



DEPARTMENT OF THE ARMY  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT LEE  
3312 A AVENUE, SUITE 208  
FORT LEE, VA 23801-1723

REPLY TO  
ATTENTION OF

FORT LEE POLICY NO. 11-07

IMLE-ZA

JAN 4 2016

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: PT Road Closure and Safety Precautions for Military Troop Formations

1. This policy supersedes PT Road Closure and Safety Precautions for Military Troop Formations dated 10 March 2015.

2. References:

- a. AR 385-10, The Army Safety Program, 27 Nov 13.
- b. TRADOC Reg 385-2, Training and Doctrine Command Safety Program, 23 Jan 09.
- c. ATP 5-19, Risk Management, April 2014, Change No.1, 8 September 2014
- d. TC 3-22-20, Army Physical Readiness Training, 20 Aug 10.

3. Annexes: Enclosure 4

- a. Vehicle Operators & Pedestrian's Responsibilities.
- b. Military Troop Formations and Restrictions.
- c. Special Runs/Individual PT/ Risk Management (RM) and Enforcement.
- d. Ordnance PT Road Closure and Safety Precautions for Military Troop Formations.

4. Background: This guidance establishes uniform standards for the safe movement of marching and running military troop formations on Fort Lee roadways.

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5. Scope:

a. This policy applies to the following while on Fort Lee:

- (1) All organizations/units located at Fort Lee.
- (2) All military personnel at Fort Lee.
- (3) All visitors, civilian employees and contractors at Fort Lee.

b. Responsibilities:

(1) Organizational commanders will monitor the dismounted movement of their troops for adherence to the procedures described in this policy to ensure safe movement.

(2) Commander, US Army Garrison (USAG) will enforce the provisions of this policy.

(3) Commanders/Directors at all levels will ensure that their Soldiers, Family Members, employees, contractors and guests comply with the provisions of this policy.

c. Road Closures: Enclosure 1

(1) The streets marked in BLUE are designated as Vehicle/PT Joint Use roadways from 0500 to 0730, Monday through Friday for conducting physical training in formation.

(2) The streets marked in GREEN are designated roadways from 0500 to 0730, Monday through Friday for conducting physical training in formation.

(3) The streets marked in RED are designated roadways from 0500 to 0700, Monday through Friday for conducting physical training in formation.

(4) The streets marked in BLACK are designated as No physical training in formation roadways, except to cross at those intersections.

(5) Marching Troop Formations are allowed on all roads but must avoid use of high traffic roads between the hours of 1600-1730. Use of widen sidewalks can be used no matter street color or what time of day.

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(6) Vehicular traffic will not use the GREEN roadways from 0500 to 0730, Monday through Friday (except emergency vehicles).

6. POC for this policy is the Garrison Safety Office at 765-3122/3132.



PAUL K. BROOKS  
COL, LG  
Garrison Commander

4 Encls

1. Fort Lee & Ordnance  
PT Route Map
2. Deliberate Risk  
Management Worksheet
3. Formation Diagram
4. Annexes

DISTRIBUTION:

US ARMY Ft Lee IMCOM Atlantic List  
Ft Lee Key Personnel



## DELIBERATE RISK ASSESSMENT WORKSHEET

<b>1. MISSION/TASK DESCRIPTION</b>  Troop Formation (Running Route)	<b>2. DATE (DD/MM/YYYY)</b>  23/01/2015
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<b>3. PREPARED BY</b>		
<b>a. Name (Last, First Middle Initial)</b>  Sheffield, Karen M.	<b>b. Rank/Grade</b>  GS-12	<b>c. Duty Title/Position</b>  Safety and Occupational Health Specialist
<b>d. Unit</b>  Safety	<b>e. Work Email</b>  karen.m.sheffield.civ@mail.mil	<b>f. Telephone (DSN/Commercial (Include Area Code))</b>  539-3122/804-765-3122
<b>g. UIC/CIN (as required)</b>	<b>h. Training Support/Lesson Plan or OPOD (as required)</b>	<b>i. Signature of Preparer</b>  SHEFFIELD.KAREN .MANN.1229561339 <small><i>Digitally signed by SHEFFIELD.KAREN.MANN.1229561339 DN: c=US, o=US Government, ou=DoD, ou=PLI, cn=SHEFFIELD.KAREN.MANN.1229561339 Date: 2014.01.23 14:46:26 -0500</i></small>

