



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
OFFICE OF THE COMMANDING GENERAL
UNIT 29351
APO AE 09014-9351

S: 1 October 2003

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4 September 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR 2003-2004 Winter Safety Campaign

This memorandum expires 1 June 2004.

1. References: See tab A.

2. USAREUR has more forces on the move now than at any time in the last 13 years, and our dynamic operations will continue under the additional risk factor of the European winter. This combination dictates that safety must have our paramount attention. This memorandum outlines my intent for the USAREUR 2003-2004 Winter Safety Campaign. This campaign will run from 1 November 2003 through 31 May 2004.

a. The purpose of this campaign is twofold:

(1) First and foremost, to provide a comprehensive, proactive means of identifying hazards and risks, and to implement and monitor risk-mitigation measures to support tactical safety, including during the deployment of the 1st Infantry Division and the redeployment and wellness of 173d Airborne Brigade, V Corps, and V Corps subordinate commands, which involves approximately 40,000 soldiers; and during Stabilization Force (SFOR) and Kosovo Force (KFOR) tactical operations.

(2) Second, to support the overarching, command-wide goal of ensuring no loss of life and minimal accidental losses due to the potentially hazardous environmental conditions prevalent during the winter season.

b. We must direct our energies to defeat a winter season of hazards prevalent in all we do, ranging from day-to-day duties, to garrison and field training, to movement operations. We must extend that energy into off-duty activities. Use targeted training, thorough hazard identification, intensive risk management, and strong leadership involvement as the keys to a successful campaign.

c. Caring leaders must be committed and dedicated to accident prevention and deeply involved in risk management to ensure the safety of their troops. As with other missions, your junior noncommissioned officers (NCOs) and officers are best suited to make an immediate and direct impact on soldier welfare. For this reason, it is essential that your junior leaders are spearheading your winter safety campaign programs. However, first-line leaders need good guidance and enforcement of standards from all echelons of command. Senior leaders must identify the macro-level risks that are inherent in our operations and develop a safety program through detailed mission analysis that mitigates the accompanying micro-level risks that our soldiers will face.

This memorandum is available at <https://www.aeaim.hqusareur.army.mil/library/home.htm>.

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d. Good management practice dictates that we adequately plan and prepare before cold weather arrives. Now is the time to “war-game” the process to ensure that our mission and our off-duty activities are conducted safely. Remember that V Corps headquarters will not be present to control division movements, which elevates risks associated with changes in command and control. Also, the extended deployment period has emplaced leaders who may not have experience with European-unique risks. Identify those leaders and bring them up to speed before assigning them to missions such as rail or convoy operations. With all the moving pieces associated with this complex process, we must ensure that command and control remains firmly in place.

3. By 1 October 2003, commanders of USAREUR major subordinate commands (MSCs) (AE Reg 10-5, app A) will develop winter safety programs that address, as a minimum, the subjects in this paragraph. The end state of your programs must be knowledgeable, dedicated leaders and soldiers who are effectively trained and ready to avoid winter-related accidents and injuries—on and off duty—and to safely move and receive personnel associated with Operation Iraqi Freedom during the same period. The campaign will concentrate on the following areas: field and garrison training; cold-injury prevention; weather-related hazards (snow, black ice, fog, high winds, and extreme cold); heater safety in tents, living areas, homes, and vehicles, including carbon monoxide and oxygen deprivation; privately owned vehicle (POV) and motorcycle reorientation for returning soldiers and for those making extended seasonal trips; winter-recreation safety; and other seasonal hazards relating to family and community (for example, running, traffic). MSC commanders responsible for deploying or redeploying and reintegrating troops will ensure that their safety programs also include the following: movement operations by convoy, rail, barge, sea, and air, and the safety aspects of personnel reintegration, as applicable to this period. The effectiveness of this safety campaign depends on the successful accomplishment of the following key elements:

a. Command Information Program. Starting in mid-September 2003 and running throughout the winter safety campaign, the Office of the Chief, Public Affairs (OCA), HQ USAREUR/7A, with the USAREUR Safety Division and the Safety Office, United States Army Installation Management Agency, Europe Region Office (IMA-Europe), will publish and distribute safety-campaign articles and materials that are coordinated with American Forces Network (AFN) and print media for maximum effect down to the soldier and family-member level. Commanders and leaders will leverage these resources in their units’ ongoing campaigns. The following resources may also be used to complement unit-safety campaign programs: safety councils, local media, e-mail, USAREUR webpages, “BELL SENDS” messages, and safety alerts. Additional resources may be accessed on the USAREUR Safety website at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm> and the United States Army Safety Center website at <http://safety.army.mil/home.html>.

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b. Accident Trend Analysis. By 1 October 2003, commanders will review and analyze their unit's past accident and injury trends. To correctly identify accident-prevention targets, review your accident data, equipment-damage reports, sick calls, incident reports, unit risk inventory, and any other available resources to identify additional prevention-training needs. Commanders should use safety alerts and "BELL SENDS" messages concerning recent serious accidents and trends to ensure these critical messages and requirements are included in the unit safety program. The USAREUR ground and aviation trend and risk perspective is at tab B.

c. Accurate and Timely Weather Information. Weather is a risk-multiplier and the enemy in all our operations during the winter. Winter weather in central Europe can be extremely volatile. Tab B provides macro-level weather data and outlines risks associated with inclement winter weather. Use supporting weather elements and the websites provided at the tab for specific information and facts. It is imperative that commanders and units conduct mission analysis and risk assessments using the most accurate weather data available. Also ensure that soldiers know how to obtain timely weather and road-condition information.

d. Thorough Tactical Operations Safety Training and Education.

(1) Commanders of units involved with rail, convoy, seaport, and supercargo operations will assess and train to standard according to the AE Pamphlet 385-15 series. Soldiers must understand that they are forbidden from climbing on top of railcars from the time the car is loaded until the car is ready to unload.

(2) Commanders will ensure that winter safety training is scheduled and conducted, and that all personnel are trained on accident-prevention measures for winter activities. Our training areas are a particular challenge for conducting field operations under winter conditions; ensure your soldiers are properly prepared for these challenges.

(3) All personnel subject to working or training in environments that could result in cold-weather injuries will receive cold-weather injury-prevention training by 1 November 2003. To be effective, training must include information on the recognition, prevention, and prompt treatment of cold-weather injuries. Use USAREUR Pamphlet 350-7 and the USAREUR Safety website at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm> as starting points. Care and proper wear of cold-weather clothing will be included. Your supporting medical treatment facility can also provide cold-weather injury-prevention training materials and information on local seasonal hazards. The United States Army Center for Health Promotion and Preventive Medicine website at <http://chppm-www.apgea.army.mil> may be referred to for health-promotion and preventive-medicine training material.

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(4) Driver training programs must address seasonal hazards associated with winter weather. Training should include corrective actions for drivers to take while operating under adverse conditions, such as snow, black ice, extreme cold, high winds, and fog. Tab B provides winter vehicle-operation concerns. Additionally, soldiers will be briefed on local secondary roads with significant accident frequency and high-risk locations. Operating vehicle engines with the windows closed and sleeping in vehicles with the engine running create a carbon-monoxide hazard. Commanders must not allow soldiers to operate vehicles in the winter with the windows completely closed and they must prevent soldiers from sleeping in vehicles with the engine running. Furthermore, commanders must ensure that drivers and operators follow the provisions outlined in driver training manuals such as FM 21-305. Driver training programs must include vehicle preventive maintenance for cold-weather operations with special emphasis on vehicle heaters according to the applicable technical manual (TM).

(5) All soldiers will be trained on the proper operating procedures for authorized portable field stoves and space heaters before any cold-weather field training or deployment. This training must include information on the safety and health hazards associated with their operation, including the dangers of carbon monoxide, asphyxiation due to operation in tightly closed spaces such as squad tents, fire (including surrounding combustibles), and explosion. Nonstandard, unvented, commercial heaters are not authorized for use under any conditions. Space-heater operation and safety requirements are outlined in AE Pamphlet 385-15 and the appropriate heater TM.

e. POV Safety.

(1) Several concerns involving POV operation must be addressed. One is acclimation of individuals returning from extended deployment. These individuals must receive refresher training on local traffic laws and hazards, including those involving highways and secondary roads. Another concern that applies to all is winter-driver orientation and the risks associated with shorter daylight hours, extended trips, and European weather. The last concern is the ever-present danger of operating motor vehicles while under the influence of drugs, prescription medication, or alcohol.

(2) Soldiers returning from extended deployment will not be authorized to operate a POV until their license and registration are validated, their vehicle is checked (if it has been in long-term storage), and they have received a reorientation to driving laws and conditions in the local area.

(3) Soldiers and family members face safety risks every time they plan and take long trips. Winter conditions bring additional risk. Be inventive in finding innovative ways to prepare spouses and family members of deployed soldiers for winter operations. Commanders will develop an aggressive POV safety program using resources and ideas from the POV Tool Box

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on the USAREUR Safety website. Read Army in Europe Command Policy Letter 3 and develop actions to target high-risk POV travel. Leaders must get involved to help soldiers and rear-detachment family members with extended POV travel plans.

f. Continuous Risk Management Implementation. By 1 November 2003, units and organizations will conduct refresher risk-management training using FM 100-14 and the training package on the USAREUR Safety Website. Leaders and soldiers are to be trained to make the risk-management process integral to planning and execution of both on- and off-duty activities. Risk-management training must address risk identification and the mitigation of winter hazards. Changing environmental conditions must be addressed in all risk-mitigation processes.

4. Responsibilities (USAREUR and MSC Counterparts).

a. The USAREUR Safety Division will—

(1) Beginning 1 September 2003, help OCPA distribute safety-campaign articles and materials.

(2) Beginning 1 September 2003, post critical deployment, wellness, and winter safety information on the USAREUR Safety website to support the Winter Safety Campaign.

(3) Provide winter safety information to units preparing to deploy for training or to the Balkans or Central Command area of responsibility.

(4) Help the USAREUR G3 review safety programs submitted by MSCs.

(5) Monitor the implementation and execution of MSC safety programs.

b. The USAREUR G2 will provide weather information to MSCs as requested.

c. The USAREUR G3 will—

(1) Continue to review and update USAREUR procedures for distributing weather and road-condition information in coordination with IMA-Europe.

(2) Provide the USAREUR Safety Division the identity of rotational units for the Balkans.

(3) Review MSC safety programs with the USAREUR Safety Division.

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(4) Provide safety and standardization information and requirements to aviation units returning to the central region from Operation Iraqi Freedom.

d. IMA-Europe and Commanders of Task Force Eagle and Task Force Falcon Area Support Groups will—

(1) Review planned events for winter recreational activities to ensure cold-weather risk management is applied and appropriate controls are in place.

(2) Ensure effective contingency plans are in place to remove snow and ice from garrison roads and walkways and to sand roads and walkways before they become hazardous.

(3) Help deploying and redeploying units with railhead-training certification.

(4) Ensure procedures are in place to quickly assess and alert the community to changing weather and road conditions.

e. The USAREUR G4 will provide reconfiguration materials and instructions, as necessary, to make redeploying vehicles roadworthy for European convoy operations.

f. The Public Affairs Officer, USAREUR, will—

(1) Beginning in mid-September 2003 and continuing until 31 May 2004, publish campaign safety information in appropriate media.

(2) Publicize the vehicle lighting campaign program for the month of October.

g. The Provost Marshal, USAREUR, will—

(1) Enforce road standards for vehicles and operators, including “Click It or Ticket,” “Booze It & Lose It,” and sobriety-test programs.

(2) Provide information concerning the processing of authorized war souvenirs.

h. The United States Army Europe Regional Medical Command (ERMC) will—

(1) Provide cold-weather injury-prevention training information on winter hazards throughout the winter season through public affairs channels, fact sheets, and other appropriate means.

(2) Provide disease and injury-reduction information to deploying and redeploying units.

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(3) Provide acclimation information to deploying and redeploying units.

i. Commanders and directors will—

(1) Develop a winter safety program by 1 October 2003 that concentrates on the areas outlined in paragraph 3. Programs must be submitted to the USAREUR G3 for review and approval by 1 October 2003.

(2) Sustain campaign momentum and focus throughout the campaign.

(3) Conduct noncommissioned officer development and officer professional development programs (NCODP/OPD) that train leaders for successful implementation and continued support of this campaign.

(4) Monitor subordinate units in their execution of this campaign.

(5) Ensure that a process is in place to relate off-duty risks for activities, including winter running, recreational sports, and snow removal; and for winter hazards such as fire, carbon monoxide, and slippery surfaces.

(6) Ensure that a mechanism is in place for first-line leader risk-assessment and risk-mitigation assistance to soldiers when planning off-duty activities.

(7) Ensure that soldiers have a current physical examination that is not more than 5 years old.

(8) Record and report lessons learned on safety-related issues to the USAREUR G3 and the USAREUR Safety Division.

(9) Accomplish the following additional tasks if they have personnel who are redeploying or deploying:

(a) Request required safety courses according to USAREUR Regulation 350-1 through the Seventh Army Training Command Deployed Operations Group. Courses include the Safety Officer/NCO Course (SOC 40), Hazardous Materials Driver Training Course (HAZ 11), and Hazardous Materials (-2) Certification Course (HAZ 12).

(b) Accomplish the following if they have redeploying personnel:

1. Establish an amnesty collection program with IMA-Europe that provides reasonable opportunity for troops to dispose of contraband without retribution and includes a unit plan to process and dispose of the material.

