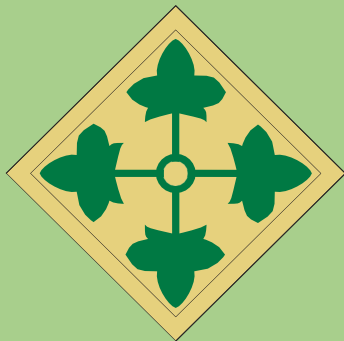


**4th Infantry Division & Fort Carson
Personnel – General**

Green Book Standards



**Headquarters, 4th Infantry Division
Fort Carson, Colorado 1 January 2021**

UNCLASSIFIED

UNCLASSIFIED

READY

Our Charge to Each Other

- R:** be **RESPECTFUL** of others
(Live by the Platinum Rule)
- E:** be **EXPERTS** in your craft
- A:** be an **ATHLETE**
- D:** be **DISCIPLINED** and enforce Army Standards
- Y:** it's up to **YOU**. Take initiative –
make a difference and be accountable

4th Infantry Division March

“Steadfast and loyal,
We're fit to fight!
The nation's finest Soldiers,
Keep liberty's light.
Our Soldiers ROAR for freedom,
We're fit for any test.
The mighty 4th Division...
America's best!”

The IVY SEVEN is a foundational approach to building lethality. It focuses on repetitions to master fundamentals (Reps and Sets). Each formation should work to identify standards to achieve in each category and a way to measure the output for their formation. Everything we do should be tied back to the IVY SEVEN, 4th Infantry Division's foundation.

Fitness – The basis for everything we do in the Army. It sets the tone for the day, it builds comradery, Esprit de Corps, trust, and makes you feel better physically and mentally.

Marksmanship – All Soldiers need to be lethal experts with their assigned weapon platform. Our ability to identify and engage our enemy directly affects mission success or failure. Bottom line, Seen = Killed.

Battle Drills – Expertise is achieved when we can conduct collective actions routinely, well executed across the full spectrum of warfighting functions. The only way to master our Battle Drills is through REPS AND SETS. You do not need to resource training areas or ammunition to rehearse our Battle Drills.

Maintenance – Proper care and maintenance of our equipment is paramount to our success on the battlefield. Every Soldier needs to know how to properly maintain all of their equipment and vehicles. Leaders are responsible for ensuring our equipment is mission ready, at all times.

Communication – If you can't talk, you can't fight. Make our communicators the best in the world, and ensure every Soldier knows how to operate and employ the communications equipment associated with their element.

Medical – Every Soldier needs to be trained – and be proficient with Tactical Combat Casualty Care. The tourniquet is one of the most vital lifesaving pieces of equipment we have. Every Soldier needs to know how to employ it properly.

Vehicular Operations – Success in Large Scale Combat Operations requires us to be proficient, not just qualified with mounted maneuver. We must develop proficient operators that understand how to employ our platforms within its capabilities while pursuing our enemies, SAFELY. All Soldiers understand the basics of vehicle safety, are PMCS certified on their vehicle, know how to operate safety belts, understand load plans, know ground guide requirements and how to operate in a cold weather environment.

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Unit Crests



HHBn



**1st Stryker
Brigade**



**2nd Stryker
Brigade**



**3rd Armored
Brigade**



**4th Sust
Brigade**



**4th Combat
Aviation
Brigade**



**4th
DIVARTY**



**USAG
Fort
Carson**



**1st Space
BDE**



AFSBN



**4th Engineer
Battalion**



**759th MP
Battalion**



MEDDAC



**Dental Activity
(DENTAC)**



627th HC



4th SFAB



10th SFG



71st EOD



**13th Air Spt
Operations
Squadron
(USAF)**

PART ONE

1. Commanding General's Intent for the 4th Infantry Division Standards Book. Exceptional units are a cohesive group of Disciplined Soldiers and Leaders that continuously strive to be Experts in their craft. The 4th Infantry Division has a 100 year legacy of warfighting excellence. Our charge is to continue to be READY to answer our Nation's call where ever and whenever it comes.

My intent is to have a simple set of standards that Leaders utilize 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 echelon to build trust and exercise disciplined initiative to make their formations better every day. I do not intend for this document to limit Commander's options - rather to provide them with the latitude based on their respective formation and requirements.

People are our #1 Priority – Soldiers, Civilians, Families – really knowing them, understanding their background, life stressors, personal and professional goals and enabling their ability to build resiliency and to thrive while serving in the Army and beyond. We should all strive to live by the "Platinum Rule"; Treat others the way they want to be treated.

2. Purpose. This Green Book will inform Soldiers, Noncommissioned Officers, and Officers of the Ivy Division and Fort Carson about expectations for individual discipline, appearance, conduct, and military courtesy as established by Army Regulations and policies. The proponent for this pamphlet is the Division Command Sergeant Major.

3. Applicability. This Green Book applies to all United States Service Members assigned to Fort Carson. 4th Infantry Division Soldiers who reside on other installations will comply with the host installation standards and policies, should policies conflict.

4. Responsibilities. Commanders and leaders are responsible to ensure Soldiers present a neat appearance and conduct themselves professionally both on and off duty. Soldiers will take pride in their appearance and conduct themselves properly at all times. Leaders are required to read and understand this pamphlet, brief their Soldiers, and enforce these standards. Leaders will ensure all Soldiers receive and have, on their person, a copy of this pamphlet or digital copy while in a utility uniform.

5. Vision Statement. The combat proven 4th Infantry Division is poised to fight and win our Nation's Wars. We are quiet professionals who lead by example. We are proud of who we are, our legacy of service and sacrifice; our Families; and of the communities in which we live and serve. We are in excellent physical, mental, emotional, social, and spiritual condition... and so are our Families. We are prepared to dominate the next challenge and accomplish all assigned missions, regardless of the hardships involved.

We will be READY!