Five steps of Risk Management: (1) Identify the hazards (2) Assess the hazards (3) Develop controls & make decisions  
(4) Implement controls (5) Supervise and evaluate (*Step numbers not equal to numbered items on form*)

	4. SUBTASK/SUBSTEP OF MISSION/TASK	5. HAZARD	6. INITIAL RISK LEVEL	7. CONTROL	8. HOW TO IMPLEMENT/ WHO WILL IMPLEMENT	9. RESIDUAL RISK LEVEL
<input type="checkbox"/> + <input type="checkbox"/> -	PT Testing and Daily 4 mile runs troop formation)	Vehicular/Pedestrian accident	H	Closed and joint (running/vehicular) routes. Barriers/cones etc. Road Guards Develop & Publicize PT Maps/Policy	How: Running map and policy Media channels-Traveller, public folders, LEEKEY  Who: MP Presence Leader Presence	M
<input type="checkbox"/> + <input type="checkbox"/> -		Roadway conditions Potholes, ice, and snow	M	Ensure roads are maintained Evaluate risks Develop Unit Policy Develop unsafe road conditions procedure	How: Internal unit running policy DPW procedure  Who: Leader	L
<input type="checkbox"/> + <input type="checkbox"/> -		Weather Conditions (Fog, Heat, Cold)	M	Evaluate weather conditions Evaluate risks Develop Unit Policy	How: Unit running policy/ Deliberate Risk Management Worksheet  Who: Leader	L

<b>10. OVERALL RESIDUAL RISK LEVEL (All controls implemented):</b>			
<input type="checkbox"/> EXTREMELY HIGH	<input type="checkbox"/> HIGH	<input checked="" type="checkbox"/> MEDIUM	<input type="checkbox"/> LOW

11. OVERALL SUPERVISION PLAN AND RECOMMENDED COURSE OF ACTION

12. APPROVAL OR DISAPPROVAL OF MISSION OR TASK

Approve

Disapprove

a. Name (Last, First, Middle Initial)

Brooks, Paul, K.

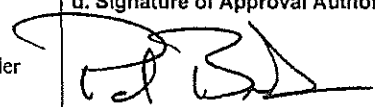
b. Rank/Grade

COL

c. Duty Title/Position

Garrison Commander

d. Signature of Approval Authority



e. Additional Guidance:

Risk Assessment Matrix		Probability (expected frequency)				
		Frequent: Continuous, regular, or inevitable occurrences	Likely: Several or numerous occurrences	Occasional: Sporadic or intermittent occurrences	Seldom: Infrequent occurrences	Unlikely: Possible occurrences but improbable
Severity (expected consequence)		A	B	C	D	E
Catastrophic: Mission failure, unit readiness eliminated; death, unacceptable loss or damage	I	EH	EH	H	H	M
Critical: Significantly degraded unit readiness or mission capability; severe injury, illness, loss or damage	II	EH	H	H	M	L
Moderate: Somewhat degraded unit readiness or mission capability; minor injury, illness, loss, or damage	III	H	M	M	L	L
Negligible: Little or no impact to unit readiness or mission capability; minimal injury, loss, or damage	IV	M	L	L	L	L