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2. Integrate the Deployment Cycle Support Program with this campaign.
 3. Institute drug- and alcohol-awareness training before allowing troops to take block leave.
 4. Ensure that Military and POV licensing and registration requirements are met and that all individuals have received a reorientation to their vehicle and safe driving procedures before operation.
 5. Coordinate with IMA-Europe to obtain transportation support during the initial period of a deployed soldier's return.
5. The tabs to this memorandum (encl) provide information central to these tasks. The USAREUR Safety website also has information that will further help to concentrate on the risks and the mitigation steps that we must take to protect our soldiers, civilians, and family members.
6. To help you in campaign implementation, I have dedicated the 16 September 2003 USAREUR Commanders' Safety Council meeting to our Winter Safety Campaign. I will also send a separate holiday-safety message to address risks specific to the season.
7. Again, this campaign's focus is to direct our energies to ensure we train, move, and maintain safety during adverse winter conditions. Our effectiveness and success depends on four key elements: adequate training, risk management, planning and preparation, and concerned leaders taking complete ownership of their soldiers' safety. You must be aggressive in sustaining this focus. Encourage your leaders to vigorously execute these responsibilities and empower first-line leaders with strong command support and emphasis for this campaign. Accident and injury prevention must be central to all winter activities, both on and off duty. It is your personal responsibility. We can neither afford nor accept the loss of a single soldier, civilian employee, or family member to a preventable injury.

Encl



B. B. BELL
General, USA
Commanding

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TABS

A—References

B—Risk Overview

Encl 1 – Aviation Risks

Encl 2 – Ground Risks

Encl 3 – Winter Road Conditions in Europe

Encl 4 – Weather

C—“BELL SENDS“ Safety Message Summary

D—Movements

Encl 1 – Convoy Operations

Encl 2 – Tactical Vehicle Operation

Encl 3 – Rail Operations

Encl 4 – POV and Motorcycle Information

E—War Souvenirs, Amnesty Program and EOD

F—Well Being

Encl 1 – Wellness Interface

Encl 2 – Medical Program and Heat/Cold Weather Injury Prevention

G—Public Affairs

TAB A - REFERENCES

1. ARMY REGULATIONS

AR 11-9, The Army Radiation Safety Program, 28 May 1999

AR 40-5, Preventive Medicine, 15 October 1990

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AR 385-40, Accident Reporting and Records, 1 November 1994

AR 385-55, Prevention of Motor Vehicle Accidents, 12 March 1987

AR 600-8-101, Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing), 18 July 2003

AR 600-63, Army Health Promotion, 17 November 1987

AR 600-85, The Army Substance Abuse Program, 1 October 2001

AR 608-4, Control and Registration of War Trophies and War Trophy Firearms, 28 August 1969

AR 608-18, The Army Family Advocacy Program, 1 September 1995

2. ARMY PAMPHLETS

DA Pamphlet 600-24, Suicide Prevention and Psychological Autopsy, 30 September 1988

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AE Regulation 600-8-101, USAREUR Soldier Readiness Program, 10 October 2002

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5. ARMY EUROPE/USAREUR PAMPHLETS

AE Pamphlet 190-34, Motorcycle Examination for Privately Owned Motorcycle Operators in Germany, 28 March 2002

AE Pamphlet 385-15, Leaders Operational Accident Prevention Guide, 1 August 2003

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6. OTHER ARMY EUROPE/USAREUR DOCUMENTS

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BELL SENDS #4, SAFETY ALERT - Fatalities, 13 May 2003

BELL SENDS #5, SAFETY ALERT - Motorcycle Fatalities, 17 June 2003

BELL SENDS #7, Motorcycle Carnage Continues, 8 July 2003

BELL SENDS #9, Motor-Vehicle Safety - Auto Crash Kills Soldier, 1 August 2003

BELL SENDS #11, Labor Day Weekend Safety, 11 August 2003

TAB B – RISK OVERVIEW

1. Tab B provides a macro perspective of the issues facing USAREUR during the winter safety campaign period.
2. **Enclosure 1 – Aviation Risks.** Provides aviation air and ground lessons learned and risk management information for central region and the Balkans, and for operations in Iraq.
3. **Enclosure 2 – Ground Risks.** Provides lessons learned and risk information for all other ground operations.
4. **Enclosure 3 – Winter Road Conditions in Europe.** Provides risk management information for all road operations, with winter weather risk factors.
5. **Enclosure 4 – Weather.** Provides a macro view of the winter weather pattern for Europe, focused on the deployment aspect of Central Europe. It also provides sites for specific weather information.

ENCLOSURE 1 TO TAB B AVIATION RISKS

1. General. The following guidance is applicable to USAREUR aviation units operating in Central Region, the Balkans, and while deploying to or redeploying from contingency and combat operations.

2. The following are the primary accident types, causal factors, current safety issues, aviation operational hazards, and challenges and prevention focus for aviation units operating in Central Region (CR) and the Balkans:

a. Primary Accident Types.

(1) Unintentional Impact with an Object or Surface. This type of accident is the most prevalent within CR and the Balkans. It includes for example, wire strikes, tree strikes, and ground strikes. This is our number one accident type.

(2) Maintenance. These accidents are primarily due to failed aircraft components, or unsecured cowlings and/or objects lost in flight, as well as ground-related accidents involving ground handling and/or movement of aircraft.

(3) Blade Strikes. This type of accident involves objects striking the main rotor and tail rotor systems and is generally a function of unsecured items blowing into the rotor systems.

b. Primary Causal Factors.

(1) Individual Failure (Human Error). This involves an omission, oversight, or arbitrary disregard for an established standard or procedure i.e., failure to adhere to minimum hard deck altitude or skipping steps and/or items in the aircraft checklist.

(2) Leader Failure (Human Error). This involves failure to enforce the standard, lack of supervision, or uninformed risk decisions i.e., poor crew selection, inadequate mission planning, or failure to correct behavior inconsistent with the standard.

(3) Training Failure (Human Error). This involves inadequate or insufficient training in preparation for mission execution i.e., pilots executing a Fast-Rope mission without all crewmembers being current. Currency vs. proficiency. Urgency of mission vs. crewmember capability.

c. Current Safety Issues.

(1) Aviation Procedures Guide (APG). Strict adherence to the guidance established in the Balkans APG is imperative.

(2) Hard Deck - Mission vs. Training (Balkans). The decision to operate below the hard deck altitude limitation established in the APG both on mission and during training flights has resulted in numerous accidents.

(3) Terrain and Low-Level Flight. Unintentional impact with an object or surface is the preeminent accident type in the USAREUR AOR. The need to maintain situational awareness at all times cannot be overstated. Situational awareness, crosschecks, and crew coordination must increase at lower flight altitudes.

(4) ATM, SOP, -10, Checklist, etc. Task, condition, standard, procedure, limitation, or other established requirement must be strictly adhered to and enforced. Arbitrary disregard for standards should not be tolerated by leaders, peers, or subordinates.

d. Aviation Operational Hazards.

(1) Environment (Wind, Sand, Dust, Snow, WX, Brownouts, and Whiteouts). Operating in harsh flight environments certainly increases the risk of an accident and is exacerbated through lack of preparedness, poor decision-making, and inexperience. There is no substitute for frequent and realistic training in like environments. Know your limitations.

(2) Weather Issues.

(a) VFR vs. IFR. Intentional flight into adverse weather conditions, improper flight planning, inadequate in-flight decision making, failure to maintain adequate terrain clearance are factors that will increase the probability aviation accidents occurring during winter months. A Controlled Flight into Terrain (CFIT) accident is likely to occur when a crew elects to continue VFR flight after encountering instrument meteorological conditions or low ceilings and limited visibility exist.

(b) Brownouts and Whiteouts. Whiteouts generally occur over an unbroken snow cover or where loosely packed snow accumulates. Aircraft landing, taking off, or especially when hovering may encounter this phenomena as visibility is significantly decreased and the aircraft is engulfed in blowing snow. Brownout is a similar phenomena involving blowing sand or dust. Pilots must be aware and anticipate these phenomena. Moreover, pilots must adequately train in the proper techniques for operating in these types of environments. Likewise, pilots must exercise extreme caution and judgment regarding mission accomplishment and safety.

(c) Restrictions to Visibility. Rain showers, low clouds, fog, and in selective parts of the world, blowing sand and dust. All of these weather phenomena restrict the pilot's ability to maintain visual reference and situational awareness. Sustained or frequent operations in this type of environment significantly increase the potential for weather related accidents and must be avoided. Strict adherence to ceiling and visibility requirements outlined in the applicable regulations is imperative. Leaders must brief weather abort criteria and Emergency/Vertical Helicopter Instrument Recovery Procedures (E/VHIRP) when weather is a factor.

(d) Icing. Small aircraft do not deal well with ice accumulation, even in seemingly insignificant quantities. Once the airfoil is covered with even a thin layer of ice, lift is lost. Rime ice is particularly hazardous. It forms rapidly and causes an airfoil to change shape and lose lift. Clear ice is difficult to see. It is virtually transparent and flows back forming a clear glaze over the aircraft structure. You should never run-up or take off with frost, snow, or ice accumulation on your aircraft. Asymmetrical ice shedding may cause severe vibrations, damage the aircraft, and is a danger to ground personnel. Likewise, if your aircraft is not certificated for flight into known icing conditions, it is important to stay out of such conditions. Your aircraft operators' manual lists those things you need to do to prepare the aircraft for winter operations.

(3) Ground Handling and Movement of Aircraft. Moving and parking aircraft on the flight line, taxiing, run-ups, and refueling is more difficult when the surface is covered with ice and snow. Aviation crewmembers and maintenance support personnel must be aware of the hazards, exercise extreme caution and ensure movement is slower and more deliberate in this type of environment.

(4) Maintenance and Pre-Flight. In addition to limited hours of daylight, another human factor element that must be considered is performing adequate maintenance and thorough aircraft pre-flights during temperature extremes. The practical amount of exposure time to the elements while performing these tasks is severely limited. Warming tents, hangars, clamshells, and work breaks must be used in order to reduce exposure time and the risk of shortcuts.

(5) ALSE. Aviation Life Support Equipment must be inspected, functional, and made available to crewmembers during missions conducted in temperature extremes. Forced landings and accidents may be exacerbated in terms of severity without proper precautions being taken to mitigate this hazard.

(6) Obstructions (Trees & Wires). Unfortunately, the long-term USAREUR aviation accident experience indicates our propensity for running into trees, wires and other obstructions. This trend must be curtailed. Aviation leaders at every level must emphasize this fact during safety briefings, mission briefings, classrooms, and in the cockpit. We cannot continue to lose personnel and equipment to this type of preventable accident.

(7) Blade Strikes (Objects vs. M/R & T/R; M/R & T/R vs. Objects). We must always maintain situational awareness while operating in and around running aircraft. Aviation personnel must police areas for FOD i.e., aircraft parts such as doors, covers and other debris. Likewise, pilots must always maintain sufficient clearance while rotor blades are turning. We must reemphasize this requirement to crewmembers and maintenance personnel.

(8) Maintenance (Towing and Ground Handling). Maintaining situational awareness is also relevant to this particular hazard. Conducting walk-a-rounds, adhering to speed limits for towing, and always using the required number of ground guides will help eliminate this type of hazard.

(9) Airfields and FARPS. Airfields and FARPS must be established and maintained IAW applicable regulations. Both fall into disrepair as a result of disuse or complacency. Aviations ASOs must survey these sites and maintain current hazard logs regarding safety issues. Reintegration into those locations that have been temporarily closed may require an additional measure of preparation and maintenance.

(10) Aircraft Parking (HESCO Barriers/Berms) and Weapons/Ammunition (Loading, Unloading, and Storage). Extreme caution and due diligence must be paid to ensuring loaded aircraft are parked in a manner that minimizes the impact of the inadvertent discharge of a weapons system. Further, uploading, downloading and storage of munitions while at home station, during movement, and while deployed require constant vigilance and standardized safety precautions. We cannot use deployments as an excuse to take shortcuts in this area.

e. Challenges and Prevention Focus.

(1) Accurate Reporting and Data Collection (Challenge). The collection of accurate and timely accident information is necessary in order to analyze the data, identify trends, and target prevention measures. Without accurate reporting, we cannot make informed prevention decisions; however, we should not simply be a clearinghouse for accident information. Aviation ASOs must be diligent in collecting, documenting, and reporting unit accidents.

(2) Trend Analysis (Accident Causal Factors). Identifying trends and systemic problems is imperative in order to target prevention measures that are proactive and preventative in nature. Therefore, we must collect data from an historical perspective, analyze it, and determine what types of accidents are occurring, and what is causing them. Aviation ASOs must access the U.S. Army Safety Center Risk Management Information System (RMIS) and collect and analyze long-term historical accident data to include Abbreviated Aviation Accident Reports (AAAR), identify trends, and target prevention measures.

(3) Human Error (Leadership and Individual Failure). The most effective tools for eliminating these types of failures are as follows:

(a) Command Emphasis and Support. Aviation leaders, from the top down must advocate and enforce the standard. We must empower our subordinate supervisors to act on our behalf and with the full weight of our convictions. Mission first, but safety always.

(b) Ownership (Accountability and Direct Oversight). We as aviation leaders must assume ownership and personal responsibility for the safety of our personnel. We must provide direct, adult supervision during daily operations. We must “spot-check” during the preparation, training, and execution phases of our missions. “Soldiers do what leaders check.”

