

Public Affairs

Crisis Communications Handbook

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**Summary.** This pamphlet provides standards, procedures, and sample news releases for public affairs offices to use after a serious accident or incident.

**Applicability.** This pamphlet applies to Army commanders and public affairs officers in the European theater.

**Forms.** AE and higher-level forms are available through the Army in Europe Publishing System (AEPUBS).

**Records Management.** Records created as a result of processes prescribed by this pamphlet must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website at <https://www.arims.army.mil>.

**Suggested Improvements.** The proponent of this pamphlet is the Chief, Public Affairs (CPA), USAREUR (AEAPA, DSN 370-7270). Users may suggest improvements to this pamphlet by sending DA Form 2028 to the USAREUR CPA (AEAPA), Unit 29351, APO AE 09014-9351.

**Distribution.** B (AEPUBS).

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## **Glossary**

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### **1. PURPOSE**

This pamphlet provides information to help commanders and public affairs officers (PAOs) handle news released after a serious accident or incident.

### **2. REFERENCES**

- a. AR 25-400-2, The Army Records Information Management System (ARIMS).
- b. AR 50-5, Nuclear Security.
- c. AR 50-6, Chemical Security.
- d. AR 360-1, The Army Public Affairs Program.
- e. AR 380-86, Classification of Former Chemical Warfare, Chemical and Biological Defense, and Nuclear, Biological, Chemical Contamination Survivability Information.
- f. STP 46-46Q-14-SM-TG, Soldier's Manual and Trainers Guide, MOS 46Q, Journalist, Skill Levels 1/2/3/4.

### **3. EXPLANATION OF ABBREVIATIONS**

The glossary defines abbreviations.

### **4. ACCIDENTS AND INCIDENTS**

a. A serious accident or incident is an event that could attract considerable media attention or be of significant interest to Soldiers, civilians, and family members in the European theater. This includes events involving death or serious injury, potential environmental damage or hazardous-material release (for example, oil and fuel spills), hostage situations and terrorist events, and accidents between military and civilian vehicles or involving aircraft or heavy military equipment. This list should not be considered complete. PAOs must be prepared to decide whether or not an accident or incident is serious.

b. The command standard is that an initial news release be made within 2 hours after an accident or incident occurs. This policy is in keeping with DOD and Army regulations and guidelines. PAOs in the European theater will do their best to meet this deadline if a serious accident or incident occurs in their area of responsibility.

c. A timely release is valuable because it—

- (1) Shows that the command is in control of the situation and is capable of responding rapidly to serious accidents and incidents.
- (2) Eases the concerns of families of personnel in units not involved in the accident or incident.
- (3) Reinforces the command's reputation for openness—we go to the news media with bad news rather than waiting for them to come to us.
- (4) It "buys trust" for the future if we do not attempt to hide bad news.

(5) Allows the command to shape the messages that go along with the bad news. Situations must always be evaluated in relation to higher headquarters' strategic-communication goals and messages for possible linkage. This allows us to give the story direction while maintaining control. Waiting for the news media to ask for information allows them to form their own messages and makes it harder to control the direction of the story.

d. The Stars and Stripes (S&S) newspaper is the primary media interested in what the Army in Europe is doing. PAOs rely on the S&S to reach key audiences and must make every effort to release information to the S&S fast, in coordination with the Office of the Chief, Public Affairs (OCPA), HQ USAREUR/7A, or IMA-EURO, as appropriate.

**DOD Public Affairs Principle:  
Maximum disclosure, minimum delay.**

## 5. RELEASE AUTHORITY

a. The first PAO in the chain of command has the authority for releasing information on accidents and incidents. The PAO is responsible for meeting the 2-hour release standard. Appendix A provides more information on release authority.

**NOTE:** If a Soldier involved in an accident or incident is deployed to another location for training or other duty and his or her home-unit PAO cannot be contacted quickly enough to meet the 2-hour deadline for initial release, the nearest PAO has authority to make the initial release. The home-unit PAO will handle follow-up releases.

b. Lower-echelon PAOs should inform their higher headquarters PAO and OCPA as soon as possible after an accident or incident. This requirement; however, should not delay an initial release.

c. Accidents or incidents involving IMA-EURO installations, employees, Soldiers, civilians, family members, or local nationals will be reported by area support group (ASG) and base support battalion (BSB) PAOs through channels to the IMA-EURO PAO. Accidents or incidents involving both IMA-EURO and USAREUR personnel or facilities will be coordinated with OCPA.

d. During high-visibility or politically charged operations and events, higher headquarters PAOs may be the release authority. Public affairs guidance for these operations and events will include specific restrictions on release authority.

e. If the incident involved local national personnel, host nation media may already be covering the story. This will create an immediate need to inform the Army's internal audience and to confirm the obvious.

## 6. INITIAL RELEASES

a. Initial releases need only provide very basic information. PAOs should not delay an initial release to gain more information. Below is an example of an initial release involving a death.

**GRAFENWÖHR, Germany (date)** – A U.S. Soldier assigned to the 1st Infantry Division was killed early Friday, 13 May 2005, at the Joint Multinational Training Center. The Soldier's name is being withheld pending notification of next of kin. U.S. and German authorities are investigating the incident.

b. The release should identify the releasing PAO and provide a POC by name, e-mail, telephone number, and fax number.

c. Appendix B provides additional examples of initial releases to be used after common types of accidents and incidents.

