recommend to their unit First Sergeant that legal action be initiated. I delegate to First Sergeants the authority to coordinate directly with their supporting Judge Advocates to start legal action processing. If First Sergeants believe that legal action is not being addressed at the Company level, they may immediately contact their Battalion Command Sergeant Major. After consultation with their Battalion Command Sergeant Major, Battalion Commanders may withhold the action at their level.

f. As a further testament to the trust emplaced in our Senior NCOs, I direct that the First Sergeants and Command Sergeants Major recommendations be included in all adverse actions involving enlisted Soldiers within 3d Infantry Division's jurisdiction – regardless of level of disposition.

6. School of the Marne. No later than 1 August 2024, 3d Infantry Division will establish the School of the Marne. The School of the Marne is a rehabilitative tool that will maximize the use of installation and division resources to assist units and NCOs in enforcing good order and discipline. The School of the Marne must not replace the mantle of positive NCO leadership but is another empowering tool for NCOs to use to achieve unit excellence.

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SUBJECT: CG Policy Letter #3: Backbone of the Marne – Empowering Our Noncommissioned Officers to Enforce Good Order and Discipline

7. Marne Standard Duty Day. This policy includes an annex that outlines the Marne Standard Duty Day (Annex 2). Based on daily mission requirements, units and leaders are expected to maintain accountability but have the latitude to adjust timelines to conduct operations in a manner consistent with the spirit of this policy letter.

Additionally, when conducting dismounted movements inside the cantonment area, NCOs will determine when it is appropriate to assemble and march Soldiers when moving in groups of four or more.

8. Holistic Health and Fitness. The daily execution of good hard physical training (PT) is critical to unit culture. Unit PT provides our Soldiers with a daily healthy outlet and reinforces the ability of our NCOs to enforce good order and discipline. In the 3d Infantry Division, the Holistic Health and Fitness (H2F) model is the standard for units to plan, prepare, and execute unit PT. To keep ourselves accountable, monitor unit progress, and enable the division to prioritize resources, all Soldiers will complete and upload their scores for the weekly H2F test at least twice each month. Reporting of this data will be managed at the company-level and will be tracked on the Division COP of the Rock not later than 1 July 2024.

9. Unit Staff Duty. To enhance our NCOs' ability to enforce good order and discipline, no later than 1 August 2024, subordinate units must transition to a dynamic staff duty posture. Brigade-level organizations will maintain a static command post and have the authority to determine how many dynamic battalion-level staff duty elements must be provided based on the size and scope of their footprint and unique risk factors. The Division Field Officer of the Day is responsible for synchronizing Brigade-level staff duty capabilities across the installation.

10. Incentivizing Excellence. In addition to empowering our NCOs to rehabilitate harmful behaviors, this policy provides the framework for incentivizing excellence. The Marne Incentive Matrix (Annex 3) is an authorized tool that should be implemented at the Company level. These incentives are not all-inclusive, and units are encouraged to create additional incentives stemming from exceptional achievements that support my priorities – Warfighting, People, and Transformation.

11. The point of contact for this policy is the 3d Infantry Division Secretary of the General Staff at 912-435-9970.

3 Annexes

1. Marne Standards and Discipline Flowcharts
2. Marne Standard Duty Day
3. Marne Incentive Matrix


CHRISTOPHER R. NORRIE
Major General, U.S. Army
Commanding

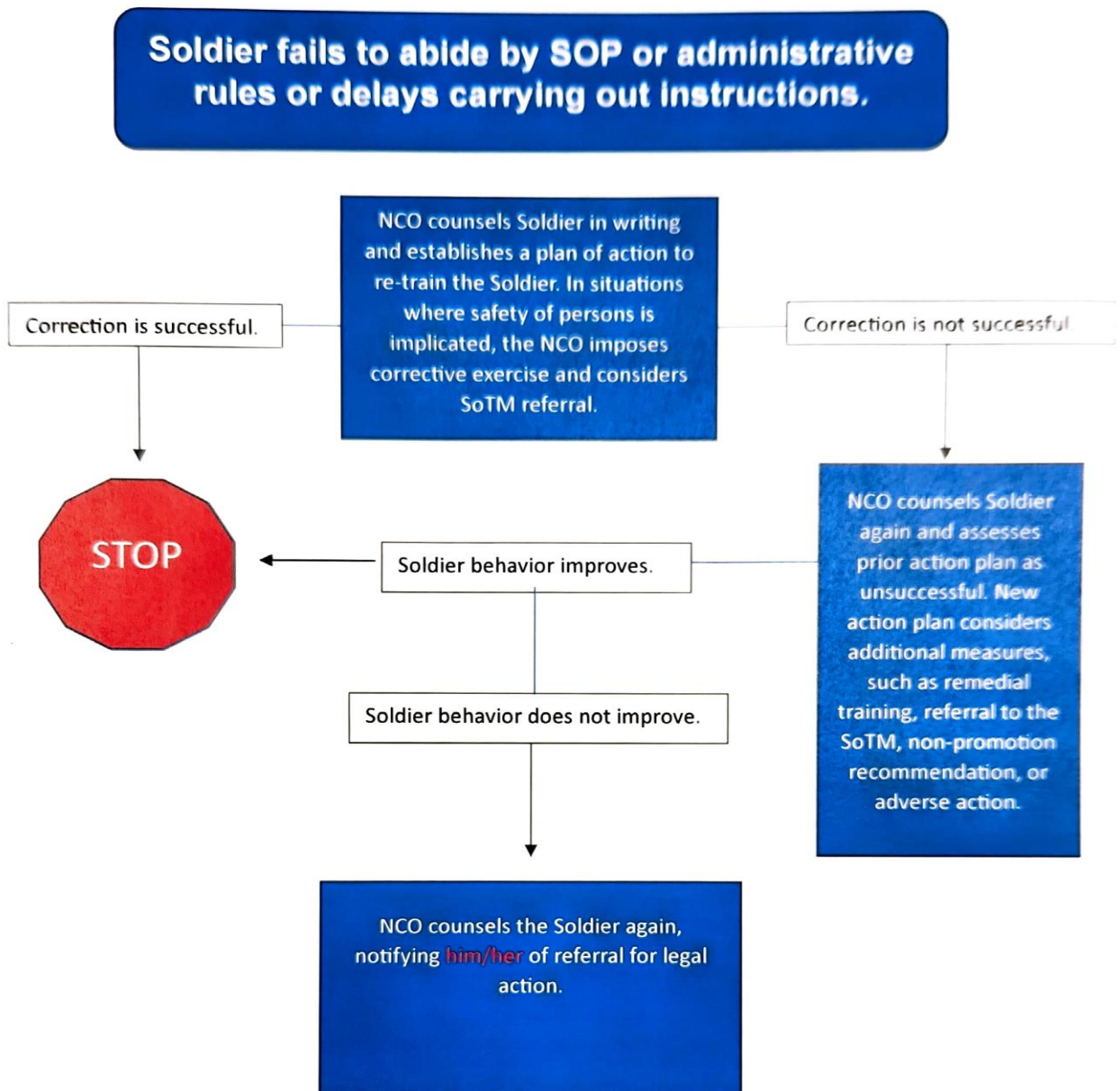
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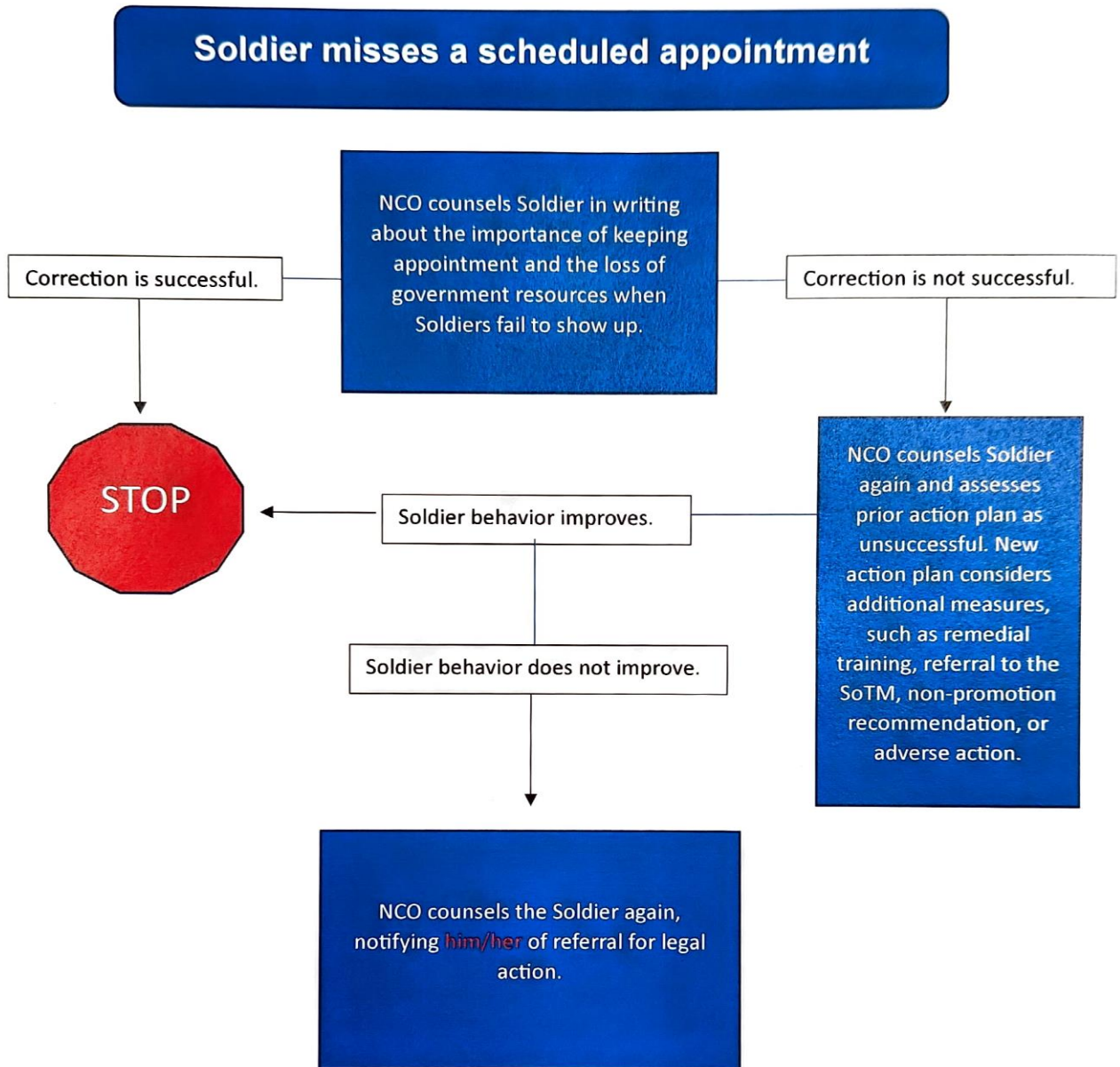
1st Armored Brigade Combat Team, 3d Infantry Division
2d Armored Brigade Combat Team, 3d Infantry Division
3d Combat Aviation Brigade, 3d Infantry Division
3d Division Sustainment Brigade, 3d Infantry Division
3d Division Artillery Brigade, 3d Infantry Division
All tenant units and organizations of Fort Stewart
All tenant units and organizations on Hunter Army Airfield

Annex 1 (Marne Standards and Discipline Flowcharts) to CG Policy Letter #3: Backbone of the Marne



This flowchart is designed to serve as a template to help you understand your options. No course of action depicted here is directed or mandatory. You must assess the situation, the facts, and the evidence before you decide what appropriate corrective remedy should be employed.

Annex 1 (Marne Standards and Discipline Flowcharts) to CG Policy Letter #3: Backbone of the Marne



This flowchart is designed to serve as a template to help you understand your options. No course of action depicted here is directed or mandatory. You must assess the situation, the facts, and the evidence before you decide what appropriate corrective remedy should be employed.

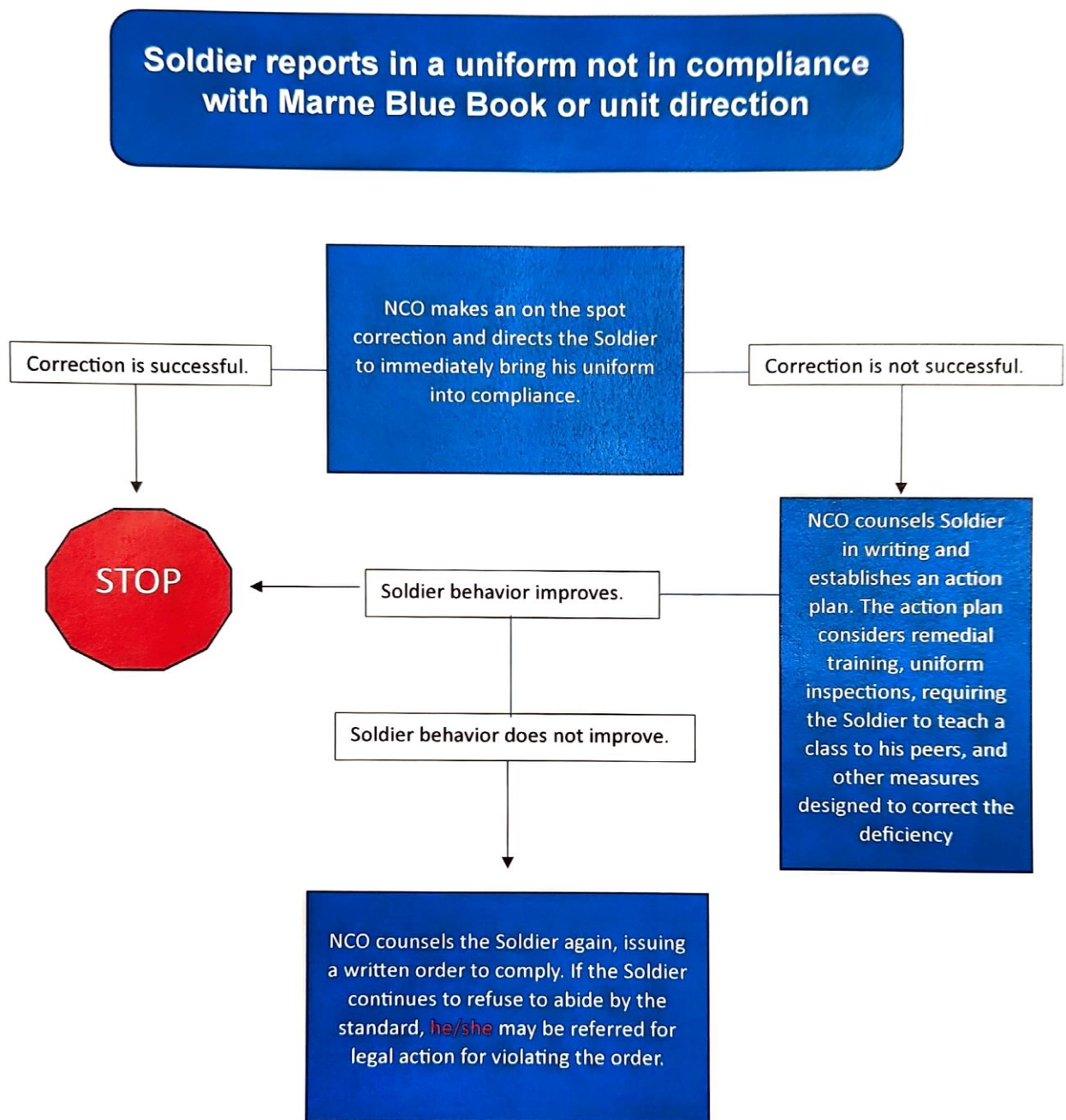
**NCO observes Soldier committing a crime,
suspects Soldier of committing a crime, or
receives a report of a crime.**



Stop

**If you suspect a Soldier of
committing a UCMJ
offense, call law
enforcement or seek legal
advice from your legal
section.**