Legend: EH - Extremely High Risk H - High Risk M - Medium Risk L - Low Risk

**13. RISK ASSESSMENT REVIEW** *(Required when assessment applies to ongoing operations or activities)*

a. Date	b. Last Name	c. Rank/Grade	d. Duty Title/Position	e. Signature of Reviewer
Feb 24, 2015	Lawrence	GS-13	Garrison Safety Director	LAWRENCE: <small>Digitally signed by LAWRENCE, TIMOTHY D 1228488310</small> TIMOTHY.D. <small>DN: cn=LAWRENCE, o=U.S. Government, ou=U.S. Army, email=LAWRENCE.TIMOTHY.D@1228488310</small> 1228488310 <small>DN: 2013 02 24 14:12:11 -0500</small>

**14. FEEDBACK AND LESSONS LEARNED**

**15. ADDITIONAL COMMENTS OR REMARKS**

Instructions for Completing DD Form 2977, "Deliberate Risk Assessment Worksheet"

**1. Mission/Task Description:** Briefly describe the overall Mission or Task for which the deliberate risk assessment is being conducted.

**2. Date (DD/MM/YYYY):** Self Explanatory.

**3. Prepared By:** Information provided by the individual conducting the deliberate risk assessment for the operation or training.

**Legend:** **UIC** = Unit Identification Code; **CIN** = Course ID Number; **OPORD** = operation order; **DSN** = defense switched network; **COMM** = commercial

**4. Sub-task/Sub-Step of Mission/Task:** Briefly describe all subtasks or substeps that warrant risk management.

**5. Hazard:** Specify hazards related to the subtask in block 4.

**6. Initial Risk Level:** Determine probability and severity. Using the risk assessment matrix (page 3), determine level of risk for each hazard specified. probability, severity and associated Risk Level; enter level into column.

**7. Control:** Enter risk mitigation resources/ controls identified to abate or reduce risk relevant to the hazard identified in block 5.

**8. How to Implement / Who Will Implement:** Briefly describe the means of employment for each control (i.e., OPORD, briefing, rehearsal) and the name of the individual unit or office that has primary responsibility for control implementation.

**9. Residual Risk Level:** After controls are implemented, determine resulting probability, severity, and residual risk level.

**10. Overall Risk After Controls are Implemented:** Assign an overall residual risk level. This is equal to or greater than the highest residual risk level (from block 9).

**11. Supervision Plan and Recommended Course of Action:** Completed by preparer. Identify specific tasks and levels of responsibility for supervisory personnel and provide the decision authority with a recommend course of action for approval or disapproval based upon the overall risk assessment.

**12. Approval/Disapproval of Mission/Task:** Risk approval authority approves or disapproves the mission or task based on the overall risk assessment, including controls, residual risk level, and supervision plan.

**13. Risk Assessment Review:** Should be conducted on a regular basis. Reviewers should have sufficient oversight of the mission or activity and controls to provide valid input on changes or adjustments needed. If the residual risk rises above the level already approved, operations should cease until the appropriate approval authority is contacted and approves continued operations.

**14. Feedback and Lessons Learned:** Provide specific input on the effectiveness of risk controls and their contribution to mission success or failure. Include recommendations for new or revised controls, practicable solutions, or alternate actions. Submit and brief valid lessons learned as necessary to persons affected.

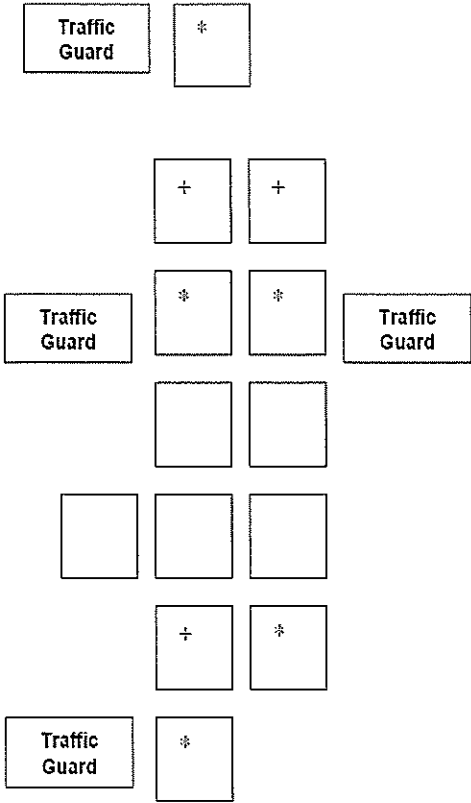
**15. Additional Comments or Remarks:** Preparer or approval authority provides any additional comments, remarks, or information to support the integration of risk management.