Adam S. Nash
CSM, U.S. Army
Division Command Sergeant Major



Matthew W. McFarlane
MG, U.S. Army
Commanding

PART TWO

1. General Policies.

- a. **Army Values, READY, Golden Triangle, IVY 7.** All Soldiers will follow the Army Values and apply them to everything they do, on and off duty. 4th Infantry Division Soldiers will follow the principles of READY and the IVY 7 to guide them. Finally, Soldiers and Leaders will utilize the Golden Triangle to ensure we are placing our Soldiers health and wellbeing before all things. People first can only be achieved by incorporating the Army Values, READY, the Golden Triangle, and IVY 7 principles to all that we do. We must persevere our greatest asset, **OUR PEOPLE!**
- b. **Mountain Post Living Time.** All Commanders will attempt to honor Mountain Post Living Time, when able. Mountain Post Living Time begins at 1500 on the last duty day of the week. During Mountain Post Living Time, Soldiers will be released from official duty with the intent to spend time with their Family and friends in our community, exploring Mountain Post Living. Commanders are authorized to work and train beyond Mountain Post Living Time due to scheduled training or other requirements approved by their BDE Commander.
- c. **Battle Buddy.** The battle buddy team is a tradition that dates back to the earliest of times and is the best system for looking out for one another. Leaders will ensure all newly assigned Soldiers are paired with an experienced Soldier from the individual's team, squad, or section. Soldiers should always operate as a two-person team, on or off duty. The battle buddy does not replace newly assigned Soldier's assigned sponsors. The system does not only apply to newly assigned Soldiers, this is applicable from the most senior to the most junior 4th Infantry Division and Fort Carson Soldier.
- d. **Paper and Pen.** Soldiers will always be prepared to take notes by having paper and pen available at all times (except during physical readiness training).
- e. **Daily Uniform.** Company/Troop/Battery and Detachment 1SGs will identify their formations daily Duty Uniform and ensure it is known throughout their formation. This can be communicated in many ways, for example a daily uniform board or disseminated during first formation and will be posted on the training schedule. 1SGs will ensure they select the appropriate uniform based on the day's tasks while mitigating risk associated with work and weather.
- f. **Judgement.** All leaders are expected to exercise good judgement throughout the execution of all their duties. Should a Commander make a decision that veers from a known standard, that Commander should be able to tactically defend the reasons for making their decision, based on risk to force, risk to mission and current and future weather conditions.
- g. **Daily Formation/Pre-Combat Inspections.** Every Company/Troop/Battery and Detachment will conduct daily formations to facilitate accountability, reinforce discipline, instill attention to detail, and enhance NCO professionalism. The primary categories of routine inspections are morning parade, PCIs, crew/squad/section drills, and the dissemination of information.
- h. **Corrective Training.** In IAW AR 600-20 (Army Command Policy), brief physical exercise such as push-ups may be used as corrective training for minor acts of indiscipline. Corrective training exercises will comply with ATP 7-22.02 (Holistic Health and Fitness Drills and Exercises). Additionally, it is the 4th Infantry Division Standard that the administering leader will execute the same type and number of repetitions for the same duration as the Soldier receiving the corrective training. Corrective training will be directed only at the Soldier or Soldiers requiring Correction.
- i. **Leaders.** All Leaders should reference Army doctrine (FM, DA PAM, AR or TC) when making decisions on anything that is not covered in this document. Base your decisions on Risk to Force, Risk to Mission, and standing Army doctrine or policy. Leaders are encouraged to reference the most current doctrine at the Army Publishing Directorate at <https://armypubs.army.mil/>.

PART THREE

1. Personal Appearance Policies. All Soldiers will abide by AR 670-1 and DA Pam 670-1 at all times. 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. **Violation of the specific prohibitions and requirements set forth in this chapter may result in adverse administrative action and/or charges under the UCMJ.**

a. Grooming. Soldiers will abide by AR 670-1 grooming standards.

Soldiers with shaving profiles will maintain a copy of the prescribed DA Form 3349 all times. Facial hair will be trimmed to the level specified by appropriate medical authority, however Soldiers are not authorized to shape the growth into goatees, "Fu Manchu," 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)

b. Electronic Devices. Soldiers WILL NOT walk and talk, or walk and text while in uniform. This applies to the use of a hands-free device or when the cell phone is in speaker mode. Soldiers may use headphones, including wireless or non-wireless devices and earpieces, in uniform only while performing individual physical readiness training in indoor gyms or fitness centers IAW Army Directive 2016-20. Ear pads will not exceed 1-1/2 inches in diameter at the widest point. They may also wear a solid black armband for electronic devices in the gym or fitness center. Soldiers may **NOT** wear headphones or armbands while in uniform and outdoors. Headphones are permitted outdoors when in civilian attire except during physical readiness training hours (0630-0800 on duty days). Leaders are authorized to approve their formations to play music from a media device during organized static physical readiness training IOT motivate and build esprit de corps. Music may also be played in unit gyms which includes the area around beaver fit gyms and gyms in a box. Music will be played at a volume to not interfere with other formations and will be music that does not contain profanity, degrading, or distasteful content. At no time will music be played during runs, foot marches, or by individual Soldiers for their own enjoyment.

c. Hearing Protection. All Soldiers will carry issued hearing protection when in military uniform except during physical readiness training. All Soldiers are required to wear fitted non-linear hearing protection during all military training/operations involving high-frequency impulse noise that can cause injury to Soldiers hearing.

d. 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. Soldiers are only authorized to wear ballistic spectacle eye protection issued by the Army to include Smoke/Tinted/Clear lenses as long as 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 are prohibited while in the duty uniform. Contact lenses are not authorized in field conditions.

2. Utility Uniforms (Class C). All military uniforms will be worn IAW AR 670-1. Leaders must understand the Mountain Post weather/environment and that temperatures may swing 50 degrees in a 12 hour period and must plan in advance. Commanders and 1SGs are encouraged to dictate appropriate uniforms and

have the ability to tailor the uniform based on seasonal weather conditions or tactical requirements. For example, the Army Improved Hot Weather Combat Uniform (IHWCU) should not be worn in cold weather conditions IOT mitigate cold weather injuries. If worn off post, utility uniforms will be clean and serviceable. Soldiers will not wear utility uniforms off-post in any establishment which primarily serves alcohol. Under no circumstances will a Soldier consume alcohol off-post while in a utility uniform. Personnel on official travel will wear the service uniform or appropriate civilian attire.

