



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

**SEP 27 2019**

**IMLE-ZA**

**FORT LEE POLICY NO. 19-07**

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Safety Precautions for Military Troop Movements**

1. This policy supersedes PT Road Closure and Safety Precautions for Military Troop Formations dated 17 January 2019.
2. References:
  - a. AR 385-10, The Army Safety Program, 24 February 2017.
  - b. TRADOC Reg 385-2, Training and Doctrine Command Safety and Occupational Health Program, 9 January 2019.
  - c. ATP 5-19, Risk Management, April 2014, Change No.1, 8 September 2014.
  - d. FM 7-22, Army Physical Readiness Training, 26 October 2012.
3. Annexes:
  - a. Vehicle Operators & Pedestrian's Responsibilities.
  - b. Military Troop Formations and Restrictions for Physical Training.
  - c. Special Runs/Individual PT/ Risk Management (RM) and Enforcement.
  - d. Troop Movement and Restrictions for Road Marches.
4. Background: This guidance establishes uniform standards for the safe movement of marching and running military troop formations on Fort Lee roadways.
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.

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(3) All visitors, civilian employees and contractors at Fort Lee.

6. 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 policy.

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

7. Road Closures: All recurring road closures can be found in Enclosure 1. All closures are exempt for emergency vehicles only. Anyone found driving along closed routes is subject to reprimand.

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

3 Encls

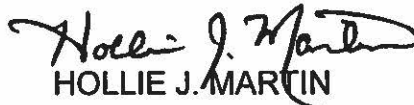
1. Fort Lee & Ordnance

PT Route Map

2. Deliberate Risk

Management Worksheet

3. Formation Diagram

  
HOLLIE J. MARTIN  
COL, LG  
Garrison Commander

DISTRIBUTION:

US ARMY Ft Lee IMCOM Atlantic List

Ft Lee Key Personnel

## ANNEX A: Vehicle Operator 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, with due caution, in a safe and responsible manner.

b. Vehicle operators will not pass the formation from the REAR, except when specifically directed to do so by the formation road guard. When so directed, vehicle operators may pass the formation at no more than 10 mph.

2. Vehicle operator responsibilities during Hours of Darkness or Limited Visibility.

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. During darkness or limited visibility, 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 B 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/troop movement 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 identified 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.

c. Vehicular traffic will not use (reference enclosure 1) the GREEN roadways from 0500 to 0730 or RED roadways from 0500 to 0700, Monday through Friday (except emergency vehicles). Vehicles may cross the GREEN roadways when safe to do so.

## **ANNEX B: Military Troop Formations and Restrictions for Physical Training**

### **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 (as defined in enclosure 1) 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 widened 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 even when marching/running on GREEN or RED routes. 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.

e. For formations with more than eight but less than 50 military personnel, conduct troop movement with columns of no more than three files. For formations of greater than 50 military personnel, conduct troop movement with 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 column in the formation and any personnel to the left of the formation will wear reflective vests in march formations. The same rule applies for run formations however, the traffic guards will be 30 meters ahead of and 30 meters to the rear of the formation (See Enclosure 3). 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.

f. 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 or belt.

g. 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 for Physical Training

h. 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.

i. 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.

j. 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. 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.

k. Using units will block off the Green and Red intersections/roadways as required to ensure safe movement and to control lateral vehicular traffic. Refer to Fort Lee Map Enclosure 1.

l. 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.

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.

## ANNEX B: Military Troop Formations and Restrictions for Physical Training

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. Edgewood Road between Central Avenue and the east end of the bridge adjacent to Building 18022 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), Building 4229 (GCSS-Army) and Building 18036 (Mosier Consolidated Troop Medical Clinic) are off limits to military personnel conducting PT at all times.

### 4. 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.

b. The streets marked in GREEN are designated for conducting physical training from 0500 to 0730, Monday through Friday , and closed to traffic during these times except emergency vehicles. Vehicles may cross the GREEN route when safe to do so.

c. The streets marked in RED are designated for conducting physical training from 0500 to 0700, Monday through Friday only and will revert to BLUE Vehicle/PT Joint Use roadway at 0700 to allow Service Members, Civilians and Contractors to get to their designated work place.

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



## 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, at 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 765-3132 (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.

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: <https://home.army.mil/lee/index.php/about/Garrison/safety-office> (located under the resources tab).