(c) Target Risk Takers – Intervention. Do not accept behavior that is inconsistent with the standard. If you perpetuate substandard performance then you may be a contributor to the occurrence of an accident. There are risk takers and those that are known to take shortcuts. Identify these individuals or other personnel who either omit or compromise a standard, and intervene. Make a correction. Make them aware of your expectation of performance. Make them accountable and reeducate/retrain them to standard. Leaders, peers and subordinates must show “tough love” to our fellow soldiers. We have to develop a willingness to tactfully, yet deliberately correct inappropriate behavior before accident occurs. We cannot afford to look back and say, “I knew this would happen.”

(d) Collect, Evaluate, and Apply Lessons Learned. Those who do not learn from their mistakes are doomed to repeat them. We do not have to make the same mistakes that our predecessors made. There are ample sources of information in terms of lessons learned regarding our diverse missions. This information must be collected and exploited to the fullest extent possible. There are no new accidents. We continue to hurt ourselves and damage our equipment in the same ways over and over again. We must capture and apply applicable lessons learned in a proactive manner in terms of implementing control measures to mitigate identified and/or potential hazards. We must also document our experience and share it with other organizations.

3. The following is specific guidance to aviation commanders, leaders, aviation safety, standardization, and maintenance officers, and aviation support personnel. These directives are designed to enhance safety awareness, increase the unit safety posture, and to prevent unnecessary aviation accidents.

a. Aviation commanders will sustain the current unit safety posture and mitigate hazards by continuously applying active risk management principles as necessary during preparation, movement, reintegration, and sustainment operations.

b. Aviation commanders will ensure that clear, concise, and functional guidance is in place for expected mission requirements and will direct leadership at every level to supervise and enforce the standard.

c. Aviation commanders will assure that deliberate risk assessments are performed for all applicable mission/task scenarios particular to the various phases of operation i.e., preparation, movement, reintegration, etc. Hazards identified during the risk assessment and review of relevant safety literature will be documented and mitigated IAW the 5-step risk management process.

d. Aviation safety and standardization personnel will consider flight hazards associated with the imminent operational environment prior to deployment and/or reintegration. Special emphasis must be placed on review of applicable ARs, FMs, TCs, PAMs, TMs, ATMs, APGs, and SOPs in terms of identifying, knowing, and adhering to the standard.

e. Aviation leaders will obtain and review applicable lessons learned, accident trends, and other information germane to the operational hazards expected while en route, on mission, and/or at home station. The following is a list of relevant information that should be reviewed and can be accessed at <http://www.per.hqusareur.army.mil/>:

- (1) USAREUR Winter Weather Hazards To Flight
- (2) USAREUR Aviation Safety Briefing (Trend Analysis & Lessons Learned)
- (3) OIF Aviation Safety Briefing (Trend Analysis & Lessons Learned)
- (4) Next Accident Assessment For Leaders of Aviators
- (5) Next Accident Assessment For Aviators
- (6) Deployment Safety
- (7) Desert Shield Leader's Safety Guide
- (8) Desert Storm NVG
- (9) Redeployment & Port Operations Leader's Safety Guide

f. Aviation units should modify training, revise existing procedures, and implement additional control measures as necessary in order to mitigate hazards and/or mission challenges that are specific to the expected operational environment.

g. Aviation units should optimize training opportunities during RSOI and/or MREs focusing on realism in terms of modeling the training environment and tasks commensurate with the expected mission environment.

h. Aviation leaders and standardization personnel must ensure that training and mission execution are comparable in terms of strict adherence to task, condition, and standard. Creative interpretation or modification of established standards and/or perpetuation of flight techniques not sanctioned or published is unacceptable.

i. Aviation safety and standardization personnel will consider and mitigate mission challenges specific to the expected flight environment. The following list is not all-inclusive, however, does denote areas requiring special attention:

- (1) Environmental considerations i.e., whiteouts, brownouts, blowing sand, snow, and dust.
- (2) Performance planning considerations especially in high altitude or extremely hot environments.
- (3) Visual limitations in terms of contrast and depth perception in the desert and over snow-covered terrain.
- (4) Night Vision Goggle (NVG), Night Vision Device (NVD), and Night Vision System (NVS) limitations.
- (5) Obstacles, wires, and hazards to flight.
- (6) MOPP gear flight limitations.
- (7) NBC operations and considerations.
- (8) Desert/hot weather environmental flight considerations.

(9) Cold weather environmental flight considerations.

(10) Extended-Range Fuel System (ERFS).

(11) Laser safety.

(12) FARP operations to include uploading and downloading ammunition, ammunition storage, mitigating inadvertent launches, and berms and HESCO barriers.

j. Aviation safety, standardization, and maintenance personnel will establish and maintain a deployment library, which includes essential maintenance, training, operational, and safety publications.

k. Aviation units will establish/revise their Emergency Helicopter Instrument Recovery Procedure (EHIRP) for their current area of operation considering such things as terrain, threat, mission briefing requirements, crew duties, crew coordination requirements, radio communication procedures, recovery airfield requirements, etc.

l. Aviation units will conduct operational and safety surveys in order to identify hazards to flight specific to their area of operation. Likewise, aviation flight operations section will establish and continuously update a unit hazard map that includes restricted flight areas and natural and manmade hazards and obstacles. Aviation crewmembers will update their individual hazard maps and brief hazards prior to every mission.

m. Aviation units will establish and/or update their pre-accident plan, which provides guidance, information, and procedures to follow in the event of an aviation accident. Pre-accident plans will be specific to the region and include such things as notification procedures, emergency support services, POC contact numbers, local telephone listings, notification requirements, witness identification, accident response coordination, records and logs, medical requirements and support, accident site security, etc.

n. Aviation units will develop and implement crew endurance/fighter management programs, which include duty-day considerations while preparing for deployment, movement, reintegration, and continuous or sustained operations while deployed and/or at home-station. Individual crew rest plans will also include effective controls for aviation crewmembers conducting nighttime operations in terms of protecting night vision and provisions for adequate rest.

o. Aviation units will ensure tactical Forward Arming and Refueling Points (FARPS) are established IAW applicable regulations. Further, aircraft ordnance handling and inspections or maintenance of weapons systems are conducted in a safe area with weapons oriented away from other aircraft, troops, and facilities. Berms are recommended.

p. Aviation leaders and maintenance supervisors must place special emphasis on proper “by the book” maintenance and ground handling of aircraft at all times. Reemphasize hook-up procedures, speed limits, number and position of ground guides, etc.

4. POC: USAREUR Aviation Safety, 370-8084.

ENCLOSURE 2 TO TAB B GROUND RISKS

1. **PURPOSE.** To provide substantive guidance for planning and incorporating safety and risk management activities and issues into support for deployment, redeployment and winter operations in the Central Region and the Balkans. This document describes the primary hazards, accident types, causal factors, safety issues and prevention focus for winter operations in the Central Region and the Balkans and deployment and redeployment.

2. Primary accident types and hazards.

a. POV Accidents.

- (1) Speed. Too fast for road conditions or loss of control while passing or exiting roadway.
- (2) Fatigue. Falling asleep while driving or losing control due to drowsiness.
- (3) Alcohol.

b. Military Vehicles:

- (1) Speed. Too fast for road conditions or loss of control while passing or exiting roadway.
- (2) Fatigue. Falling asleep while driving or losing control due to drowsiness. Failure to follow sleep plan or modify due to schedule changes.
- (3) Failure to Recognize Hazards. Steep hills, curves, soft shoulders, and sinkholes.
- (4) Convoy Accidents. Catch up speeds, taking risks to maintain convoy integrity, poor communication and making U-turns.
- (5) Backing Accidents. Failure to use or obey ground guides.
- (6) Mission Planning. Crew selection, recon, preparation and identification of hazards.

c. Personnel Injuries.

- (1) Sports Injuries. Physical conditioning and acclimation, poor facilities and lack of supervisory control.
- (2) Slips, trips and falls. Icy conditions and failure to use 3-points of contact. Falls from heights after drinking.
- (3) Recreation Accidents. Physical conditioning and acclimation lack of training and alcohol.
- (4) Finger Injuries. Rings caught on objects and fingers smashed during operations.
- (5) Cold Weather Injuries.
- (6) Electric Shock. Contact with overhead electric lines at rail loading locations and rail stops. Contact during recovery operations. Antenna contact with overhead electric lines on roads and rail crossings.

d. Fire and Explosives.

- (1) Heaters and Stoves. Use of wrong fuel, failure to cool before refueling and use of unauthorized heater.
- (2) Accidental Discharges. Lack of training on proper weapon handling procedures and muzzle awareness.
- (3) Explosives. Improper handling of ammunition.

3. Primary Causal Factors.

a. Individual Failure (Human Error). The omission, oversight or disregard for established standards and procedures, i.e. failure to follow speed limits or proper equipment operation procedures.

b. Leader Failure (Human Error). Failure to enforce standards, lack of supervision or poor application of the risk management process in identifying hazards and implementing controls, i.e. inadequate mission planning, failure to correct non-standard behavior and poor crew selection.

c. Training Failure (Human Error). Inadequate training in preparation for mission execution, i.e. failure to train and certify crews for rail loading operations and improper instruction for convoy operations.

4. Current Safety Issues.

a. Vehicle Operation. Strict adherence to speed limits in AE Pam 385-15 and vehicle TM with modification for road and traffic conditions. Compliance with vehicle marking IAW USAREUR Regulation 385-55. Use of ground guides when backing or operating in close quarters.

b. Cold Weather. Preparation of personnel and equipment for operation under adverse conditions. Cold weather injury prevention training and winter driver training. Acclimation of personnel for changes in weather conditions.

c. Deployment Operations. Training and certification of personnel for convoy and rail loading operations. Proper marking of vehicles.

d. Redeployment Operations. Training and certification of personnel for convoy and rail loading operations. Proper marking of vehicles. Refreshing soldiers on POV operations and hazards of alcohol consumption.

e. SOP, -10, Checklist, etc. Task, condition, standard and procedural compliance and enforcement by first line leaders.

5. Operational Hazards.

a. Environment (Wind, Sand, Snow, Sun, Cold and Heat). Operating in harsh environments increases the risk of injury and / or accident. This condition is exacerbated by lack of preparation, poor planning and decision-making. Preparation and realistic training is key to mission success in harsh environments.

(1) Rain, Ice, Snow, Sleet and Fog. Changing weather conditions increase the likelihood of ice forming in shaded areas in the early morning and evening hours. Precipitation in many forms results in the lack of vehicle traction and control making movement hazardous. Speed control is the primary control. Use of chains or snow tires are additional control measures.

(2) Visibility. Rain, snow, ice, sleet, fog and dust all restrict visibility. This affects the vehicle operator's ability to maintain situational awareness and visual reference. Speed control and communication are the primary control factors.

(3) Icing. Clear visibility is essential to maintaining situational awareness and visual reference. Viewing surfaces and lights must be completely cleared to maximize visibility.

(4) Cold. Personnel must be properly equipped for operation in cold environments (UR Pam 350-7). Clothing must be available and layering used to provide maximum protection. Enforcement by first line leaders and buddies through periodic checks are mandatory to prevent cold weather injuries. Warming facilities should be provided to reduce exposure. Proper hydration is essential.

(5) Heat. Work activities and water intake must be regulated to prevent heat injuries. First line leaders and buddies must be vigilant in preventing heat injuries.

b. Deployment/Redeployment Operations.

(1) Rail Operations. Railhead loading/unloading, supercargo and guard details require emphasis. Respect for power lines, heavy equipment movement and high-speed trains are essential. Use the rail training, certification and verification program.

(2) Convoy Operations. Drivers must be properly equipped and trained for convoy operations. Communication and control is essential. A deliberate and enforced rest and sleep plan are critical. Drivers must be properly equipped and trained for night vision operations. Use the convoy-training program.

(3) Port Operations. Soldiers must be properly trained and licensed to operate equipment. Congestion, large vehicle movement and overhead hazards all require enhanced situational awareness and first line leader control.

c. Weapon Discharges. Unintended weapon discharges are a frequent and very dangerous reality. Leaders must ensure soldiers are properly trained and muzzle awareness is stressed at all times.

d. Fire. The use of stoves, heaters and lanterns significantly increases the risk of fire. Use of these devices in tents and close quarters multiplies the risk. Proper training and licensing for equipment operation is essential. Fire prevention planning and preparation are paramount. Vehicle fires are a result of poor maintenance. Crews must practice evacuation procedures.

e. Reintegration. Preparing soldiers for their return should re-emphasize the dangers from POV operation, drinking and driving, excess consumption of alcohol, acclimation and resumption of organized physical training.