**NOTE:** PAOs must never release names until verification has been received from casualty-affairs personnel that the next of kin (NOK) have been notified. Per DOD guidance, there will be no release of Soldier's information through a news release until 24 hours after NOK notification is complete.

## **7. CLASSIFIED OR SENSITIVE ELEMENTS**

PAOs must consider security when dealing with an accident or incident that involves classified or sensitive elements. The principle of security at the source, together with the guidelines in AR 360-1, paragraph 5-4, must be followed in these cases. In addition, the Chief, Public Affairs (CPA), USAREUR, must be contacted immediately when an accident or incident involves classified or sensitive elements.

## **8. MESSAGE MANAGEMENT**

a. Including command messages (app F) in releases is a fundamental public affairs practice. This practice is particularly vital when responding to an accident or incident. When things go wrong, it is essential that PAOs reinforce the Army's values, professionalism, and concern for Soldiers, civilians, and families.

b. Typically, the message associated with an initial release is "investigation" (for example, the release will state that the cause of the accident or incident is under investigation). In cases of injury or death, a message of concern from the command for the victims and their families is appropriate (generally in a follow-up release) after NOK notification.

c. Other possible key messages in releases following an accident or incident are as follows:

(1) We must train as we fight, and realistic training can be dangerous.

(2) We do our best to ensure the safety of our Soldiers as they train and operate in an intense, potentially dangerous environment.

(3) Criminal activity has no place in the Army, and we will actively pursue and prosecute those who engage in such activity.

(4) We are a highly trained, highly capable force.

(5) Our Soldiers, civilians, and families are very important to us and we always seek to do the right thing for them.

(6) We will ensure everyone affected is treated with dignity and respect throughout the entire process. We will keep our Soldiers, family members, civilian employees, local national employees, and host nation governments informed during every step of the process.

d. PAOs should look for appropriate opportunities to incorporate these and other command messages into releases when responding to accidents and incidents. As more information becomes available, follow-up releases often offer opportunities to reinforce previous messages and to incorporate additional messages.

## **9. COORDINATION**

a. Failure to plan and coordinate initial releases before a crisis causes most delays and inaccuracies in releases relating to accidents and incidents.

b. Commanders must ensure their PAOs are part of the command crisis action team (CAT) and on the list of staff officers to be notified immediately when a serious accident or incident occurs in their area of responsibility. PAOs must also be informed when the victim's NOK have been notified.

c. Elaborate coordination requirements can greatly hinder rapid reaction to a crisis. Such requirements also violate the DOD principle of "maximum disclosure, minimum delay." Commanders must trust and allow their PAOs to make an initial release, based on coordinated formats, without command approval or coordination.

d. The PAO must ensure all information in the release is correct. Never speculate, pass on rumors, or speak "off the record," especially when dealing with accidents and incidents.

e. The releasing PAO should make all possible efforts to notify the PAO at the next higher headquarters as soon as possible. Throughout the period following an accident or incident, PAOs must keep higher headquarters PAOs informed. This coordination ensures that all officials "speak with one voice" and present the same information and command messages.

f. ASG, BSB, and tactical PAOs must keep their higher headquarters informed when a critical event occurs. Events that attract national or international attention, are politically sensitive, or are embarrassing to the command require notification of both the CPA and IMA-EURO PAO as soon as possible.

g. PAOs should consolidate notes, telephone numbers, and e-mail messages about the event for future media queries.

**NOTE:** When an accident or incident involves high-profile personnel, such as general officers or visiting dignitaries, the first PAO to be informed must coordinate as quickly as possible (within 1 hour) with its higher headquarters PAO and OCPA.

## **10. FOLLOW-UP RELEASES**

a. Follow-up releases are made by the unit or organization responsible for the personnel or equipment involved in the accident or incident.

b. A follow-up release is required—

(1) When the PAO receives verification that the NOK have been notified and names of the dead or injured can be released.

(2) Following death or significant change in the condition of injured personnel.

(3) When more information becomes available that may be of interest to the media.

(4) On release of investigative findings following an accident or incident.

(5) When the media is reporting inaccurate information that needs correcting or clarification.

c. Follow-up releases often discuss types of injuries or respond to media questions on this subject. Always observe rules of propriety and coordinate with medical authorities before discussing type, degree, and location of injuries (app C).

d. For follow-up releases involving death, injury, or infectious disease, the United States Army Europe Regional Medical Command is a key source for medical information and clarification.

e. If host nation media is involved, the U.S. Army PAO must ensure the messages are synchronized with the host nation.

f. Follow-up releases are also an ideal time to introduce additional command messages and for reinforcing the impression that the command is—

(1) In control.

(2) Concerned about its Soldiers, civilians, and families.

(3) Taking steps to prevent the accident or incident from happening again.

g. PAOs must remember to notify and, as necessary, coordinate with higher headquarters PAOs when making follow-up releases.

## **11. THE CRISIS ACTION TEAM (CAT) AND SOPs**

a. Planning for crises and developing public affairs SOPs to deal with them can greatly reduce confusion and delay in releasing information when accidents and incidents occur. Local emergency-response SOPs usually require a CAT be formed to handle serious accidents and incidents. The CAT should include or have representatives of the following:

(1) Commander or executive officer.

(2) Operations officer.

(3) Chaplain.