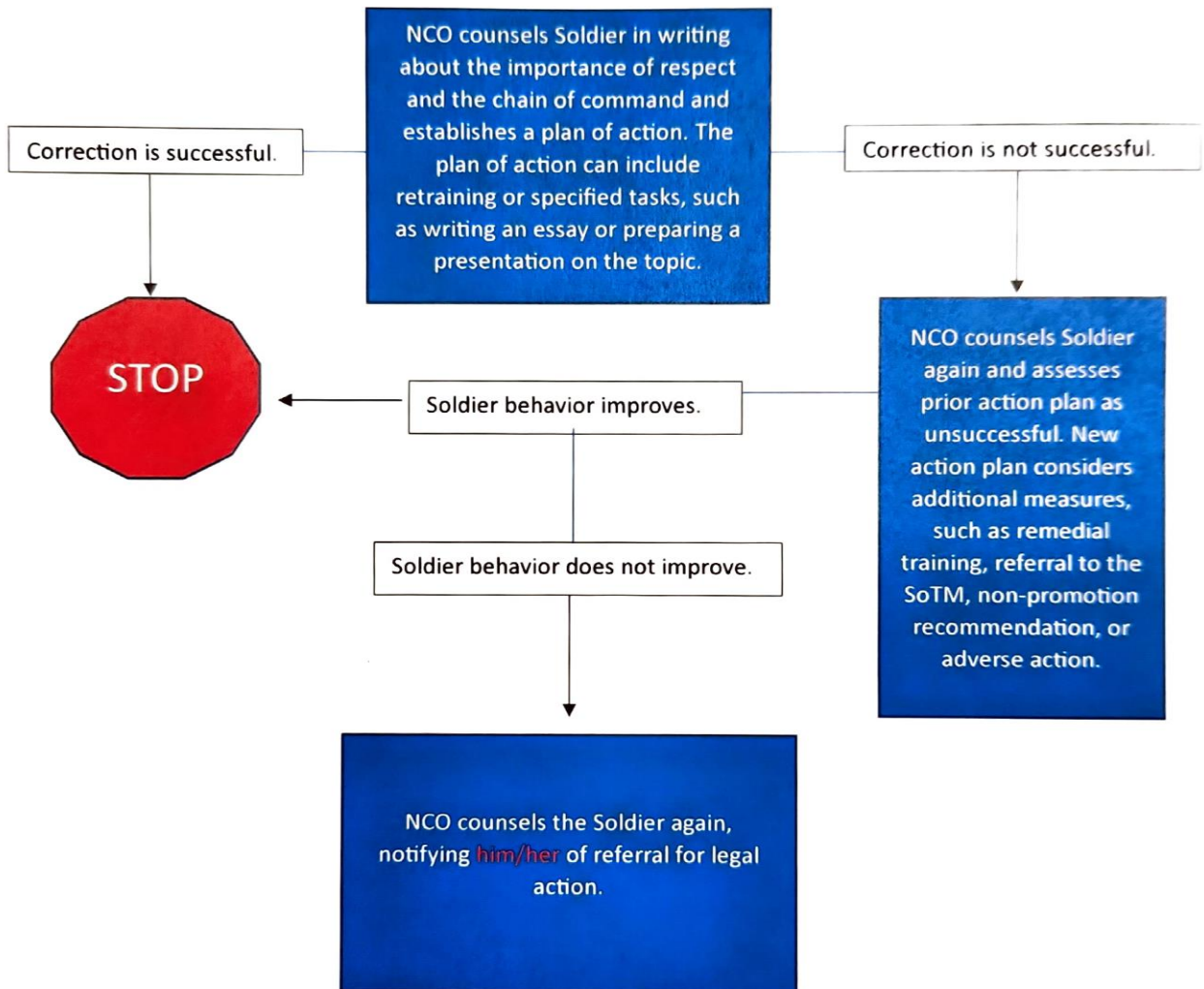
Annex 1 (Marne Standards and Discipline Flowcharts) to CG Policy Letter #3: Backbone of the Marne



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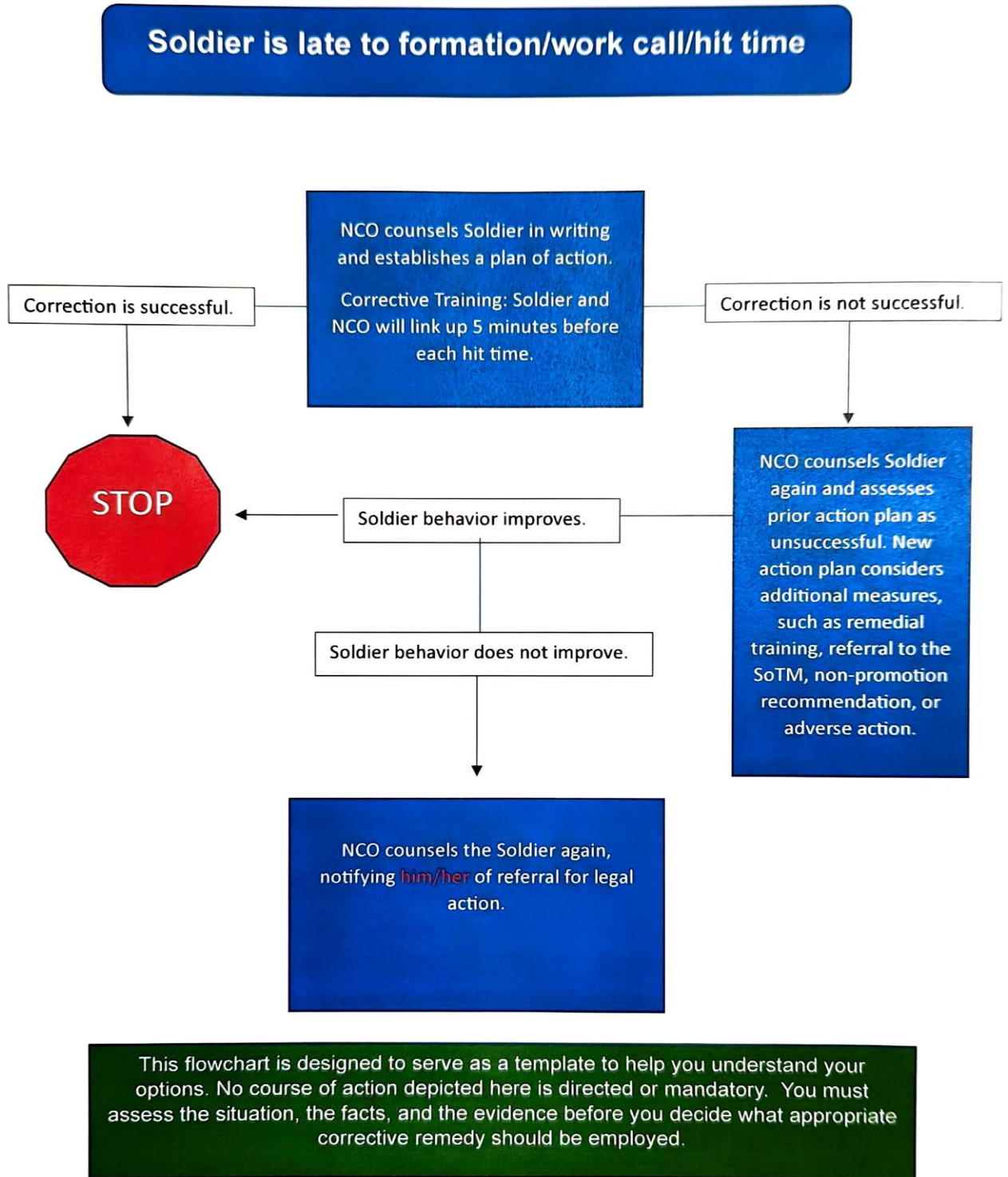
Annex 1 (Marne Standards and Discipline Flowcharts) to CG Policy Letter #3: Backbone of the Marne

Soldier disrespects NCO or fails to treat others with dignity and respect



This flowchart is designed to serve as a template to help you understand your options. No course of action depicted here is directed or mandatory. You must assess the situation, the facts, and the evidence before you decide what appropriate corrective remedy should be employed.

Annex 1 (Marne Standards and Discipline Flowcharts) to CG Policy Letter #3: Backbone of the Marne



Annex 2 (Marne Standard Duty Day) to CG Policy Letter #3: Backbone of the Marne

1. Scope. This annex applies to all Service Members performing official duties on Fort Stewart, Georgia and Hunter Army Airfield, Georgia.

2. Purpose. This annex provides command guidance on the Marne Standard Duty Day and gives Service Members and their Families maximum predictability for quality time.

3. Policy.

a. Marne Standard Duty Day. Generally, the duty day will begin with physical training at 0630 and end at 1700 (1500 during Marne Time). Duty past the end of the Marne Standard Duty Day may be authorized as low as the Battalion Commander. Thus, a standard duty week would be the following:

(1) Monday through Thursday:

- a) 0600: First-line Supervisor Barracks Check
- b) 0630: Accountability Formation
- c) 0630-0800: Unit-level Physical Training
- d) 0930-1700: Unit-level Priorities of Work / Command Maintenance (First duty day of week)

****Soldiers will be afforded sufficient time to eat lunch and dinner. Leaders must take into account DFAC operating times when planning duty day requirements.****

- e) 1700: Closeout Formation / End Duty Day

(2) Friday:

- a) 0600: First-line Supervisor Barracks Check
- b) 0630: Accountability Formation
- c) 0630-1200: Marne Leader Training Time (Combat-Focused)

****Soldiers will be afforded sufficient time to eat lunch and dinner. Leaders must take into account DFAC operating times when planning duty day requirements.****

- d) 1400: Division Patching Ceremony (Last duty day of week)

Annex 2 (Marne Standard Duty Day) to CG Policy Letter #3: Backbone of the Marne

e) 1450: Closeout Formation

f) 1500: Marne Time / End Duty Day

b. The duty day will generally begin with a formation led by company leadership at 0930 unless mission dictates otherwise. Service Members will be released at 1700 Monday through Thursday during a standard duty week depending on mission requirements. Leaders will recognize Marne Time and release Service Members at 1500 on Friday of a standard duty week. If Friday is a Day of No Scheduled Activity (DONSA) or federal holiday, Marne Time will not be observed for the 3d Infantry Division.

c. Marne Leader Training Time is conducted on the last duty day of every week. The intent of Marne Leader Training Time is to allow leaders at echelon to enhance Soldier lethality through combat focused training with improved access to installation resources. Areas of combat training emphasis can include, but are not limited to, BATS, AGT, CCTT, EST, GST, and Battle Drills.

d. Ranges, field training exercises, weekend training, or other duties that deviate from the Marne Standard Duty Day may be approved by the Battalion Commander. Corrective training that deviates from the Marne Standard Duty Day may be approved by the unit First Sergeant.

e. Commanders will compensate Service Members for duty days that extend beyond 2000 hours to ensure Service Members receive proper rest prior to beginning the next duty day.

4. I challenge leaders at all levels to guard the standard duty day and protect it for their Service Members and Families. I also empower commanders at all levels to train to standard and not to time, and in doing so, look for opportunities to release Service Members early when tasks of the day have been accomplished to standard.

Marne Incentive Matrix

The Marne Incentive Matrix establishes a point system for Dogface Soldiers to earn pass privileges. Soldiers may redeem 75 points for a 3-day pass or 100 points for a 4-day pass. The Marne Incentive Matrix must be managed at the company-level. Soldiers will not be granted more than one pass per month and may only earn points once a quarter for each achievement. Points do not expire until they are redeemed by the Soldier. All subordinate echelons are encouraged to create additional incentives stemming from exceptional achievements that support the 3d Infantry Division Commanding General's priorities – Warfighting, People, and Transformation. Rock of the Marne!

	Points Awarded
Warfighting	
Compete in a Division or above warfighting competition (i.e. Best Squad, Best Ranger, Sullivan Cup, etc.)	75 points
Win a Division or above warfighting competition	100 points
Win a Brigade or below Best by Test competition in lethality	50 points
Earn your EIB / ESB / EFMB	50 points
Qualify expert on assigned weapon	25 points
Complete 12-mile foot march in under 2 1/2 hours	25 points
Graduate from an Army SQI/ASI producing school	50 points (Graduate) 75 points (Honor Grad)
Earn distinction to Commandants List or as Honor Graduate for any PME or NCOES course	50 points (CMDT List) 75 points (Honor Grad)
People	
Achieve the Division high score on the weekly H2F test	75 points
Score 600 on ACFT	50 points
Score 560 on ACFT	25 points
Earn induction into Sergeant Audie Murphy Club	75 points
Sign up for or refer a Soldier to sign-up for the Designated Driver Program	75 points (Sign-up) 50 points (Referral Sign-up)
Visit the 3d Infantry Division Museum	20 points (30 points if conducted in a team of 4+)
Visit and utilize FSGA/HAAF MWR facility (Golf course, bowling alley, etc. points may be earned for one quarterly visit to each location)	15 points (25 points if conducted in a team of 4+)
Go on a BOSS trip or to a BSRT event	20 points (30 points if conducted in a team of 4+)
Visit Tybee Island / Fort Pulaski / or another cultural site	15 points (25 points if conducted in a team of 4+)
Transformation	
Win a Division or above innovation competition	100 points
Solve a unit level problem by developing and implementing a creative and sustainable solution (Must be shared with adjacent units; Battalion CSM is authority to award points)	100 points



DEPARTMENT OF THE ARMY
HEADQUARTERS, 3RD INFANTRY DIVISION
BOLESLAWIEC, POLAND
APO, AE 09008

AFZP-CG

FEB 09 2024

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commanding General (CG) Policy Letter #4: On-The-Spot Corrections

1. Reference.

- a. Army Regulation 600-20 (Army Command Policy), 24 July 2020
- b. Army Regulation 600-100 (Army Profession and Leadership Policy), 5 April 2017
- c. The Blue Book, Standards of the 3d Infantry Division, Fort Stewart, HAAF, and WAAF, 2 October 2023

2. Scope. This policy applies to all Soldiers supporting the 3d Infantry Division, Fort Stewart, Georgia, and Hunter Army Airfield, Georgia.

3. Purpose. The purpose of this policy is to emphasize my commitment to creating a culture of excellence through empowering Leaders at all levels.

4. Forging a dedicated, fighting force starts by maintaining standards, regardless of how small they may seem. Standards are the bedrock of our force. To that end, I expect Leaders at all echelons to issue on-the-spot corrections for minor deficiencies to all Soldiers while assigned for duty within the 3d Infantry Division. On-the-spot corrections must be done respectfully and be deliberately focused on helping the Soldier overcome their minor deficiencies while not violating lawful regulations as well as Sexual Harassment and Equal Opportunity policy and guidelines.

5. To ensure this policy is properly executed by Leaders at all echelons, I expect Leaders to educate themselves on current Army and 3ID standards and governing regulations for grooming, wearing of uniform, military customs and courtesies, 3ID Blue Book standards, and the appropriate means and methods of issuing on-the-spot corrections. Leaders are required to have in their possession, while on duty, a copy of the current 3ID Blue Book. This can be hard copy or a previously downloaded version available on the Fort Stewart homepage at <https://home.army.mil/stewart/>.

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SUBJECT: Commanding General (CG) Policy Letter #4: On-The-Spot Corrections

6. To ensure Leaders have the space and freedom to make on-the-spot corrections, I am withholding to my level all investigations and initial disposition of all allegations of misconduct against a Leader while they are making an on-the-spot correction. This includes, but is not limited to, the following:

a. Where an allegation against a Leader making an on-the-spot correction is made to the Command, I withhold the initiation, approval, and initial disposition of all command-directed investigations normally referenced as commander's inquiries, Rules for Courts-Martial 303 investigations, or Army Regulation 15-6 investigations.

b. Where an allegation against a Leader making an on-the-spot correction is made to the Office of the Inspector General, I withhold at my level the initiation, approval, and initial disposition of such allegations.

c. Where an allegation against a Leader making an on-the-spot correction falls into the purview of military law enforcement, I withhold at my level initial disposition of such allegations once military law enforcement has completed their investigation.

d. Where an allegation against a Leader making an on-the-spot correction results in an informal or formal Sexual Harassment complaint, I withhold at my level the initiation, approval, and initial disposition of such allegations. The appeal authority for these matters will be XVIII Airborne Corps.

e. Where an allegation against a Leader making an on-the-spot correction results in an Equal Opportunity complaint, I withhold at my level the initiation, approval, and initial disposition of such allegations. The appeal authority for these matters will be XVIII Airborne Corps.

7. Nothing in this policy prevents any subordinate from preferring charges. By withholding initial disposition authority, I have withheld the authority to determine what action is appropriate, to include whether further action is warranted, and if so, whether the matter should be resolved with no action taken or by court-martial (through my referral of charges), nonjudicial punishment, or final adverse administrative action.

8. Leaders will notify me directly if they believe that they, or another Leader, has been targeted or dealt with unfavorably as a result of issuing a good faith on-the-spot correction through my hotline at: usarmy.stewart.3-id.mbx.cg-hotline@army.mil.

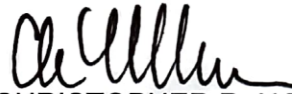
9. It is the duty of Leaders to maintain and enforce the standards and expectations of an organization. Failure by a Leader to make an appropriate on-the-spot correction can be both a dereliction of duty and a violation of UCMJ Article 92, both of which could result in adverse administrative and/or punitive action.

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SUBJECT: Commanding General (CG) Policy Letter #4: On-The-Spot Corrections

10. Expiration Date. This policy is effective immediately and will remain in effect until suspended, revoked, or superseded.

11. The point of contact for this memorandum is the Secretary of the General Staff, 3ID at (912) 435-9970.



CHRISTOPHER R. NORRIE
Major General, USA
Commanding

DISTRIBUTION:

1st Armored Brigade Combat Team, 3d Infantry Division
2d Armored Brigade Combat Team, 3d Infantry Division
3d Division Artillery Brigade, 3d Infantry Division
3d Sustainment Brigade, 3d Infantry Division
3d Combat Aviation Brigade, 3d Infantry Division
All tenant units and organizations on Fort Stewart
All tenant units and organizations on Hunter Army Airfield

By Order of the
Commanding General:

CHRISTOPHER R. NORRIE
Major General, USA
Commanding

Official:

JONATHAN E. REFFEOR
CSM, USA
Division Command
Sergeants Major

Summary. This pamphlet educates and informs uniformed service members of the 3rd Infantry Division, Fort Stewart, Hunter Army Airfield (HAAF), and Wright Army Airfield (WAAF) of Division and Installation policies.

Applicability. This book applies to all United States service members, Active, Reserve, and National Guard, assigned to the 3rd Infantry Division or training on Fort Stewart, HAAF, or WAAF. All 3rd Infantry Division Soldiers that reside on other installations will comply with the host installation standards and policies should policies conflict.

Proponent and Exception Authority.