6. Challenges and Prevention Focus.

a. Applied safety and occupational health measures and risk management practices are combat multipliers. Commanders and first line leaders will incorporate the five-step risk management process during all operations and tasks. Safety and occupational health standards for field operations outlined in AE Pam 385-15 will be enforced. General standards for convoy operations, rail operations, port operations, ammunition and explosives safety, occupational safety and health and hazardous materials (HAZMAT) will be followed.

b. Commanders will use their unit safety officers and/or NCOs to assist unit leaders in conducting safety and risk management for all operations and tasks. This includes assigned civilian safety and occupational health professionals. In addition, unit leaders will enforce the safety and occupational health standards for field operations outlined in AE Pam 385-15.

c. Unit safety officers and/or NCOs will deploy with their organizations to provide organic safety support. Civilian safety and occupational health professionals will deploy with their designated organizations to provide safety support.

d. Units will establish emergency recovery procedures considering such things as terrain, threat, mission briefing requirements, communication procedures, and recovery.

e. Units will conduct operational and safety surveys in order to identify hazards specific to their area of operation. Operations will establish and continuously update a hazard map.

f. Units will establish a pre-accident plan that provides guidance, information, and procedures to follow in the event of an accident. Pre-accident plans will be specific to the region and include such things as emergency support services, POC contact numbers and telephone listings, notification requirements, witness identification, accident response coordination, records and logs, medical requirements and support, and site security.

g. Speed limits will be established to ensure safe vehicle and convoy operations.

h. Safe vehicle operations must be an integral part of mission execution to include proper qualifications, licensing, use of NCOICs and identification of hazards associated with road conditions and environment that could be very treacherous. Vehicles will be properly placarded for greater visibility. Convoy procedures IAW AE Pam 385-15 will be followed.

i. Serviceable and properly fitted Personal Protective Equipment (PPE) must be provided and used by all personnel, as required. PPE includes eye, hand, feet, head, and hearing protection. Helmets and other body armor are also considered PPE. Helmets will be worn in vehicles.

j. Lockout/Tagout, confined space entry procedures and electrical distribution systems that differ from standard practices must be evaluated in all stages of operations to ensure hazards are minimized. Life Support Areas housing personnel will be constructed as remotely as possible, to meet separation distance requirements from hazardous operations, such as fuel storage, munitions storage, aircraft live load parking locations and other hazardous operations.

k. Electrical work performed on the tactical vans, ramps, and buildings housing staff will be done to the standard. Soldiers performing as electricians will be properly trained and certified to perform this type of work. Work on electrical boxes will be done with the power shut off and locked out. If work must be done on the electrical box when it is hot, a risk assessment must be done and approved by an officer in the grade of O-6.

l. Fire Prevention. Fire Marshals/Fire Protection personnel must conduct appropriate fire safety training and briefings that cover actions to be taken in the event of a fire. In addition, conduct routine monitoring during the deployment to detect and correct adverse trends to prevent fires. All personnel must be trained to report fires and the use of fire extinguishers.

m. Construction of Life Support Areas will include fire lanes separating every three rows of tents and life safety code requirements will be met. One 10 pound CO₂ and one pressurized water fire extinguisher is the minimum standard for a GP medium tent. Additionally, a 10-pound CO₂ fire extinguisher will be located every 75 feet in a fixed facility. Personnel capacities will be determined and posted for all facilities. Use of CO and smoke detectors will be considered for Life Support Areas.

n. Unvented heaters are not authorized for use. This prohibition applies in guard shacks, tents, Life Support Areas, MWR facilities, military-owned de-mountable containers (MILVANS), and other locations that require heaters. Vented heaters include forced-air heaters that have fuel, ignition, and heat sources located outside of tents and structures. AE Pam 385-15 lists approved heaters belonging to the family of space heaters (FOSH) with NSNs and descriptions. Commercial off-the-shelf (COTS) and electric heaters may be authorized if they are approved by a reputable national standards organization (for example, Underwriters Laboratories (UL), American National Standards Institute (ANSI), International Standards Organization (ISO)) or have a "CE" label indicating that the heater is approved for use. If electric heaters are used outdoors or in a damp environment, a ground fault interrupter must be installed between the heater and the power source. TM 10-4500-200-13 provides operating instructions and preventive maintenance checklists for using M1941 type I and II and M1950 solid- or liquid-fuel space heaters. Heater model H-45 type I and type II operation and maintenance instructions are in TM 9-4520-257-12&P. Personnel will consult TM 9-4520-257-12&P or TM 10-4500-200-13 when installing space heaters.

(1) Carbon Monoxide (CO) is a clear, odorless gas that forms during incomplete combustion. In the body, it acts as oxygen thief, stealing oxygen out of the blood. Unvented heaters, or leaking vented heaters can release dangerous quantities of CO into the living space. If the space is closed, then the concentration can build up. Examples are closed vehicles, closed garages, and closed tents. First aid is to get the individual out into fresh air, away from the CO, where the concentration in the body can lower.

(2) Asphyxiation is a condition caused by lack of oxygen in the air being breathed. A vented heater in perfect running order can cause this condition if the tent (such as the squad tent) or other room is tightly closed. Fire requires oxygen to burn, and it can burn in less oxygen than a human can survive. Therefore, the tent or room also needs to be ventilated to avoid this condition ("make up air"). First aid is to remove the person to fresh air where oxygen is present.

o. AE Reg 55-4 will be used for road or rail transport of hazardous materials, including ammunition and explosives. Operators of vehicles transporting dangerous goods must be trained and certified.

p. Develop a Directed Sleep Plan to ensure fatigue does not hinder mission accomplishment. Fatigue is a known factor in the cause of many mishaps. After 48-72 hours without sleep, personnel become ineffective. Factors that can impact fatigue are water consumption, diet, physical condition, stress, and hygiene.

q. Weather-related injuries are considered preventable and reportable mishaps. Soldiers will be trained on hot and cold weather injury prevention prior to the potential for hot or cold weather injuries occurring. Leaders will ensure that adequate measures are taken to prevent weather-related injuries. Rest, diet, fluid intake and proper clothing assist in the prevention of weather-related injuries. Frostbite, trench foot, and other cold weather injuries are considered preventable and reportable mishaps. Operating in MOPP increases the hazards of weather-related injuries. Increase WBGT by 10 degrees F and water consumption for operations in MOPP. Delegate and distribute tasks to reduce fatigue. USAREUR Pam 350-7, "Winning In The Cold", is the standard reference for techniques to prepare for cold weather operations.

r. Establish procedures to ensure sports and recreation facilities/activities, and local area hazards are identified, monitored, and personnel informed and afforded protection from potential injury.

s. Radiation protection requires emphasis. The unit Local Radiation Safety Officer must be notified when a radioactive source is damaged or lost. Evaluation, reporting and clean up will be IAW AE Pam 385-15. Damaged sources will be placed in a plastic bag with gloves along with soil in the immediate vicinity. This bag will be placed in a second bag and labeled as containing possible radioactive material. This will be placed in another bag and labeled.

t. Increased use of lasers for range finding and target designation as well as the availability of inexpensive laser pointers significantly increases the potential for laser exposure. Aircraft are especially vulnerable. Laser detectors provide an indication of laser exposure but do not distinguish the lasers by their characteristics. This makes assessment of potential injury impossible. Laser protective eyewear with laser filters provides protection against this potential threat. Exposures will be reported immediately and medical personnel will evaluate exposed personnel.

u. Deployment Operations. Deployment operations pose a significant risk to mission success. Compliance with established standards listed in the references for convoy operations, rail loading/transport and port operations and proactive risk management efforts are critical to mission success. Specific areas of concern are operations in close proximity to overhead electrical lines at railheads, staging and loading of explosives containers and uploaded vehicles and transport of fuels and fueling operations.

v. Unexploded Ordnance (UXO). Explosives reconnaissance involves three steps: identify, mark and report. Personnel must be trained to recognize UXO hazards. They must safely mark and evacuate and report the UXO hazard. Suspicious items or identified UXO will not be touched or approached.

w. Ensure all accidents to include fratricide incidents are investigated and reported IAW AE Reg and AR 385-40. Hot and cold weather injuries are considered preventable and are reportable as accidents.

7. POC: USAREUR Safety, 370-8084.

ENCLOSURE 3 TO TAB B WINTER ROAD CONDITIONS IN EUROPE

1. Road conditions during the winter months can change very quickly in Europe, causing deadly results for unsuspecting drivers. Heavy rain, snow, black ice, freezing rain, and fog are conditions that are responsible for soldier deaths and injuries on European roads every winter season. All drivers need to be prepared for possible changes in road conditions, to avoid needless injury to themselves and others. Many times, simply reducing speed will reduce the risks and prevent accidents.
2. The Inclement Weather Road Condition Status Policy is contained in USAREUR Reg 385-55, Appendix I. Every leader will ensure that soldiers redeploying to USAREUR, or deploying from USAREUR, during the winter months, are briefed on this policy. Each BSB is responsible for determining local road conditions and status. Soldiers must understand the hazardous road conditions they can expect to experience while driving in Europe, as well as how to access up-to-date information on road conditions in their areas of operations via the “Winter Safety” section of the USAREUR Safety Office web page at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>.
3. The following section will describe winter road conditions that soldiers can expect to see when driving on roadways in Europe. Recommended precautions are also given for each of these conditions, to reduce the potential for accidents. All soldiers should be briefed on these hazardous driving conditions and precautions before being allowed to drive a vehicle in Europe.

a. Ice.

(1) Expect icy conditions any time the outside air temperature reaches 40°F (4°C) or lower. Although water freezes at 32°F (0°C), road surfaces can freeze when the air temperature drops to 40°F (4°C) or less. An important place to watch for this condition is on bridges. Bridge surfaces are exposed to the wind and cool off faster than the rest of the road. Freezing rain can glaze these road surfaces with ice, causing extremely hazardous driving conditions.

(2) The following terms are often used to describe specific icing conditions that drivers can expect to see. Some are more easily recognized than others, and all are dangerous.

- White Ice - Snow that has been compacted during the day and has slightly melted will freeze at night. This is called white ice, and can usually be seen on the road. When traveling on white ice, drive very slowly. If you cannot find a place to park until conditions improve, install tire chains for better traction.

- Glare Ice - These are slippery spots that may appear on an otherwise clear road in shaded areas where a cold wind can freeze a wet road surface, quickly. If you see a patch of ice ahead, brake before reaching it and try not to brake while actually on the ice.

- Black Ice – Black ice fools drivers. Its shine tricks them into thinking it is water on the road. What they may not realize is that condensation, such as dew and fog, freezes on the road surfaces when temperatures reach 32°F (0°C) or below. This forms an extra-thin layer of ice on the road that is difficult to see. This shiny ice surface is one of the most slippery road conditions. Black ice is likely to form first under bridges and overpasses, in shady spots and at intersections.

(3) When roads are icy or slushy:

- Drive slowly, allowing extra room to slow down and stop - It can take ten times longer to stop in icy conditions than on a dry road.

- Use the highest gear possible to avoid wheel spin.

- Maneuver gently, avoiding harsh braking and acceleration.

- To brake on ice and snow without locking your wheels, get into a low gear earlier than normal, allow your speed to fall, and use the brake pedal gently.

- If you skid, ease off the accelerator but do not brake suddenly. Turn the front wheels towards the direction in which the rear wheels are skidding.

b. Snow.

(1) Driver's can expect to experience snow while driving on the highways of Europe. Falling snow can cause reduced driver visibility, which can be made worse with windy conditions. Snow can accumulate very quickly, especially at higher elevations, causing slippery driving conditions. Drifting snow, snow displaced by the wind, can create very deep snow on the roads at all elevations, and drivers should be prepared for this condition before venturing out on the highways during the winter months. These snowdrifts can be a very serious hazard to drivers because they can render any vehicle immobile, causing very large traffic jams. Proper use of snow chains can make driving in the snow safer. Snow chains can be rented from many gas stations midway through your journey and then dropped off at another station further down the road. Sometimes membership in one of the European-base automobile clubs is necessary for this service, but not always. The cost is low and is based on the number of kilometers traveled. Stop as soon as you think you may need the chains, because supplies are limited at each station. Otherwise, purchase a set of snow chains, properly sized for your vehicle, and keep them in the vehicle during the winter season. Practice installing them before the snow begins to fall.

(2) The following precautions and recommendations for driving in the snow should be considered.

- Slow down. Triple the usual distance between your car and the one ahead.
- Stay in the plowed lane; avoid driving over the ridges between the plowed areas. If you must switch lanes, slow down, signal and move over slowly.
- If you skid, steer into the skid. If the back of your vehicle is skidding to the left, for example, turn the steering wheel to the left.
- Don't pump your brakes, and avoid locking them up. If your brakes lock, take your foot off the brake pedal for a moment.
- If you're involved in a fender-bender, move the vehicles out of the lanes of travel.
- Keep a blanket and flashlight in the vehicle.
- While driving, keep your headlights on. Keep snow and ice off your mirrors, windows and lights.
- As always, wears your seatbelts.
- If your vehicle has an Anti-lock Braking System (ABS) and you must brake, be sure to press the brake pedal and hold.

c. Fog is the condensation of moisture in the atmosphere near the surface of the earth. This can happen in several ways, but always results from the same basic conditions, i.e., warm, moist air meeting cold air, or cold, moist air meeting warm air. These conditions exhibit themselves throughout the year, but predominately occur during the spring and winter months. Fog can form quickly and may reduce a driver's visibility to zero. Fog is a major hazard on the European highways and contributes to many automotive accidents every year. The following safety tips should be used when fog is expected.

- Consider postponing your trip until the fog clears.
- SLOW DOWN before you enter a patch of fog.
- If your vehicle is equipped with fog lamps, turn them on.
- Be sure that you can stop within the distance that you can see.
- Turn on wipers and defroster to remove moisture from the windshield.
- Use your low-beam headlamps whether it is day or night.
- Don't use high beams, they reflect off the fog and can impede visibility.

- Use the right edge of the road or painted road markings as a guide.
- Watch out for slow-moving and parked vehicles.
- Do not change lanes or pass other vehicles unless absolutely necessary.
- If you must pull off the road, signal, then carefully pull off as far as possible.
- After pulling off the road, turn on your hazard flashers.

d. Rain. Winter in Europe tends to be a very wet time of year. Long periods of rain can lead to areas of flooding and standing water on the roads. Even thin layers of water on the road can create dangerous conditions. Heavy rains can reduce a driver's visibility to dangerously short distances, making roadway markings and other traffic difficult to see. Water mixed with roadway dirt and oil can create slick surfaces. Wet brakes can increase stopping distances. Hydroplaning can occur when the tire's tread cannot move the water from underneath the tire fast enough. The tire begins to ride atop a ridge of water and loses contact with the ground and possible loss of vehicle control. The combination of fast speeds and wet European highways results in many hydroplaning accidents every year. Many variables lead to hydroplaning but slower speeds and good tires are the best way to prevent it. The following safety tips should be used when driving in wet weather.