**Additional Guidance:** Blocks 4-9 may be reproduced as necessary for processing of all subtasks/ substeps of the mission/task. The addition and subtraction buttons are designed to enable users to accomplish this task.

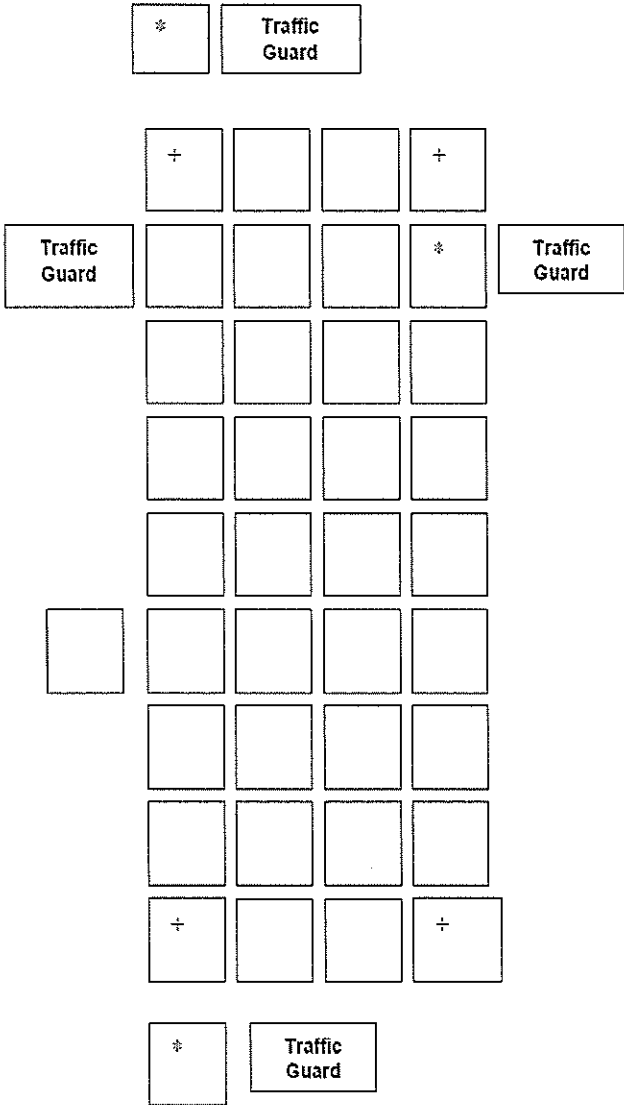




Platoon PT Formation



Company PT Formation



\* Vest and limited visibility, flashlight

## ANNEX A: Vehicle Operators Responsibilities

1. Runners are in essence pedestrians. Virginia motor vehicle laws and common sense apply to everyone. Vehicle operators will stop for individual and Military Troop Formations at intersections throughout the installation.

a. At all other times, vehicle operators may proceed through the intersection without stopping but will proceed with due caution in a safe and responsible manner.

b. Under no circumstances will vehicle operators pass the formation from the REAR, except when specifically directed to do so by the formation road guard. When so directed, pass the formation at no more than 10 mph.

2. Vehicle operator responsibilities during Hours of Darkness or Limited Visibility on Blue Joint Use Roads:

a. When approaching the FRONT of a marching/running military formation, vehicle operators will reduce speed to 10 mph or slower, pull to the right side of the road; turn off the headlights; turn on the parking lights and, if appropriate, the emergency hazard flasher; and pass the formation with extreme caution, obeying all hand and verbal commands of the road guards.

b. When approaching the REAR of a marching/running formation, vehicle operators will not drive within 20 yards of the last rank in the formation. Vehicle operators will use low-beam headlights and may use emergency hazard flashers. Under no circumstances will vehicle operators pass the formation from the REAR.