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

Distribution. This publication is distributed through the following 3rd Infantry Division website:
<https://home.army.mil/stewart/>

Table of Contents

<u>SECTION ONE</u>	4
1) COMMANDING GENERAL'S INTENT	4
2) ENDURING PRIORITIES	5
3) PROTECTIVE FACTORS	6
<u>SECTION TWO</u>	8
1) THE DIVISION PATCH	8
2) MEDALS OF HONOR	8
3) DECORATIONS	8
4) HISTORY	9-13
5) MARNE HEROES	14-17
<u>SECTION THREE</u>	18
1) THE MARNE SONG	18
<u>SECTION FOUR</u>	19
1) HISTORY OF "ROCKY THE BULLDOG"	19
<u>SECTION FIVE</u>	20
1) PERSONAL APPEARANCE	20
2) UTILITY UNIFORMS	23
3) FLIGHT SUIT	24
4) ARMY COMBAT SHIRT (ACS)	24
5) HEADGEAR	25
6) THE MARNE STANDARD	27
7) OFF-DUTY	29
<u>SECTION SIX</u>	30
1) PHYSICAL FITNESS	30
2) UNIFORM	32
<u>SECTION SEVEN</u>	33
1) CONDUCT	33
2) DRUGS	33
3) TOBACCO	33
4) ALCOHOL	33
5) MILITARY COURTESY	34
<u>SECTION EIGHT</u>	39
SAFETY AND PROTECTING THE FORCE	39
MOTORCYCLE	42
PRIVATELY OWNED WEAPONS	43
SEXUAL HARASSMENT / ASSAULT RESPONSE & PREVENTION (SHARP)	44
EQUAL OPPURTUNITY (EO)	45

SECTION ONE

Commanding General Intent

Exceptional units are a cohesive group of disciplined Soldiers and Leaders that continuously strive to be experts in their craft. The 3rd Infantry Division has a 106-year legacy of warfighting excellence. Our charge is to continue to be ready to answer our Nation's call wherever and whenever it comes.

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

Dogface Soldiers- A Dogface Soldier is a FIT, TRAINED, and DISCIPLINED Soldier, who will FIGHT, for their BATTLE BUDDY and UNIT. This involves tough, caring, gritty, and engaged junior Leaders who are trained and ready to FIGHT and WIN in today's volatile, tough, uncertain, and complex environment. "Rock of the Marne!"

JONATHAN E. REFFEOR
CSM, USA
Command Sergeants Major

CHRISTOPHER R. NORRIE
Major General, USA
Commanding

1. Purpose.

This Blue Book will inform Soldiers, Noncommissioned Officers, and Officers of the Marne Division, Fort Stewart, Hunter Army Airfield, and Wright Army Airfield about standards for individual discipline, appearance, conduct, and military courtesy as established by Army regulations and policies.

2. Applicability.

This Blue Book applies to all U.S. service members assigned to Fort Stewart, Hunter Army Airfield, and Wright Army Airfield. Any 3rd Infantry Division Soldiers who reside on other installations will comply with the host installation standards and policies. Although not intended as a punitive document, this Blue Book contains provisions from Army regulations, such as AR 670-1, that are punitive and will be enforced accordingly.

3. Responsibilities.

Commanders and Leaders are held responsible to ensure Soldiers present a professional appearance, both on and off duty. Soldiers will take pride in their

appearance and always conduct themselves properly. Leaders are required to read and understand this pamphlet, brief their Soldiers, and enforce these standards. Leaders at all levels will ensure all Soldiers have access to the Marne Standards. Soldiers will download and carry a digital copy on their smart phones or carry a printed hard copy- both are acceptable.

4. Vision Statement.

The 3rd Infantry Division has three priorities: Warfighting, People, and Transformation. To WIN at Warfighting and to TAKE CARE of our People, we must ensure that no Soldier or unit goes untrained into combat. Training must be relevant, realistic, and tough. Units must incorporate deliberate stress exposure, conduct force-on-force maneuver, and rigorous live-fire training, in a persistent training environment of healthy competition. The 3rd Infantry Division must master the Deliberate Attack at all echelons. Commanders must conduct training to support this Mission Essential Task (MET). Subordinate level leaders must train individual and collective tasks to support the successful accomplishment of the Deliberate Attack.

5. General.

Every Soldier will have access to the Marne Standards, live the Army Values, and treat others with dignity and respect. Do not tolerate or engage in sexual, racial, or other types of discrimination or harassment. Be technically and tactically proficient. Seek to become an expert in your MOS or Branch and assigned duty position. While absolute uniformity cannot be expected, personnel must project a military image that leaves no doubt that we live by a common standard and are responsible for military order and discipline. Only uniforms, accessories, and insignias prescribed by AR 670-1, as approved by Headquarters, Department of the Army, or contained in current authorization documents, are worn by U.S. Army personnel. No item governed by the regulation is altered in any way that changes the design or intent of the item. There is NO Garrison or field standard- just the Army standard.

6. 3rd Infantry Division Mission and Vision.

The 3rd Infantry Division builds lethality, leaders, and readiness in order to execute worldwide operations in support of Army and Combatant Command missions in all theaters.

7. 3rd Infantry Division Commanding General's Enduring Priorities.

i. **Warfighting.** It is the duty of every leader in the 3rd Infantry Division to ensure that no Soldier or unit goes untrained into combat. As a part of America's Contingency Corps, 3rd Infantry Division Soldiers must be ready to deploy globally and win against any threat. To do this, leaders must train, equip, and develop their units and Soldiers to continuously increase their lethality against near-peer threats in a realistic, multi-domain environment.

ii. **People.** It is the responsibility of all leaders and Soldiers to create and contribute to an environment in which people can thrive. To that end, we must modernize installations and build prevention systems to reduce harmful behaviors and improve the quality of life for all Soldiers, Civilians, and Families both on and off Fort Stewart, Hunter Army Airfield, and Wright Army Airfield. Leaders must promote holistic health and fitness (H2F) at every echelon. Finally, every leader must manage talent through aggressive recruiting, retention,

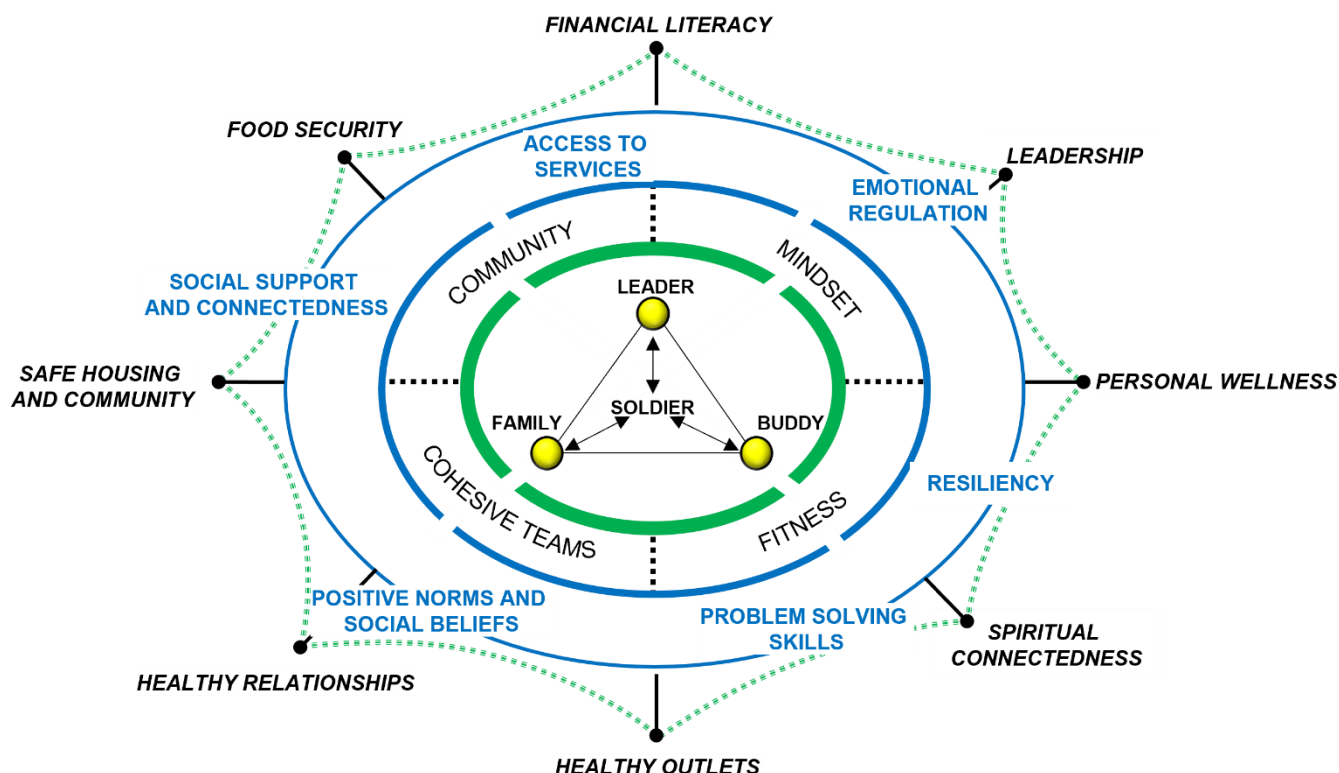
and professional development to maximize warfighting advantages for all-domain operations.

ii. **Transformation.** Soldiers and leaders in the 3rd Infantry Division will solve stubborn problems and tackle new ones. As a division, we must grow our ability to leverage data to achieve decision dominance on the modern battlefield. We will transform and unify our operating concept to integrate emerging all-domain capabilities to defeat adversaries, anticipate emerging threats, and shape the operational environment. We will continue to modernize our ground combat systems and equipment to be the most modern division in the Army.

iii. **Endstate.** 3rd Infantry Division units are trained and ready to deploy, fight, and win at first contact. We provide combat-ready forces to Combatant Commands (CCMDs) that are trained, equipped, manned, and maintained to meet mission requirements. Our Soldiers and families are resilient, healthy, and thriving in an integrated and supportive community that prides itself in being the home of the Marne Division. 3rd Infantry Division units confront and solve novel problems in creative ways, and continuously transform to be at the cutting edge of warfare in any operational environment.

8. Protective Factors.

In the diagram below, the eight protective factors form the outermost ring which contributes to reduced harmful behaviors and increased quality of life for the Soldier at the center. Strengthening the protective mechanisms improves and strengthens the inner layers of the circle, uplifting the Soldier and those around them.



1) Financial Literacy. Financial Literacy is the ability to understand and effectively use financial skills such as budgeting, investing, and managing debt. It can help protect Soldiers and their Families from becoming victims of financial fraud and be better prepared for specific financial roadblocks, which, in turn, decreases the chances of personal economic distress.

2) Leadership. Every leader must know their Soldiers and be active in assessing and improving their quality of life. As part of the Golden Triangle at the center of the diagram, leaders who know their Soldiers can assess when an issue has arisen and can guide Soldiers through the issue or connect them with the appropriate resources. Leadership plays an important role in strengthening all the protective factors.

3) Personal Wellness. Personal Wellness encompasses physical, intellectual, and emotional health. Physical health focuses on caring for and maintaining the health of a Soldier's physical body through education, healthy diet, exercise, and sleep. Intellectual health concerns caring for and maintaining the health of the mind through learning, continuously expanding knowledge and skills, and sharing them with others. Emotional health includes caring for and maintaining the health of emotions through learning about feelings, values, and moods and understanding how to properly identify and obtain one's unique needs.

4) Spiritual Connectedness. Spiritual Connectedness is the act of exploring, caring for and maintaining the health of one's spiritual identity. Soldiers can achieve Spiritual Connectedness by finding purpose, value, and meaning in life and living in a way that is aligned with those aspects. This may or may not include organized religion.

5) Healthy Outlets. Healthy Outlets are establishments, events, hobbies, or activities that Soldiers, Civilians, and Families utilize or attend that contribute to their personal satisfaction and sense of fulfillment and belonging. Healthy outlets contribute positively to quality of life for Soldiers by providing social engagement and enriching personal lifestyles. Some examples of healthy outlets are unit organizational days, use of MWR facilities, BOSS events, and local clubs or community service groups.

6) Healthy Relationships. Soldiers have healthy relationships when they care for and maintain the health of their external relationships, maintain and nurture casual, close, and intimate relationships with others and contribute to/engage with their community. As the center of the Golden Triangle in the above diagram, Soldiers maintain relationships with their families, buddies, and leaders. A strain on any of these relationships can have derogatory effects on other protective factors, weakening the Soldier's overall resiliency. Every participant in the Golden Triangle (Leaders, Buddies, Families, and Soldiers) must monitor, maintain, and care for these relationships.

7) Safe Housing and Community. Soldiers, Civilians, and Families must feel healthy and secure in their own homes to thrive, barracks included. Safe housing provides for the health and welfare of occupants through benefits such as access to water, electricity, and heat. Safe communities provide opportunity to live, work and play without fear or risk of injury. Soldiers who reside on-post must report unsafe or unhealthy conditions in their homes and communities to their chain of command, and

leaders must champion the effort to ensure that each Soldier is safe and healthy in their own home. Soldiers who live off post must do their due diligence, with leader assistance, to ensure that the housing and community in which they choose to live provides a healthy and safe atmosphere for them and their families to thrive.

8) Food Security. Food Security is when a Soldier, Civilian, or Family has reliable access to a sufficient quantity of affordable, nutritious food. Food insecurity, the lack of food security, hinders those it affects from maintaining their physical health, and can cause the development of nutrition-related health conditions as a result. Factors linked to food security include Soldiers' proximity to dining facilities, the quality of food at dining facilities, the quality, proximity, and affordability of food on the local economy, and the financial literacy protective measure. Each member of the Golden Triangle must work to identify those around them who may be experiencing food insecurity and help connect them to the necessary resources to fix the issue.

SECTION TWO

THE DIVISION PATCH

The 3rd Infantry Division shoulder sleeve insignia consists of three diagonal white stripes, 5/16" wide and 5/16" apart, superimposed diagonally upon a dark blue field 2 1/4" square. When worn on the left sleeve, the three stripes should run from the upper, rear corner downward to the front, lower corner. The clear field of blue stands for the loyalty, steadfastness and undying devotion to the principles of right and justice by the American Soldier. The three clear-cut, white stripes stand dually for the three operations up to the signing of the Armistice of 11 November 1918, of which the 3rd Division took part (Marne, St. Mihiel and Meuse-Argonne), and for the numerical designation of the Division. The clear field of blue stands for loyalty, steadfastness and undying devotion to the principles of right and justice by the American Soldier. One of the basic facts considered in the design was the striking appearance of any design that embodied the use of equal stripes as shown to the world by the flag of our country.

MEDALS OF HONOR

The 3rd Infantry Division has received 61, more than any other Division in the Army.

WORLD WAR I - Medals of Honor: 2

WORLD WAR II - Medals of Honor: 44

KOREAN WAR - Medals of Honor: 13

OPERATION IRAQI FREEDOM- Medal of Honor: 2

DECORATIONS

Presidential Unit Citation (Army), Streamer embroidered COLMAR Presidential Unit Citation (Army), Streamer embroidered IRAQ 2003

Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 07 -08

Meritorious Unit Commendation (Army), Streamer embroidered IRAQ 09 -10

Meritorious Unit Commendation (Army), Streamer embroidered AFGHANISTAN12-13

French Croix de Guerre with Palm, World War II, Streamer embroidered COLMAR

French Croix de Guerre, World War II, Fourragere,

Republic of Korea Presidential Unit Citation, Streamer embroidered UIJONBU

CORRIDOR Republic of Korea Presidential Unit Citation, Streamer embroidered IRON TRIANGLE Chrysosoun Aristion Andrias (Bravery Gold Medal of Greece), Streamer embroidered KOREA.

CAMPAIGN STREAMERS

World War I

Aisne
Aisne-Marne

St. Mihiel
Meuse-Argonne
Champagne 1918

World War II

Algeria-French Morocco (with
arrowhead)
Tunisia
Sicily (with arrowhead)
Naples-Foggia

Anzio (with arrowhead)
Rome-Arno
Southern France (with arrowhead)
Rhineland
Ardennes-Alsace
Central Europe

Korean War

CCF Intervention
First UN Counteroffensive
CCF Spring Offensive
UN Summer-Fall Offensive

Second Korean Winter
Korea Summer-Fall 1952
Third Korean Winter
Korea Summer 1953

War on Terrorism

Iraq:
Liberation of Iraq
Transition of Iraq
Iraqi Governance
National Resolution

Iraqi Surge
Iraqi Sovereignty
New Dawn
Afghanistan:
Transition I

3rd INFANTRY DIVISION HISTORY

The 3rd Infantry Division is based at Fort Stewart and Hunter Army Airfield, Georgia. Its current organization includes two Armored Brigade Combat Teams, one Aviation Brigade and support elements, one Division Artillery Brigade, and one Sustainment Brigade. The Division boasts a storied history of valorous service in World War I, World War II, Korea, and Operations Iraqi Freedom and New Dawn. Additionally, units from the Division deployed and fought in Operation Desert Storm and Enduring Freedom. It was the first conventional U.S. unit to enter Baghdad during the 2003 invasion and the first Division to serve four tours in Iraq. This outstanding combat record was earned at the high price of more than 50,000 wartime casualties. Sixty-one members of the 3rd Infantry Division have been awarded the Medal of Honor, more than any other Division.

World War I

Gun Battalion rushed to the town of Château-Thierry amid retreating French and held the Germans back at the Marne River.