- Most important, **SLOW DOWN**.
- Stay in middle lanes as water tends to pool in outside lanes.
- Follow vehicles using the 3-second rule of spacing.
- Try to follow in the tracks of the vehicle in front of you.
- Avoid hard braking, take foot off accelerator to slow down.
- Ensure tires and windshield wipers are serviceable.
- Always drive with your headlights on in wet weather.
- Never drive beyond the limits of visibility.
- Never drive through moving water or puddles that touch vehicle frame.
- Beware of high winds during storms or blinding lightning at night.

4. Winter road conditions in Europe can be a challenge for all drivers, but especially for those that do not have the experience driving in Europe. When driving in these challenging conditions, slow down and increase the distance to the vehicle in front of you. Decreasing your speed will allow more time to respond when a difficult situation arises. Factors such as the type of vehicle you are driving, the quality of snow tires your vehicle is equipped with, and your abilities as a driver should all be considered in the speed adjustment. Prepare for unplanned events by carrying a mobile phone and having emergency supplies in the vehicle, such as,

- Snow shovel.
- Scraper with a brush on one end.
- Tow chain or strap.
- Warning device (flares or reflective triangles).
- Brightly colored cloth to signal for help.
- Flashlight (with extra batteries).
- Abrasive material (cat litter, sand, salt, or traction mats).

- Compass, Warning light or road flares, Booster cables.

- First Aid Kit.

5. For many winter road conditions, the right risk decision is to delay travel and pull off the road until conditions improve. For other conditions, simply reducing speed and increasing the distance between vehicles may be appropriate to reduce risk to an acceptable level. Leaders will ensure that every soldier knows how to evaluate the risks and make the proper decision when road conditions begin to deteriorate.

6. POC: USAREUR Safety, 370-8084.

ENCLOSURE 4 TO TAB B WEATHER

1. WINTER WEATHER PATTERNS

a. The major features of German winter weather are the Azores High, the Asiatic High, and the Icelandic Low. The Azores High is at its weakest and farthest west and south in winter, which allows migratory storms out of the Icelandic Low (to the west of Europe over the northern Atlantic Ocean) to track across Europe on a regular basis. The Icelandic Low is at its strongest in winter, and sends a constant stream of low-pressure systems (storms) across Europe. The steady west winds that dominate the continent come from the north Atlantic and spread cold, wet air over Europe. This makes winter weather wet, cold, and cloudy much of the time. Fog, drizzle, and light rain are typical in winter. Lows that move into the Baltic Sea to the north often intensify there, especially early and late in the season when sea ice cover is at a minimum. Strong, gusty winds, heavy snow, and thick layers of cloud cover accompany these big storms. The northern rim of the central plateau massif is far enough inland to be protected from the worst conditions, but heavy weather still reaches this region with the biggest storms.

b. The Asiatic High, centered well to the east of Germany over Siberia, expands and intensifies at intervals all winter and brings frigid but clear weather to Germany for 1-2 days at a time. The icy air is sometimes accompanied by strong gusty winds at the forward edge, but the winds normally diminish within 48 hours. When these winds blow, wind chill can drop the apparent temperature dangerously low. Wind gusts of 40-55 knots are not uncommon. The Asiatic High is at its most intense in January and February. After that, it begins to break down as temperatures over Siberia begin to rise.

2. FOG

Fog resumes dominance in the fall and dense fog returns by October and continues well into March. Fog restricts visibility, potentially impairing a driver's road vision, 19-21 days of an average winter month. It's most common between 0300 and 0800 hours but can occur any time of the day. Dense fog that limits visibility to 800 meters or less normally occurs 4-5 days per month, and this is especially hazardous to aircraft in flight as well as vehicle traffic.

3. BLACK ICE

This is another dangerous aspect of German winters. Moisture on roadways, especially in shaded areas, freezes at night, and roads that appear to be clear are in fact covered with a sheen of ice that is frequently undetectable until one is on top of it.

4. SOLDIER RISKS

German winter weather poses several aviation challenges due to low visibilities and cloud ceilings. It can hinder rail-load operations because of heavy snow. It can delay port operations due to gale force winds that can impede vessel movement. More commonly, freezing temperatures coupled with winds can cause hypothermia and frostbite. Ice and snow on roadways along with reduced visibilities due to fog often create extremely hazardous road conditions.

5. REFERENCES

- a. For more specific weather information use the following link: <https://ows.sembach.af.mil/5day/>.
- b. For road conditions use the following link: <http://g3operations.hqusareur.army.mil/>.

TAB C – “BELL SENDS” SAFETY MESSAGE SUMMARY

BELL SENDS #1, Deployment Safety, 31 January 2003

Established Commander's intent concerning deployment safety.

BELL SENDS #3, SAFETY ALERT - Rail Operations, 19 April 2003

Forbid climbing atop loaded rail cars due to near fatality.

BELL SENDS #4, SAFETY ALERT - Fatalities, 13 May 2003

Issued following a string of vehicle fatalities to recharge NO LOSS OF LIFE.

BELL SENDS #5, SAFETY ALERT - Motorcycle Fatalities, 17 June 2003

Reinforces motorcycle safety following a second motorcycle fatality.

BELL SENDS #7, Motorcycle Carnage Continues, 8 July 2003

Yellow alert -- Additional motorcycle facts following motorcycle severe injury.

BELL SENDS #9, Motor-Vehicle Safety - Auto Crash Kills Soldier, 1 August 2003

Defensive driving tips following secondary road head-on collision.

BELL SENDS #11, Labor Day Weekend Safety, 11 August 2003

Call for risk management as we exit summer and enjoy a well-deserved Labor Day holiday weekend.

BELL SENDS messages and other official reference material can be found at the USAREUR Electronic Library:
<https://www.aeaim.hqusareur.army.mil/library/home.htm>.

TAB D – MOVEMENTS

1. Tab D is provided to support tab B with tactical, deployment and personal transport topics.
2. **Enclosure 1 – Convoy Operations.** Summarizes training and operational issues for movement by convoy.
3. **Enclosure 2 – Tactical Vehicle Operation.** Provides information concerning tactical vehicle operations and vehicle checks.
4. **Enclosure 3 – Rail Operations.** Summarizes information for railhead training and operations, and supercargo operations.
5. **Enclosure 4 – POV and Motorcycle Information.** Outlines major accident causes, training sources and enforcement programs.

ENCLOSURE 1 TO TAB D CONVOY OPERATIONS

1. Proper planning and control of vehicle columns on public roads are required to prevent traffic congestion and accidents. Commanders will make movement plans according to AE Reg 55-1 and USAREUR command directives when convoy movements are smaller than those described in AE Reg 55-1. Refer also to BELL SENDS #1, Deployment Safety, 31 January 2003.
2. Additional information on planning, operating, and controlling motor marches and convoys can be found in AR 600-55, FM 9-20, FM 21-305, FM 55-30, and AE Pam 385-15. UP 385-15-1 provides risk management information. A training program can be found on the USAREUR Safety web site (<http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>).
3. Routes for convoys, especially oversized vehicles, will be inspected and approved in advance. Special attention will be given to bridges, tunnels, weight allowances, overhead electric wires, narrow streets, and tight turns.
4. When convoys travel on public roads, commanders will place a 2½-ton or larger truck as the trailing escort vehicle (TEV). When a 2½-ton truck is not available, commanders will use a 1-ton or larger truck. Tracked vehicles will not be used as TEVs.
5. The lead escort vehicle in the convoy will have a sign in the front that reads "CONVOY FOLLOWS." The TEV will have a sign on the rear that reads "CONVOY AHEAD." Signs will be in English and the language of the host nation. Lettering on the sign will be black on a white background. The letters will be at least 4 inches high. Signs will not obscure lights, reflectors, placards, or vehicle conspicuity markings.
6. Vehicles will maintain the following driving intervals from each other:
 - a. At least a 2-second interval during normal driving conditions.
 - b. At least a 3-second interval during inclement weather driving conditions or when transporting hazardous materials.
 - c. At least a 6-second interval when driving on the autobahn.
7. Vehicles will close up at halts and be completely off the road and clear of intersections. Drivers will use caution when moving onto the road to resume travel. Trail vehicle personnel will post a guard with a proper warning device to alert approaching traffic. Guards may warn, but will not direct, nonmilitary traffic.
8. All persons operating or riding, as passengers will wear helmets and use seatbelts when sitting in seats with safety belts installed. No one will ride in a seat from which occupant restraints have been removed or made inoperative.
9. Trailers will be equipped with safety chains or similar devices to prevent accidents from breakaways. Trailer brakes, brake lights, taillights, and turn signals will be in operating condition.
10. Military motor vehicles will be equipped with warning triangles, first aid kits, a reflective vest, and fire extinguishers. Commanders will publish an SOP for the use of warning triangles and ensure a copy of the SOP is carried in the vehicle.
11. A 360-degree rotating amber warning light (RAWL) will be installed on repair vehicles, utility servicing vehicles, vehicles with oversized loads, wreckers, and vehicles that frequently deviate from or obstruct normal traffic patterns. The first and last vehicle in a convoy will be equipped with and use a RAWL (except in The Netherlands). Tracked vehicles operating on public roads will have a RAWL turned on. Other vehicles in the convoy will use RAWLs only when directed by the convoy commander.
12. Tactical wheeled and tracked vehicles will be marked at the rear with retroreflective red and yellow delineator plates (USAREUR Reg 385-55) to reduce the chance of nighttime rear-end collisions. No other retroreflective markings will be used on the rear of Army vehicles, except for orange warning plates required for dangerous goods transportation (AE Reg 55-4).

13. Personnel will be transported in passenger vehicles such as sedans, station wagons, or buses. When such vehicles are not available, cargo vehicles may be used. Transportation to and from troop training or maneuver areas may be done with cargo trucks if such transportation is part of training. There must be adequate fixed seating and occupants will be seated when the vehicle is in motion. The TEV will not be used to carry passengers.

14. The driver, assistant driver, or senior occupant of cargo trucks transporting personnel will:

a. Walk to the rear to ensure that the tailgate, safety device, or safety strap is in place and that all passengers are seated. After stopping, the driver will walk to the rear and release the safety device or lower the tailgate before permitting passengers to dismount.

b. Warn personnel not to jump from cargo beds and to move away from traveled portions of the roadway after dismounting.

c. Refuse to move a motor vehicle when any person outside the vehicle is in an unsafe position.

d. Place the vehicle in first gear (park, if automatic) and set the handbrake before starting the engine.

16. POC is USAREUR Safety, 370-8124.

ENCLOSURE 2 TO TAB D TACTICAL VEHICLE OPERATION

1. Drivers must be trained and certified before operating a vehicle (AE Reg 600-55). Drivers must obey local traffic laws and regulations.
2. Unit commanders will perform a mission risk assessment of each mission and brief the vehicle crews involved.
3. Seatbelts, when installed, will be worn by all occupants. The operator and passengers in a vehicle equipped with seatbelts will fasten their seatbelts and keep them fastened while the vehicle is in motion. Senior military passengers or operators will enforce this requirement.
4. Warning devices (such as lights, turn signals, and horns) will be used as conditions and local law require.
5. Glass areas of U.S. Army vehicles must be free of posters, stickers, cracks, discoloration, and nontransparent material that could impair the driver's field of view or create a hazard.
6. Light lenses will be kept clean. Operators of military motor vehicles on public roads and highways will use lights from dusk through the hours of darkness and at other times when necessary. Drivers operating vehicles during inclement weather that reduces visibility (for example, fog, rain, sleet, snow) will use low-beam (not parking) lights. Blackout lights may be used on public roads only when traffic-control or other risk-reduction measures are implemented, and only with the permission of authorities with local jurisdiction.
7. Personnel will be transported according to policy in AR 385-55 and USAREUR Regulation 385-55. Troops will not be transported in the back of cargo vehicles when traveling on highways. Buses or other personnel-movement vehicles must be used.
8. All cargo in a vehicle will be restrained to prevent its movement within the vehicle body and to prevent losing it during transport. Cargo must be restrained to prevent movement from front to rear, side to side, and up and down.
9. Vehicles transporting hazardous material cargo will follow the requirements of AE Reg 55-4.
10. Drivers of emergency vehicles (fire department, police, medical) will—
 - a. Drive in a manner that does not endanger life or property. Drivers will comply with speed restrictions and other traffic regulations. Drivers also will give adequate warning of their approach by means of appropriate visual or auditory signals, or both, when operating vehicles under emergency conditions.
 - b. Assume the right-of-way only when and where it is evident that other traffic has yielded the right-of-way in response to the emergency vehicle signal (visual, auditory). Emergency vehicles will never be driven in a manner that endangers life or property.
11. When a vehicle is disabled (including accident sites)—
 - a. Unit commanders will ensure that two highway-warning devices (reflective triangles, reflective cones, or blinking lights) are used in accordance with the host-nation requirements. These devices must be carried in each military vehicle and used in emergencies.
 - b. Vehicle crews will use warning devices to warn traffic of the situation. The device should be fully opened before leaving the vehicle and carried as a personal warning device until positioned properly.
 - c. Recovery personnel will remove disabled vehicles from traffic lanes without delay. Recovery personnel will observe the following when towing vehicles on public highways:
 - (1) No more than one vehicle will be towed behind a motor vehicle on public highways. A towing vehicle must be suitable for that purpose and will tow only a vehicle of smaller or equal size and weight. Drivers will not use vehicles transporting ammunition or hazardous cargo to tow other vehicles.