- a. **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. Sleeves will not be pushed or rolled. Personnel wearing the A2CU outside of the flight line will blouse the trouser. Unit logo patches are not authorized to be sewn or hook and loop fastened on the uniform without an approved exception to policy from the CG and DCSM.
- b. **Combat Vehicle Crewman Uniform.** Soldiers may wear the combat vehicle crewman uniform on duty when prescribed by the commander for combat vehicle operations IAW CTA 50-900 and unit SOPs. The combat vehicle crewman uniform is not intended for wear as an all-purpose uniform when other uniforms are more appropriate.
- c. **Army Combat Shirt.** The Army Combat Shirt is authorized only during training events and must be worn with name tape, unit patch, and US Flag. The Army Combat Shirt will **NOT** be worn off post, in Warrior Restaurants, at the Shoppette, gas station, PX, Commissary or in any other business on the installation.
- d. **Headgear.** 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.
 - **Patrol Cap.** The patrol cap will be worn straight on the head so that the cap band creates a straight line around the head, parallel to the ground. No alterations to the cap are authorized. The cap is worn so that no hair is visible on the forehead beneath the cap.
 - **Beret.** The beret will be worn with the Army Service Uniform and utility uniform during ceremonies or special duties as required by the Commander or 1SG.
 - **OCF Sun "Boonie" Hat.** The "boonie" hat may be worn at the discretion of the Commander or 1SG for training or while deployed. Soldiers will **NOT** wear the "boonie" outside of the unit or training areas which includes all installation activities (PX, Shoppette, Burger King, etc.)
 - **Black/Coyote Brown Fleece Cap.** The fleece cap may be worn with OCP in Garrison, field, flight line, or on static guard duty when the ambient temperature, **to include wind chill, reaches 32 degrees or when designated** by the Commander or 1SG. Soldiers will wear the fleece cap, pulled down snugly on the head; Soldiers will not roll the cap but can have one fold. The Black Fleece Cap is the only authorized fleece cap for wear with the APFU.
 - **Neck Gaiter.** The 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 Commander or 1SG. It may be worn as a neck warmer, hood, or balaclava/mask. Neck gaiters will be removed when indoors.
 - **Organizational Headgear (Baseball Caps, Stetson).** Battalion Commanders may substitute headgear with distinctive unit Organizational Headgear within the following guidelines; Individual purchase of Organizational Headgear must be voluntary. Authorized for units no smaller than Battalion or Squadron and will only display the unit insignia and logo. Organizational Headgear will be worn only in the IVY DUTY Uniform in the unit's immediate area on the last duty day of the week or for special

functions such as: unit org days, formal events, professional gatherings, and other events designated by the Battalion or Squadron Commander. Under no circumstances will they be worn at ranges, training Areas or in the PX, Shoppette, Commissary or similar facilities. The Cavalry Stetson will be black in color. A braided cord, rank, regimental or ordinary cavalry brass, and **ONLY THE CURRENT Distinguished Unit Insignia** will be worn on the Stetson. The nape strap will be treaded 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 wearer's 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.

- **Master Gunner Headgear.** The Division Command Sergeant Major has authorized the wear of the Master Gunner Ball Cap. Only graduates of the Master Gunner Course and NCOs assigned as the unit Master Gunner may wear the Ball Cap. Master Gunners are only permitted to wear Ball Cap when serving in official Master Gunner duties and will not replace the Patrol Cap during normal duties.

e. Cavalry Spurs. Spurs will be worn only in the unit's immediate area or for special functions similar to Organizational headgear such as: unit dining-ins/outs, formal events, professional gatherings, and other events designated by the Squadron Commander. Under no circumstances they will be worn in the PX, Shoppette or alike facilities. Spurs may be worn whenever the Stetson is authorized.

f. Reflective Safety Belt. A reflective belt may be worn during work details or when appropriate for safety (such as ground guide duties, railhead operations, etc). There is no requirement to wear the Safety Belt during PRT in Fort Carson. Nevertheless, the senior leader on site will determined its need based on risk assessment (e.g. visibility and location).

g. Cadre T-Shirts. Professional programs (Pre-Ranger, STRYKER Operator Development Course, 168th RTI (NCO Academy), Spur Rides, Sapper, etc.) may wear a Cadre T-shirt approved by their Commander. The T-shirt will only be worn in the immediate area of that program or during program training/instruction. At no time will Cadre wear the approved T-Shirt at the Warrior Restaurant, PX, Shoppette, food court, etc. Cadre will not place their OCP blouse over their Cadre T-Shirt when entering these facilities, they must replace it with the brown T-shirt.

3. Tactical Uniform. Leaders will utilize the three base line uniform configurations during field training exercises or combat operations. This standard ensures that units are optimally prepared for combat. How a unit looks makes an impression on friend and foe; the standard for all IVY Soldiers is to look like a professional, skilled, READY Warrior. Standards on wear, uniformity and maintenance, depend on leader involvement and inspections. The three configurations are the **IVY DUTY Uniform**, the **IVY LIGHT Uniform**, and the **IVY READY Uniform**.

Note 1: No unauthorized patches will be worn on the uniform or item of equipment.

Note 2: All uniform guidelines are open to Commanders and 1SG modification based on appropriate Risk Assessment and leader Judgement.

Note 3: Camouflage and face paint will be worn during training when appropriate. Commanders and 1SGs are encouraged to enforce the wearing of camouflage and face paint but must mitigate risk during cold weather conditions IOT assist with identification of cold weather injuries. There are no expectations that Soldiers must wear face paint during day light conditions and remove the paint during limited visibility due to cold weather conditions.

a. **Personal Protective Equipment (PPE).** All Soldiers should either have on their person or wear the following protective gear when appropriate:

- Ballistic Eye Protection (APEL approved only).
- Hearing Protection, ID card, ID Tags, and note taking material.
- Nomex gloves (or other type of glove with leather palm to protect from flash burns).
- Knee Pad on the knees or combat pants with knee inserts.
- **Combat Application Tourniquet.** Every Soldier will have two tourniquets, one in their IFAK and one affixed to their IOVT/IBA or FLC/TAP (IVY LIGHT/READY).
- PPE should be accessible and worn based on leader analysis of METT-TC.

b. **Individual Outer Tactical Vest (IOTV/IBA).** The IOTV / IBA will be worn closed with all snap, hook and loop fastened, nametape and rank. Leaders will ensure all Soldiers have the Individual First Aid Kit (IFAK) attached to the IOTV or FLC/TAP system, Duty Belt or sub belt system for training and combat operations.

c. **Ballistic Protection.** Many training events do not require ballistic protection (land navigation, foot marches, etc....) but live-fire training and collective training events with a tactical scenario and an opposing force are examples that do. When **full ballistic protection is required**, the minimum uniform requirements consists of standard field uniform (ACH, earplugs, ballistic eyewear, protective gloves) plus the base Improved Outer tactical Vest (IOTV) or, if issued, Interceptor Body Armor (IBA) or Soldier Plate Carrier System (SPCS). During live fire training, deployments or when directed, Soldiers will be issued and wear front, back, and sides SAPI/ESAPI ballistic plates. **Commercial body armor and plate carriers are not authorized for wear.**

d. **Advance Combat Helmet (ACH) and Integrated Head Protection System (IHPS).** The ACH and IHPS will be complete with OCP cover, the 7 pad suspension system, retention system (chinstrap) fastened at all times, camouflage band (ACH only), and NVG mount. 4th Infantry Division Soldiers will affix the 4th Infantry Division Patch centered on the left side of the helmet cover as worn. The camouflage band will be routed under the NVG mount. Last name will be sewn on the camouflage band on the left side of the NVG mount as worn. Battle roster number will be sewn on the camouflage band centered under the 4th Infantry Division Patch. The camouflage band is not worn with the IHPS. Battle roster number is placed above the left ear, inside the helmet on luminous tape for the IHPS. All 4th ID Soldiers are encouraged to affix camouflage to their helmet to aid in signature management.

e. **Ivy Uniform Configurations.** The following uniform configurations are the 4th Infantry Division baseline. Leaders are encouraged to utilize these baseline uniforms however, leaders may modify these configurations to fit their daily, training, and operational needs in regards to risk and safety mitigation.