While surrounding units retreated, the 3rd Infantry Division, under the Command of Major General Joseph T. Dickman, remained rock solid and earned its reputation as the "Rock of the Marne." General "Blackjack" Pershing said the Division's performance was one of the most brilliant in U.S. history. The Division went on to play a significant role in both the St. Mihiel and Meuse-Argonne offensives, the two major operations that inflicted mortal blows to Imperial Germany. During the war, two members of the Division were awarded the Medal of Honor.

World War II

The 3rd Division is one of the few American Divisions that fought the Axis on all European fronts and was among the first U.S. combat units to engage in offensive ground combat operations during World War II. The Division first saw action as a part of the Western Task Force in the North African invasion, landing at Fedala on 8 November 1942, before capturing half of French Morocco. Eight months later, on 10 July 1943, the Division made an assault landing on Sicily, fought its way into Palermo — even outpacing the armor units — and raced on to capture Messina, thus ending the Sicilian campaign. Nine days after the Italian invasion, on 18 September 1943, the 3rd ID landed at Salerno and in intensive action drove to and across the Volturno River and to Cassino. After a brief rest, the Division was ordered to hit the beaches at Anzio, 22 January 1944, where for four months it maintained its toehold against furious German counterattacks. On 29 February 1944, the 3rd ID fought off an attack by three German Divisions.

In May, the Division broke out of the beachhead and drove on to Rome. It then went into training for the invasion of Southern France. On 15 August 1944, otherwise known as the

"Forgotten D-Day," the Division landed at St. Tropez, advanced up the Rhone Valley, through the Vosges Mountains, and reached the Rhine at Strasbourg by late November. After maintaining defensive positions, it took part in clearing the Colmar Pocket beginning on 23 January 1945. In seven weeks of intense fighting, eight 3rd ID Soldiers were awarded the Medal of Honor while crushing the German forces preparing to act as the southern pincer by attacking Allied forces defending in the Battle of the Bulge.

On 15 March, the Division struck the Siegfried Line south of Zweibrücken, smashing through the defenses. It then crossed the Rhine on 26 March 1945, before taking Nuremberg in fierce block-by-block fighting, from 17-20 April. The 3rd then pushed on to take Augsburg and Munich and was in the vicinity of Salzburg when the war in Europe ended. The 3rd Division suffered more combat deaths in World War II than any other U.S. Division, and the third highest among modern U.S. Divisions, behind only the 2nd Infantry Division in the Korean War and the 1st Cavalry Division in the Vietnam War.

Korean War and the Cold War

During the Korean War, the Division was known as the "Fire Brigade" of Eighth Army for its rapid response to crises. The 3rd Infantry Division had been headquartered at Fort Moore along with its 15th Infantry Regiment. Following the decision to repel the North Korean invasion, the 3rd Infantry Division was initially sent to Japan where, as the Far East Command Reserve, it planned post-conflict occupation missions in northern Korea.

In Japan the unit's strength was increased by the augmentation of South Korean Soldiers. After the commitment to Korea at the port of Wonson, the 65th Infantry Regiment — a unit of the Puerto Rican National Guard — joined the Division as its third regiment. The entire Division then moved north to Hungnam and Majon-dong. The purpose-built Task Force Dog, commanded by Assistant Division Commander, Brigadier General Armistead D. Mead, advanced to conduct a relief in place and support the withdrawal of 1st Marine Division and Regimental Combat Team 31 from the Chosin Reservoir. The 3rd Infantry Division's TF Dog was the rear guard, keeping the pressure off of the Marine column. The Division established, along with the 7th Infantry Division, a collapsing perimeter around the port of Hungnam until the last of X Corps was off the beach. The port of Hungnam was blown up to deprive the enemy the use of those facilities as the last of the 7th, 15th, and 65th Infantry units boarded ships. The Division went on to support combat missions of the Eighth Army until 1953, when it was withdrawn. Throughout the war, the Division fought valiantly, receiving ten Battle Stars, and adding eleven more Medal of Honor recipients to the Division's list of heroes.

Germany

From April 1958 to April 1996, the Marne Division was stationed with the VII Corps in West Germany near the Czech border westward throughout various towns including Würzburg, Schweinfurt, Kitzingen, and Aschaffenburg. In August 1961, a few days after the Berlin Wall was erected, a reinforced Company from the 7th Infantry Regiment in full battle gear was ordered to travel along the autobahn from Aschaffenburg to West Berlin. This was to assert the right of U.S. forces to travel unhindered from West Germany across the western part of East Germany to West Berlin. After the Berlin Wall was built, it was not known if the East German forces would attempt to impede or restrict the movement of US troops when crossing East Germany while trying to reach West Berlin. The unit arrived in West Berlin without incident, confirming the right of free passage.

In November 1990, Soldiers of the 3rd Infantry Division were once again called into action. Following Iraq's invasion of Kuwait, more than 6,000 Marne men and women deployed with the 1st Armored Division as part of Operation Desert Storm. Later, nearly 1,000 Soldiers deployed to southeastern Turkey and northern Iraq to provide comfort to Kurdish refugees. In late spring of 1991, the Division supplied senior Officers and Noncommissioned Officers, along with a Military Police Company to Task Force Victory (Forward). Stationed in Kuwait, the Task Force was to provide Division-level support to the 11th Armored Cavalry Regiment. They returned to their home units in early September 1991.

Fort Stewart

As part of the Army's reduction to a ten-Division force, the 24th Infantry Division was inactivated on 15 February 1996 and reflagged to become the 3rd Infantry Division at Fort Stewart, Fort Moore, and Hunter Army Airfield, Georgia. The Division repeatedly demonstrated its capability by deploying Battalion- and Brigade-sized units to Kuwait, Egypt, Bosnia, and Kosovo in partnership training and peacekeeping missions.

Iraq – Operation Iraqi Freedom and Operation New Dawn

In 2003, the Marne Division demonstrated that it was the premier mechanized force in the world. Although some elements were already present in Kuwait, the remainder deployed in a matter of mere weeks. Leading the advance up the Euphrates River Valley, the 3rd Infantry Division crushed several fiercely defended positions before reaching Saddam International Airport and the Al Faw Palace on the western side of Baghdad in early April. It was at this time that Sergeant First Class Paul R. Smith earned the Division's first Medal of Honor since the Korean War with his extraordinary valor while nearly single-handedly repelling an enemy counterattack. Several days later, the 2nd Brigade made two daring "Thunder Runs" into the middle of Baghdad, the second of which culminated in the toppling of the Saddam Hussein statue with a mechanized recovery vehicle. During the second Thunder Run, Colonel David Perkins, Spartan Brigade Commander, recommended to Major General Buford "Buff" Blount that the unit remain in the city rather than returning. This suggestion was boldly accepted by General Blount and Lieutenant General William J. Wallace, the V Corps and Ground Component Commander (GCC). This decision might have cut weeks or months from the fight against Saddam Hussein.

Following the fall of this regime and further operations in Baghdad and Anbar, the Division returned to the U.S. in August 2003. In 2004, the 3rd Infantry Division reorganized as part of the Army's transformation. This change entailed a shift from three maneuver Brigades to four "units of action," with an Infantry, Armor, Cavalry, and Artillery Battalion in each. In January 2005, the 3rd Infantry Division returned to Iraq as Multi-National Division Baghdad (MND-B), headquartered at Camp Liberty. The 1st and 3rd Brigades of the 3rd Infantry Division were placed under control of the 42nd Infantry Division and later under the 101st Airborne Division in MND-North. Meanwhile, the 4th Brigade incorporated the California Army National Guard's 1st Battalion, 184th Infantry Regiment and the Hawaii Army National Guard's 2nd Battalion, 299th Infantry Regiment. The Division redeployed to Fort Stewart and Fort Moore in January 2006.

By early 2007, the entire Division had returned to Iraq as part of the "Surge." The Division Headquarters became the core of a newly formed Multi-National Division-Central (MND-C) that was to operate in the "southern belts" on the edge of Baghdad. Operations followed the "clear- hold-build" methodology that produced a notable reduction of violence that was consolidated by numerous patrol bases throughout the area. At various points throughout the deployment, MND-C included 4th BCT, 25th Infantry Division (Airborne); 2nd BCT, 10th Infantry Division (Mountain); 3rd BCT, 101st Airborne Division; and the 2nd, 3rd, and 4th Heavy BCTs of the 3rd ID, the 3rd Combat Aviation Brigade, 214th Fires Brigade and a Brigade from the Republic of Georgia. At

this same time, the Division's 1st HBCT served in Anbar Province under the Command of a Marine Corps Headquarters. The Division Headquarters redeployed to the U.S. in May 2008.

Under the new modular organization, the 3rd Infantry Division deployed its Headquarters and BCTs to different locations throughout 2009 and 2010. Major events during this period included the National Parliamentary Elections in March 2010, the transition from Operation Iraqi Freedom to Operation New Dawn in September 2010, and for the Division Headquarters and 2nd BCT, the establishment of the Combined Security Mechanism, a tripartite security agreement that brought together the Iraqi Security Forces and Kurdish Pesh Merga. This series of deployments marked the fourth time the Division deployed to Iraq, the most of any Division.

- i. The Division Special Troops Battalion served as the core of Multi-National Division- North (later U.S. Division-North) from November 2009 to November 2010
- ii. 1st HBCT served in Baghdad from January to December 2010
- iii. 2nd HBCT served in Ninewa from November 2009 to October 2010.
- iv. 3rd HBCT served in five different provinces south of Baghdad.
- v. 4th Infantry BCT, following its conversion in 2009 from an HBCT, deployed to Anbar Province in the summer of 2010.

Afghanistan – Operation Enduring Freedom and Operation Resolute Support

The 3rd Infantry Division's role in Operation Enduring Freedom has been characterized by the flexible and modular nature of the elements that make up the whole of the Division. The 3rd Combat Aviation Brigade deployed to Afghanistan in November 2009 in support of Operation Enduring Freedom X, becoming the first element of the Marne Division to serve in Afghanistan. Task Force Falcon also commanded subordinate aviation units from Afghanistan, Poland, Czech Republic, Korea, and France.

From September 2012 to July 2013, Major General Robert B. Abrams commanded Regional Command South as Headquarters elements of the 3rd ID deployed to Afghanistan for the first time. The 3rd ID became Combined Joint Task Force 3 for the deployment. Major General John M. Murray led 3rd ID from 2013 to August 2015 as the Division transformed itself again, this time into a lighter and smaller force with the inactivation of two BCTs. Many of the Division's Soldiers deployed on training missions to Afghanistan, Kuwait, Africa and Europe under his watch.

Major General James Rainey assumed Command of the 3rd ID on 01 August 2015 while the Division Headquarters elements were deployed to Afghanistan as Joint Task Force 3. On 16 August 2017, Major General Leopoldo A. Quintas Jr. led the 3rd ID again to Afghanistan, this time assuming the role as U.S. Forces-Afghanistan and later transitioning roles to Deputy Commander of Operations-Resolute Support. The Division was accompanied by both its 3rd Sustainment Brigade and 3rd Combat Aviation Brigade. In addition, the 2nd IBCT began its transition as the fifteenth Armored Brigade Combat Team in the Army.

Marne Heroes

Garlin M. Connor (WWII)

First Lieutenant Garlin M. Conner became the fifty-sixth Medal of Honor Recipient from 3rd ID, and the fortieth 3rd ID Soldier to receive the Medal of Honor for actions during World War II. Conner was born on 02 June 1919 and raised in rural Clinton County, Kentucky. With the nearest high school almost 15 miles away, Conner's formal education ended in eighth grade. He spent his teenage years working on his Family's farm and served in the Civilian Conservation Corps when he enlisted in the Army, 01 March 1941, at Fort Lewis, Washington. Following Basic Training, Conner was assigned to the 3rd Battalion, 7th Infantry, 3rd Infantry Division. After several months of training, Conner and the 3rd ID deployed on 23 October 1942. During Conner's service, he fought for 28 months on the front lines in ten campaigns, participated in four amphibious assault landings, was wounded seven times and earned a battlefield commission.

Conner's awards and decorations include the Distinguished Service Cross, the Silver Star with three Bronze Oak Leaf Clusters, the Bronze Star Medal, the Purple Heart with two Bronze Oak Leaf Clusters, the Army Good Conduct Medal, the American Defense Service Medal, the American Campaign Medal, the European-African-Middle Eastern Campaign Medal with Bronze Arrowhead and two Silver Service Stars, the World War II Victory Medal, the Presidential Unit Citation with one Bronze Oak Leaf Cluster, the Combat Infantryman Badge, the Expert Infantryman Badge, the French Croix de Guerre, the French Fourragere and the Honorable Service Lapel Button-WWII. After spending over two years in nearly continuous combat, Conner was honorably discharged from the Army on 22 June 1945.

Conner returned home to Clinton County after his discharge to a parade in his honor, where he met Pauline Lyda Wells. After a one-week courtship, they were married. Conner ran a 36-acre farm in Clinton County, Kentucky, where he and Pauline raised their son, Paul. For several years, he served as president of the local Kentucky Farm Bureau, and he and Pauline volunteered their time to help disabled veterans receive their pension benefits. Conner died in 1998 at the age of 79.

Audie Murphy (WWII)

Audie Leon Murphy was a legend in his own time. He was a war hero, movie actor, writer of country and western songs, and poet. His biography reads more like fiction than fact. He lived only 46 years, but he made a lasting imprint on American history. Audie was born on a sharecropper's farm in North Texas on 20 June 1924. As a boy, he chopped cotton for one dollar a day and was noted for his feats of daring-do and his accuracy with a gun. He had only five years of schooling and was orphaned at age 16.

After being refused enlistment during World War II in both the Marines and Paratroopers for being too small at 5', 5" and underweight at 110 lbs., he enlisted in the U.S. Army a few days after his 18th birthday. After Basic Training at Camp Wolters, Texas, and Advanced Training at Fort George G. Meade, Maryland, Audie was sent overseas. He was assigned to the famous 15th Infantry Regiment of the 3rd Infantry Division, where he fought in North Africa, Sicily, Italy, France, and Germany. He earned a battlefield commission for his courage and Leadership ability as well as citations and decorations, including every medal for valor that America gives. He was also awarded three French and one Belgian medals. Lieutenant Audie Murphy was the highest decorated Soldier in American history.

Discharged from the Army on 21 September 1945, Audie went to Hollywood at the invitation of movie star James Cagney. He remained in California for the rest of his life and was closely associated with the movie industry, both as an actor and a producer. He acted in 44 films, starring in 39 of them. His best-known film was "To Hell and Back," adopted from the bestselling book of his war experiences by the same name. Most of his movies were westerns. In 1955, Audie Murphy was voted the Most Popular Western Actor in America by the Motion Picture Exhibitors.

Audie wrote the lyrics to 16 country and western songs, the most popular of which was "Shutters and Boards," written with Scott Turner in 1962. The song was recorded by over 30 pop singers, including Jerry Wallace, Dean Martin, and Porter Wagoner. He was an accomplished poet, but unfortunately only a few of his poems have survived. In 1950, Audie joined the 36th Infantry Division ("T-Patchers") of the Texas National Guard and served with it until 1966. He was a Mason and a Shriner and belonged to several Veteran organizations.

Audie Murphy was killed in a plane crash on a mountaintop near Roanoke, Virginia, on 28 May 1971. Fittingly, his body was recovered two days later, on Memorial Day. Audie could very well be the last American war hero. He was the greatest combat Soldier in the 200-plus year history of the U.S.

SFC Paul R. Smith (OIF I)

Paul Ray Smith was born on 24 September 1969, in El Paso, Texas. At the age of nine, his Family moved to South Tampa, Florida, where he attended public schools. He enjoyed sports, liked cats, skateboarding, riding bicycles, and playing pranks with friends and his younger sister, Lisa. He particularly enjoyed football, which instilled the importance of being a part of a Team and motivated his natural Leadership abilities.

Upon graduating from Tampa Bay Vocational Technical High School in 1988, he joined the Army and attended Basic Training at Fort Leonard Wood, Missouri. As his mother wrote in his biography for a dedication ceremony in Orlando, he had begun living his dream: he was assigned to Germany, met, and married his wife, Birgit, had two children, and was "doing what he was born to do- lead American Soldiers."

Sergeant First Class Smith served as a Combat Engineer and was deployed to Kuwait during the Persian Gulf War, Bosnia- Herzegovina, Kosovo, and finally to Operation Iraqi Freedom. Smith joined the 11th Engineer Battalion in 1999 and immediately became an integral part of Bravo Company. When he deployed with his Platoon to Kosovo in May 2001 as part of the KFOR 3A rotation, Smith was responsible for daily presence patrols in the highly populated town of Gnjilane. In the spring of 2002, he was promoted to Sergeant First Class and completed the Advanced Noncommissioned Officer Course in August 2002. In January 2003, Smith returned from leave to prepare his men for rapid deployment to Kuwait as part of the 3rd Infantry Division's buildup for Operation Iraqi Freedom. Smith took a strict approach to training his men, ensuring that his Platoon was proficient in handling weapons and prepared for urban combat.

Bravo Company crossed the border on 19 March and traveled more than 300 kilometers in the first 48 hours of the war as part of the lead Company in support of Task Force 2-7 Infantry. On the night of 3 April, Smith and his men passed through the Karbala Gap towards Baghdad International Airport where Bravo Company, 11th Engineer Battalion of Task Force 2 -7 were involved in a firefight with Iraqi forces. Violently attacked by a Company sized enemy force, Smith reacted to the vulnerability of over 100 fellow Soldiers. He quickly orchestrated a defense. Fearing the enemy would overrun their defenses, Smith moved to man a .50 caliber machine gun mounted on a damaged armored personnel carrier. In total disregard for his life, he maintained his position to engage the attacking enemy force.