(2) Only a wrecker truck or vehicle with a standard tow bar and drag chains will be used for towing. Recovery personnel will use tow chains only when wrecker trucks or tow bars are not available. Use of tow chains will be limited to towing vehicles short distances to clear roadways.

(3) Recovery personnel normally will tow vehicles during daylight. Because of the danger of a rear-end collision, vehicles will not be towed during darkness unless necessary to clear roadways. If required during darkness or limited visibility, towing will be done only if vehicles are properly lighted.

(4) Recovery vehicles must be equipped with at least one but not more than two functional RAWL. RAWL should not be turned on until the actual recovery operation begins and then only while the disabled vehicle is being attached to the recovery vehicle. When drivers are towing an oversize or overweight vehicle or when drivers cannot maintain minimum speed, RAWL must remain lighted.

(5) Towed vehicles must be lighted as follows:

(a) The towed vehicle's four-way (emergency) flashers must be on, if available. Taillights must be on (if still operational) and light devices must be free of dirt and unobstructed.

(b) Emergency-warning-kit reflectors or other reflective material must be placed on the rear of the towed vehicle to provide clear warning to approaching vehicles. Reflectors will be no higher than 48 inches (1.5 meters) above the roadway. Towed vehicles that cannot be lighted properly or safeguarded by reflective materials will be followed closely by a TEV.

(c) Recovery personnel will bring disabled vehicles to the nearest repair facility. Towing a disabled vehicle to a place far from the breakdown point is generally unacceptable. In cases involving a risk of collision (for example, poor visibility, bad weather), the disabled vehicle must be towed to the next available rest area or parking lot.

(d) When possible, recovery personnel should not tow disabled vehicles on the autobahn. When a breakdown occurs on the autobahn, the recovery personnel must assess existing traffic conditions to determine whether or not to use the autobahn for towing beyond the next point of exit (for example, continuation of autobahn towage may be needed if poor local conditions (winding roads through villages or cities) or critical construction sites can be avoided). Vehicles should not be towed onto the autobahn.

12. Drivers will ensure that RAWL are operational and used as prescribed by local law. Commanders will ensure that the following types of vehicles have at least one but not more than two RAWL (NSN 2590-01-107-9696 for tracked vehicles):

- a. Oversize, overweight, and tracked vehicles.
- b. Wreckers, other recovery vehicles, and contact-maintenance vehicles.
- c. LEVs and TEVs in each serial of a convoy, or vehicles escorting an oversize or overweight vehicle.
- d. Other vehicles as determined by local commanders.

13. Commanders will ensure that all Army tactical vehicles and trailers are marked at the rear corners with two delineator plates according to USAREUR Regulation 385-55. Drivers will ensure that the plates are kept clean.

14. Drivers of tracked vehicles operated on roads will mark tracked vehicles with reflective tape. Red tape (NSN 9390-00656-1186) may be used on the rear; amber tape (NSN 9390-00-753-3208) may be used for the sides and front.

a. Reflective tape must adhere to vehicle surfaces. Special care must be used when applying the tape in cold weather (42 degrees Fahrenheit or below). The tape must be applied to a clean, dry surface.

b. Reflective tape applied to a flat, vertical surface gives the most intense reflection. When an adequate vertical surface does not exist, the tape should be applied to plates that can be easily removed and reused.

c. Reflective tape should be mounted on the most visible surface near the four corners of the vehicle. Three strips of 2-by 12-inch tape are recommended for greatest visibility.

15. Operators of military vehicles will not consume drugs or alcoholic beverages (including beer and wine) while they are driving or within 8 hours before driving.

16. While operating Government vehicles, drivers will not use equipment that distracts from the vehicle operation. This includes cell phones and headphones that are not part of approved vehicle equipment.

17. Drivers will not smoke while operating Government vehicles.

18. Drivers will not make U-turns on roads. This is a significant cause of fatal accidents with civilians. Exit the road and use an overpass/underpass, turn off, or other safe means to reverse direction.

19. Drivers will not make voluntary halts on the roadway. Drivers will pull off the roadway and into authorized parking areas or other safe locations.

20. Basic vehicle before operation checks will be performed. Deficiencies must be brought to the attention of the supervisor and noted in writing on the appropriate maintenance form. Do not operate a vehicle with any of the following deficiencies:

a. Improper functioning or adjustment of steering, lights, windshield wipers, horns, warning signals, side or rearview mirrors, restraint systems, and other safety devices, including vehicle conspicuity devices where required (USAREUR Reg 385-55).

b. Windshields, windows, mirrors, lights, reflectors, or other safety devices that are broken, cracked, discolored, or covered with frost, ice, snow, dirt, mud, or grime.

c. Defective, inoperable, or out-of-adjustment parking brakes. Vehicles with defective brakes, including parking brakes, will be non-mission-capable (NMC) until repaired. When vehicles with brake problems are moved for maintenance, they will be towed with a tow bar.

d. Vehicles that have a gasoline, brake fluid, or class III diesel leak. Leaky vehicles will be NMC until repaired.

e. Any condition likely to cause injuries or damage because of component failure. Examples include tires that are excessively worn or deeply cut or have exposed cords; cracked wheel hubs; worn or frayed tie down straps or personnel restraint systems; torn sheet metal with exposed sharp edges; damaged or missing exhaust pipe shields; leaks from exhaust systems; loose or missing wheel nuts; and spare wheels improperly secured.

f. Improperly secured loads.

g. Vehicle loaded beyond design load limits.

h. Missing warning triangles or first aid kits in their vehicles.

21. Refer to AE Reg 55-1, USAREUR Reg 385-55, AE Reg 55-4, and AE Pam 385-15 for additional information.

22. POC is USAREUR, G4, PLO Division at DSN 370-7219.

ENCLOSURE 3 TO TAB D RAIL OPERATIONS

1. Proper planning and control of Army rail operations at railheads and en route supercargoes are required to prevent accidents during deployment and redeployment. Commanders will ensure personnel are trained to safely execute the required tasks for rail operations. Soldiers will understand that they are forbidden from climbing on top of rail cars from the time the car is loaded until the car is ready to unload. Refer to BELL SENDS #1, Deployment Safety, 31 January 2003, and BELL SENDS #3, SAFETY ALERT - Rail Operations, 19 April 2003.
2. Maneuvering heavy equipment within constrained areas under overhead electrical lines and moving heavy objects in all types of weather conditions describes the range of hazards that must be managed by first line leaders during rail operations. Leaders must prepare, train, observe and verify all critical aspects during rail operations to guarantee safe mission accomplishment.
3. Information on planning, operating, and controlling rail operations is contained in UR 55-26, AE Reg 55-355, UR 190-13, FM 55-15, and AE Pam 385-15. AE Pam 385-15-2 provides risk management information. The USAREUR training and certification program can be found on the USAREUR Safety web site (<http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>). Video Tape #A0954-88-0003 can be used to enhance training.
4. Unit Commanders will conduct a thorough risk analysis of the rail site considering all potential risk factors. Soldiers will be trained on all applicable safety standards and procedures. First line leaders will enforce the wearing of all required safety equipment and brief soldiers on all identified hazards on site. Trained ground guides, medical support, and protection from cold or inclement weather will be available during operations at loading and unloading sites.
5. Soldiers will not work or walk on top of vehicles without specific permission from the OIC or NCOIC. When power lines are switched on temporarily for technical reasons, operations will cease, the area will be cleared of personnel, and operations will not resume until the appropriate railway authority gives permission. Soldiers will not climb on rail cars from the time the car is loaded until the car is ready for unloading.
6. Do not allow soldiers to stand on the same railcar as a moving vehicle, jump from railcars or walk between railcars. Warn soldiers about hazards associated with passing trains and attempting to mount a moving train.
7. POC is USAREUR Safety, 370-7751.

ENCLOSURE 4 TO TAB D POV AND MOTORCYCLE INFORMATION

GENERAL

Traffic accidents are the #1 killer of soldiers. Soldiers returning from extended deployments will receive refresher training on local traffic rules and hazards to acclimate them with driving in Europe. POV and motorcycle accident prevention is well covered in the POV Tool Box found on the USAREUR Safety web site: <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm>.

VEHICLE REFRESHER TRAINING

1. The following TASC video products should be used to support training and refresher requirements:

Driving In Europe (CONUS)	—	A0954-02-0410
Driving In Europe (Instructor)	—	A0954-02-10-05
Driving In Italy	—	A0954-02-0238
The 7 Sinn (Winter Driving)	—	A0954-96-10-06
The 7 Sinn (8 Clips)	—	A0954-97-9010VT
Motorcycle Safety	—	A0954-89-0017

2. Additional refresher training information is available in TC 21-305, Training Program for Wheeled Accident Avoidance. An automated version is available on the USAREUR Safety web site or from the local Driver Testing Station. A deployment vehicle safety briefing is also available on the USAREUR Safety web site.

DRINKING AND DRIVING

1. Restrictions on alcohol consumption while deployed may result in soldiers drinking to make up for lost time when they return to Europe. Soldiers must be reminded not to drink and drive. Drinking while driving increases the risk of being a fatality by 92%!

2. Enforcement involves penalties for drinking and driving:

a. 90-day driving ban: Operating a POV with a breath or blood alcohol content (BAC) of 0.5 milligrams (mg) to 0.79 mg of alcohol per 1.0 milliliter (ml) of whole blood or breath.

b. 180-day driving ban: Operating a POV with a BAC of 0.8 mg to 0.99 mg of alcohol per 1.0 ml of whole blood or breath.

c. Indefinite driving ban (minimum 12 months): Operating a POV with a BAC of 1.0mg or more of alcohol per 1.0 ml of whole blood or breath.

d. Indefinite driving ban (minimum 12 months): Refusing to complete a lawful chemical test under the implied consent provisions.

e. Five-year driving ban: Operating a POV with a BAC of 0.5 mg or more per 1.0 ml of whole blood or breath for the second time within the last five years.

f. Permanent driving ban - three strikes and you're out: Drivers with three alcohol-related offenses will never receive an U.S. Forces driver's license again.

SEAT BELTS

1. Seat belts significantly increase your chance for survival in a traffic accident. Host Nation and Army regulations require all vehicle occupants use a seat belt or child restraining device.

2. USAREUR's "Click It or Ticket" Campaign.

- a. The campaign gives drivers the choice of reducing their risk of fatal injury or being banned from driving for at least seven days. The aim is to prevent the deaths and serious injuries that result from people not wearing their seatbelts.
- b. U.S. Military Police enforce seatbelt compliance on military installations and in housing areas. Host Nation police also man checkpoints off-post.
- c. POV operators who drive without wearing a seatbelt or who don't require passengers to wear seatbelts or restraining devices can be penalized. A first-time offender's driving privileges are suspended for seven days. A second-time offender loses driving privileges for 30 days and receives a letter of counseling. Third-time offenders lose their license for 180 days and repeated offenders can be banned from driving for up to one year.
- d. Each offense also adds two traffic points to the offender's driving record. German authorities charge a €30 fine against drivers who drive without a seatbelt. POV operators are charged if any vehicle occupant is not wearing a seatbelt or proper restraining device such as a child's car seat.

POV ACCIDENT CAUSES

Our recent history with POV accidents shows that there are three main accident causes. They are a function of the individual and controllable through personal risk management. They drove too fast for road conditions or lost control while passing or exiting the roadway, they fell asleep or lost control due to drowsiness, and they operated a vehicle under the influence of alcohol. Also consider the associated "impatient" or "in-a-rush" factors, especially on secondary roads. Schedule pressures, winding or hilly roads, and reasonably expected slower traffic can put a driver in a position to make a poor passing choice.

MOTORCYCLES

1. Operation of a motorcycle in USAREUR requires that soldiers have a valid State license. They should also have a current Motorcycle Safety Foundation training certificate. Soldiers operating motorcycles must receive annual refresher training from their chain of command. Soldiers returning from deployments will also receive refresher training.

2. Motorcycle accidents are caused by several factors:

- Speed – Too fast for conditions.
- Overconfidence in ability.
- Not Driving Defensively.
- Motorist Awareness.
- Drinking and Riding.

3. Protective Equipment. Helmets are 29% effective in preventing fatal injuries! Riders must wear an approved helmet, goggles or face shield, sturdy footwear, long sleeved shirt or jacket, long trousers, full-fingered gloves designed for use on a motorcycle, and a brightly colored upper garment during the day and a reflective upper garment at night (AR 385-55).

4. Crash Avoidance and Injury Mitigation. Three types of motorcycle crashes account for over 90% of all crashes and virtually all-serious crashes:

- a. Collision with Another Vehicle – usually a car, and usually one changing direction.
- b. Failure to Negotiate a Corner.
- c. Head-On Collision.

TAB E – WAR SOUVENIRS, AMNESTY PROGRAM AND EOD

GENERAL

Soldiers may return from deployments with unauthorized articles. The following information identifies what articles are and are not permitted as souvenirs and provides instructions for an amnesty program for ammunition items.

WAR SOUVENIRS

1. Soldiers are not authorized to retain captured enemy weapons, ammunition, explosives, or equipment such as vehicles, trailers, generators, radios or communication devices.
2. The following items of enemy public property may, as a limited exception to the prohibitions above, be retained by members of the U.S. Armed Forces as souvenirs: Items of captured enemy military clothing; e.g., hats, shirts, belts, trousers, and insignia. Items of captured enemy individual military equipment; e.g., helmets, load-bearing equipment, canteens, mess kits, and ammunition pouches. Other items that clearly pose no safety or health risk such as flags, training manuals, books, posters and photographs.
3. War Souvenir POC, OPM at 381-8887.