- **MOUNTAIN POST Uniform.** The Mountain Post Uniform will be a clean and serviceable OCP uniform with name tape, US Army tape, rank, subdued flag and SSI. Approved, authorized, or issued boots only. Clean, serviceable patrol cap with rank and name tape. Brown T-Shirt, brown belt, and ID card, ID tags, paper and writing instrument. The Mountain Post Uniform is the only approved uniform to be worn when conducting non-training tasks within the main cantonment area of Fort Carson.
- **IVY LIGHT Uniform.** Same as the Mountain Post Uniform with the following additions; no skill badges will be worn in the IVY LIGHT Uniform unless sewn on; clean, serviceable ACH complete

with proper markings and tie downs, approved eye protection, approved hearing protection, approved gloves, FLC/TAP worn IAW BDE/BN SOPs, knee and elbow pads (when applicable), personal hydration system, and issued tourniquet and IFAK. Commanders and 1SGs are encouraged to dictate the wear of camouflage and face paint when appropriate.

• **IVY READY Uniform.** Same as IVY LIGHT Uniform to include IOTV/IBA with ESAPI ballistic plates. FLC/TAP is not required to be worn with the IOTV, as long as the Soldiers has the appropriate pouches. Tourniquet and IFAK must be worn with the IVY Ready Uniform. Armored Crew Member Uniforms for 3ABCT will be outlined in a BDE SOP from 3ABCT.

4. Physical Readiness Training.

a. **General.** All 4th Infantry Division and Fort Carson Soldiers will conduct PRT and **READY** discussions when in garrison Monday through Friday from 0630-0800. No Soldier conducts physical readiness training alone during PRT hours, leaders conduct PRT as a group and with their respective formations; command teams may conduct PRT as a team or split to cover their formations. No activities will interfere with scheduled PRT sessions without approval from the Battalion Commander. The first formation of the day allows leaders to teach, train, mentor, and build discipline in our ranks. The Battalion Commander is the approval authority for any PRT starting before 0630, including foot marches. Battalion Commanders may extend PRT hours beyond 0800, but must allow for adequate Soldier recovery time, including personal hygiene and nutrition. If Soldiers' duties prevent them from conducting PRT during these hours, then commanders will establish PRT at an alternate time during the duty day. All PRT sessions are organized unit level activities. During field or live-fire training, commanders will program field PRT into the training schedule in order to maintain progressive fitness levels.

b. **READY Discussions during Physical Readiness Training.** In order to reinforce the Army values and **READY** philosophy, leaders will facilitate discussions on **READY** once per week between 0730 and 0800, following physical readiness training. These discussions will take place in small groups and will focus on a different aspect of **READY** each week.

c. **Uniform.** The Army Physical Fitness Uniform (APFU) is authorized for wear on and off duty, on and off the installation, unless restricted by the commander, as long as it is clean and serviceable. Soldiers must professionally represent the Army while in all or parts of the APFU (i.e. clean-shaven, appropriate locations, etc.) and will not wear into public locations following PRT if soiled or dirty. The APFU is not intended for wear as an all-purpose uniform when other uniforms are more appropriate.

- The APFU or OCP are the uniforms for physical readiness training; however, the Company Commander or 1SG can determine the uniform for PRT based on time and location.
- The use of lights are encouraged when Soldiers are conducting PRT in areas of limited visibility with complex terrain to reduce the risk of injury.

d. **Pregnancy and Post-Partum Physical Training (P3T).** Each Brigade and separate unit will ensure Soldiers attend the Ivy Division pregnant or post-partum program IAW the 4th Infantry Division and Fort Carson SOP to ensure Soldiers maintain a high level of fitness IAW their limitations. Pregnant Soldiers will wear the APFU until such time that it becomes too small or uncomfortable. Pregnant Soldiers are authorized to wear the T-shirt outside the trunks. At no time will commanders require

pregnant Soldiers to purchase a larger APFU in order to accommodate the pregnancy. When the uniform becomes too small or uncomfortable, pregnant Soldiers may wear equivalent civilian workout clothes that are conservative and professional in appearance.

e. Foot March. Foot marching will remain 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. Our formations must be able to fight and win upon completion of a march. Leaders must take a thoughtful and progressive approach to prevent needless injuries and ensure sustainable combat readiness for mission accomplishment.

- Tactical foot marches will be conducted in the IVY LIGHT Uniform with MOLLE rucksack/assault pack or in the IVY READY Uniform. The Commander or 1SG will determine if the helmet or patrol cap will be worn. 4th Infantry Division Soldiers will NOT conduct tactical foot marches in the IVY READY Uniform with a rucksack (no foot marching in IOTV and rucksack).
- Conditioning foot marches may be conducted in the IVY LIGHT, IVY READY Uniform or APFU. Running or soft sole shoes will **NEVER** be worn during foot marches.
- Commanders and 1SGs are authorized to modify the foot-march uniform to meet the training requirements. Commanders and 1SGs are encouraged to consider the weather and experience of their Soldiers and incorporate appropriate mitigation measures.

f. Unit T-Shirts and Sweatshirts. Commanders may substitute a distinctive unit t-shirt or sweatshirt for the APFU t-shirt or jacket within the following guidelines; Individual purchase of distinctive unit t-shirt must be voluntary. Authorized for units no smaller than Company, Troop, Battery, or separate Detachment Logos must be in good taste, no profanity, or lewd images.