SFC Alwyn C. Cashe (OIF III)

Sergeant First Class Alwyn C. Cashe grew up in poverty in Oviedo, Florida, and joined the U.S. Army as a Supply Specialist shortly after graduating from Oviedo High School. He initially served two years in Korea, followed by nearly three years at Fort Lewis, Washington. In 1993, he became an Infantryman and served another yearlong tour in Korea. Cashe served as a Squad Leader for two years at Fort Cavazos, Texas, and for two years in Germany. He graduated from Drill Sergeant School in 1998 and served over two years as a Drill Sergeant at Fort Moore, Georgia. He returned to Europe in February 2001 as an Operations Noncommissioned Officer for the 19th Battlefield Coordination Detachment, then served in Germany for two years as a Squad Leader in the 1st Battalion, 18th Infantry Regiment.

Finally, in April 2004, Cashe served as a Platoon Sergeant in the 3rd Brigade, 3rd Infantry Division, at Fort Moore, Georgia. Cashe deployed in support of the Gulf War in 1991, participated in the 2003 invasion of Iraq, and deployed in 2005 in support of Operation Iraqi Freedom. On 17 October 2005, near Samarra, Iraq, Cashe's Bradley Fighting Vehicle was struck by an improvised explosive device. Cashe retrieved six Soldiers and an Iraqi Interpreter from the burning vehicle, receiving burns on nearly 72% of his body. Alwyn Cashe died on 08 November 2005, at Brooke Army Medical Center in San Antonio.

Cashe's awards and decorations include the Army Commendation Medal with one Silver and two Bronze Oak Leaf Clusters, the Army Achievement Medal with one Silver Oak Leaf Cluster, the Army Good Conduct Medal with five knots, the National Defense Service Medal with Bronze Star Device, the Global War on Terrorism Expeditionary Medal, the Global War on Terrorism Service Medal, the Korean Defense Service Medal, the Armed Forces Expeditionary Medal, the Kosovo Campaign Medal, the Armed Forces Service Medal, the Noncommissioned Officer Professional Development Ribbon, the Army Service Ribbon, the Overseas Service Ribbon, two NATO Medals, the Drill Sergeant Identification Badge, the Expert Infantryman Badge, the Combat Infantryman Badge, the Parachutist Badge, the Driver Badge and the Expert Rifle Marksmanship Badge.

SECTION THREE

The Marne Song

“THE DOGFACE SOLDIER”

I Wouldn't Give A Bean
To Be A Fancy Pants Marine;
I'd Rather Be A Dogface Soldier Like I Am.

I Wouldn't Trade My Old OD's
For All the Navy's Dungarees
For, I'm The Walking Pride Of Uncle Sam.

On Army Posters That I Read
It Says Be All That You Can,
So They're Tearing Me Down
To Build Me Over Again.

I'm Just a Dogface Soldier
With a Rifle On My Shoulder,
And I Eat Raw Meat For Breakfast Every Day.

So Feed Me Ammunition;
Keep Me In The Third Division,
Your Dogface Soldier's A Okay!

SECTION FOUR



Dogface Soldier.

History Of “Rocky the Bulldog”

Rocky the Bulldog is the symbol of the 3rd Infantry Division and was created by Disney animators in 1965. The 3rd ID gained the right to display Rocky through an exchange of letters between Disney Productions and the 3rd ID Commander at the time, MG Albert O. Connor.

“For many years,” wrote the General, “the 3rd Infantry Division has been seeking a trademark based on the symbol of the

“Our search has been for a symbol with would have wide appreciation as a trademark to supplement the well-known and distinctive blue and white Marne patch, and which mirror the qualities of the Dogface Soldiers; heroic, but humble, fierce, but gentle, quick-witted and wise; with a confidence and dignity that comes from having proved himself” (27 September 1971).

So, what IS a Dogface Soldier? Before the cartoon was drawn, the Marne Division Glee Club wrote this about what a Dogface Soldier was:

THE STORY OF THE DOGFACE SOLDIER

- Lt. Ken Hart & Sgt. Bert Gold

The trouble with “honest” Soldier songs is that they are generally unprintable parodies of other songs, while the trouble with “official” Soldier songs is that they are generally phony-sounding, slick productions which completely lack spontaneity. At the beginning of World War II, there was a need for a Soldier song which could be accepted by the mud-slogging foot Soldiers as well as civilian concert audiences – a song in the happy medium between “honest” and “official”.

Early in 1942, Hart and I set about to fill this need by concocting a simple song with would reflect the honest pride of the fighting man, spontaneous sounding as though the guy marching behind you just made it up, and free of the propaganda slogans of Pentagon public relations. We tried our hand with something so uncommercial that – barring a miracle – it might never have been heard at all.

But the miracle happed. A G.I. I trained with, a happy-go-lucky guy with a guitar, carried the song overseas and joined the 3rd Infantry Division. “The Dogface Soldiers” was always part of his repertoire as he entertained, and it came to the notice of General Lucian K. Truscott, the Commander of the 3rd Infantry Division. General Truscott and his Marne men adopted “The Dogface Soldier” as their own. The guys liked it, marched to it, and danced to it. Even the Italian civilians enjoyed it.

SECTION FIVE

1. Personal Appearance Policies.

General.

All Soldiers will always abide by AR 670-1 and DA Pam 670-1. Soldiers will present a professional image and will continue to set the example in military presence, both on and off duty. Pride in appearance includes physical fitness and adherence to acceptable weight standards in accordance with AR 600-9.

a. Grooming.

Leaders will judge the appropriateness of a particular hairstyle by the guidance in AR 670-1, Chapter 3, section 3-2, ALARACT 040/2021, ALARACT 055/2023, and by the ability to wear all types of headgear (such as beret, patrol cap, or service cap/hat) and any protective equipment (such as protective mask or combat helmet) properly.

Hairstyles (including bulk and length of hair) that do not allow Soldiers to wear any headgear properly, or that interfere with the proper wear of any protective equipment, are prohibited.

- i. **Male Haircuts.** The hair on top of the head must be neatly groomed. The length and bulk of the hair may not be excessive and must present a neat and conservative appearance. The hair must present a tapered appearance. Males are authorized to wear highlights with natural colors as long as it represents a professional and natural appearance. Prohibited/unnatural colors are those such as, but not limited to, purple, blue, green, pink, bright red, and fluorescent/ neon colors. (For additional guidance see AR 670-1, Para 3-2 (a) & ALARACT 055/2023)
- ii. **Male 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 the individual hairs of the sideburn will not exceed 1/8 inch when fully extended.
- iii. **Male 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. (See AR 670 -1, Para 3-1 (b), for full guidance). If on permanent/temporary profile facial hair will be within the appropriate medical authority. However, Soldiers are not authorized to shape the growth into goatees or handlebar mustaches. If appropriate medical authority prescribes beard growth, the length required for medical treatment must be specified. For example, "The length of the beard will not exceed 1/4 in." (See TB MED 287)
- iv. **Male Facial Hair (Religious Accommodation).** Beards (which include facial and neck hair) must be maintained to a length not to exceed 2 inches when measured from the bottom of the chin. Beard hair longer than 2 inches must be rolled and/or tied to achieve the required length. Beards must be worn in a neat

and conservative manner that presents a professional appearance. IAW (AR 670-1, para 3-16 (b)).

- v. **Female Hairstyles (Ponytails).** Females are authorized to wear ponytails in all uniforms. Hair will be neatly and inconspicuously fastened or secured in either a bun, singular ponytail, two braids, or singular braid. Multiple locs, braids, twists, or cornrows may come together in one or two braids or a single ponytail. Braids and singular ponytails may be worn down the center of the back in all uniforms, but the length will not extend past the bottom of the shoulder blades when standing at the position of attention. There is no minimum length for the wear of a ponytail or braid(s) (ALARACT 055/2023).
- vi. **Female Hairstyles (Length).** The only exceptions on the length of the ponytail or braid(s) are while conducting tactical or physical training in the army combat uniform (ACU) or army physical fitness uniform (APFU). The length of the secured hair should not hinder a soldier's performance and/or increase the risk to safety. No portion of the bulk of the hair, as measured from the scalp, will exceed 2 inches (except a bun, which is worn on the back of the head (centered) and may extend a maximum of 3 1/2 inches from the scalp and be no wider than the width of the head). In all uniforms, the unsecured hair will be worn centered in the back of the head (placement of ponytail will not be on the side or on top of the head), be wider than the width of the head, and will not interfere with proper wear of authorized army headgear. (ALARACT 055/2023).
- vii. **Female Hairstyle (Multiple).** Female Soldiers are authorized to wear "multiple" hairstyles at once if they are neat in appearance and do not impact the proper wear of headgear and equipment. For example, braided twists or loc hair style with a side twist to secure hair, placed in a ponytail or two single cornrows encompassing all the hair, going into a ponytail or a bun in the back of the head. Also, removed the restrictions of braids, cornrows, twists, and locs having the same dimensions and the same approximate size of spacing between them (ALARACT 055/2023).
- viii. **Lipstick.** Female Soldiers wear solid color shades of lipstick that are not extreme. Extreme colors include but are not limited to purple, bright pink, bright red, gold, blue, black, hot pink, green, yellow, and fluorescent/neon colors. Natural colors, including tinted gloss are authorized. The optional wear of lip liner is authorized, but colors must match the shade of lipstick being worn. (ALARACT 055/2023).
- ix. **Cosmetics.** Standards regarding cosmetics are necessary to maintain uniformity and to avoid an extreme or unprofessional appearance. Males are prohibited from wearing cosmetics, except when medically prescribed. Females are authorized to wear cosmetics with all uniforms, provided they are applied modestly and conservatively, and that they complement both the Soldier's complexion and the uniform. (AR 670-1, para 3-2b (3)).

- x. **Eccentric, Exaggerated, or Faddish Cosmetic Styles and Colors.** Makeup designed to cover tattoos is inappropriate with the uniform and is prohibited. Permanent makeup, such as eyebrow or eyeliner, is authorized as long as the makeup conforms to the standards outlined in AR 670-1, para 3-2b (3). Eyelash extensions are not authorized unless medically prescribed.
- xi. **Fingernails.** Female Soldiers may wear solid color shades of nail polish that are not extreme. Extreme colors include, but are not limited to, purple, bright pink, red, gold, blue, black, hot pink, green, yellow, white, grey, and fluorescent/neon colors, to include French manicure. Colors that are authorized to wear include, but are not limited to, nude/natural shades, American manicure, and light pink. Nail shapes that are extreme and not authorized are ballerina, stiletto, arrow, and coffin. Square and rounded nails are authorized. Male Soldiers are authorized to wear clear nail polish. Male Soldiers will keep nails trimmed so as not to extend beyond the fingertip. Female Soldiers will not exceed a nail length of 1/4 inch as measured from the tip of the finger.
- xii. **Earrings.** Female Soldiers the optional wear of earrings in the ACU. Stud earrings may be screw-on, clip on, or post-type earring in gold, silver, or clear diamond. Diamonds can be single or clustered. Pearls are not authorized to wear in the ACU but are authorized in formal attire (service or dress uniform). The earring will not exceed 6mm or 1/4-inch in diameter, and they must be unadorned (plain), spherical (round), or square (ex. Princess cut). When worn, the earrings will fit snugly against the ear. Hoop, two-sided, or drop earrings are not authorized. Female Soldiers may wear earrings only as a matched pair, with only one earring per standard ear lobe. Earrings are not authorized to be worn in the cartilage, industrial, transverse lobe, tragus, or conch part of the ear. Earrings will not be worn in the ACU during physical fitness, while in tactical/field environments, combat related deployments, or locations where access to normal hygiene is not available. Earrings are not authorized in the APFU.

b. Electronic Devices. Cell Phones and Devices.

Soldiers may wear electronic devices on the belt, belt loops, or waistband of the uniform so as not to present a bulky appearance or exposed when wearing the blouse. If the blouse is removed for any reason; electronic devices must be removed. If security cords or chains are attached to the device, Soldiers will conceal the cord or chain from view. Soldiers may use headphones, including wireless or non-wireless devices and earpieces, in uniform only while performing individual physical training in indoor gyms or fitness centers IAW Army Directive 2016-20. Soldiers may not wear headphones or earbuds beyond the permitted area in any manner, including around the neck or attached to the uniform. Walking and talking on electronic devices speaker (cell Phone) are not authorize. 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 IAW AR 670-1.

c. Eyewear.

Conservative civilian prescription eyeglasses are authorized for wear with all uniforms. Conservative prescription and nonprescription sunglasses are authorized for wear when in a Garrison environment. Sunglasses if not issued by the Army that fall under faddish or

trendy are not authorized. Soldiers are authorized to wear ballistic spectacle eye protection issued by the Army to include smoke/tinted/clear lenses if they are part of the Authorized Protective Eyewear List (APEL). Visit PEO Soldier for the entire Qualified Products List at www.peoSoldier.army.mil/equipment/eyewear/. Contact lenses that change the natural color of the eyes is prohibited while in the duty uniform. Contact lenses are not authorized in field conditions. Supervisors will ensure Soldiers wear Army provided eye protection whenever necessary to protect against chemical, environmental, radiological, or mechanical irritants and hazards to eyesight. All Personal Protection Equipment (PPE) will be checked for serviceability and replaced as necessary to maintain its respective protective characteristics.

2. Utility Uniforms Army Combat Uniform (ACU).

General.

All military uniforms will be worn IAW AR 670-1. The ACU Blouse will be worn when driving your Privately Own Vehicle (POV) on and off post. Commanders can tailor the uniform based on seasonal weather conditions or tactical requirements. If worn off post, utility uniforms will be clean and serviceable. Identification tags are to be worn around the neck while in uniform. Soldiers will not wear utility uniforms (Class C) off-post in any establishment which primarily serves alcohol. Under no circumstances will a Soldier consume alcohol off-post while in Class C uniform. Personnel on official travel will wear the service uniform or appropriate civilian attire.



i **ACU Coat.** The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the opening of the side pocket on the trousers. Sleeves will always be worn down and may be cuffed only during field exercises. The t-shirt is never worn as an outer garment except during personal hygiene, sleeping, or working out inside the gym.

ii **ACU Trousers.**

When bloused the trousers should not extend below the third eyelet from the top of the boots.

iii. **ACU Sleeves Roll.**

Commanders may authorize Soldiers to roll-up the sleeves on the ACU. Company level Commanders will request through the Battalion Command for approval to change the uniform. Company level Commanders will then determine if the unit will roll sleeves with the camouflage pattern exposed or turned inside out.

Personnel will roll sleeves neatly above the elbow but no more than 3 inches above the elbow. Upon approval of the Commander and only during field training exercises, the sleeves may be down and cuffed inside the coat one or two times.



e. **Colored Unit Patches** – Shoulder Sleeve Insignia (SSI) for ceremonies.



Soldiers participating in ceremonies will wear the colored 3D unit patch and authorized special skill tabs if authorized (i.e. Ranger Tab) on left shoulder. Soldiers are not authorized to wear the colored Combat Patch (Shoulder Sleeve Insignia-Military Operations in Hostile Conditions (SSI-MOHC)). This only applies to Soldiers participating in the ceremony. All Soldiers observing the ceremony will wear subdued unit patches IAW AR 670-1.

3. Flight Suit

The Army Aviation Combat Uniform (A2CU) is worn on duty when flying, on standby awaiting flight, or as directed by the Commander. A2CUs are not authorized for everyday wear in Garrison or office environments.

- I. The 100 percent cotton or flame-resistant material brown t-shirt is the only authorized t-shirt for wear with the A2CU. Long-sleeved white thermal shirts are authorized to be worn under a brown shirt. Sleeves will not be pushed or rolled.
- II. All Army combat boots authorized to be worn with the A2CU must be coyote in color and must be IAW the United States Army Aeromedical Research Laboratory specification and guidelines for hot weather-flame resistant and Intermediate Cold Weather Boot with removable liner.



Personnel wearing the A2CU outside of the flight line will blouse the trousers. When bloused, the trousers should not extend below the third eyelet from the top of the boot. Flight patches are authorized in the A2CUs. While deployed or in field training, flight patches worn will be subdued.

- III. The flame-resistant Army Combat Shirt (ACS) is authorized for aircrew members. It is only to be worn when engaged in flight duties with the A2CU trousers and under the Interceptor Body Armor (IBA) ensemble.

4. ACS.

The ACS is authorized only during field training or in a combat zone, and must be worn with name tape, unit patch, and US Flag. The combat shirt is not authorized for wear in any facility (PX, Shoppette, Burger King, etc.) on post or in any off-post establishment. Unit commanders can authorize wear of ACS in Motor Pool while preparing to deploy into field training environments. Soldiers may not wear the ACS off-post.



5. Headgear.

General.

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

- i **The Patrol Cap (PC)** is the standard headgear worn with the combat uniform in garrison. All personnel will wear subdued grade insignia on the PC (Chaplains will wear branch insignia). Personnel wear the patrol cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground. The patrol cap 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. No rolling of, blocking, or alterations. PC is worn so that no hair is visible on the forehead beneath the cap. The nametape will be worn centered on the hook-and-loop pads on the back of the PC.