AMNESTY PROGRAM

1. The USAREUR Ammunition Amnesty Program was established to provide a means of returning ammunition and explosives to the supply system and ensuring that it is properly disposed of according to safety criteria. This program is not intended to circumvent normal turn-in procedures.
 - a. The amnesty program will be conducted on a no-questions-asked basis to provide an opportunity for individuals to return items without fear of reprisal or prosecution. This policy must be widely publicized to ensure the program reaches all military and civilian personnel and their family members. Ammunition kept, as a souvenir is a safety hazard and is prohibited.
 - b. Amnesty programs in USAREUR will be according to DA Pamphlet 710-2-1, paragraph 11-19, and USAREUR Regulation 385-64.
 - c. Before establishing an amnesty program, the commander will seek legal advice from the servicing legal office.
2. Local Amnesty Programs. Commanders of organizations with elements that use ammunition and explosives will develop an amnesty program. The program may be conducted in conjunction with other local units or with the ASG program.
 - a. All personnel will be briefed on amnesty policy and procedures before each training event, exercise or deployment that requires the use of ammunition or explosives. The briefing will include the location of the nearest amnesty-collection container or turn-in point and the telephone number of the unit responsible for the container or point. Personnel will be asked to notify the controlling unit when items have been deposited.
 - b. The location of the nearest amnesty-collection container or turn-in point and the telephone number of the responsible organization will be provided to anyone wishing to turn in ammunition or explosives under the program.
 - c. An amnesty day will be conducted at least once each quarter according to DA Pamphlet 710-2-1 to find abandoned or unauthorized ammunition and explosives.
 - d. Ammunition and explosive residue generated during training exercises will not be turned in to ASPs under the amnesty program.
 - e. The program will be monitored to ensure that it is not being used to avoid accountability or proper turn-in procedures. Appropriate records will be maintained for ammunition turned in for program evaluation.
3. Collection Points.
 - a. Ammunition-collection points must be located in places where people are not prevented from using them.

(1) Permanent amnesty-collection containers will be placed at each ASP, ammunition storage area, major training area, and at least one in each ASG or BSB. ASG commanders will designate additional ammunition-collection points to ensure coverage in each geographic area.

(2) Unit commanders will establish amnesty-collection points at local training areas for all training events involving ammunition and explosives other than SAA.

(3) Other convenient sites for amnesty-collection points may include areas close to combat-vehicle parking, barracks, military police stations, and departure points. Vehicle parking or assembly areas may be a good location for returning units.

NOTE: For safety reasons, containers in populated areas will be designed with an opening no larger than necessary to accept .50-caliber ammunition.

b. An SOP including the location and design of the container, procedures for checking the container, and container maintenance will be approved in writing by the ASG Safety Office, ASG Provost Marshal Office, and the servicing Ammunition-Surveillance Office (QASAS).

c. The design of the container must prevent the manual extraction of items in the container and provide sandbag protection appropriate to the highest hazardous division fire symbol of items reasonably be expected to be deposited.

d. Containers will be available for amnesty items 24 hours a day. A telephone number for the controlling unit will be stenciled on or posted immediately next to the container with directions for reporting amnesty ammunition and explosives. Numbers for explosive ordnance disposal (EOD) personnel, the QASAS, and other responsible personnel should also be provided.

e. Units responsible for controlling amnesty sites will establish irregular inspection intervals of at least once a week. Small arms ammunition will be removed for delivery to the servicing ASP. If items other than small arms ammunition are found, EOD personnel, QASAS, and other responsible personnel, as appropriate, will be consulted before moving the items. In most cases, on-site inspection by qualified personnel will be required to ensure that hazardous items are safe for movement.

4. Amnesty POC USAREUR, G4, Maintenance Division at DSN 370-7573.

EXPLOSIVE ORDNANCE DISPOSAL (EOD)

1. The staff EOD officer, assigned to the Operations Division, USAREUR G3, will exercise general staff supervision of the USAREUR EOD Program and serve as the primary POC for EOD matters. Table 1 lists USAREUR EOD organizations and telephone numbers.

Table 1 USAREUR EOD Organizations	
Unit	Telephone
EOD Control Cell 191st Ordnance Battalion Miesau, Germany	DSN 486-3767/3705 civilian 06371-842-3767/3705 fax 486-3705
702d Ordnance Company (EOD) Grafenwöhr, Germany	DSN 475-8332 civilian 09641-83-8332
720th Ordnance Company (EOD) Mannheim, Germany	DSN 384-6658 civilian 0621-730-6658

2. Local commanders and community commanders request EOD representation in all phases of range-clearance planning. The 21st TSC EOD Cell must approve all EOD range-clearance support 60 days before the operation (AR 385-63).

3. POC: USAREUR G4 (AEAGD-SD, 370-8817).

TAB F – WELL BEING

1. Tab F supports tab B with information targeted at the NO LOSS OF LIFE safety program interface with the wellness program.

2. Enclosure 1 – Wellness Interface. Summarizes wellness programs that mesh with safety program goals.

3. Enclosure 2 – Medical Program and Heat/Cold Weather Injury Prevention. Provides relevant medical interface information and countermeasure programs for hot and cold temperature environments.

ENCLOSURE 1 TO TAB F WELLNESS INTERFACE

1. GENERAL

a. This document is provided to highlight wellness program areas that interface with the Winter Safety Campaign.

b. Wellness encompasses that variety of activities designed to facilitate behavioral and environmental alterations to improve or protect health. This includes a combination of health education and related organizational, social, emotional, spiritual, and health care activities and initiatives. These are integrated to produce a single, comprehensive program. The operational side is delegated to a diverse set of operational entities, DCS G-3 for Physical Conditioning, DCS G-4 for Nutrition, OCHAP attends to Spiritual Fitness, DENCOM for Oral Health, and OSURG handles most Clinical and Operational Areas.

2. SUICIDE

a. Suicide is a leading cause of death in the Army during peacetime. It is important to take a proactive stance on this issue to prevent suicide and respond to those who may be at risk. You are the first line of defense for the people you work and interact with on a daily basis, because you will be the first to detect the warning signs and changes. Bell Sends #4 mentions the losses to USAREUR specifically due to suicidal incidents. Policy Letter # 28 sets the requirements for Suicide Prevention in theater.

b. Warning signs of suicidal ideation include: verbal warnings, behavioral, warnings, and symptoms of depression. Specific information is available in DA Pamphlet 600-70, U.S. Army Guide to the Prevention of Suicide and Self-Destructive Behavior. The holiday period and the early months of the New Year are a particularly bad time for suicides. Concern, observation and early intervention are the main weapons we have in the fight against this foe.

c. Commanders at all levels must be sensitive and responsive to the needs of soldiers, civilian employees, and their families, and familiar with the community agencies and individuals available for suicide prevention activities. Immediate resources for suicide prevention activities include members of the Unit Ministry Teams, Behavioral Health professionals, local health professionals, and Social Work Services.

3. DOMESTIC VIOLENCE

a. Life hasn't stopped while soldiers were off serving in Operation Iraqi Freedom or Operation Enduring Freedom. Bills have had to be paid, day-to-day disasters have had to be dealt with and spouses have proven themselves equal to the task. Roles may have changed in the soldier's absence with regard to managing basic chores and household duties. Face-to-face communication may be difficult after a separation. Children grow up during separations; they may seem different in some ways. Spouses sometimes become more independent, and may need more space. The soldier may be faced with changing outlooks regarding priorities in the household. Any combination of these factors combined with the stress of "re-entering" a changed family can result in additional stress and potentially violent confrontations.

b. Domestic violence encompasses a wide range of activities including patterns of behavior resulting in emotional/psychological abuse, economic control, and/or interference with personal liberty, and the use, attempted use or threatened use of force against a person of the opposite sex. Child abuse and/or neglect include physical injury, sexual maltreatment, emotional maltreatment deprivation of necessities, withholding of medically indicated treatment or combinations of these inflicted on a child by an individual responsible for the child's welfare.

c. The Army Family Advocacy Program has a requirement, based on AR 608-18, to provide educational information, resources, and services to assist all individuals that may be victims of violence, an offender in an abusive relationship, or a person impacted by violence.

d. Programs and services include, but are not limited to: advocacy services, safety planning, domestic violence awareness programs, and child abuse prevention programs. The program also has a requirement to provide education to child care providers on the prevention of and identification of child abuse.

e. Multiple pamphlets and additional information is available at http://www.armycommunityservice.org/vacs_advocacy/user/res/res_user_display.asp. POC for Family Advocacy in USAREUR at DSN 370-8916.

4. ALCOHOL AND SUBSTANCE ABUSE

a. Soldiers returning from OIF and OEF have operated under General Order Number One. They have not been exposed to alcohol for up to a year. Abuse of alcohol and other substances remains the problem it always has been. Command needs to maintain its active role in deterring this behavior. Given the frequency that alcohol and substance abuse directly impacts on other unsafe behaviors a solid program of alcohol education may be one of the most far-reaching safety programs a commander can oversee.

b. The Army Substance Abuse Program, or ASAP, is a comprehensive program, which combines prevention education, urinalysis testing and civilian employees counseling services. Those programs are designed to strengthen the overall fitness and effectiveness of USAREUR Community and to enhance the combat readiness of its personnel and units. The main purpose is to eliminate alcohol and /or other drugs abuse. The prevention education function will provide current substance abuse prevention information for all members of USAREUR, military and civilian.

c. Associated with this subject are two USAREUR programs that should be understood:

(1) The emergency-contact and ride-home programs for soldiers provides them a safety net as required in Army in Europe Command Policy Letter 3. Each unit must ensure that their soldiers know whom to call when they are at risk. Encourage soldiers who need a ride to request one from their unit, the military police, or personnel involved in voluntary community programs.

(2) The Army in Europe's Booze It and Lose It campaign targets drinking drivers both on and off post during long holiday weekends and periodic monthly checks. Emphasize the use of designated drivers to reduce the possibility of soldiers driving while under the influence.

d. The POC for the Army Substance Abuse Program in USAREUR can be reached at DSN 370-7588.

5. DEPLOYMENT CYCLE SUPPORT PROGRAM (RE-INTEGRATION)

a. The Deployment Cycle Support Program (DCSP) is a Commander's Program establishing an Army-wide standard on how we receive and reintegrate both Active Component and Reserve Component soldiers along with Department of Army Civilians, upon their return from an extended deployment. The Army has instituted a multifaceted program intended to provide deployed personnel and their families with information, programs and support to ensure our soldiers and Department of Army Civilians return home better prepared to deal with what they've seen, done, and experienced. DCSP consists of a series of tasks, briefings, and evaluations that are initiated in the theater of operations and continue at home station. DCSP ensures mandatory health screenings are completed for all deployed individuals. Additional screenings are completed to determine the need for stress counseling or critical incident decompression sessions. DCSP has added reunion training, classes on relationships, and instruction on communicating with children along with suicide prevention training and other tasks to the historical requirements we associate with a redeploying Army. DCSP is conducted in depth and is event, not time driven. DCSP does not just focus on the deployed service member. The program also focuses on the family to assist them in receiving and reintegrating their deployed family member back into the family. The entire program is planned to foster individual readiness, unit preparedness, community cohesiveness, and a return to normalcy as quickly and as successfully as possible.

b. The Deployment Cycle Support Program will be conducted in three phases: Redeployment, Post-Deployment, and Reconstitution.

(1) Redeployment Phase. Redeployment for USAREUR units begins with the warning order from the combatant commander in-theater. During this period, USAREUR units will re-posture themselves in the in-theater AOR, transfer forces and material to support other operational requirements or return personnel, equipment, and material to central region or to the DEMOB Station if the redeploying unit is an RC unit integrated with USAREUR assets. During the redeployment phase, units will begin to conduct recovery in-theater/AOR for all deployed personnel and equipment. Unit activity level will be ramped down, providing members of the unit the opportunity for well-deserved rest. Unit leaders will balance in-theater/AOR recovery/reconstitution requirements with rest, and unit directed activities. Although units begin Redeployment activities in the in-theater AOR, other actions will take place concurrently at home station. A key element of the successful reintegration of deployed personnel will center on proper preparation of all those involved, to include educating and training spouse and family members. Rear Detachment Commanders (RDC), DA civilians, volunteers, Family Readiness Groups (FRG), community agencies and employers, should all participate. The redeployment phase ends with individual/unit arrival at home station (AC) or DEMOB station.

(2) Post-Deployment Phase. This phase begins with the arrival of USAREUR forces at home station in Central Region and provides a deliberate reintegration training and monitoring period. This period is designed to gradually reintroduce soldiers to the family unit prior to full -time block leave. This phase includes actions to recover equipment and personnel. Individual redeployment and demobilization processing for RC soldiers (Reverse SRP, Medical Screening, DCS process) will be completed during this phase. During the initial week of recovery, units will implement a “half-day” schedule to ensure soldiers have adequate personal time. For RC soldiers, demobilization begins with recovery at the port of debarkation (POD) and ends with rearm/refuel/refit at home station. Unit “Welcome Home” ceremonies will be conducted to recognize the deployed forces and will impose minimal requirements on returning soldiers and civilians. This phase ends with release from initial recovery mission (AC) or arrival at home station (RC).