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 risk management (RM) worksheet is prepared, maintained and on file for each training event. At 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 Central Violations Bureau Form, if an unauthorized vehicle is observed operating on a GREEN or RED roadway in violation of the policy. Violation of this policy may result in administrative measures taken by the Garrison Commander, for both military and civilians.

## **ANNEX D: Military Troop Movement and Restrictions for Road Marches**

### **1. Military Troop Formations:**

a. When conducting troop movement on roadways to/from locations, formations will march to the right of the centerline, including the individuals in charge of the formation. 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 column and any personnel to the left of the formation will wear reflective vests (See Enclosure 3). 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.

b. When conducting foot marches on roadways, formations will consist of two columns and will march to the extreme outside of the roadway (See Enclosure 3). 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 column will wear reflective vests. Formation leaders may march in the center of the road to control the direction and pace of the formation and will allow vehicle traffic to pass safely. Position an individual in charge to police the rear of the formation. The individuals in charge of the formation will ensure that safety equipment is used.

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

d. Use of widened sidewalks is authorized for marching troop formations. Troop formations will not exceed three abreast while on widen sidewalks.

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

f. 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.

### **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 (See Enclosure 3).

b. All personnel identified as road guards will wear reflective equipment and will also carry flashlights during hours of limited visibility (See Enclosure 3).



## **ANNEX D: Military Troop Movement and Restrictions**

### **3. Restrictions:**

Troop movement is restricted on Sisisky Boulevard and A Avenue to portions of the roadway needed to access Training Areas. Troop movement on any other portions of Sisisky Boulevard and A Avenue is prohibited.



# DELIBERATE RISK ASSESSMENT WORKSHEET

**1. MISSION/TASK DESCRIPTION**

Troop Formation (Running Route)

**2. DATE (DD/MM/YYYY)**

25/09/2019

**3. PREPARED BY**

a. Name (Last, First, Middle Initial)

Lawrence, Timothy, D.

b. Rank/Grade

GS-13

c. Duty Title/Position

Director

d. Unit

USAG Fort Lee, VA., Safety

e. Work Email

timothy.d.lawrence.civ@mail.mil

f. Telephone (DSN/Commercial (Include Area Code))

539/765-3132

g. UIC/CIN (as required)

W6CPAA

h. Training Support/Lesson Plan or OPORD (as required)

i. Signature of Preparer

LAWRENCE.TIMOTHY

.D.1228488310

Digitally signed by  
LAWRENCE.TIMOTHY D.1228488310  
Date: 2019.09.26 08:27:53 -0400

Five steps of Risk Management: (1) Identify the hazards (2) Assess the hazards (3) Develop controls &amp; 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
PT Testing and Daily 4 mile runs troop formation	Vehicular/Pedestrian accident	H	-Closed and joint (running/vehicular) routes. -Barriers/cones/signs/Road Guards -Publicize PT Maps/Policy	How: Unit Policy/Media channels/signage Who: Leaders, DPW, MP Presence/Safety	M
	Roadway conditions Potholes, ice, and snow	M	-Ensure roads are maintained -Evaluate risks -Develop Unit Policy and unsafe road conditions procedures	How: Internal unit running policy/DPW Who: Leader, DPW (Roads and Grounds)	L
	Weather Conditions (Fog, Heat, Cold)	M	-Develop Unit Policy -Assess conditions, Develop controls and supervise/evaluate conditions	How: Unit Policy/Risk Mgt. Worksheet Who: Leader	L
				How:  Who:	
				How:  Who:	

Additional entries for items 5 through 9 are provided on page 2.

**10. OVERALL RESIDUAL RISK LEVEL (All controls implemented):**
☐ EXTREMELY HIGH

☐ HIGH

☒ MEDIUM

☐ LOW

**11. OVERALL SUPERVISION PLAN AND RECOMMENDED COURSE OF ACTION**

At a minimum, barriers/warning signs will be placed at the following intersections: B Avenue at 38 Street, B Avenue at Mahone Avenue, B Avenue at Lee Avenue, B Avenue at 16th Street, B Avenue (North) at Sisisky Boulevard, Shop Road at 19th Street, and Shop Road at 11th Street.

**12. APPROVAL OR DISAPPROVAL OF MISSION OR TASK**
☒ APPROVE

☐ DISAPPROVE

a. Name (Last, First, Middle Initial)

Martin, Hollie, J.