3. High Vehicle Traffic Intersections/Crosswalks and Vehicle Driver Responsibilities:

a. Mahone Avenue and A Avenue, 16th Street and B Avenue, Lee Avenue and B Avenue, 34th Street and A Avenue, 38th Street and A Avenue and Sisisky Avenue and A Avenue have been identified as high pedestrian crossings and vehicle traffic intersections that purpose a higher safety risk for an accident to occur.

b. Vehicle operators must be alert at all times at road crossings with high pedestrian crossings and vehicular traffic as indentified in item (a) above. Vehicle operators must be prepared to stop when approaching crosswalks and intersections when pedestrians, single runners, and troop formations are present.

## ANNEX B: Military Troop Formations and Restrictions

### 1. Military Troop Formations:

a. Military formations will march/run to the right of the centerline, including the individuals in charge of the formation, except when using the GREEN roadways during the closed timeframe.

b. Use of widened sidewalks is authorized for walkers, single runners, and marching Troop Formations. Troop formations will not exceed three abreast while on widen sidewalks.

c. Position the individuals in charge of the formation to the left and rear of each formation to control the direction and pace and to police the rear of the column. The individuals in charge of the formation will ensure that safety equipment is used.

d. All road guards will wear reflective vests.

e. The authorized reflective vest is Line Item No: Y00950, FSN: 8415-00-177-4974; Item Description: Vest High Visibility: Nylon Fluorescent Orange with white strips as outlined in TRADOC Regulation 385-2, Para 8-9 and Table 8-1.

f. For formations with more than eight but less than 50 military personnel, conduct troop movement with platoon columns of no more than three files. For formations of greater than 50 military personnel, conduct troop movement with platoon columns of no more than four columns. At a minimum, all individuals in the first and last ranks and one individual at the midpoint of the first and last file of each platoon column in the company formation and any personnel to the left of the formation will wear reflective vests (See Enclosure 3 of this Policy and Para 8-9 and Figure 8-1 of TRADOC Regulation 385-2). These restrictions can be waived when running on the green closed route as long as it is properly addressed in the Deliberate Risk Management Worksheet DD Form 2977.

g. Formations of eight military personnel or less will run in a single file. One individual in charge of the formation will run to the left of the file and control the direction and pace of the formation. These small groups will run on the extreme right of the roadway. Each person will wear a reflective vest.

h. Each battalion size unit will designate one or more NCOs to manage a straggler control "platoon." These NCOs will run with reflective vests and flashlights. As this straggler platoon increases in size, NCOs will ensure that they merge into no more than two files. All stragglers will run to the extreme right of the road. When Soldiers continually fall out of formation and are placed in the straggler platoon, units will use this trend to identify those in need of special PT and ensure they are placed in the appropriate ability groups.

## ANNEX B: Military Troop Formations and Restrictions

i. Military formation leaders will conduct an inclement weather/dense fog/lightning risk assessment and will either postpone PT or use off-road alternatives when visibility limitations prevent motorists from seeing traffic guards or lightning creates a safety hazard for Soldiers in the open.

j. Commanders will assess (Hot and Cold) weather conditions to determine risk management for heat and cold injury prevention IAW TRADOC Regulation 350-29, App B.

k. All Fort Lee/Ordnance Campus physical training formations will clear roadways NLT 0730, Monday through Friday. An exception will be made for units/organizations conducting Physical Training outside the hours of 0500-0730, M-F; they will use Blue roadways (with the exception of Ordnance Campus). APFT conducted on weekends may also use Shop Road (19<sup>th</sup> Street -11<sup>th</sup> Street), refer to Fort Lee Map Enclosure 1. Traffic Guards will be required at intersections and a Deliberate Risk Management Worksheet will be completed each time these roadways are used outside the hours of 0500-0730, M-F.

l. During road closure times on the GREEN route, military formation leaders must meet the (Reflective Vest) minimum requirement as outlined in TRADOC Regulation 385-2, Para 8-9 and Table 8-1. Military formations may not exceed four files (See enclosure 3).

m. Using units will block off the intersections as required to ensure safe movement and to control lateral vehicular traffic.

n. If minimum safety equipment is not on hand, formations of less than platoon size will use off road tracks.