- (4) PAO.
- (5) Staff judge advocate.
- (6) Provost marshal.

b. The CAT should be able to call on subject-matter experts from other offices (for example, logistics, directorate of public works) as necessary. Appendix D provides sample responsibilities for the public affairs representative of a CAT.

c. PAOs should use traditional public affairs planning while establishing an SOP for the CAT to follow when responding to an accident or incident. This public affairs planning should involve—

(1) Researching and identifying common accidents and incidents. PAOs should study their unit or organization history and identify types of accidents and incidents that have occurred in the last several years. Establishing SOPs for the most-frequent types of accidents and incidents should be the first priority.

(2) Identifying problems that delayed releases or caused inaccurate or inappropriate information to be released. Is the PAO a member of the CAT and on the list of offices to be notified immediately when an accident or incident occurs? Are approved, coordinated draft releases in place for typical accidents and incidents? Does the PAO have telephone numbers where important players (commander, executive officer, staff judge advocate, provost marshal, host-nation police, hospitals, higher headquarters PAO) may be reached? Does the event warrant notifying the local United States Forces liaison officer (USFLO) representative?

(3) Developing an SOP to respond to common accidents and incidents. After developing an SOP, PAOs should coordinate it with other offices that share responsibility for responding to accidents and incidents. The SOP should include—

(a) Notification protocols. The SOP must require that local host-nation officials be informed before a release is made to the news media on sensitive issues (such as oil and fuel spills, environmental or historical damage).

(b) Responsibilities. Define who in public affairs will take responsibility for the following: media operations, manning the emergency operations center (is clearance needed?), liaising with the host nation, coordinating information from military and civilian hospitals, and producing command information products. Does the PAO have bilingual capability or will translators be required?

(c) A timeline with details of the events to occur in the first hour, second hour, third hour, and so on, after being notified of an accident or incident.

(d) Basic information (for example, names, telephone numbers) on key command personnel.

(e) Approved, coordinated, draft “fill-in-the-blank” releases. Appendix E provides typical information the media will ask for after an accident or incident.

(f) Target media, with telephone numbers, fax numbers, and e-mail addresses.

(4) Testing the SOP. When an accident or incident occurs, PAOs must remember to use the SOP, as far as events permit. Mass-casualty exercises and other simulated events provide opportunities to test SOPs in realistic environments.

(5) Evaluating the SOP. PAOs should review and evaluate SOPs at least once a year using the after-action review (AAR) process. The SOP should also be evaluated—

(a) After an accident or incident is simulated, or a real accident or incident occurs. How did the SOP work? What went well? How can the SOP or PAO responses be improved?

(b) When an organization or unit changes its mission, staffing, troop strength, or anything else of significance. In these cases, the PAO should review the SOP if the change will affect the type or likelihood of accidents and incidents.

## **12. EMERGENCY RESPONSE TEAM (ERT)**

a. Many organizations have formed an ERT to work with the CAT in handling a crisis. A PAO should be a member of the team and rehearse with the organization frequently. Installations with multiple commands and PAOs should consider supporting each other during training exercises to develop working relationships.

b. The ERT PAO's main responsibility is to provide advice, assistance, and guidance to the ERT commander. The ERT PAO will act as the ERT commander's personal PAO. The ERT PAO will also provide on-site assessments to the CAT PAO regarding the need for follow-on forces, and the formation of a media operations center or joint information bureau (JIB), and provide that information to the higher headquarters PAO. The ERT PAO will take and respond to media queries as appropriate. In cases involving a military installation and the host nation, ERT PAOs will coordinate efforts with IMA-EURO PAOs.

## **13. FORMATION OF A MEDIA OPERATIONS CENTER OR JOINT INFORMATION BUREAU**

a. When an event, incident, or accident is of great media interest, establishing a media operations center is prudent. Do not collocate the media center and the PAO. Identify locations both on and off the installation to house the operation, as civilian access to military facilities will likely be restricted in times of crisis. The media operations center must have enough civilian telephone lines to serve anticipated media representatives and additional PAO manning. Parking, food, transportation, and sanitation needs must also be taken into consideration.

b. PAOs should coordinate immediately with installation coordinators and commanders to obtain an exception to policy letter that allows media escorts to sign in as many media as necessary. PAOs should also inform the force-protection office that is responsible for coordinating with the military police, *Polizei*, and contracted gate guards.

c. Quickly assess and pass PAO manning requirements to higher headquarters for additional assistance.

**APPENDIX A  
DECISION MATRIXES**

**Release Authority**

<b>Type or Location of Accident or Incident</b>	<b>Release Authority for Initial Release</b>	<b>Release Authority for Follow-Up Releases</b>
At home station	Base support battalion (BSB) public affairs officer (PAO) or first PAO in chain of command	BSB PAO or first PAO in chain of command
Away from home station	Nearest PAO	BSB PAO or first PAO in chain of command
Involving high-profile personnel	Nearest PAO	Chief, Public Affairs (CPA), USAREUR
Any weapon of mass destruction (including chemical, biological, and nuclear agents) or terrorism	Nearest PAO gathers information, coordinates with the host nation, and prepares initial release. Attempt to contact CPA or IMA-EURO PAO or USEUCOM. Even if no contact is made, confirm the obvious and confirm information released to the media by host nation authority on the site—especially information aimed at saving lives.	Coordinate with the host nation authority and keep CPA and IMA-EURO PAO posted.