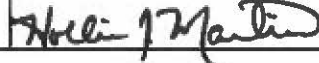
b. Rank/Grade

O6

c. Duty Title/Position

Garrison Commander

d. Signature of Approval Authority



e. Additional Guidance:

ENCLOSURE 2

## DELIBERATE RISK ASSESSMENT WORKSHEET

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
<b>Catastrophic:</b> Death, unacceptable loss or damage, mission failure, or unit readiness eliminated	I	EH	EH	H	H	M
<b>Critical:</b> Severe injury, illness, loss, or damage; significantly degraded unit readiness or mission capability	II	EH	H	H	M	L
<b>Moderate:</b> Minor injury, illness, loss, or damage; somewhat degraded unit readiness or mission capability	III	H	M	M	L	L
<b>Negligible:</b> Minimal injury, loss, or damage; little or no impact to unit readiness or mission capability	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)

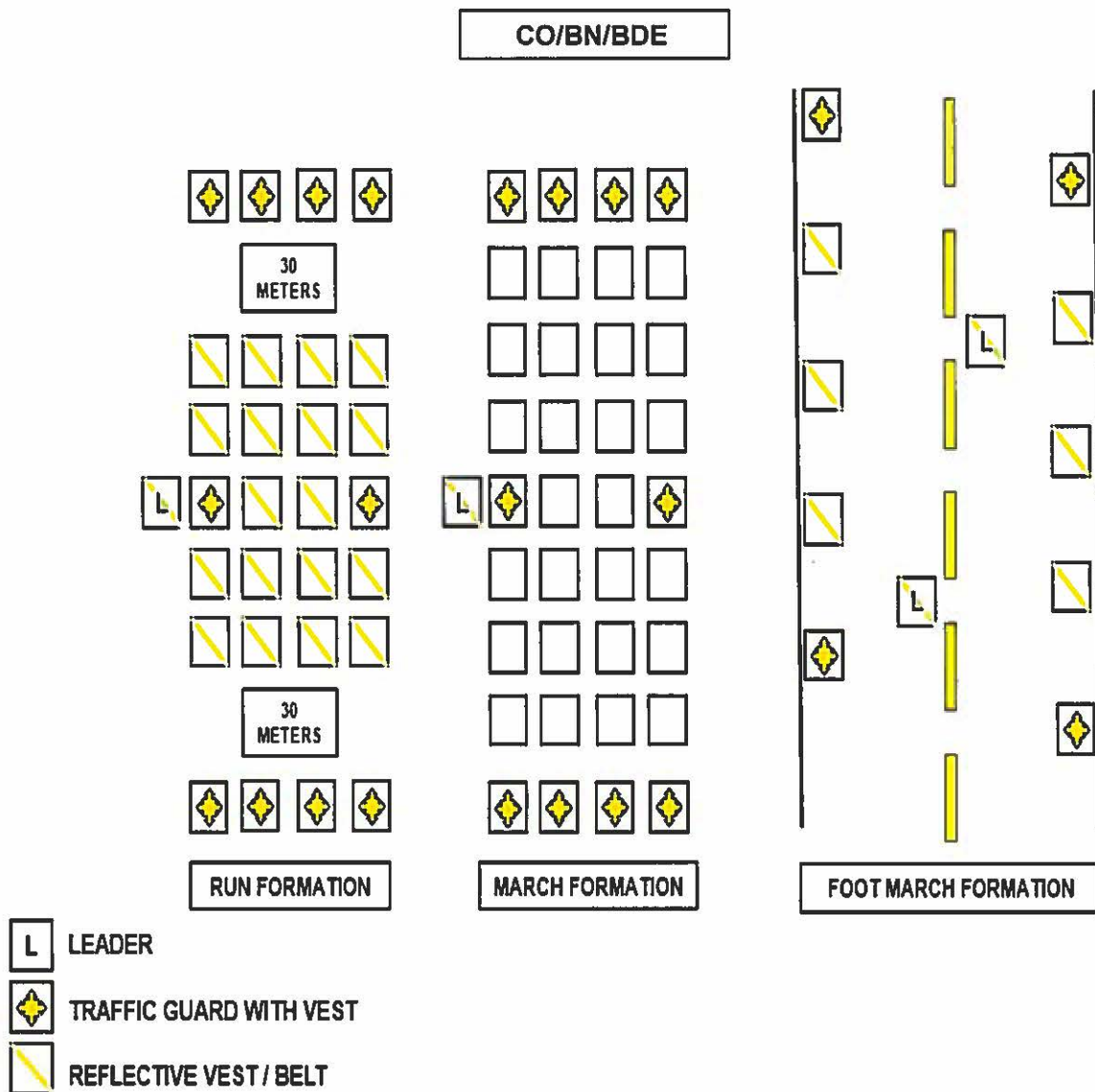
a. Date	b. Last Name	c. Rank/Grade	d. Duty Title/Position	e. Signature of Reviewer
25/09/2019	Lawrence	GS-13	Director, USAG Fort Lee, Safety	LAWRENCE.TIMOTHY.D.1228488310 <small>Digitally signed by LAWRENCE.TIMOTHY.D.1228488310 310 Date: 2019.09.26 08:28:20 -0500</small>