(3) Reconstitution Phase. This phase continues to occur at home station with the recovery of equipment, completion of administrative requirements, continuation of soldier reconstitution, reintegration with family, and civilian jobs (RC). Units will begin preparations for future deployment missions. Activities include family readiness, reintegration of soldiers into their families and communities, equipment maintenance, and soldier readiness. These activities continue as the unit/individuals prepare to begin unit collective training. This phase ends when the unit has achieved a sufficient state that allows for the beginning of unit collective training.

c. Specific tasks for all echelons can be found in MOD 2 FRAGO 104 OPORD 1003V-03, Change 1 to MOD 2 FRAGO 104 OPORD 1003V-03, and MOD 4 FRAGO 104 OPORD 1003V-03.

6. REFERENCES

- a. AR 600-63, Army Health Promotion.
- b. DA Pamphlet 600-24, Suicide Prevention and Psychological Autopsy.
- c. DA Pamphlet 600-70, U.S. Army Guide to the Prevention of Suicide and Self-Destructive Behavior.
- d. USAREUR Regulation 40-6, Referring Soldiers for Mental-Health Evaluations.
- e. AMEDD Suicide Event Report (ASER), 10 June 2003.
- f. AR 608-18, The Army Family Advocacy Program.
- g. AR 600-85, The Army Substance Abuse Program.
- h. CONPLAN for the Deployment Cycle Support Program at (http://www.armyg1.army.mil/Directorates/pr/pro/DeployCycleSpt/DCS_CONPLAN.doc).

7. POC

USAREUR, G1 Wellness, DSN 370-7585.

ENCLOSURE 2 TO TAB F

MEDICAL PROGRAM AND HEAT/COLD WEATHER INJURY PREVENTION

1. PERIODIC MEDICAL EXAMINATIONS

As of January 2003, every active duty soldier, 30 years of age and older, must have a physical examination on record that is not more than five years old. Some military medical exams conducted for purposes other than the periodic exam may now be used to comply with the periodic exam requirement. Commanders need to ensure that all soldiers are in compliance with this requirement at all times to have a current medical examination.

2. DEPLETED URANIUM AWARENESS TRAINING

CHPPM-EUR has a FACT SHEET on Depleted Uranium that references the requirement for Depleted Uranium Awareness Training and the need to exercise standard field hygiene measures as additional safety and precautionary measures. The reference for Depleted Uranium Awareness is GTA 03-04-001A.

3. DRUG FREE FIGHTING FORCE

It is every leaders responsibility to educate soldiers, deter drug use, and detect illegal drug abusers. To assist commanders in this effort, the Army Center for Substance Abuse Program (ACSAP) has established a "Club Drug Initiative" to disseminate information on the dangers and consequences of club drugs including ecstasy and the rave culture. This initiative and other tools are in place to help commanders educate, deter, and detect illegal drug use.

4. PRE-DEPLOYMENT/POST DEPLOYMENT MEDICAL PROCESSING

References applicable to ensuring the successful implementation of medical pre and post deployment processing of soldiers include the following:

- a. AR 600-8-101, Personnel Processing (In/Out Mobilization Processing) 1 Mar 97.
- b. AE Reg 600-8-101, USAREUR Soldier Readiness Program, 10 Oct, 02.
- c. AR 40-66, Medical Record Administration and Health Care Documentation, 10 Mar 03.
- d. "Predeployment Procedures to Update Medical Readiness" Information Paper, 26 Mar 03.
- e. AR 40-4, Preventive Medicine, 15 Oct 90.
- f. MCM-0006-02, Updated Procedures for Deployment Health Surveillance and Readiness, 1 Feb 02.

5. DISEASE/ILLNESS RELATED INFORMATION

Fact Sheets are available at the CHPPM-EUR website on various diseases and illness related information such as: Tickborne Encephalitis, Fox Tapeworm, Hantavirus, Histoplasmosis, Lyme Disease, Mosquitoes, West Nile Fever, Balkan Poisonous Snakes, Tularemia (Rabbit Fever), Malaria, Lassa Fever, Head Lice, Depleted Uranium, Bovine Spongiform Encephalopathy (Mad Cow), Asbestos, Chemical Agent Resistant Coating, Lead Exposure, Crimean Congo Hemorrhagic Fever, Foot and Mouth Disease, Mold Inside Homes, Offices and Schools, JP-8 exposure, Smallpox, SARS, and Grain Dust Exposure.

6. HEAT INJURY PREVENTION

Heat injury remains a significant health threat to soldiers and to mission completion. Three variables interact to cause heat injuries: (1) the climate (temperature and humidity), (2) intensity of activity, and (3) individual soldier risk factors, especially fitness level. Heat injury occurs when a person loses excessive fluids through sweating and fails to adequately replenish water and salt. The risk of heat injury is increased with the use of heavy or impermeable clothing, such as MOPP gear, and intense prolonged activity. Soldiers who are not adapted or acclimatized to hot environments are at higher risk for heat injury.

a. Heat injuries are preventable. Leaders are responsible for the health of their soldiers. First line leaders must identify heat injury hazards and take appropriate action to reduce or eliminate them.

b. Leaders must take specific actions to properly care for heat casualties. Proper treatment in the field and timely evacuation can be life-saving.

c. References on how to anticipate, prevent, and manage the adverse effects of heat stress:

- (1) TB Med 507, Prevention, Training and Control of Heat Injury (Mar 03).

- (2) FM 21-10, Field Hygiene and Sanitation (21 Jun 00).
- (3) FM 21-18, Foot Marches (Jun 90).
- (4) FM 21-20 w/Change 1, Physical Fitness Training (1 Oct 98).
- (5) FM 4-02.17, Preventive Medicine Services (28 Aug 02).
- (6) FM 4-25.12 (21-10-1), Unit Field Sanitation Team (25 Jan 02).
- (7) USACHPPM - <http://chppm-www.apgea.army.mil/heat/>.

7. COLD WEATHER INJURY PREVENTION

The threat of cold weather injuries exists not only for troops who are deployed or participating in field exercises, but also for personnel in garrison. Freezing temperatures are not necessary. Cold casualty prevention is a Command responsibility. The prevention of cold weather injuries requires vigorous command emphasis.

a. A comprehensive cold weather injury prevention program should follow the principles of Risk Management by identifying hazards, assessing the hazards in terms of severity and probability, and implementing appropriate controls to abate the hazards. Personnel must recognize conditions, which are risk factors for cold weather injuries and preventive measures to reduce risk and recognize the types of cold weather injuries and be able to provide proper treatment.

b. Spot-checking and supervision by first line leaders should be employed to ensure control measures are being implemented.

c. Unit commanders must conduct a risk assessment for physical training under winter conditions. Unit commander should consider specific additions to the standard PT uniform (e.g., black stocking cap, gloves, balaclava, neck gaiters, etc.) based on the weather requirements. Minimum cold weather PT uniform guidance should correspond to the wind chill categories as below:

COLD WEATHER RISK	PT UNIFORM GUIDANCE
LITTLE DANGER	PFU, sweat top and bottom, black knit cap, black gloves with inserts, neck gaiter.
INCREASING DANGER	PFU, sweat top and bottom, polypropylene top and bottom, balaclava, trigger finger mittens.
GREAT DANGER	Add ECW* Mittens, parka.

***ECWCS – Extended Cold Weather Clothing System**

d. References on how to anticipate, prevent, and manage the adverse effects of cold weather:

- (1) USAREUR Pam 350-7, Winning in the Cold (22 Nov 95).
- (2) FM 21-10, Field Hygiene and Sanitation (21 Jun 00).
- (3) FM 4-25.11, First Aid (23 Dec 02).
- (4) TC 21-3, Soldier’s Handbook for Infantry Operations and Survival in Cold-Weather Operations (Mar 86).
- (5) USARIEM Technical Note, Sustaining Health & Performance in Cold Weather Operations (Oct 01).
- (6) GTA 08-06-012, Adverse Effects of Cold Weather (Aug 85).
- (7) USACHPPM - <http://chppm-www.apgea.army.mil/coldinjury/>.

TAB G – PUBLIC AFFAIRS

1. This memorandum assigns responsibilities and provides policy guidance for USAREUR (PA) actions (public information, command and internal information) in support of the Winter Safety Campaign for the period 1 November through 31 May 2004. See the Winter Safety Campaign memorandum for operational details.

a. Policy. Policies on information strategies require PA to synchronize plans for using all available and appropriate methods of communication to achieve specific goals of informing target audiences.

b. Assumptions. Troop and equipment movement during deployment and re-deployment operations will increase risks leading to potential troop casualties. Reintegrating personnel to their home station units and block leave schedules will see an increase in unsafe acts by individuals. Personnel re-deploying will suffer from a decrease in situational awareness.

2. EXECUTION

a. Concept of Operations. OCPA will develop a synchronized and thorough PA plan to distribute the themes and messages essential to the success of the safety campaign.

b. Implementation. Command information assets will be utilized across the full spectrum of operations to reach and inform intended audiences. This will include exploration of new mediums to distribute messages, i.e. troop cards and pop up messages (see paragraph 8).

c. Audiences. Our primary audiences include deploying and redeploying troops, specifically, the leadership at the unit level, soldiers in central region and soldiers involved ingoing contingency operations in the Balkans. The secondary audience includes family members, civilians and host nation personnel in central region.

3. RESPONSIBILITIES

a. HQ USAREUR Chief of Public Affairs (OCPA).

(1) Overall responsible for the direction and approval of command information and public information products in support of the campaign plan.

(2) Lead, ICW IMA-E PA, in the preparation and execution of PA actions ISO the winter safety campaign.

b. IMA-E PA.

(1) Produce command information press releases and news and radio/TV CI spots to highlight safety issues related to Central Region reintegration.

(2) Solicit assistance from AFN and OCPA as needed for production of news and radio/TV CI spots for promotion of safety issues related to Central Region reintegration.

(3) PA Planning. Centralized planning with decentralized execution will take place throughout the AOR for execution of the PA support to the campaign plan.

(4) Commander's Intent: To use public affairs materials and mediums to increase personnel safety awareness and practices to minimize injury and/or deaths due to accidents.

(a) Create an overarching plan to manage risks.

(b) Ensure every officer, NCO and enlisted member receives training and skills to allow identification of improper procedures and unacceptable risks for foreseen challenges faced during the operation.

(c) Ensure all redeploying soldiers are re-indoctrinated into the European environment in a controlled manner.

(d) Leaders take every opportunity to remove risks, such as providing transportation, considering alternatives to putting soldiers in the situation to make tainted decisions.

5. EXECUTION

Safety issues will be addressed in three separate categories within the campaign as defined in the USAREUR Safety Campaign plan:

- a. Provide safety support to 1st Infantry Division deployment operations.
- b. Assist in the support of the return of forces (V Corps and 1AD).
- c. Provide continued safety support to Central Region and operations in the Balkans.

6. THEME

PA will develop a theme and slogan for the Winter Safety Campaign. All information disseminated to the intended audiences, regardless of how, will carry the same theme and campaign slogan.

7. METHODS

During the campaign PA will use wide reaching resources to inform our publics on the safety issues outlined in the campaign plan and how to avoid casualty-causing pitfalls. The following illustrates how information related to this campaign will be disseminated. Other avenues of dissemination will be explored during the campaign.

a. AFN Radio and Television Commercials. 29 and 59 second commercials illustrating safety concerns and how to avoid a problem geared to a specific audience.

b. AFN Radio and Television Stories. Stories addressing specific safety concerns geared to a specific audience. The stories cover issues more “in depth” than commercials but have a short life span.

c. Print Articles. Printed stories, with photographs when possible, explaining safety issues outlined in this plan. We will distribute internally produced stories to Stars and Stripes, ASG newspapers and all PA offices within USAREUR. Printed material will also be posted on the USAREUR homepage.

d. Pop-Up Messages. Although pop-up messages have become widely hated as most people use the Internet it remains an effective way to ensure quick messages reach our audience. One possible idea is to display a pop-up message whenever the USAREUR homepage is accessed. These messages will carry the same safety theme but may be changed to address different safety issues.

e. MPEG Videos via E-Mail. This is a tactic that has not been tried in USAREUR but may prove to be very effective. Compressed video is routinely sent to and from email accounts, usually between co-workers and friends. This is done with greater frequency when the video is humorous in nature. While safety issues are to be taken very seriously there may be a TV commercial concept that can address the issue in a comedic manner. The video can be compressed and sent out to key people in USAREUR. The number of times the attached video is sent may be difficult to measure.

f. AAFES Movie Previews. All AAFES theaters in the USAREUR footprint aired “Drive to Arrive” commercials before the showing of the featured movie during the “Drive to Arrive” campaign. TV commercials produced for AFN may be inserted before featured movies begin in all AAFES theaters. Research is underway to determine if this is a possibility.

g. Advertising Banners. Large banners in the proper campaign theme displaying the campaign slogan displayed at all USAREUR installation entry and exit gates.

h. Pocket Leader Safety Guides. Develop and design a laminated safety guide small enough to fit into a BDU cargo pocket. This guide will address each safety issue, i.e. convoy ops safety, railhead ops safety, cold weather injuries, etc.

(1) Each card will be two-sided. Side one will have teaching points on the topic. Side two will contain a “ramp check” list of leader tasks to ensure safe execution.

(2) PAO will work with safety campaign planning personnel and determine what issues will be addressed on the pocket safety guides.

(3) Safety guides will be developed and produced by the safety office ICW OCPA.

(4) Safety guides will be disseminated to all squad leaders through a tracked system to ensure proper completion of task.

8. COORDINATING INSTRUCTIONS

a. OCPA and IMA-E will coordinate their proposed PA materials with each other as part of normal staffing processes.

b. Unit and ASG/BSB PAOs will coordinate proposed PA materials and media opportunities with each other and their respective staffs as appropriate.

c. A tracking system will be developed and implemented by the USARUER Safety Office to validate message saturation to the field.