- ii **The Beret** will be worn with the Army Service Uniform (ASU) and utility uniform during ceremonies or special duties as required by the Commander. The beret is worn with the ASU, Class A, Class B and Class C uniforms with the edge binding 1 inch above the eyebrow and straight across the forehead. Center the flash above the left eye. Pull the excess material between the top and middle of the right ear. Hair should not extend below the front bottom edge of the beret. Officers wear their rank centered on the flash while enlisted wear their distinctive unit insignia on the flash.
- iii **The Fleece Cap** (Black or Coyote Brown) may be worn with ACU in Garrison, field, flight line, or on static guard duty when the ambient temperature, to include wind chill, reaches "feel like" temperature of 32° F degrees or when designated by the Chain of Command. Conditions to consider are temperature, humidity/moisture, wind speed, and volume of physical activity. Soldiers will wear the fleece cap, pulled down snugly on the head. The bottom edge (a portion of or all) of the cap may be folded, but not rolled.

- iv **Neck Gaiter** is authorized and may be worn with the APFU, and tactical uniforms when temperatures reach 32° F and below or when designated by the Chain of Command. It may be worn as a neck warmer, hood, or balaclava/mask. Neck gaiters will be removed when indoors.
- v **Religious Headgear** May be worn while in uniform IAW AR600-20.



6. Cavalry Spurs and Stetson

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

- i. **The Stetson** will be black in color. Only a braided cord, rank and regimental or ordinary cavalry brass, and DUI of the current organization will adorn the Stetson. The nap strap will be threaded through the appropriate eyelets in the brim of the Stetson, so that the strap goes around the back, and the buckle is fastened and centered on the wearers head. The sides of the crown will not be pushed in or otherwise modified. The brim will be flat with a slight droop at the front. The Stetson will be worn on the head with the brim parallel to the ground.
- ii. **Spurs** may be worn whenever the Stetson is authorized. Gold spurs are authorized for Soldiers who have served in combat in a Cavalry unit. Silver Spurs are authorized for Soldiers who earn them IAW Cavalry Squadron policy.

7. Army Combat Boots.

- i Soldiers are required to possess two pairs of issue Army combat boots (HW) and one pair of issue Army combat boots (temperate weather) (specification) boots. (For additional guidance, see (DA Pam 670-1, Para 18-4)
- ii Commercially Sold Boots. (Optional) Soldiers may wear commercial boots of a design similar to that of the Army combat boot, as authorized by the Commander. (For additional guidance, see (DA Pam 670-1, Para 18-4)

8. Miscellaneous

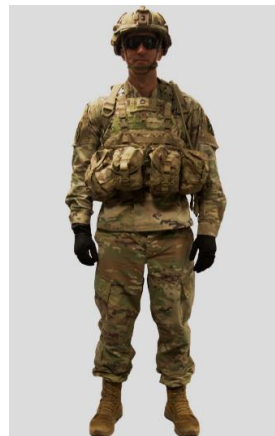
- i **Reflective belt** may be worn during work details or when appropriate for safety (such as ground guide duties, railhead operations, etc.). The senior Leader on site will determine its need based on risk assessment.

- ii **Hydration Bladder.** The use of a black or camouflage pattern personal hydration system is authorized while conducting Physical Training, field exercises, and work details in high temperature.
- iii **Bags.** Bags must be black or brown or match the camouflage pattern uniform with no commercial logos. The contents of the bag may not be visible. Soldiers may carry authorized bags on one shoulder or both. Soldiers may not wear a shoulder bag in such a manner that the strap is draped diagonally across the body.
- iv. **FLEECE JACKET.** The Coyote Brown fleece jacket will be worn underneath shell layers or as an external in a Garrison environment. The fleece jacket is NOT authorized for wear as external garment in a training, tactical, or combat environment.

9. The MARNE STANDARD.

The Marne Standards are the base standards for all Soldiers operating in the field or tactical environment. Commanders are authorized to modify the Marne Standards based on METT-TC, weather, and/or mission.

- a. The Marne Standards consist of the following:
 - Army Combat Uniform.
 - Advanced Combat Helmet (ACH).
 - Authorized Protective Eyewear List (APEL)
 - The Modular Scalable Vest (MSV) with Fight Load Carrier (FLC) or Tactical Assault Panel (TAP)
 - The Improved First Aid Kit (IFAK).
 - Enhanced Small Arms Protective Insert (ESAPI).
 - Enhanced Side Ballistic Inserts (ESBI).
 - Hydration System or canteens.
 - Gloves (full fingered)
 - Ear Protection
 - Individual assigned weapon.
 - Face Paint on exposed skin for tactical training
- b. At the Commander's discretion, these items can be worn with the Marne Standard.
 - Knee pads.
 - Elbow pads.
 - Coverall/ Nomex.
 - Protective mask.



10. Modular Scalable Vest (MSV).

The MSV will be worn closed with nametape and rank. Leaders will ensure all Soldiers have the Individual First Aid Kit (IFAK) attached to the MSV or Fighting Load Carrier (FLC)/Tactical Assault Panel (TAP) system for training and combat operations.



IOTV



MSV



TAP



FLC



ESAPI plate for MSV or Plate carrier.

a. Ballistic Protection.

Many training events do not require ballistic protection but live-fire training, qualification ranges, and collective training events with a tactical scenario with opposing force are examples that do. When full ballistic protection is required, the MSV will be worn. During live fire training, deployments, or when directed, Soldiers will be issued and wear front, back, and sides Small Arms Protective Insert (SAPI)/Enhanced Small Arms Protective Insert (ESAPI) ballistic plates. Commercial body armor and plate carriers are not authorized for wear. The MSV is the only authorized body armor for training or deployment unless otherwise issued.

11. Advance Combat Helmet (ACH) / Integrated Head Protection System (IHPS).

The ACH / IHPS will be complete with cover, the 7-pad suspension system, retention system (chinstrap) fastened at all times, camouflage band, and Night-Vision Goggles (NVG) mount. The Soldiers last name will be sewn onto the camouflage band on the left side as the helmet is worn.



ACH (Front)



ACH (Side)



IHPS

12. Off-Duty Appearance.

General.

High standards of appearance should carry over into your selection of civilian attire. Wear of appropriate attire avoids public embarrassment and promotes a sense of community. While off-duty, Soldiers may dress casually and comfortably.

a. Fort Stewart/HAAF Dress Code:

- i The following dress code is implemented for all Soldiers while on Fort Stewart or Hunter Army Airfield. All Soldiers at post facilities, public buildings, public areas or work areas will not wear:
- ii As an outer garment, clothing specifically designed and readily identifiable as an undergarment. T-shirts, except for the tan uniform t-shirt, are not considered an undergarment for the purpose of this dress code.
- iii Sagging pants, shorts, or garments of a similar nature below the waist to expose the underwear.
- iv Garments that are made of transparent material or of open weave-type material, which expose the body (other than the arms) beneath the garment.
- v Mixed military and civilian clothing as prohibited by AR 670-1 and The Marne Standards.
- vi Clothes with obscene or vulgar words or drawings on clothing, or items which make disparaging comments are not authorized on Fort Stewart.

- vii Bare feet in any facility, except where footwear is not appropriate, such as swimming pools, are not authorized. Sandals or shoes without socks or stockings are authorized.
- viii Soldiers will wear appropriate attire when using any on-post facilities on Fort Stewart and HAAF, to include the AAFES, restaurants, public buildings, public areas, or work areas and will not wear cut-off jeans, slacks, or garment which expose any part of the buttocks. See-through garments normally worn as undergarments are prohibited.

SECTION SIX

Physical Fitness

General.

All 3rd Infantry Division Soldiers will conduct PRT when in Garrison, Monday through Friday, from 0630-0800. Units conduct PRT at squad level or above and will have leadership present throughout. Field grade officers, battalion command teams, and brigade command teams are authorized to do PRT by themselves IOT supervise multiple elements in different locations. No activities will interfere with scheduled PRT sessions. Each company, battery, and troop should achieve a 540 ACFT average.

Units will conduct Combat Focused PRT on Fridays or the last duty day of the week to ensure proper recovery time before the next physical readiness event. (Tactical Foot March, Marne Mile, Obstacle Course, Combatives, etc.).

Clothing Recommendations

Uniform Items	Temperature			
	60 or +	50-59	40-49	39 and below
S/S Shirt	X			
Shorts	X	X	X	X
L/S Shirt		X	X	X
Jacket			X	X
Long Pants			X	X
Gloves				X
Fleece Cap				X

Gymnasiums and Gyms in a Box. The six event Army Combat Fitness Test (ACFT) requires Soldiers to strengthen muscles, endurance, and mobility through prescribed training plans. Leaders are encouraged to add the gymnasium facilities as part of their PT plans. The session, however, must be well resourced and supervised to prevent injuries and maximize the work-to-rest ratio for the formation.

Obstacle Course. The Obstacle Course will complement a Soldier's and the unit's physical readiness. Leaders are encouraged to add this to their PRT plans and schedule the event in RFMSS. Range Control will provide an on-site briefing, task book, PPE fall protection mats which are issued for applicable obstacles, review MEDEVAC plan and DRAW with guidance on clearance procedures. Limitations: Soldiers will not execute the course alone or during periods of limited visibility. Leaders will conduct familiarization prior to conducting the training and report any damages or dangerous conditions in or around the course.

Marne Mile. The Marne Mile is designed to be used as a "run-on, run off" training event. There is no need for a reservation. This course is designed to familiarize squads and sections with tactical movements used in combat and to test Marne Soldiers on their agility, strength, and endurance.

PRT Location. PRT locations are designated by the unit Command. The use of any Morale, Welfare and Recreation (MWR) facility (baseball, soccer, or football fields) to conduct PRT is authorized between the hours of 0630-0800, however, PRT in or around any on-post housing areas is prohibited.

Uniform.

The Army Physical Fitness Uniform (APFU) is the only authorized uniform during PRT. The wear of the APFU with civilian attire off the installation is prohibited. Soldiers must professionally represent the Army while in all or parts of the APFU (e.g., clean-shaven, appropriate locations, etc.) and will not wear into public locations following physical training if soiled or dirty. The APFU is not intended for wear as an all-purpose uniform when other uniforms are more appropriate. The wear of the APFU in AAFES Shoppette, the PX, the Commissary, or other AAFES' establishments after 0900 is prohibited. Soldiers may not wear the APFU in off-post establishments, unless directed to do so by profile or a commander issued directive. All Soldiers, regardless of duty status, on or off duty (leave, pass, or TDY), will wear the APFU while exercising in the MWR exercise facilities (Gym) during PRT hours 0630-0800. Soldiers may wear the APFU and eat in the dining facility (DFAC) during the breakfast meal. APFU will not be soiled, dirty, extremely wet, or sweaty.

*APFU, Summer Wear**APFU, Winter Wear**Example, Approved Unit Sweatshirt*

Unit T-Shirts and Sweatshirts. Battalion Commanders may substitute a distinctive unit t-shirt or sweatshirt for the APFU t-shirt or jacket. A Company, Battery, Troop, or separate Detachment is the lowest echelon approved for distinctive unit APFU substitution. Sweatshirts will not have hoods; crewnecks are the only authorized distinctive unit replacement for the APFU jacket. Units will not mix and match a distinctive top with OCP bottoms under any circumstances. Appropriated funds may not be used to purchase unit clothing and individual purchase of all distinctive unit t-shirts must be voluntary.

Cell Phone. The carrying or use of a cell phone in the Physical Fitness Uniform while conducting Physical Fitness from 0630 to 0800 is permitted when utilizing the APEX H2F APP, and for emergency purposes only.

Headphones. Soldiers may use headphones, including wireless or non-wireless devices and earpieces, in uniform while performing individual physical training in indoor gyms or fitness centers. The wear of headphones while taking the Army Combat Fitness Test is prohibited. The wear of headphones beyond the permitted area in any manner, including around the neck or attached to the uniform is prohibited.

Walking during PRT. While conducting PRT, Soldiers with a permanent walking profile when walking as a group will walk in a column (single file) on either side of the route five meters apart. Soldiers will not walk side-by-side during PRT.

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

Tactical Foot Marches. Soldiers will wear and carry the same uniform and items and equipment in which we fight. Units may conduct tactical foot marches during physical training hours, tactical exercises, or to get to and from training.

Conditioning Foot Marches. You may conduct conditioning foot marches in PRT uniform or (ACU) without the MSV, ACH and with the appropriate boot.

Baseline. Every Soldier and unit must sustain the ability to move tactically (4) miles in the Marne Standard, as it represents our most probable and demanding dismounted movement. **Each Soldier will complete an annual 12-mile foot march in less than 3 hours with weapon, ACH, tactical vest, and 35 pounds of gear.**

SECTION SEVEN

Fort Stewart/ HAAF Conduct.

General.

You are expected to carry out your duties and to conduct yourself properly on- and off-duty by living the Army Values, the Soldiers' Creed, and representing the Marne Division with pride. Soldiers will demonstrate appropriate respect for all civilian authorities on and off the installation.

1. Drugs

Possession of marijuana is prohibited. The use or possession of marijuana on a federal installation is a violation of federal law. Federal law continues to prohibit the use of marijuana anywhere on post. This applies to Family members of service members who live or work on post as well as those visiting. UMCJ, Article 112a specifically prohibits the unlawful use of the following substances: opium, heroin, cocaine, amphetamine, lysergic acid diethylamide (LSD), methamphetamine, phencyclidine, barbituric acid, marijuana, and any compound or derivative of any such substance. In addition, AR 600-85 prohibits Soldiers from using hemp or products containing hemp oil.

2. Use of Tobacco.

Smoking, dipping, vaping, and chewing are prohibited in the workplace, military vehicles, aircraft, or during physical training. Soldiers will not walk with a lighted cigarette. Smoking and vaping is only authorized in designated smoking areas, 50 feet from common points of entrance and exit to all buildings. Smoking and vaping in the field is only authorized by the Commanding Officer on the ground.

3. Use of Alcohol.

All 3rd Infantry Division and Fort Stewart/HAAF personnel or any personnel conducting military duties on the Fort Stewart Military Reservation, HAAF, and WAAF will not consume alcoholic beverages during duty hours regardless of duty status.

- i Duty hours consist of those times when a Soldier is required to perform military duties. Duty hours are normally, but not limited to, 0630-1700, Monday through Friday.

- ii Duty requirements include, but are not limited to physical training, guard duty, and consolidated charge of quarters.
- iii Soldiers, Family members, and civilians on Fort Stewart, HAAF and WAAF assigned to the 3rd Infantry Division will not buy, serve, or provide alcohol to any person under the age of 21, on- or off-post. Anyone providing alcohol to persons under the age of 21 is subject to UCMJ actions and/or criminal charges filed by local officials.
- iv The purchase of alcohol by Soldiers on duty, in duty uniform or on duty in civilian clothes during the duty day ("Reveille to Retreat") 0630 to 1700 is prohibited.

4. Off Duty Employment.

All active-duty personnel are prohibited from engaging in off-duty employment without their Battalion Commander's approval. Off-duty employment will not interfere with military duties, not exceed 16-hours per week, provide a minimum of six-hours of rest prior to all duties.

5. Off-limits" Structures and Areas.

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

- i Vacant structures and storage and supply buildings or areas.
- ii All range and training areas, unless specifically authorized.
- iii Specified parking areas when so marked or posted.
- iv Establishments placed off-limits be the Armed Forces Disciplinary Control Board under the provisions of [AR 190-24](#). (Appendix1).
- v Other areas when so marked or posted.

6. Military Courtesy, [AR 600-25](#).

General.

Various forms of courtesy have become military customs and traditions. It is important to render these courtesies correctly.

Saluting. A salute is rendering honor to an individual or nation, e.g., during our National Anthem. It is a visible sign of discipline and mutual respect. Saluting is an outward sign of unit pride and esprit de corps. All Army personnel in uniform are required to salute when they meet and recognize persons entitled to the salute both on-post as well as off-post. Each salute should be rendered with a greeting and response. The Official 3rd Infantry Division greeting, and response, is "**Rock of the Marne**" followed with "**Top of the Rock.**"

- i Salutes will be exchanged during field training unless specified by the Commander.

- ii Salutes will be exchanged outside the PX, post theater, and other congested areas to include under overhangs. All Soldiers, Officer and Enlisted, will render the salute unless the act would be impractical, e.g., arms full of packages, at which time render the appropriate verbal greeting.
- iii Headquarters and maintenance areas will be called to “attention” or “at ease,” as appropriate, when a senior Officer or NCO enters and leaves.
- iv The actions of military personnel will reflect respect to both the National Anthem and the National Colors whether the Soldier is on- or off-duty. When in uniform and not in formation, face the flag (or music), stand at attention, salute until the last note of the music is sounded. When not in uniform, stand at attention (remove headdress, if any) and place the right hand over the heart until the last note of the music is sounded.
- v Salute all standards and flags for senior Officers displayed on military vehicles IAW AR 600-25. When you recognize a superior Officer in a vehicle, you should salute.
- vi When a unit Company/Troop/Battery First Sergeant, Battalion, Brigade Commander or Command Sergeant Major enters a building, the appropriate courtesy is given. This courtesy also applies to visiting dignitaries or senior Leaders outside of the organization IAW AR 600- 25. “Attention” for Officers and “At Ease” for 1SG/SGM/CSM. When in the DFAC, the common courtesy is “At Ease” for both LTC/CSM or higher.

Reveille, Retreat, and National Anthem.