**14. FEEDBACK AND LESSONS LEARNED**

**15. ADDITIONAL COMMENTS OR REMARKS**

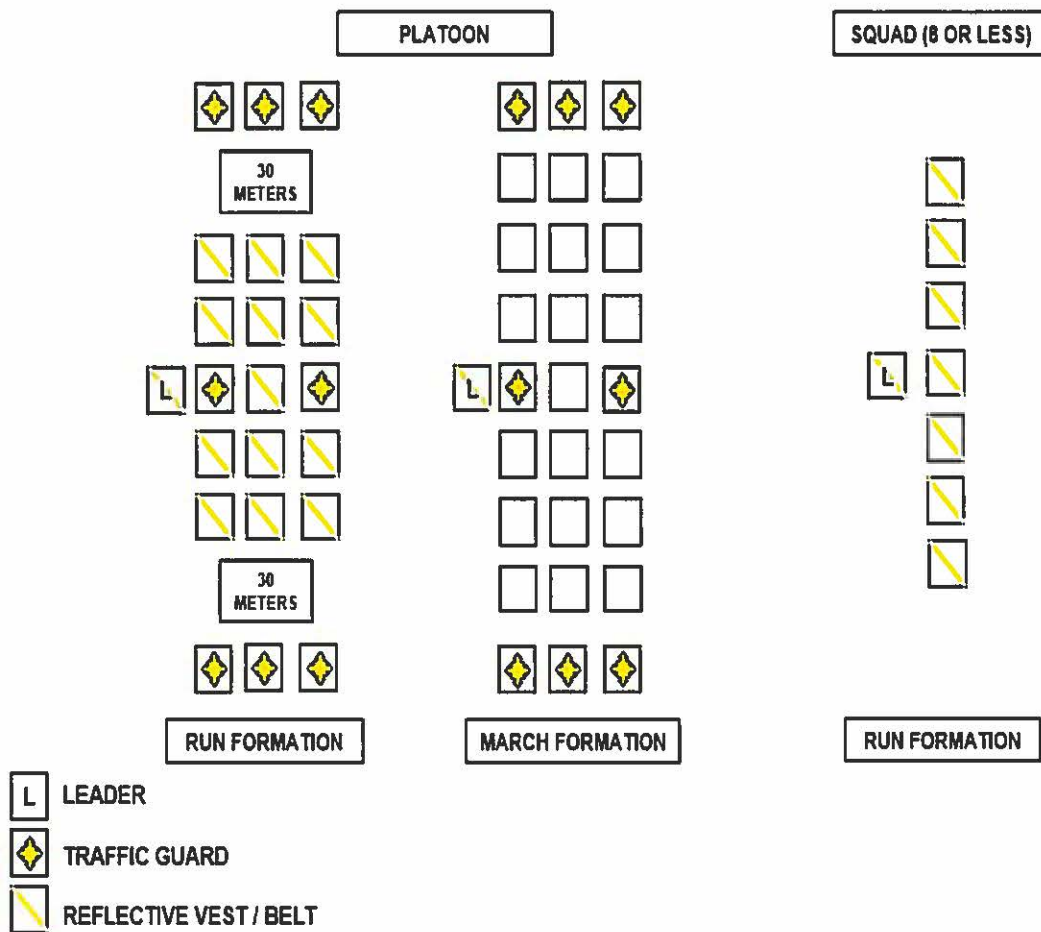
ENCLOSURE 2

# Traffic Guard Position Placement





# Traffic Guard Position Placement



# Traffic Guard Position Placement