5. Off-Duty Appearance. 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 Carson Dress Code.

- **Warrior Restaurants:** Soldiers and visitors will not wear hats or sleeveless shirts. Headphones will be removed in the serving line while ordering meals.
- Clothes with obscene, slanderous, or vulgar words or drawings on clothing, or items which make disparaging comments are not authorized on Fort Carson.
- Bare feet in any facility, except where footwear is not appropriate, such as swimming pools, are not authorized.
- Soldiers will wear appropriate attire when utilizing any post facilities on Fort Carson, to include the AAFES, Warrior Restaurants, public buildings, public areas, or work areas and WILL NOT wear cut-off jeans, slacks, or garments which expose any part of the buttocks. See through garments normally worn as undergarments are prohibited.
- Soldiers will keep their face clean-shaven when in uniform, or in civilian clothes while on duty.
- Soldiers are required to carry their Military I.D. Cards at all times whether on or off duty.
- When male and female Soldiers are NOT in uniform and off duty, earring wear is not restricted as long as the earrings do not create or support ear gauging (greater than 1.6 mm)

PART FOUR

1. Fort Carson Conduct. 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, READY and representing your Unit with pride. There are civil laws which pertain to all citizens, Soldiers included, and you must obey these laws. You will use professional language in public and common areas on and off the installation. Profanity and inappropriate language is prohibited in common areas. **Soldiers will demonstrate appropriate respect for all civilian authorities on and off the installation.** Leaders will incorporate the Golden Triangle in their everyday activities. This requires Leaders to engage with their subordinates constantly. Leaders are required to conduct daily in person accountability which consist of a form of inspection (uniform, grooming standard, or piece of equipment). Leaders are also expected to discuss Army and Division standards and life events IOT remain involved with their subordinate's life.

a. Intra-Unit Intimate Relationships. Outside of the Army, intimate relationships can have an adverse impact on the effectiveness of interpersonal work relationships within organizations and are often prohibited by employers' policies. Similarly, intimate relationships within company-sized elements or staff sections can adversely affect unit cohesion, morale, good order and discipline and can jeopardize unit readiness and mission accomplishment. Soldiers are highly discouraged from engaging in intimate relationships with other members of the same staff section or company-sized element as these relationships could have an adverse impact on good order and discipline within the unit. When these relationships have a negative impact on good order and discipline, commanders are authorized to take appropriate action, to include performance based counseling, inter-post reassignment, or other appropriate administrative action. This provision is not a supplement to AR 600-20.

- An intimate relationship is defined as a romantic, sexual, or dating relationship.
- If an intimate relationship covered by this paragraph exists upon implementation of this policy or arises while this policy is in effect, both Soldiers involved must immediately inform their chains of command.
- Soldiers may request to be transferred to a different company-sized unit or staff section in order to pursue an intimate relationship without violating this policy. Commanders will consider such requests and weigh them against the interests of unit readiness and mission accomplishment.

b. Drugs. Possession or use of any controlled substance without a valid prescription or use of prescription drugs intended for another person, is illegal. Other substances (including, but not limited to, "spice", CBD oil) deemed illegal by the Federal Drug Enforcement Administration, State of Colorado, or Department of Defense are prohibited. Despite the Colorado amendment to legalize marijuana, wrongful 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.

UCMJ, 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, this regulation prohibits Soldiers from using Hemp or products containing Hemp oil.

c. Use of Tobacco. Smoking, dipping, and chewing are prohibited in the work place, military vehicles, aircraft, or during physical readiness training. Soldiers will not walk with a lighted cigarette. Smoking is only authorized in designated smoking areas, **50 feet** from common points of entrance and exit to all buildings. Smoking in the field is only authorized by the Commanding Officer on the ground and will NOT be authorized between the hours of end evening nautical twilight (EENT) and begin morning nautical twilight (BMNT). **Electronic cigarettes and**

vaping devices will be treated the same as traditional cigarettes and not be used indoors, in the work place or in any establishment on Fort Carson and Butts Airfield.

d. Use of Alcohol. 4th Infantry Division and Fort Carson personnel or any personnel conducting military duties on the Fort Carson Military Reservation will not consume alcohol beverages while in uniform during duty hours regardless of duty status.

- Units will formally request approval from the Commander, 4th Infantry Division and Fort Carson to have alcohol during official unit events. Official unit event is defined as an event that officially represents the 4th Infantry Division or a subordinate unit such as but not limited to: Military Balls, Dining Ins/Outs, Hail and Farewells, Receptions as examples.
- Duty hours consist of those times when a Soldier is required to perform military duty. Duty hours are normally, but not limited to, 0630-1715, Monday through Friday on days when a Soldier is not on leave or pass, and any other time between assembly and dismissal from any other duty requirement, whether on Saturday and/or Sunday, or occurring before 0630 or after 1715. The duty day ends at 1500 on the last duty day of the week (MPL); therefore, alcohol consumption is authorized. The limitations on wear of the uniform while consuming alcohol are covered in Part 2, paragraph 2.
- Duty requirements include, but are not limited to: physical readiness training, guard duty, charge of quarters, or staff duty NCO/Officer.

e. Off Duty Employment. All active duty personnel are prohibited from engaging in off-duty employment without their Battalion Commander's approval.

2. Off-Limits "Structures and Areas". Individuals will not enter off limits or restricted areas without authority. A list can be found in the Commanding General Memorandum for Record (CG MFR #4) – Off Limit Areas and Establishments. Off limits areas include:

- Vacant structures and storage and supply buildings or areas.
- All range and training areas, unless specifically authorized.
- Specified parking areas when so marked or posted.
- Established placed off-limits be the Armed Forces Disciplinary Control Board under the provisions of AR 190-24. (Appendix 1).
- Other areas when so marked or posted.

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

a. Saluting. Soldiers will salute in garrison and field environments, unless instructed otherwise. Saluting and exchanging greetings while in civilian clothes is encouraged when on military installations. Soldiers who recognize an officer or senior officer while in the Army PT uniform will salute and render the appropriate response as outlined below:

- Each salute should be rendered upon recognition with a greeting and response. The 4th Infantry Division greeting is, "**STEADFAST AND LOYAL, Sir or Ma'am**" The response from the officer will be "**READY, or**

their unit moto”.

- When approaching an NCO, the appropriate greeting of the day is “**STEADFAST AND LOYAL, SGT/ First Sergeant/Sergeant Major**”. The response from the NCO will be “**Ready**”.
- Salute all standards and flags for senior officers displayed on military vehicles IAW AR 600-25. When you recognize an officer in a vehicle, you should salute.
- Units will call “Attention” or “At Ease” appropriately when leaders enter a building or room IAW AR 600-25. **When in the Warrior Restaurant, the common courtesy is “At Ease” for both LTC/CSM or higher.**

b. Reveille, Retreat, and National Anthem. Service members (on or off duty, in or out of uniform) are expected to render proper honors during Reveille, Retreat, and the National Anthem IAW AR 600-25. If traveling in a government or privately owned vehicle (car, motorcycle, bicycle), service members will stop and exit their vehicle and render appropriate honors. If the location or situation is unsafe to exit vehicle, at a minimum Soldiers will stop their vehicle.