**Release and Coordination Matrix**

<b>External Media (to be provided release within 2 hours)</b>
<b>European Stars and Stripes</b> Switchboard: DSN 348-8741 Newsroom fax: 06155-601416 E-mail: news@mail.estripes.osd.mil
<b>American Forces Network, Europe</b> News director: DSN 389-4313/301, civilian 0621-46085-313/301 Duty officer: cell phone 0170-2226166 Fax: DSN 383-4373
Local German print and electronic media
Military community newspaper and unit website

**Offices and Personnel (to be informed as soon as possible)**

PAO responsible for unit if accident has occurred away from home station
BSB or local unit commander, executive officer, chief of staff, crisis action team, and other staff offices
Next higher headquarters in chain of command
<b>Office of the Chief, Public Affairs (OCPA), HQ USAREUR/7A</b> DSN 370-6936/8739, civilian 06221-57-6936/8739 Fax: DSN 370-8986 USAREUR Operations Center: DSN 370-8906/7/8 OCPA duty officer: civilian 0171-3060895 or 0162-2966105
<b>IMA-EURO PAO</b> DSN 370-7539/7235, civilian 06221-57-7539/7235, cell phone 0160-90828945
<b>USEUCOM PAO</b> DSN 430-8574/8341, civilian 0711-680-8574 Duty officer: DSN 430-4165, civilian 0711-680-4165
<b>United States Army Europe Regional Medical Command PAO</b> DSN 371-3317 On-call duty officer: civilian 06221-57-8795, DSN 370-8795
<b>V Corps PAO</b> DSN 370-5813/4/5, civilian 06221-57-5813/4/5, cell phone 0171-2227185 Fax: DSN 370-5898

## APPENDIX B INITIAL RELEASES

### B-1. RELEASES ABOUT DEATH OR INJURY

Death or injury may result from training accidents, vehicle accidents, murder, suicide, or other causes. In cases of murder or suicide, public affairs officers (PAOs) should be particularly careful to follow security, accuracy, policy, and propriety (SAPP) guidelines and to avoid any speculation.

**a. Key Information.** The following key information should be included in initial releases about accidents and incidents involving death or injury:

(1) Number of dead.

(2) Number of injured.

(3) Units involved if known and only if the release of this information would not violate next-of-kin (NOK) notification procedures. For example, if the only helicopter flying from a particular unit at the time has an accident, revealing the unit would probably also reveal the names of dead or injured to family members, possibly ahead of NOK notification.

(4) Extent of injuries if known (“slight,” “minor,” and “severe” are acceptable descriptions for injuries).

(5) Related damage, environmental spills, and other relevant information.

(6) Location of the accident or incident.

(7) Time the accident or incident occurred.

(8) Command response to the accident or incident.

**b. Key Messages.** Releases about death or injury should convey the following messages:

(1) The accident or incident is under investigation.

(2) The command is concerned about Soldiers and families of the dead or injured.

(3) The death of a Soldier, civilian, or family member is tragic.

(4) Emergency or first-aid personnel were quick to respond.

**c. Sample Releases.**

#### **Training accident**

**HOHENFELS, Germany (date)** – Two Soldiers of the 1st Infantry Division were slightly injured early this morning at the Hohenfels training area when their high mobility multipurpose wheeled vehicle (HMMWV) overturned. Emergency medical personnel and military police responded to the scene. The Soldiers have been transported to a local hospital for treatment and observation. Names of the Soldiers are being withheld pending notification of next of kin. The cause of the accident is under investigation.

#### **Transportation accident**

**HEIDELBERG, Germany (date)** – One V Corps Soldier was killed and one was seriously injured last night when the military fuel truck they were driving collided with another vehicle on Autobahn 5 near Heidelberg. German emergency personnel and police responded to the scene. Both Soldiers were transported to a local hospital, where the driver of the truck was declared dead on arrival. The condition of the driver of the other vehicle is not known. No fuel was released in the accident. Names of the Soldiers are being withheld pending notification of next of kin. German police and U.S. military police are investigating the accident.

#### **Privately owned vehicle accident**

**HEIDELBERG, Germany (date)** – A 21st Theater Support Command Soldier was killed late last night in a single-car accident near Schwetzingen. German police responded to the scene. The name of the victim is being withheld pending notification of next of kin. The cause of the accident is under investigation.

#### **Murder or suicide**

**HEIDELBERG, Germany (date)** – An U.S. Army, Europe, Soldier was found dead of an apparent gunshot wound early Saturday morning in a wooded area near Patrick Henry Village, Heidelberg. A fired handgun was found near the body. German and U.S. authorities are investigating the death.

#### **d. Releases Based on Actual Events.**

##### **Soldier dies in car accident**

**WÜRZBURG, Germany (date)** – A 1st Infantry Division Soldier has died from injuries suffered in a single-car accident this morning.

The accident occurred on highway B-85 near the town of Auerbach. The Soldier was medically air-evacuated to the Nürnberg Klinikum, where German doctors pronounced him dead of massive head injuries at 10:44 a.m.

The victim's name is being withheld pending notification of next of kin. U.S. military police are investigating the accident.

##### **Soldiers injured in a wreck**

**TUZLA, Bosnia and Herzegovina (date)** – Three Soldiers from the 2d Infantry Division were injured today shortly after 1 p.m. as the result of a vehicle accident about 15 kilometers southeast of Tuzla.

Two Soldiers were in the last vehicle of a convoy traveling down Mount Vis when the driver apparently lost control of the high mobility multipurpose wheeled vehicle (HMMWV) due to road conditions.

A third Soldier suffered injury while helping with the evacuation.

The three Soldiers were medically evacuated to the 212th Mobile Army Surgical Hospital at Base Camp Bedrock southwest of Tuzla near the town of Donja Visca.

Names of the Soldiers are being withheld pending next-of-kin notification.