### 2. During darkness or inclement weather:

a. Front and rear guards will march 30 meters in front (flashlight beam directed forward) and to the rear (flashlight beam directed rearward) of each formation.

b. All personnel identified as road guards will wear reflective equipment and will also carry flashlights during hours of limited visibility.

### 3. Restrictions:

a. B Avenue, East of Sisisky will be off limits to all military formations conducting PT, Monday through Friday. Refer to Fort Lee Map Enclosure 1.

## ANNEX B: Military Troop Formations and Restrictions

b. 11<sup>th</sup> Street from B Avenue through the Shop Road traffic circle to Quartermaster Road is off limits to military formations conducting PT, Monday through Friday. Refer to Fort Lee Map Enclosure 1.

c. Shop Road from traffic circle (11 Street) east to Sisisky Blvd will be off limits to all military formations conducting PT, Monday through Friday. Refer to Fort Lee Map Enclosure 1.

d. Quartermaster Road, east of 11<sup>th</sup> Street will be off limits to all military formations conducting PT, Monday through Friday. Refer to Fort Lee Map Enclosure 1.

e. B Avenue, from 38<sup>th</sup> Street east to Sisisky Blvd is off limits to all military formations conducting PT, Monday through Friday. Refer to Fort Lee Map Enclosure 1.

f. 38<sup>th</sup> Street, south of Eisenhower (E) Avenue is off limits to all military formations conducting PT, Monday through Friday. Refer to Fort Lee Map Enclosure 1.

g. When there is no vehicle traffic conflict in parking lots prior to 0600, Service members may use these parking areas for such things as interval training, stretching and warm ups. As soon as employees begin to arrive, use of these areas for PT is prohibited. The parking areas in and around Building 11200 (DeCA) and Building 10500 (DCMA) are off limits to military personnel conducting PT at all times.

## ANNEX C: Special Runs/Individual PT/ Risk Management (RM) and Enforcement

1. Special Runs - Such as the quarterly BN runs, senior leaders run and periodic 5/10k Races will be publicized at least one week in advance of the event. Publicity will include, as a minimum, a front-page notice in the Traveler and Ft Lee Key Personnel, and US ARMY Ft Lee IMCOM Atlantic List notification designating date(s), start and end time(s). A senior leader in each sponsoring agency/organization is also responsible to ensure that an appointed representative prepares a Deliberate Risk Management Worksheet for each of these events. All Special Runs that use roadways outside the designated Troop Formation routes and/or times M-F will be required to notify the Garrison Safety Office at 765-3122 or 765-3132 (who will then notify the Garrison CSM and Garrison Commander for final approval). Notification to the Fort Lee Civilian Personnel Advisory Center (CPAC) is also required for notice to the unions. The notification period is a minimum 10 business days prior to the run. The POC for this notification is the CPAC Labor/Management Employee Relations (LMER) Office at 765-4588 or 765-0845.

2. Individual PT- All Service Members, civilians and contractors conducting individual PT on Fort Lee during the hours of darkness will wear a reflective vest, reflective belt or retro-reflective clothing. Individual running is covered by the Fort Lee Single Source Safety Document, Chapter 19-2, and Website:  
<http://www.lee.army.mil/safety/safety.office.aspx>.

3. Risk Management - Is the responsibility of all leaders, see Enclosure 2. The Unit Commanders are responsible to ensure that a properly authenticated and executed RM worksheet is prepared, maintained and on file for this training event. As a minimum, a new RM worksheet will be prepared and authenticated quarterly to coincide with seasonal weather and/or time changes.