“Reveille”. “Reveille” is played at 0630 and signifies the start of the duty day. When played, all Soldiers in formation will be ordered to “attention” and “present arms” until the last note of the song has been played. Whether driving a vehicle or riding a motorcycle, the occupants will exit the vehicle/dismount the motorcycle and render the proper respects (“salute” /” present arms”) until the last note of the song has been played. Reveille is followed by the 3rd Infantry Division Marne Song, “The Dogface Soldier.” Remain at the position of attention until the last note of the song is played. During the playing of Reveille, all DA civilians, civilian contractors, and Family members should also stop their vehicle and remain at that location until the last note of Reveille has been played.

“Retreat and To the Colors”. “Retreat and To the Colors” is played at 1700 and signifies the end of the duty day. When played, all Soldiers in a formation will be ordered to go to “parade rest” until the last note of “Retreat” has been played. Then the formation will be ordered to “attention” and “present arms” and will remain at “present arms” until the last note of “To the Colors” has been played. Soldiers not in a formation will stand at the position of attention and remain at attention until “Retreat” is complete. The Soldier will then go to “present arms” and remain at “present arms” until the last note of “To the Colors” has been played. If driving or riding in a motor vehicle/

motorcycle, the occupants will exit the vehicle/dismount the motorcycle and render the proper respects until the last note of "To the Colors" has been played. During the playing of "Retreat" and "To the Colors," all DA civilians, civilian contractors, and Family members should also stop their vehicle and remain at that location until the last note of "To the Colors" has been played.

National Anthem. When outside in uniform and not in formation, face toward the Colors or music, assume the position of "Attention," and render the hand salute on the first note of the music. Veterans are authorized to render hand salute when the National Anthem is being played. In civilian clothes, stand at "Attention" and place the right hand over the heart or headgear over the left shoulder (if worn) or render the hand salute on the first note.

7. Barracks and Housing.

Consolidated CQ/Staff Duty Requirements. Each unit will establish their own SOPs; however, the following is the minimum mandatory requirements: The SDNCO on duty will be held accountable for all incidents that occur during their tour of duty. They will remain alert, diligent, and active during the entire tour of duty. All Consolidated CQ NCOs will be in the rank of Corporal or above. All Battalion SDNCOs will be in the rank of Sergeant or Staff Sergeant. Brigade SDNCOs will be in the rank of Staff Sergeant serving in a SFC position or Sergeant First Class, with no exceptions. The SDO will be a Warrant Officer or Lieutenant. SDNCO/Consolidated CQ will conduct Four checks before Midnight and Four checks after Midnight. The four checks will be the barracks, COFs, and the Motor Pool. All checks will be log in DA Form 1594.

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

a. Barracks Checks.

- i. Commanders will establish unit SOPs, in coordination with their legal advisors, to enforce Leadership involvement in the health and welfare of their Soldiers. At the minimum, SOPs will contain the following guidance.
- ii. Initial. Squad Leaders or Platoon Sergeants will conduct a joint move-in inspection with all newly assigned Soldiers. The Leader will assist the Soldier by identifying pre-existing damage to room or appliances, explaining the work orders process, submitting work orders to repair or replace furniture/appliances, and providing a detailed "Leader's Brief" on expectation for conduct, standards, and cleanliness of room, common areas, and around the building.

- iii. Leadership Presence. Leaders will check their Soldiers' rooms to identify deficiencies, functionality, cleanliness, security, and overall safety of all rooms.
- iv. The minimum requirement for Leader's checks by rank is that Team Leaders will check their Soldiers' rooms daily, Squad Leaders will check their Soldiers' rooms twice a week, Platoon Sergeants & Platoon Leaders will check their Soldiers' rooms twice a month, and 1SGs & CDRs will check their Soldiers' rooms once a month. Leaders will notify Soldiers and leadership of identified deficiencies.
- v. Termination. Squad Leaders or Platoon Sergeants will conduct a joint move-out inspection with all departing Soldiers. The goal is to ensure that all rooms are maintained within the highest level of cleanliness, security, functionality, and safety. Moreover, this process allows incoming Soldiers to be welcomed into a suitable and fully serviceable accommodation.
- vi. Health and Welfare Inspections. These are scheduled inspections geared to ensure the security, military fitness, or good order and discipline of the unit. Inspections must be conducted in a reasonable fashion and may use any reasonable natural or technological aid.
- vii. Room Standards. Soldiers may arrange and decorate their rooms within the limits of good taste and IAW with Army Values. However, posters or any displays that threaten good order and discipline are not authorized (e.g., displays of nudity, alcohol glorification, racist, extremist, violent gangs, etc.). Rooms must comply with health and safety regulations. Soldiers may use civilian furniture. Soldiers may have and use microwave ovens, telephones, civilian blankets, and other comforts. Barracks residents are responsible for maintaining common-use areas.
- viii. Pets. No pets are allowed in the barracks, including caged animals. This restriction is based on consideration for roommates, disposition and care upon deployment, and humane care for pets.

b. Housing Visitations.

Commanders will establish unit SOPs, in consultation with their legal advisors, to enforce Leadership involvement in the health and welfare of their Soldiers. At the minimum, SOPs will contain the following guidance. Leaders will coordinate with the Soldier and their spouse prior to scheduling visitations, subject to the guidance below.

- I. Initial: leadership will visit the quarters of all newly assigned Soldier no later than 60 days. After coordination, Leaders will conduct quarterly visitations of their Soldiers' Quarters on- and off-post but should consult legal prior to such visitations. **Leaders remain empowered to conduct inspections of barracks rooms. Leaders may only enter a Soldier's private residence (non-barracks room), on or off post, if they are invited to enter by that Soldier.** These visitations will be focused on identifying deficiencies, functionality, adequate living accommodations, cleanliness, and overall safety of the house and surrounding neighborhood. The Battalion Commander will designate the level of Leadership that will conduct check and inspection of quarters.

- II. Termination: After coordination **with the Soldier, and if the Soldier so consents**, the Soldier's Leadership will conduct a pre-termination inspection with the Soldier and the leasing agent **for on-post residences**, when possible. **Soldiers may invite their leadership to participate in off-post housing inspections.** Leaders will identify any issues that could prevent the Soldiers from clearing their quarters prior to their PCS or ETS (e.g., past due rents, damages, or accrued penalties). Additionally, Leaders will follow up with the Soldier and direct him or her to the appropriate support agency to **assist that Soldier in resolving any** discrepancies prior to the final inspection.

Gender-based consolidation in barracks. Battalion Commanders will make every effort to consolidate Soldiers of the same gender under their Command into one barracks building within the Battalion footprint. While barracks buildings may be mixed gender, where feasible, female Soldiers will not be housed on the same floor as male Soldiers. This provision does not apply to field or deployed environments and is not intended to impact our fully integrated work environment.

Overnight Visitation. Outside of official duties, Soldiers will not be in another Soldier's room nor have an unauthorized individual in their room in the barracks between the hours of 2300 and 0600. Command Teams will conduct Command visits as required to maintain good order and discipline in the barracks. The Company Commander is the approval authority for exceptions to this policy. Visitors are not allowed to spend the night, live in the barracks, or abuse the visitation privileges. Soldiers residing in the barracks may have visitors in their rooms from 1700 until 2300 Monday through Thursday, Friday 1700 until 2400, and from 1200 until 2400 on weekends and holidays, and Sunday from 1200 until 2300. Visitation is a privilege – not a right and they may be revoked.

Alcohol Possession Limits. Soldiers over the age of 21 who live in the barracks are authorized to possess no more than 144oz. of beer equal to a standard 12 packs, 1,500 ml of wine equal to two standard bottles, or 750ml of spirits equal to a metric fifth of liquor. Soldiers are not permitted to store alcohol for any other person. Soldiers under the age of 21 are prohibited from possessing any amount of alcohol.

SECTION EIGHT

1. Safety and Protecting the Force.

General.

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

Privately owned vehicles (POV). All POVs must be properly licensed, registered, and insured by a state and have the proper safety sticker if applicable. Soldiers and DOD civilians will not operate a POV on an expired or suspended civilian driver's license, expired registration, or invalid proof of insurance (hard copy or digital copy). First Line leader will conduct POV inspections every first Friday of the Month. Soldiers will not display obscene, racist, or offensive messages prejudicial to good order and discipline on their vehicle.

Responsibilities of Personnel Operating or Riding in a Military Vehicle ([AR 600-55](#)).

First Line Supervisor (Army or civilian), Section Leader, or Squad Leaders.

- I. Be licensed on the equipment they are directly supervising the operation and maintenance on.
- II. Ensure personnel are trained in operator preventive maintenance checks and services (PMCS), safe driving practices, and correct loading techniques.
- III. Review operator forms and records for accuracy and completeness as required by the Chain of Command.
- IV. Coordinate with appointed license examiners to ensure annual check rides are accomplished for all subordinate Soldiers/personnel. Supervisors that are licensed operators may conduct annual check rides (AR 600-55 see para 4-5 (c) for details).
- V. Ensure that personnel licensed on night vision devices (NVDs) receive required refresher training (see AR 600-55 para 3 (c) for details).
- VI. Continually spot check and supervise equipment operators in the areas listed in AR 600-55 para 1-4 (g).

Equipment / Vehicle Operators

Operate vehicles or equipment in a safe and prudent manner according to operator technical manuals (TMs) and manufacturer specified operating instructions and report unsafe operating conditions of vehicles or equipment.

- I. Wear installed restraint systems.
- II. Report all accidents to supervisors.
- III. Comply with all municipal, state, and military motor vehicle or equipment regulations, as required.
- IV. Ensure cargo (including personnel) is properly loaded, secured, and protected from the elements prior to transport.
- V. Ensure vehicles or equipment and their contents are properly secured when left unattended.
- VI. Inform supervisor if using medication that may adversely affect vision or coordination, or cause drowsiness.
- VII. Comply with all vehicle safety requirements as defined in AR 385–10.
- VIII. DA Civilian drivers will comply with all DOT alcohol and drug testing requirement as defined in [AR 600–85](#) chapter 5.

The Senior Occupant or TC/VC in all Army Vehicles.

Ensure the driver does not exceed the maximum operating hours listed in AR 385– 10 para 11-4 (b) without a rest break and ensure drivers do not operate vehicles or equipment when they appear fatigued or physically, mentally, or emotionally impaired.

- I. Ensure the authorized seating capacity of the vehicle is not exceeded.
- II. Ensure vehicle occupants wear installed restraint systems when the vehicle is in motion.
- III. TC/VC assists the driver in recognizing unsafe traffic situations or conditions of the vehicle, as well as the execution of difficult maneuvers such as backing or navigating the vehicle through congested areas.
- IV. Ensure the driver complies with road signs and posted speed limits and adjusts as dictated by weather, traffic, and road conditions.
- V. Ensure the operator is properly licensed on equipment defined in AR 600-55 paragraph 7–1, wheeled vehicles, tracked vehicles, trailers, or night vision devices prior to operation or movement.

- VI. Be responsible for the overall safety of the occupants according to AR 385–10 para 11-2 (c).
- VII. TC/VC must be licensed on the equipment being operated and will be in the rank of CPL or above. Commander can authorize SPC to TC/VC via and ETP/Memorandum.

Army Approved Remedial Driver Training.

Remedial driver's training is required for all Soldiers (on- and off-the Installation) who, while operating a Government Motor Vehicle (GMV) or POV, have been cited for a severe moving violation, (e.g., reckless driving, involved in an at-fault accident, driving under the influence, speeding > 15 mph, or anyone who is Command referred). This training is also required for DOD civilians who, while operating a GMV (on- or off-installation), have been cited for the same offenses listed above. Garrison Safety is the COR and Proponent for the Army Approved RDT.

Traffic Regulations.

- I. **Vehicle Operation (POV).** To operate a private motor vehicle, Soldiers will have a valid driver's license, registration, appropriate state safety inspection and insurance, presentable to law enforcement on demand.
- II. **Child Restraint.** Children under six years of age riding in a passenger automobile, van, or pickup truck, other than a taxicab or a public transit vehicle, shall, while such motor vehicle is in motion and operated on a public road, street, or highway, be secured by the proper federally-approved restraint, such as a child passenger restraining system appropriate for such child's height and weight and approved by the U.S. Department of Transportation (USDOT).
- III. **Pickup Truck Restraints.** It is unlawful for anyone under the age of 18 to ride as a passenger in the bed of a pickup truck on any Georgia interstate highway or on any highway if the vehicle exceeds 35 MPH. (O.C.G.A. § 40-6-3). Riding in the back of an open civilian truck on Fort Stewart, WAAF, or HAAF is prohibited.
- IV. **Cell Phone Use.** The Fort Stewart Installation has adopted Federal Regulation Title 32 CFR 634.25(3), which prohibits the use of cellular phones while operating a vehicle unless the use of the cellular phone is accomplished hands free.
- V. **Driver distractions.** Vehicle operators on a DOD Installation and operators of Government-owned vehicles shall not wear any portable headphones, earphones, or other listening devices (except for hand-free cellular phones) while operating a motor vehicle.
- VI. **Civil Court Appearance.** All Soldiers appearing before a Civil Court are authorized to wear the Army Service Uniform (ASU) or Army Green Service Uniform (AGSU). Soldiers may be accompanied by an Officer or NCO.

Motorcycle.

All motorcycle operators (Soldiers) are required to pass a certified Motorcycle Safety Foundation (MSF) course prior to operating a motorcycle. Service sponsored training is not required for properly licensed/endorsed DOD Civilian operators. The Fort Stewart Installation Safety Office offers the Motorcycle Basic Rider Course (BRC), Experienced Rider Course (ERC), Motorcycle Sports Bike Rider Course (MSRC), and Sustainment training. Soldiers will provide the email of their supervisor when registering. Soldiers who operate a motorcycle are required to attend the BRC before attending the ERC or MSRC. They are also required to attend either the ERC or MSRC within 12 months of completing the BRC and sustainment training (MSF training, ATV e-course for ATV's and ROV's, BRC for scooters, mopeds, dirt bikes, and trikes, ERC and MSRC for all others) every five years thereafter. Dirt Bike riders will attend the BRC (only). Soldiers will always carry their most recent MSF certification card while operating a motorcycle. Commanders may not waive or delay this training. The Brigade Safety Manager and Motorcycle Mentor will maintain a centralized tracking system for required training. View the training schedule and sign up for these courses through the Installation Safety office website, https://imc.army.mil/airs/usg_disclaimer.aspx. If the operator fails to attend the scheduled training or does not cancel an appointment for training at least 48 hours prior to the class date, required training may be at the operators' expense (i.e. at a civilian training facility). For exceptions due to training cancellations, riders must provide the Installation Safety Office with a justification of absence in writing from their Commander or Supervisor. In the event of any contingency mission or deployment, motorcycle riders must revalidate thru the BRC, and must receive a check ride at the BN level. Units should allow time for Soldiers to accomplish these tasks within 30 days of redeployment.

Personal protective equipment (PPE). ALL Soldiers and civilian riders on Fort Stewart at a minimum will wear the following:

- I. DOT - approved helmet properly fastened.
- II. Proper eye protection (impact or shatter resistant).
- III. Full-fingered gloves.
- IV. Long trousers, long-sleeved shirt.
- V. Foot protection, including sturdy over-the-ankle footwear that affords protection for the feet and ankles (durable leather or ballistic-type cloth athletic shoes that cover the ankles may be worn).
- VI. The fluorescent vest or other high visibility outerwear is optional while operating or riding on a motorcycle in uniform or civilian clothing.

Motorcycle Mentors at the Brigade, Battalion, and Company level.

- I. Mentors will ensure motorcycle-licensed personnel adhere to safety standards established by Fort Stewart and State Department of Motor Vehicles. They will ensure riders complete the required check ride, conduct a motorcycle inspection, and maintain a date sheet and roster for all riders assigned to the unit.
- II. First-line Leaders will be familiar with motorcycle safety requirements.
- III. First-line Leaders will conduct a safety inspection prior to all extended weekends or upon the Soldier going on leave/special pass.

2. Privately Owned Weapons.

Any firearm brought onto Fort Stewart must first be registered with DES; newly arriving Soldiers or newly purchased weapons must be registered within 72 hours of arriving. This applies only to Soldiers who will reside on FSGA or HAAF. Firearms that are not registered by individuals who live on or are temporarily living on Fort Stewart/HAAF will be stored at the applicable Installation Police Station until registration procedures can be finalized. Soldiers residing in barracks are not authorized to have weapons in the barracks. However, authorized, legally acquired weapons and ammunition may be stored in unit arms rooms upon the unit Commander's approval and registration of firearms. (IMSH-ES Regulation 190-11). The Marne Reception Center will facilitate weapons registration for newly arrived Soldiers if necessary. Go to <https://home.army.mil/stewart/about/Garrison/DES/personally-owned-firearms> to download necessary forms and instructions.

3. Safety Inspections, Briefings and Discussions.

Leaders will conduct safety inspections of the primary POV owned and/or operated by their Soldiers, to include motorcycles. Inspections are conducted each month and can be inspected prior to any Soldier requesting a mileage pass and driving a POV in conjunction with leave. These inspections will include basic operational and safety features in addition to the license, registration, and insurance requirements mentioned above.

Briefings and Discussions. Leaders must provide safety awareness briefings and discuss (one-on-one) off-duty plans with their Soldiers. Leaders must know their Soldiers' off-duty plans, assist in those plans, and take time to become engaged face-to-face with their Soldiers. At the minimum, safety briefings/discussions will be conducted prior to weekend release, prior to holiday and long weekends, monthly by unit Commanders, and prior to personnel taking leave, pass, going TDY, and when extreme weather conditions are expected.