More information will be provided as it becomes available.

##### **Soldiers killed in accident**

**HEIDELBERG, Germany (date)** – Three U.S. Army, Europe, Soldiers were killed early today in an accident on Autobahn A-3. Positive identification of the individuals in the accident is pending autopsy results.

The American-plated vehicle was traveling north into a construction site when the driver lost control and entered the oncoming lane of traffic. The vehicle struck a German tractor-trailer and burst into flames.

The three individuals were pronounced dead on the scene by German medical authorities. The victims' remains were transported to the U.S. Army Hospital in Würzburg where autopsies will be conducted and positive identification made.

Notification of next of kin is pending positive identification of the remains.

The accident is under investigation by both U.S. and German authorities. Additional information will be provided as it comes available.

##### **Double shooting in Himmelheim**

**HIMMELHEIM, Germany (date)** – A female Soldier from the 22d Signal Brigade was shot and killed this afternoon in the Washington Village housing area in Himmelheim. The suspect, her husband, then apparently shot himself.

The shooting occurred despite intense negotiation efforts by U.S. military authorities. The suspect has been transported to a local hospital. His condition is unknown at this time.

Names are being withheld pending notification of next of kin. German and American authorities are investigating.

#### **Soldiers injured in tire-inflation accident**

**BAUMHOLDER, Germany (date)** – Two 1st Armored Division Soldiers were injured late this afternoon in Baumholder when a tire they were inflating burst.

The victims have been transported to local German hospitals. Their conditions are not known at this time.

Names of the victims are being withheld pending notification of next of kin. U.S. military authorities are investigating the cause of the accident.

#### **Two Soldiers injured in helicopter crash-landing**

**ANSBACH, Germany (date)** – Two Soldiers from the 6th Cavalry were injured and an AH-64 Apache helicopter was extensively damaged in a crash-landing at a remote training area near Ansbach, Germany, tonight.

Both crewmembers were treated at local civilian hospitals for minor injuries and are being held for observation. Names of the crewmembers are being withheld pending notification of next of kin.

The helicopter was on a routine night training flight. The cause of the accident is under investigation.

### **e. Follow-Up Releases (Death From Injuries).**

#### **Soldier dies from accident injuries**

**BAD KREUZNACH, Germany (date)** – A 1st Armored Division Soldier died today in Frankfurt from injuries suffered Wednesday when he was struck by a vehicle driven by a German civilian.

Staff Sgt. John Doe, 29, of Battery X, Xth Battalion, Xrd Field Artillery, in Kirchgöns, died at 3:14 p.m., according to Army physician Lt. Col. Ima Doctor, commander of the U.S. Army health clinic in Hanau.

Doe was injured while moving with his unit to a training exercise. He was acting as a ground guide for a supply truck backing onto highway B-277 from a dirt road when he was struck by a civilian vehicle.

After the accident, Doe was taken to the Frankfurt Unfallklinik, where he was listed in serious condition with head and internal injuries, along with bone fractures. He is survived by his wife, Jane, 26; daughter, Janet, 8; and son, George, 6, of Frankfurt; and parents Mr. and Mrs. Samuel Doe. Family members were with the Soldier when he died.

The cause of the accident is under investigation.

#### **Soldier dies of accident injuries**

**WÜRZBURG, Germany (date)** – A 1st Infantry Division Soldier died late this afternoon of injuries sustained Sunday evening.

Pfc. Jane Doe, 20, an ammunition handler assigned to Company X, X Forward Support Battalion, Rose Barracks, Vilseck, was pronounced dead of severe head trauma at 6:53 p.m. at the Amberg South Hospital by the attending German physician.

Doe was injured Sunday when she fell from the back of a moving 5-ton truck. The truck was part of a convoy returning Doe and other members of her units from the Grafenwöhr Training Area to the Brigade Support Area near Amberg.

Doe is survived by her parents, James and Juanita Doe, of East Millstone, Pennsylvania.

Military officials are investigating the accident.

## **B-2. RELEASES ABOUT CRIMINAL ACTIVITY AND ARRESTS**

**a. Key Information.** The following key information should be included in initial releases about criminal activity and arrests:

(1) Type of illegal activity.

(2) Names, grades, ages, and units of those involved (NOK notification requirements do not apply if there are no injuries or deaths; names of family members generally cannot be released).

(3) Location and time of event or events.

(4) Command response.

**b. Key Messages.** Releases about criminal activity and arrests should convey the following messages:

(1) An investigation will be conducted.

(2) The Army will not tolerate criminal behavior by Soldiers, civilians, or family members, and will actively pursue and prosecute those who engage in such activity.

**c. Sample Releases.**

### **Crime**

**WÜRZBURG, Germany (date)** – Ten car radios were stolen and 20 automobiles were vandalized late Friday on Humbert-Humbert Kaserne in Würzburg. Military and German police are investigating the incidents.

### **Arrest**

**WÜRZBURG, Germany (date)** – German police arrested and charged two U.S. family members and a German youth early Monday in Würzburg in conjunction with last Friday's theft and vandalization spree on Humbert-Humbert Kaserne. The arrests came after an intensive investigation by German and American authorities. "We worked hard with our German counterparts to solve this case," said Würzburg provost marshal Maj. I. M. Copp. "We will not tolerate this kind of behavior in our communities." Names of the arrested youths were withheld because of age.

**d. Release Based on Actual Event.**

### **Preferring charges**

**HEIDELBERG, Germany (date)** – Charges have been preferred against a 21st Theater Support Command (Provisional) Soldier today in connection with the gunpoint robbery of a local commissary employee and military escort on July 31, 1999.