4. Barracks and Housing.

a. Battalion Staff Duty Requirements. Each Battalion and Company/Troop/Battery will establish their own SOPs; however, the following is the minimum mandatory requirements: All units will utilize a DA Form 6 for all Staff Duty and Charge of Quarters Duties and will be maintained by the Battalion Operations Sergeant Major, 1SG, or equivalent. Battalion Command Teams will inspect this regularly and ensure its accuracy. The standard behind the DA 6 is to provide our Soldiers predictability of when they will work a 24 hour duty at least 30 days in advance. The SDNCO/SDO 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 company Charge of Quarters will be in the rank of Corporal or above. All Battalion Staff Duty NCOs will be in the rank of Sergeant promotable or Staff Sergeant, no exceptions. All Brigade Staff Duty NCOs will be in the rank Sergeant First Class or a Staff Sergeant serving in a Sergeant First Class billet, no exceptions. The Staff Duty Officer will be a warrant officer or Lieutenant. All activities will be logged on a DA Form 1594. Staff Duty/Charge of Quarters NCO will conduct **regular checks in each barracks** and place special emphasizes during high risk hours, 2100 until 0400.

Staff Duty/Charge of Quarters NCOs are responsible for the functionality, safety, security, and cleanliness of their unit’s assigned footprint and facilities.

Soldiers and NCOs are not allowed to sleep at any time while performing Staff Duty/Charge of Quarter duties. They will not leave the unit area for any reason during their tour of duty unless required in the execution of assigned duties. They are allowed no more than 45 minutes to consume meals. All meals will be consumed at the desk/unit area or in the unit Warrior Restaurant. A Soldier/NCO/SDO/FDO will receive a compensatory day to recover after 24 hours of duty. No Soldier will conduct duty within the first 30 days of being assigned to the unit, no exceptions.

In addition to Staff Duty, Battalion Commanders will direct a leader in the grade of E-7 or above to conduct “Leader Checks” in each of their assigned barracks on the evening prior to a non-duty day. The “Leader Check” will occur twice, once from 2000-0001 and once from 0100-0400. During “Leader Checks”, leaders will be visible and should speak with Soldiers in the barracks about the Soldiers’ activities. These checks will last for no less than 30 minutes.

b. Barracks Checks. Commanders will establish unit SOPs to enforce leadership involvement in the health and welfare of their Soldiers. At the minimum SOPs will contain the following guidance.

- **Initial.** Squad Leaders or Platoon Sergeants will conduct a joint move-in inspection with all newly assigned Soldiers. The leader will assist the Soldier identifying pre-existing damage to room or appliances, explaining the work orders process, submitting work orders to repair or replace furniture/appliances, and provide a detailed "Leader's Brief" on expectation for conduct, standards, and cleanliness of room, common areas, and around the building.
- **Leadership Presence.** Leaders will check their Soldier's room regularly to identify deficiencies, functionality, cleanliness, security, and overall safety of all rooms. The minimum requirement for leader's checks by rank is: Team Leaders will check their Soldier's room daily, Squad Leaders will check their Soldier's room twice a week, Platoon Sergeants & Platoon Leaders will check their Soldier's room weekly, and 1SGs & CDRs will check their Soldier's rooms twice a month.
- **Termination.** Squad leader 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.
- **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 utilize any reasonable natural or technological aid.
- **Room Standards.** Soldiers may arrange and decorate their rooms within the limits of good taste and IAW with Army Values. However, poster or any display that threatens good order and discipline are not authorized (i.e. 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.
- **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.

c. 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. All Soldiers will have roommates whenever possible, and female consolidated rooms will be near the charge of quarters or staff duty desk. Exceptions may be approved on a case-by-case basis by the Brigade Commander. This provision does not apply to field or deployed environments and is not intended to impact our fully integrated work environment.

d. 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 0000 and 0700. 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 2200 Monday through Thursday, Friday 1700 until 2400, and from 1200 until 2400 on weekends and holidays. Sunday from 1200 until 2200. Visitation is a privilege not a right and it may be revoked. Charge of

Quarters will check visitors ID and sign the visitor in using a separate visitor log.

e. Alcohol Possession Limits. Soldiers over the age of 21 who live in the barracks are authorized to possess no more than 144 oz. of beer equal to a standard 12 pack, 1,500 ml of wine equal to two standard bottles, or 750 ml 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. Company commanders may approve exceptions to the alcohol possession limits in this paragraph on a case-by-case basis upon request for planned social functions in the barracks. Company Commanders must ensure appropriate risk mitigation measures are in place for each event and will report all exceptions granted to their battalion commanders prior to the event.

f. Minors. Commanders will ensure that Soldiers residing in the Barracks understand Fort Carson Regulation in regards to Minors and dependents in the barracks.

g. Unit SOPs. All units will develop Barracks and Housing SOPs that discuss Barracks and Housing responsibilities in further detail. These SOPs will be present at all Staff Duty and Charge of Quarters locations, to include posting within unit areas for all Soldiers to read.

h. Housing Visitations. Commanders will established unit SOPs to enforce leadership involvement in the health and welfare of their Soldiers. Units will first submit their SOPs to their Staff Judge Advocates. At the minimum SOPs will contain the following guidance. Leaders will coordinate with the Soldier and their spouse prior to scheduling visitations.

5. Sponsorship. Effective sponsorship has a direct and significant impact on unit readiness. Ensuring proper sponsorship occurs both prior to, and upon arrival, will significantly improve unit readiness. Battalion and Brigade Commanders will appoint a Unit Sponsorship Coordinator (primary and alternate) to manage this process. Every incoming Soldier and Family will receive a unit sponsor to ensure that they are properly **W**elcomed to the Installation, provided with all necessary **A**ccurate contact information, and receive **R**eliable information prior to and after their arrival. Sponsors will pay especial emphasis when assigned to first-term Soldiers and provide maximum support throughout their first 120 days IAW the 4th Infantry Division and Fort Carson Sponsorship Handbook.

a. Sponsors. Sponsors will escort the Soldier and their Family to temporary lodging as needed, and ensure basic needs are met (meals, pets, and emergency contact numbers). They will assist with children's school selection, school registration or Community Youth Support Scheme registration (if applicable); assist with locating temporary transportation (public transportation, carpool, rental car, etc.), if needed; provide a tour of the community; be sure to include places relevant to the person being sponsored (PX, gas station, hospital, gym, commissary, veterinary services, etc.). Sponsors will continue to assist new Soldiers until no longer needed by the individual or their Family (as determined by the new arrival) or officially relieved of duties by the unit commander.

b. Leaders. Will assign a battle buddy to all new arrivals without dependents. Within 72 hours of arrival, leaders will brief all newly assigned Soldiers on SHARP policy and procedures, off-limit areas, local hazards, privately own weapons safety, private motor vehicle safety, motorcycle/ATV safety, water safety, and all available supporting agencies/resources.