4. Sexual Harassment/Assault Response & Prevention (SHARP).

General.

Sexual Assault is a crime that strikes at the health, welfare and dignity of our service members and undermines the readiness of our Force. As military professionals, we must fully understand the destructive nature of these acts, lead our focused efforts to prevent them, and promote positive Command climates and environments that reinforce mutual respect, trust, and confidence. Sexual Assault among service members is a problem we face together, and one that can be solved together.

Some Points to Consider.

- Sexual harassment and sexual assault are punishable under the UCMJ.
- A victim's lack of verbal or physical resistance does not constitute consent.
- Consent is not given when a person uses force, threat of force or coercion, or when the victim is asleep, incapacitated, or unconscious.
- Consent may be withdrawn at any time.

Reporting Procedures of Sexual Assault.

Restricted reporting notification can only be made to one of the following: a Sexual Assault Response Coordinator (SARC); Victim Advocate (VA); Behavioral Health (SH); Special Victims' Counsel (SVC), Healthcare Personnel, and Chaplain. Additional guidance can be found in DODi 6495.02 or call the **24hr Sexual Assault Response Hotline at (912) 271-9958 or DOD 24hr Safe Help Line at Toll Free 877-995-5247/DSN 202-540- 5962.**

Unrestricted Reporting notification may be made to Law Enforcement, Chain of Command, SARC/VA and Medical Treatment Facility or call the 24hr Sexual Assault Response Hotline at **(912) 271-9958 or DOD 24hr Safe Help Line at Toll Free 877-995- 5247/DSN 202-540-5962.**

Informal Sexual Harassment Complaint may be resolved directly by the individual; not subject to timelines (14 days should be complete); commander will inquire into the matter (if made aware); BDE SARC will maintain a Memorandum for Record (MFR) in accordance with disposition.

Formal Sexual Harassment Complaint file in writing using DA Form 7746 Sexual Harassment Complaint form; CDR is notified immediately and GCMCA is notified; BDE CDR must swear in all formal complaints of SH; requires a reprisal prevention plan; should be resolved with 14 calendar days of receipt of complaint; requires documentation of action taken; Complainant or Subject can elect to appeal the process.

Anonymous Complaints actions taken regarding anonymous complaints will depend upon the extent of information provided by complainants. If an anonymous complaint contains sufficient information to permit the initiation of an investigation, the investigation will be initiated by the commanding officer or supervisor. If an anonymous complaint does not contain sufficient information to permit the initiation of an investigation, the information should be documented in a MFR and maintained of file in accordance with disposition instructions and the BDE SARC is responsible for processing harassment complaints.

Sexual Assault Reporting Options for Victims.

Restricted Reporting. A service member that is sexually assaulted and desires medical care, counseling, and victim advocacy without initiating the investigative process should use the restricted reporting option. Restricted reporting allows a sexual assault victim to confidentially disclose the details of the assault to specifically identified individuals and receive medical treatment, counseling, and legal advice, without triggering the official investigative process. Restricted reporting is intended to give victims additional time and increased control over the release and management of their personal information and to empower them to seek relevant information and support to make more informed decisions about participating in the criminal investigation. A Servicemember may inform the Chain of Command about their sexual assault and are still entitled to file a restricted report.

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

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

5. Equal Opportunity.

The Equal Opportunity (EO) program includes a comprehensive effort to maximize human potential and ensure fair treatment for all persons. The EO philosophy is based on fairness, justice, and equality. All Fort Stewart personnel will provide fair treatment for military personnel and their Family members without regard to the six protected

categories (race, color, sex (to include gender identity), national origin, religion, or sexual This policy applies both on- and off-post, during duty and non- duty hours, and extends to working, living, and recreational environments. Equal Opportunity is the responsibility of Leadership at all levels and a function of Command. Discrimination, whether real or perceived, destroys cohesion, damages morale/discipline, and interferes with mission accomplishment. Every individual has the right to work in an environment free of discrimination. Leaders will set the example with regard to equal opportunity and direct full compliance by their subordinate Leaders. Commanders will establish robust EO programs and conduct realistic training by using a small group, interactive, discussion-based format. At a minimum, EO training will be conducted quarterly, and senior Leader attendance at EO training is mandatory. Command Climate Surveys will be conducted within 30 days of assuming Command, again at six months, and annually thereafter.

6. **Media Tips.**

Contact your Public Affairs Officer (PAO) if you are contacted by the media. These are tips to follow if approached by the media and PAO is not present.

Interview Basics.

- Always stay in your lane and tell the truth.
- Talk about your job and how you are trained to do it.
- Do not speak for any higher Headquarters.
- If you don't know something, say so.
- If asked questions outside of your responsibility, refer reporter to your PAO for answers, assistance, or clarification.
- Assume that everything you say is "on the record."
- You are in control of the interview. Listen to the questions and clarify before answering. You can always choose not to conduct the interview.
- Be polite. Treat media with respect and expect the same from them. Perception is reality.

3RD INFANTRY DIVISION PACKING LIST

UNIT MARKING	



CARRIED/WORN		A Bag (Palletized-463L)	
Description	Quantity	Description	Quantity
OCF TOP & BOTTOM (w/ TAPES, RNK, PATCHES & SUBDUED FLAG)	1 SET	COMBO LOCK	1 EA
PATROL CAP WITH RANK AND NAME TAPE	1 EA	WW BAG	1 EA
T-SHIRT (COYOTE)	1 EA	MSV / IOTV w/ SOFT ARMOR (F/B/SIDE PLATES)	1 SET
BELT, RIGGER (COYOTE BROWN)	1 EA	1 QUART CANTEEN (w/ M50 CAP)	1 EA
BOOTS, COYOTE BROWN (HW)	1 PR	MOLLE HYDRATION BLADDER/ AND KIT W/ CBRN ADAPTER	1 EA
BOOT SOCKS (WINTER OPTIONAL)	1 EA	ECW SLEEPING BAG W/ STUFF SACK	1 EA
ID CARD	1 EA	SLEEPING MAT	1 EA
ID TAGS	1 EA	PATROL CAP, WITH RANK AND NAME TAPE SEWN ON	1 EA
MIL-DRIVERS LIC	1 EA	OCF TOP	1 EA
SIPR TOKEN (KEY PERSONNEL)	1 EA	OCF BOTTOM,	1 EA
WRIST WATCH	1 EA	SHIRT, ARMY COMBAT	1 EA
NOTEPAD / WRITING UTENCILS (PEN/PENCIL, ETC)	1 EA	PANTS, ARMY COMBAT	1 EA
ASSIGNED WPN TIED DOWN (IAW DIV FIELD SOP)	1 EA	KNEE PADS, Piolet	1 PR
BUMP CARD/SENSITIVE ITEMS LISTED (LAMENATED)	1 EA	BOOTS, COYOTE (HW)	1 PR
CASH (\$50-\$100)	1 EA	T-SHIRT (COYOTE)	4 EA
ASSAULT PACK (Carry-On)		BOOT SOCKS	5 PR
Description	Quantity	BELT, COYOTE (SI or RIGGER)	1 EA
ASSAULT PACK (w/ BUTT PACK & BANDOLEER) IAW UNIT TACSOP	1 EA	UNDERWEAR OPTIONAL	AS NEEDED
GOV ISSUED LAPTOP / POWER SUPPLY	1 EA	BRA, FEMALE, SPORTS	3 EA
NVG/SENSITIVE ITEMS (TIED DOWN IAW SOP w/ ALL BII)	1 EA	APFU SHORTS, SUMMER	2 EA
MISSION CRITICAL C2 / COMMO EQUIP	AS NEEDED	APFU SHIRT, SUMMER, SS, ARMY/BN/C/B/T	2 EA
FLEECE CAP, BLACK OR COYOTE BROWN	1 EA	PT SOCKS (BLACK OR WHITE)	3 PR
PERSONAL CAMOFLAUGE	1 EA	APFU WINTER JACKET (BN SWEATSHIRT OPTIONAL) / PANTS	1 EA
HEAD LAMP, WHITE AND RED LENS	1 EA	APFU WINTER SHIRT LONG SLEEVE (ARMY)	1 EA
MRE, COMPANY ISSUED	1 EA	FLEECE WATCH CAP, BLACK	1 EA
CAMELBACK OR 1QT CANTEEN (w/ M50 CAP or NBC HOSE ADAPTER)	1 EA	GLOVES BLACK, POLY-LINER, (PT)	1 EA
EYE PRO (RFI ISSUED OR APEL APPROVED) BLACK/CLEAR LENS	1 SET	BATH TOWEL, BROWN	1 EA
GLOVES, TACTICAL, LW	1 EA	WASH CLOTH	1 EA
CUTTER, SEATBELT	1 EA	HYGIENE ITEMS (30-DAY SUPPLY)	1 EA
T-SHIRT (COYOTE)	1 EA	LAUNDRY BAG	1 EA
BOOT SOCKS,	1 EA	LAUNDRY SOAP (SMALL ZIPLOCK BAG)	AS NEEDED
HYGEINE KIT, 1-WK (SHAVE/CLEAN)	1 EA	CIVILIAN PANTS	1 EA
ECWCS LEVEL II, GRID FLEECE, TOP or FLD JACKET LINER	1 EA	CIVILIAN SHIRTS	1 EA
ECWCS LEVEL IV, JACKET, WIND	1 EA	ECWCS LEVEL 1, SILKWEIGHT TOP/BOTTOM	1 EA
PRESCRIPTIONS, MEDICAL 30 DAY SUPPLY	AS NEEDED	ECWCS LEVEL 2, GRID FLEECE, TOP/BOTTOM	1 EA
PRESCRIPTION, GLASSES	1 EA	ECWCS LEVEL 3, FLEECE JACKET or FLD JACKET LINER	1 EA
BELT, REFLECTIVE (PT)	1 EA	GLOVES, COYOTE (OR), CONVOY	1 PR
IR BEACON, TRANSMITTER & 9-VOLT	1 EA	EYE PRO (RFI ISSUED OR APEL APPROVED) BLACK/CLEAR LENS (EXTRA)	1 SET
VS17 PANEL	1 Per SQD		
PONCHO LINER (OPTIONAL)	1 EA	JSLIST TOP (ISSUED & SEALED)	1 EA
BERET (w/CREST) & Color US Flag & 3rd INF DIV SSI (w/ Tabs)	1 EA	JSLIST BOTTOM (ISSUED & SEALED)	1 EA
WRIST WATCH (ANALOG or DIGITAL) NOT A SMART WATCH	1 EA	CBRN OVER-BOOTS & GLOVES (ADDITIONAL CBRN ITEMS)	CTB ISSUE
MOLLE RUCK (Large Ruck/4K-Ruck) Belly Loaded		B-BAG (Loaded in Connex)	
Description	Quantity	Description	Quantity
ACH / IHIP w/ NVG MOUNT & OCF COVER IAW UNIT SOP	1 EA	COMBO LOCK	1 EA
ETOOL AND COVER, (COVER RFI ISSUE) IAW UNIT TACSOP	1 EA	OCF TOP / BOTTOM,	1 EA
2 QUART AND COVER IAW BDE TACSOP	1 EA	SHIRT, ARMY COMBAT	1 or 2 EA
PONCHO / TARP (BOTTOM ZIPPER FLAP)	1 EA	EXTRA NAME / US ARMY TAPES & SSI	2 EA
ECWCS LEVEL 6, OCF WW TOP / BOTTOMS (w/ SUSPENDERS)	1 EA	T-SHIRT (COYOTE)	3 EA
LEATHER WORK GLOVES (TOP RUCK FLAP)	1 EA	BOOT SOCKS	3 PR
GLOVES, SAGE, LT WT (FR)	1 EA	BRA, FEMALE, SPORTS	2 EA
GOGGLES SAND/WIND/ DUST (APEL) (CENTER POUCH)	1 EA		
PATROL BAG, LIGHTWEIGHT SLEEP BAG, WITH STUFF SACK	1 EA	CIVILIAN PANTS	1 or 2 EA
BIVY COVER	1 EA	CIVILIAN SHIRTS (COLLARD)	1 or 2 EA
MASK, M-50, PROTECTIVE (w/ CASE)	1 EA	CIVILIAN JACKET, CW	1 EA
WW BAG	1 EA	ECWCS LEVEL 2, GRID FLEECE, TOP / BOTTOM	1 EA
OCF TOP, w/ All TAPES AND PATCHES	1 EA	ECWCS, LEVEL 5, ECW TOP / BOTTOM (SOFT SHELL)	1 EA
OCF BOTTOM	1 EA	ECWCS, LEVEL 7, ECW TOP / BOTTOMS (PUFF)	1 EA
SHIRT, ARMY COMBAT	1 EA	GLOVES, COYOTE (OR), TIGGER MITTENS	1 EA
PANTS, ARMY COMBAT	1 EA	GLOVES, COYOTE (OR), MITTENS	1 PR
T-SHIRT (COYOTE)	2 EA	BOOTS, COLD WEATHER (CW)	1 PR
BOOT SOCKS	4 EA	NECK GAITER, COYOTE BROWN	1 EA
UNDERGARMENTS, MALE or FEMALE	As Needed		
ECWCS LEVEL I, SILKWEIGHT TOP/BOTTOM	1 EA	HYGIENE ITEMS (60-DAY SUPPLY)	AS NEEDED
BRA, FEMALE, MOISTURE WICKING, RFI ISSUED	2 EA	BATH TOWEL, BROWN (OPTIONAL)	1 EA
SEWING KIT	1 EA	EXTRA SHOWER SHOES (OPTIONAL)	1 PR
HYGIENE KIT (14-DAYS)	1 EA	SANTIONARY / STAMPS AS NEEDED (OPTIONAL)	AS NEEDED
WASH CLOTH, BROWN	1 EA	ELBOW / KNEE PADS (OPTIONAL)	1 SET
BATH TOWEL, BROWN	1 EA	GLOVES, OD-GRN, FLYERS, CW (OPTIONAL)	1 PR
SHOWER SHOES	1 PR	INSECT REPELLANT (OPTIONAL)	1 EA
APFU SHORTS, SUMMER	1 EA	SUNSCREEN (OPTIONAL)	1 EA
APFU SHIRT, SUMMER, SS, ARMY/BN/CO	1 EA	EXTRA CAMELBACK BLADDER	1 EA
PT SHOES	1 PR	SHIRT, COMBAT, BALLISTIC	1 to 2 EA
PT SOCKS (BLACK OR WHITE)	2 PR	IOTV, GEN 4 - GROIN, KIDNEY, YOKE/COLLAR PADS, DAPS	1 SET
CIVILIAN CLOTHES	1 SET	BALISTIC PELVIC PROTECTOR (BPP)	1 EA
CIVILIAN SHOES	1 PR	TENT, LIGHT FIGHTER, (PACK C/B/T CONTAINER)	
CIVILIAN JACKET, LT WT	1 EA		
FEMALE URINARY DEVICE (FUD)	1 EA		
BACALAVA, LT WT HOOD, FR	1 EA		
WEAPONS CLEANING KIT (CENTER POUCH)	As Needed		
EXTRA BATTERIES AS NEEDED (AA, AA, 123) (CENTER POUCH)			
TACTICAL KNIFE, FIXED OR FOLDING POCKET, OR MULTI-TOOL	1 EA		
BLANK FIRING ADAPTER	1 EA		
MAGAZINES, M4	7 EA		
COMPASS, LEADER ASSIGNED (TAP / ATAP)	1 EA		

Important Links for FSGA and HAAF

The following websites are helpful references for all assigned to FSGA and HAAF:

1. Commander 3rd Infantry Division: Command Policy Letters
<https://home.army.mil/stewart/units/3ID/command-policy-letters>
2. Dining Facilities
<https://home.army.mil/stewart/my-fort/soldiers/DFACs>
3. Housing on Post
<https://home.army.mil/stewart/my-fort/newcomers-1/housing>
4. Military Equal Opportunity
<https://home.army.mil/stewart/about/Garrison/EO>
5. Newcomer Orientation to 3rd Infantry Division
<https://home.army.mil/stewart/my-fort/newcomers-1/VNO>
6. Fort Stewart Community Resource Guide
<https://crg.health.mil/guides/forscom/stewart/Pages/default.aspx>

References

The following references were used while creating this handbook, however, future changes in Army policy and regulations will supersede unless otherwise notified. You are encouraged to visit the Fort Stewart website, <https://home.army.mil/stewart/index.php/units/3ID> for other policies and references.

1. [AR 190-5, Motor Vehicle Traffic Supervision.](#)
2. [AR 190-24, Armed Forces Disciplinary Control Boards and Off-Installation Liaison and Operations.](#)
3. [AR 385-10, The Army Safety Program.](#)
4. [AR 600-9, The Army Body Composition Program.](#)
5. [AR 600-20, Army Command Policy.](#)
6. [AR 600-25, Salutes, Honors, and Visits of Courtesy.](#)
7. [AR 600-55, The Army Driver and Operator Standardization Program](#)
8. [AR 600-63, Army Health Promotion.](#)
9. [AR 670-1, Wear and Appearance of Army Uniforms and Insignia.](#)
10. [DA PAM 670-1, Wear and Appearance of Army Uniforms and Insignia.](#)
11. [ADP 6-22, Army Leadership and the Profession.](#)
12. [FM 7-22, Army Physical Readiness Training.](#)
13. [TB-MED 287.](#)