The Soldier was arrested on August 10, 1999, for allegedly robbing cash and personal checks totaling more than \$59,000.

The Soldier, Sgt. James Doe, 22, is assigned to the XX Military Police Company, XX Military Police Battalion, in Heidelberg.

Charges against Doe were preferred by his company commander. The charges include conspiracy, armed robbery, making a false statement, and disposing of Government property. The charges preferred are merely accusations and Doe is presumed innocent until proven guilty.

About \$8,000 of the \$18,550 stolen cash has been recovered. The stolen checks, totaling almost \$40,500, have not been recovered.

U.S. authorities will conduct an Article 32 investigation, which is the military equivalent of the civilian grand-jury process. German authorities are currently holding for possible prosecution a civilian involved in the robbery.

### **B-3. RELEASES ABOUT TRANSPORTATION ACCIDENTS**

Transportation accidents, especially those involving vehicles carrying petroleum, oil, and lubricants (POL); ammunition; or other dangerous materials, require a rapid public-affairs response even if no injuries or deaths result.

**a. Key Information.** The following key information should be included in initial releases about transportation accidents:

- (1) Number of dead and injured, if any, and the extent of injuries.
- (2) Units involved, if known.
- (3) Related damages, environmental spills, and other relevant information.
- (4) Location of accident.
- (4) Time of accident.
- (6) Command response.

**b. Key Messages.** Releases about transportation accidents should convey the following messages:

- (1) An investigation will be conducted.
- (2) The command is concerned about Soldiers, families, and communities involved.
- (3) The command is concerned about the environment.
- (4) There was a rapid command response, spill containment, and prevention of damage to the environment.

**c. Sample Releases.**

#### **Vehicle accident**

**HEIDELBERG, Germany (date)** – A small amount of diesel fuel was released early Tuesday morning when a military fuel truck went off the road near the Schwetzingen Forest training area. No injuries were reported. German civilian and U.S. military authorities responded to the scene and prevented the spill from causing any environmental damage. German and U.S. authorities are investigating the incident.

#### **Aircraft accident**

**Hohenfels, Germany (date)** – A UH-60 Blackhawk helicopter crash-landed in a remote area near Hohenfels last night while on a routine training mission. No one was injured, but damage to the helicopter was extensive. The cause of the accident is under investigation.

#### **Bad weather forces unscheduled helicopter landing**

**BAUMHOLDER, Germany (date)** – Bad weather forced the pilot of a UH-60 Blackhawk helicopter, assigned to the 158th Aviation Battalion, to make an unscheduled landing in the Hammerstein area of the Baumholder local training area Tuesday night at 9:30 p.m. No one was injured and no property was damaged. The helicopter, which was on a routine training mission, will return to Baumholder when the weather improves.

#### **Two helicopters downed in separate accidents**

**HOHENFELS, Germany (date)** – No injuries resulted, but one aircraft was damaged in a pair of separate accidents involving 1st Armored Division AH-64 Apache helicopters late this evening.

In the first accident, an AH-64 Apache helicopter made a precautionary landing northeast of Hohenfels at about 10:45 p.m. Maintenance personnel are responding to the scene to inspect the helicopter.

In the second accident, at about 11:30 p.m., an AH-64 Apache helicopter crashed about 15 kilometers from Regensburg. Both pilots were transported to a local hospital, found to be unharmed, and released. The helicopter is heavily damaged. The extent of any related damage is unknown at this time. Local firefighters have responded and are on the scene.

Both accidents are under investigation.

#### **B-4. RELEASES ABOUT FIRE**

Like transportation accidents, fires generally require news releases, even if the fire does not cause injury or death.

**a. Key Information.** The following key information should be included in initial releases about fires:

- (1) Number of dead and injured, if any, and the extent of injuries.
- (2) Units involved, if known.
- (3) Damage, environmental spills, and other relevant information.
- (4) Location of accident.
- (5) Time of accident.
- (6) Command response.

**b. Key Messages.** Releases about fires should convey the following messages:

- (1) An investigation will be conducted.
- (2) The command is concerned about Soldiers, families, and communities involved.
- (3) There was a quick response by firefighters.
- (4) The fire was contained quickly.

**c. Sample Release.**

##### **Fire at Patton Barracks**

**HEIDELBERG, Germany (date)** – An unspecified number of privately owned vehicles and automotive tools were destroyed early Sunday morning when a fire consumed a garage used as an auto hobby shop on Patton Barracks in Heidelberg. No injuries were reported. German and American firefighters responded. An investigation into the cause of the fire is underway.

#### **B-5. RELEASES CONCERNING TERRORIST, HOSTAGE, OR NATURAL DISASTERS OCCURRING ON OR OFF THE INSTALLATION**

**a. Key Information.**

(1) First responders (firefighters, hazardous material (HAZMAT), ambulance, *Polizei*) are almost exclusively host nation employees. The local fire chief or *Polizei* representative (or *Polizist*) is the spokesperson at the scene. He or she will speak to the media regarding the on-scene situation, often without coordinating with the ASG, BSB, or tactical PAO.

(2) Establishing a liaison with host nation or consequence-management personnel in advance will greatly assist the U.S. Army's PAO. During ASG, BSB, and consequence-management exercises, public affairs maximum participation is crucial to form relationships with host nation spokespersons.