4. Enforcement- The Fort Lee Military Police/Department of the Army Civilian Police (DACP) will issue a United States District Court Violation Notice, DD 1805, if an unauthorized vehicle is observed operating on the green roadway in violation of the policy. Pursuant Issuance of a DD 1805 by the Fort Lee Police Department for all military and civilian violators of this policy may result in administrative measures taken by the Garrison Commander.

## ANNEX D: Ordnance PT Road Closure and Safety Precautions for Military Troop Formations

Background: This guidance establishes uniform standards for the safe movement of marching and running military troop formations on Ordnance Campus roadways.

### 1. Scope:

a. This guidance applies to the following while on Ordnance Campus:

- (1) All Units/Organizations.
- (2) All military personnel.
- (3) All civilian and contractor employees.

b. Responsibilities:

a. Organizational commanders will monitor the dismounted movement of their troops for adherence to the procedures described in this policy to ensure safe movement.

b. Commander, US Army Garrison (USAG) will enforce the provisions of this guidance.

c. Commanders/Directors at all levels will ensure that their Soldiers, Family Members, employees, contractors and guests comply with the provisions of this policy.

c. Military Troop Formations:

All Ordnance Campus physical training formations will clear roadways NLT 0730, Monday through Friday. An exception will be made for Ordnance BDE Units conducting afternoon Physical Training; they will use Blue roadways, refer to Fort Lee Map Enclosure 1.

d. Road Closures: Enclosure 1

a. The streets marked in BLUE are designated as Vehicle/PT Joint Use roadways from 0500 to 0730, Monday through Friday for conducting physical training in formation.

b. The streets marked in GREEN are designated roadways from 0500 to 0730, Monday through Friday for conducting physical training in formation.

ANNEX D: Ordnance PT Road Closure and Safety Precautions for Military Troop Formations

c. The streets marked in RED are designated roadways from 0500 to 0700, Monday through Friday for conducting physical training in formation.

d. The streets marked in BLACK are designated as No physical training in formation roadways, except to cross at those intersections.

e. Vehicular traffic will not use the GREEN roadways from 0500 to 0730, Monday through Friday (except emergency vehicles). Vehicles may cross the Green route when safe to do so.

e. Special Road Changes: Enclosure 1

The street marked RED (11th Street, from Quartermaster Road over the Ordnance Campus Bridge to the Ordnance Campus traffic circle) will revert to BLUE Vehicle/PT Joint Use roadway at 0700 Monday through Friday to allow Soldiers, civilians and contractors to get to their designated work place.



## INFORMATION PAPER

**SUBJECT:** PT Road Closure and Safety Precautions for Military Troop Formation Policy.

1. **Purpose.** To incorporate PT route changes to the Fort Lee PT Road Closure and Military Troop Formation Policy (11-07). These changes provide the 262 BN a safer route to B Avenue.

2. **Facts.**

a. Paragraph 1: "supersedes" date has been updated.

b. Enclosure 4, Annex B: Paragraph 3e, added B Avenue from 38<sup>th</sup> Street to Sisisky Boulevard as off limits to PT.

c. Enclosure 4, Annex B: Paragraph 3f, added 38<sup>th</sup> Street south of Eisenhower as off limits to PT.

d. Enclosure 4, Annex B: Paragraph 3g, added Building 10500 (DCMA) parking areas off limits to PT at all times.

e. Enclosure 1 (PT/Troop Formation Map): Added 38<sup>th</sup> Street from B Avenue to Eisenhower (E) Avenue as a "Blue" route. Added Eisenhower Avenue from 38<sup>th</sup> Street to 39<sup>th</sup> Street as a "Blue" route. Added 39<sup>th</sup> Street from north end of running track to Eisenhower (E) as a "Blue" route. Changed B Avenue from 38<sup>th</sup> Street to Sisisky Boulevard to a "Black" route (No Troop Formation).

Ms. Sheffield/Garrison Safety Office

APPROVED BY: Mr. Lawrence/Director