PART FIVE

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

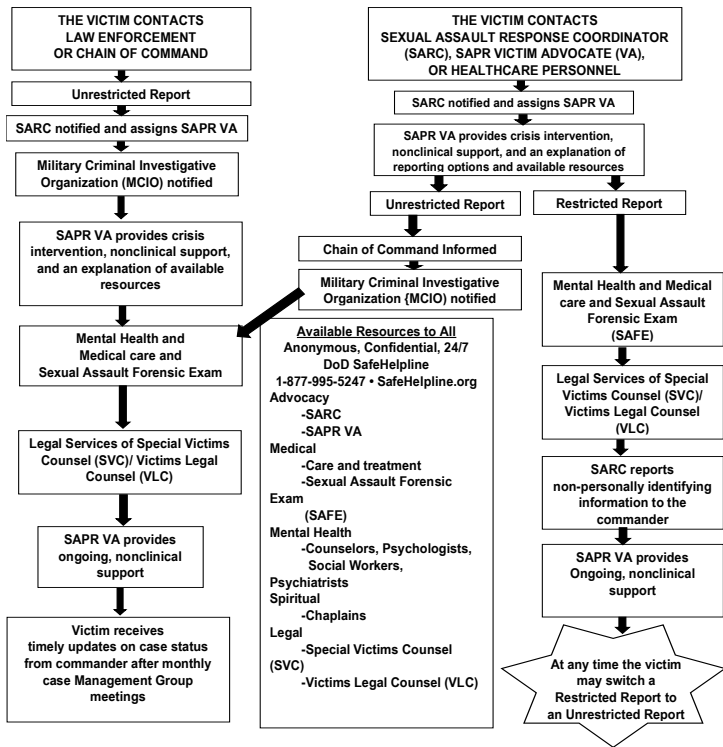
- a. Privately Owned Vehicles.** Soldiers and DOD civilians will not display obscene, racist, or offensive messages prejudicial to good order and discipline in their cars.
- b. Tactical Vehicles.** Soldiers will wear appropriate PPE when riding in tactical vehicles. At a minimum, Soldiers will wear ACH/IHPS, eye protection, and approved gloves. All occupants will wear the provided vehicle restraints (seat belt, harnesses, safety tether, etc.). Soldiers riding in the back of a troop carrier will utilize the troop strap. Tactical vehicles are prohibited in Shoppette, PX, Commissary, Burger King, or similar parking lots regardless for length of time.
- c. Loud Noise.** If the sound system can be heard at a distance of 25 feet or more from the vehicle with all the vehicle's windows closed, it is considered at an excessive volume and must be turned down. 4th Infantry Division quiet hours are between 2200-0630 daily.
- d. Motorcycle.** All Soldiers operating a Motorcycle on and off post will abide by the guidance provided in Fort Carson Policy Letter 16 (Motorcycle Safety Policy).
- e. Privately Owned Weapons.** All Fort Carson DoD personnel, including their dependents, and any person entering Fort Carson will register and maintain their weapon(s) IAW AR 190-11, FC Regulation 190-4, Chapter 2, and Fort Carson Policy Letter 18 (Privately Owned Weapons). It is imperative that weapon owners familiarize themselves with the referenced regulations and policies to ensure a safe environment and to prevent incidents involving POWs within Fort Carson.

2. Safety Briefings and Discussion. Leaders must provide safety awareness briefings and discuss (one-on-one) off duty plans with their Soldiers. Leader must know their Soldier's off duty plans, assist in those plans, and take time to become engaged face-to-face with their Soldiers. At a 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.

3. Online Conduct/Political endorsement. All Soldiers will be briefed about proper online conduct and the military regulations associated with their postings. Additionally, all Soldiers will be briefed on the limitations associated with political endorsements.

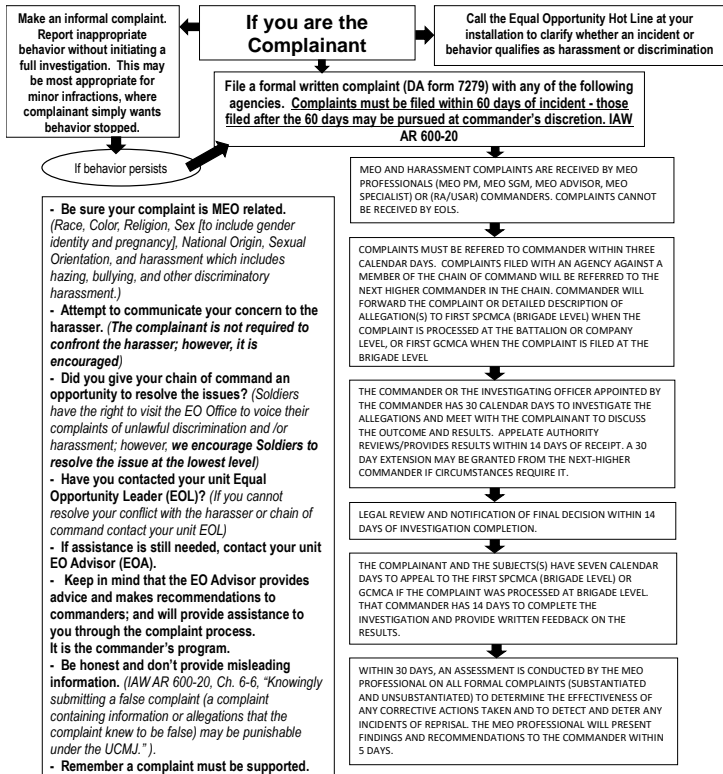
PART SIX

1. Sexual Assault Response Battle Drill (SHARP).



a. **SHARP Points of Contact.** If you, your fellow Soldiers, or Family member are unsure if you have experienced Sexual Harassment or Sexual Assault, please reach out to your Brigade Sexual Assault Response Coordinator (SARC) or the Fort Carson 24 hour Hotline at 719-338-9654 or the DoD Safe Helpline at 877-995-5247.