(3) During a crisis, the host nation spokesperson may give directions to the local populace (such as "stay in your homes" or "avoid these roads or areas"). The nearest PAO must ensure the American population is also notified. The PAO should coordinate with AFN to broadcast the information to the American audience. PAOs whose units are located in communities that have closed-circuit television channels should also use that tool to get the information to the American audience.

(4) Installation or on-scene commanders may be asked to participate in a joint press conference. Ensure that the commander understands he or she is a guest and must follow the host nation lead. The commander is expected to comment on the welfare of American Soldiers, civilians, and family members and on specific information that applies only to the American population. The U.S. commander is not the lead in HAZMAT, first response, or natural disaster cleanup.

**b. Key Messages.** Releases about terrorist, hostage, or natural disasters may include the following:

- (1) The safety of our personnel is our number one priority.
- (2) We are working hand-in-hand with our host nation government to mitigate the situation.
- (3) Comply with the requests of the host nation first responders. These brave men and women have been incredible.

**c. Sample Release.**

**NOTE:** To be used only as a guideline in the preparation of a release. If at all possible, coordinate with higher headquarters before release.

**(CITY), Germany (date)** – A U.S. (*military*) vehicle carrying hazardous material crashed (*or other circumstances*) approximately (*location*) at (*time*) today. The public is warned to stay out of the area, which is under surveillance by guards, in the interest of public safety and to aid operations at the accident scene.

A (*host nation/U.S.*) HAZMAT team from (*city*) is (*en route to, has arrived at*) the scene of the accident. We have no details on civilian or military casualties or property damage.

## APPENDIX C PUBLIC AFFAIRS GUIDELINES FOR ACCIDENTS AND INCIDENTS

a. Public affairs personnel must be thoroughly familiar with the accident guidelines in AR 360-1. Accidents and incidents occur in wartime and in peacetime. An SOP must be in place for proper response to accidents and incidents when they occur. Public affairs officers (PAOs) should consider that prompt, voluntary release of information—even about embarrassing events—is a policy that promotes trust, enhances credibility, and limits the negative effect of such accidents and incidents.

b. The information in this appendix should be used when developing an accident and incident SOP.

**NOTE:** Public affairs personnel will not use the term “casualty” in news releases or when speaking to news-media representatives. This term is often misunderstood by media to mean “dead.” Instead, the following may be used:

- (1) Dead.
- (2) Very seriously wounded, injured, or ill.
- (3) Seriously wounded, injured, or ill.
- (4) Slightly wounded, injured, or ill.
- (5) Missing.

c. For each of the above categories, the cause must be indicated with propriety. Do not sensationalize death, injury, or illness. Information about the cause of death must come from the patient’s physician, and a legal representative of the deceased must approve this release. This means that hospitals cannot share information with the media on the specifics about sudden, violent, or accidental deaths, or deaths from natural causes without the permission of the decedent’s next of kin (NOK) or other legal representative according to the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

d. Describing the bodily location of the injury (for example, arm, leg, head) received in vehicle accidents, helicopter crashes, or combat is acceptable if the patient gives the PAO permission to release the information. In all other cases, adhere to the one-word condition as defined in h(3) below.

e. Names of dead or injured personnel are always withheld until 24 hours after the NOK are notified. The PAO will coordinate with the command personnel-actions section (casualty operations) to determine when NOK have been notified.

f. If the identification of one or more victims whose NOK were notified would identify other victims whose NOK have not yet been reached, identification is withheld until all NOK are notified.

g. If Soldiers are killed in civilian jurisdictions, PAOs will ask for the cooperation of civilian police, medical personnel, and commercial carriers to withhold the names of the Army victims until the NOK have been notified.

h. The following information may be released without consent after the NOK have been notified:

(1) Biographical data (name, grade, date of admission to or release from a hospital (unless patient’s NOK has asked that it not be released )date and time of death, age, sex, branch of service, post, and unit (unless classified)). Use caution if the unit is very small. If a unit is small, the casualty’s identification could be determined based on the unit size and other information in the news release.

(2) Personal data (hometown, awards and decorations, marital status, and military occupational specialty or duties). The street address of the victim or patient and the address of the NOK are protected by the Privacy Act and may not be released.

(3) According to the Guidelines for Releasing Information on the Conditions of Patients under the HIPAA, as long a patient has not requested that information be withheld, PAOs may release the patient’s one-word condition and location to individuals who inquire about the patient by name without obtaining prior patient authorization. The one-word conditions and their definitions are as follows:

**(a) Undetermined.** Patient is awaiting a physician, an assessment, or both.

(b) **Good.** Vital signs are stable and within normal limits. Patient is conscious and comfortable. Indicators are favorable.

(c) **Fair.** Vital signs are stable and within normal limits. Patient is conscious, but may be uncomfortable. Indicators are favorable.

(d) **Serious.** Vital signs may be unstable and not within normal limits. Patient is acutely ill. Indicators are questionable.

(e) **Critical.** Vital signs are unstable and not within normal limits. Patient may be unconscious. Indicators are unfavorable.

i. When military accidents involve members of more than one branch of service, release of information concerning victims or equipment belonging to another branch of service will be coordinated with the nearest PAO of that service.

j. When a foreign national (other than a locally hired employee) is an accident casualty while on an Army in Europe installation, the U.S. Army will not release the employee's name without host nation coordination. Normally, the host nation will release all information regarding its citizens. If a local national employee is injured or killed on the installation, the PAO will gather all information regarding the accident or incident and give it to the host nation authorities for release.

k. The public is entitled to all unclassified information concerning an accident if such release is not prohibited by ARs 50-5, 50-6, 360-1, 380-86, and other AR 50-series regulations concerning the nuclear, biological, and chemical surety programs.

l. Information on writing accident stories is available in the Soldier's manual for journalists (STP 46-46Q14-SM-TG).