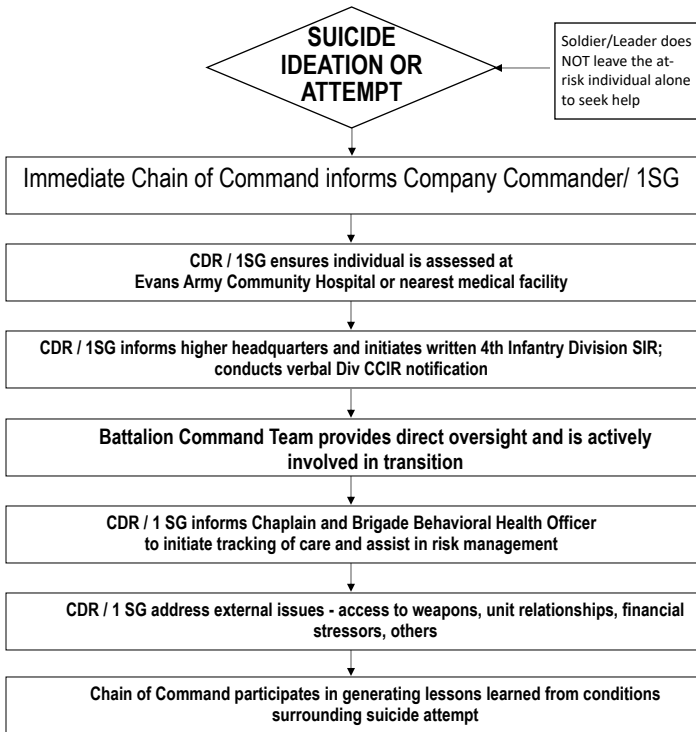
2. Equal Opportunity Response Battle Drill (EO). Equal Opportunity Response



Equal Opportunity Points of Contact. If you, your fellow Soldier, or Family member believe you/they have experienced discrimination based upon race, color, sex (to include gender identity and pregnancy), national origin, religion, or sexual orientation or have experienced harassment which includes hazing, bullying, and other discriminatory harassment, contact your unit EO Representative immediately or at the Fort Carson Hotline at 719-331-2448.

3. Suicide Ideation/Attempt Response Battle Drill.

SUICIDE IDEATION/ATTEMPT



PART SEVEN

1. Important Phone Numbers.

EMERGENCY SERVICES		WARRIOR RESTAURANTS		BEHAVIORAL HEALTH (APPT 526-7155)	
Medical Emergencies	911	Stack	526-0288	Team 1 (1 SBCT)	503-1801
Military Police Dispatch	526-2333	Wolf	526-2619 /0827	Team 2 (2 SBCT)	526-2609
Fire Department	526-5615	Warfighter	503-5016	Team 3 (3 ABCT)	526-0175
Duty Chaplain	526-3400	DENTAL CLINICS		Team 5	503-7705
FCCO Weather Hotline	526-0096	Clinic 1	526-2200	Team 10 (10SF)	526-5815
SHARP Hotline	338-9654	Clinic 2	503-7167	Team (Aviation)	526-3547
Suicide Prevention	800-273-8255	Clinic Liaison	526-3330	RELIGIOUS SUPPORT	
Domestic Violence	243-7907	Dental Clinic	526-5400	Prussman	526-4082
EO Help Line	526-4305	Larson Clinic	526-3330	Provider	524-2788
MEDICAL SERVICES EACH (526-7000/7111)				Soldier Memorial	526-5229/524-4316
Emergency Room	526-7111	DiRaimondo North	524-2047	Veterans	526-5890
Refill Pharmacy	524-4081	DiRaimondo South	524-2738/9	Healer	526-7386
Warrior Clinic	526-9277	Robinson Clinic	526-7764	Family Life Center	526-0261
MILITARY SERVICES			GYMS & RECREATION		
ACS	526-4590	DA Photo	526-1500	Iron Horse	526- 2706
Legal Assist.	526-5572	PAO	526-1269	Garcia	526-3944
Red Cross	877-272-7337	Retirement Ser.	526-2660	McKibben	526-2597
Education Ctr.	526-2124	SRP Site	526-2014	Waller	526-6222
One Source	800-342-9647	CYS	526-1100	Forrest Wellness Ctr.	526-3887
Inspector Gen.	526-3900/01	ASAP	526-2862	Bowling Alley	526-5542
DEERS/IDs	524-3704	SFLTAP	526-1002	Golf Course	526-4122
Finance	526-9233	IHG Hotel	526-4832	ITR Tickets	526-5366
JPPSO	526-3755	POV Regist.	520-6240	Elkhorn Center	526-4071
Housing	526-7578	Motorcycle Safety Crs.	526-1273/8045	The HUB	526-5347
Clothing Sales	526-2586	Soldier and Family Assis Center	526-5807	Special Events	524-1163
TASC	526-2308	Visitor Center	524-1896	Outdoor Rec	526-1993
TMP	526-1651	Range Control	526-5597	BOSS	524-2677
TDS	526-4563			Nelson Pool	526-3107
				Ellis Pool	526-4456
24/7 Unit Staff Duty Phone Numbers					
4th ID HQ	503-0650	627th Hospital Center	526-3800		
HHBN	524-1438	10th Special Forces Group	524-1440		
1 SBCT	524-4720	71st Ordnance Group	526-2528/524-3173		
2 SBCT	503-4009	759th Military Police BN	526-1270		
3 ABCT	526-6779	IVY Ready Company	526-6961/524-4475		
4 CAB	524-2748	1st Space Brigade	503-3276		
4 SUST BDE	526-8183	4th SFAB	526-6470		
DIV Artillery	503-6913	US Garrison Fort Carson	526-5600		
4th ENG BN	526-1182				

PART EIGHT

1. 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 Carson website, <https://carson.army.mil/> for other policies and references.

- a. 4th Infantry Division Policy Letters
<https://army.deps.mil/Army/cmds/4id/CG/CG%20Policy%20Letters/Forms/AllItems.aspx#InplviewHash8c2654df-3c6b-454f-9c0f-09b6e937f73c>
- b. III Corps Leader's Book, Appendix 2, Tab 2
- c. III Corps Standard Book, Appendix 2, Tab 3
- d. AR 190-5, Motor Vehicle Traffic Supervision
- e. AR 385-10, The Army Safety Program
- f. AR 600-9, The Army Body Composition Program
- g. AR 600-20, Army Command Policy
- h. AR/DA PAM 670-1, Wear and Appearance of Army Uniforms and Insignia
- i. ADP/ADRP 6-22, Leadership
- j. FM 7-22/ATP 7-22.02, Holistic Health and Fitness
- k. AR 600-25, Salutes, Honors, and Courtesy
- l. AR 600-63, Army Health Promotion
- m. Fort Carson Official Home Page <https://carson.army.mil/>
- n. US Army Fort Carson Facebook <https://www.facebook.com/USArmyFortCarson/>
- o. Mountain Post Living Facebook <https://www.facebook.com/mountainpostliving/>
- p. National 4th Infantry (IVY) Division Association
- q. Mountain Post Historical Center



**U.S. ARMY
FORT CARSON
THE MOUNTAIN POST**

*"Best Hometown in the Army
Home of America's Best"*