## APPENDIX D

### SAMPLE RESPONSIBILITIES OF PUBLIC-AFFAIRS REPRESENTATIVES ON CRISIS ACTION TEAMS

**Responsibilities.** The Public Affairs Officer (PAO), V Corps, will—

- Serve as a V Corps crisis action team (CAT) member.
- Be prepared to augment the USAREUR-established joint information bureau (JIB).
- Determine what public affairs support is required for the situation and send PAOs to the scene, as required.
- Be prepared to establish and operate a sub-JIB, in coordination with IMA-EURO, in the base support battalion or on the installation affected to conduct media operations.
- Escort media representatives.
- Be prepared to provide public affairs support to the family members involved in the situation.
- Be prepared to provide public affairs support to unit commanders and the staff of the unit involved in the situation.
- Prepare commanders, staff, and Soldiers for successful engagements with the civilian news media.
- Provide media training and help prepare statements as needed.
- Provide accurate, timely, and truthful information to the American and international public through civilian news media.
- Maintain liaison with media representatives to help and encourage objective reporting of situations.
- Provide information concerning public affairs guidance and policy received from higher headquarters.
- Quickly determine who has release authority.
- Prepare to submit an initial press release on the situation, if needed.
- Follow up with press releases as more information becomes available.
- Respond to media queries.
- Coordinate with USAREUR and the established JIB on all available information.
- Provide information on units to the JIB for press kits.
- Conduct or help USAREUR conduct press conferences as needed.
- Monitor media reports to determine accuracy of reporting and the tone of reports.
- Provide media updates to their command group.

## **APPENDIX E**

### **TYPICAL QUESTIONS FOLLOWING AN ACCIDENT OR INCIDENT THAT INVOLVES INJURY OR DEATH**

The following are typical questions the media will ask after a serious accident or incident that involves injuries or deaths. Public affairs officers should be prepared to answer these questions or to decline to speculate.

- What happened—where and when? Can you give us a timeline of events?
- Who was involved? How many people were involved? Was anyone killed or injured?
- What are the names, ages, duty titles (military occupational specialty (MOS)) and units of those involved?
- What kind of equipment was involved? Can you explain exactly what the equipment is? How long has that piece of equipment been in the Army's inventory? What is the safety track record for that particular piece of equipment? Are there any known mechanical or design flaws that might have contributed to the accident or incident? Who manufactures the equipment? Does this accident or incident indicate a systematic problem with a vehicle or a piece of equipment?
- What was the cause of the accident or incident? How did it happen? What is the value of the damages?
- Who is in control of the scene or situation? Whose jurisdiction does it fall under? Are host-nation authorities involved in the incident?
- What types of hazards exist to persons (offsite or in the local area) as a result of the accident or incident? Have you had to evacuate people? Have chemicals or other hazardous substances been released or spilled in the environment? If so, what kinds and how much? Do the released or spilled substances present a threat to people or surrounding communities?
- What is being done to investigate the accident or incident? What actions are being taken on the scene to control the situation? Has a response plan been activated? If so, what does that involve?
- Are emergency-response personnel (for example, medical personnel, fire or police department personnel) on the scene? Have they been notified? What agencies are involved (on- and offsite)?
- Have other military operations—here or elsewhere—been shut down or affected?

Has this ever happened before? If so, what are the details of those accidents or incidents, and what are the similarities to this accident or incident?

- What control or precautionary measures does the Army have in place to prevent this kind of accident or incident from happening? Why did these measures fail? What steps are being taken to prevent this from happening again?
- Did those involved follow appropriate, safe operating procedures before the accident or incident?
- What rules, laws, or Army regulations cover this situation? Were they violated?
- Were the individuals involved in the accident or incident violating any laws, Army regulations, or procedures?
- What are the Army's or the command's procedures for dealing with the accident or incident?
- Have the families of the victims been notified?
- What do your Soldiers, civilians, and family members think about this situation? How are they reacting to or dealing with the accident or incident?
- Tell me about the unit of the Soldiers involved in the accident or incident. What does it do? What is its mission?
- Is the accident or incident being investigated? When will investigation results be released?
- Does the dead Soldier have any family in Germany? Does he or she have any children? Where does the family live? What is being done for the spouse and family? Can we talk to the family?
- Will there be a memorial ceremony or service? When? Where? Will the family attend? Can the news media attend?
- What will be done with the body? Will there be an autopsy? If so, what type of autopsy? What will be done with the remains after the autopsy?
- Where is the body now? What is the condition of the body? Can you describe the injuries?
- Where is the Soldier from (hometown)? How long has the Soldier been in the Army? How long has the Soldier been stationed here? When did the Soldier deploy (if deployed)?

## **APPENDIX F COMMAND MESSAGES**

### **F-1. CLOSURES**

USAREUR has had a long and prosperous relationship with its communities. We want to ensure a smooth transition as we close this chapter in our history. We will continue to work closely with the community as the post takes a new identity. USAREUR will continue to play an active role in the community until the last Soldier and civilian leaves. Although it was recently announced \_\_ Area Support Group is being closed, we feel the relationship developed between the installation and the community since 1948 will allow us to work together to reduce any possible effect left on the community.

### **F-2. COMMUNITY RELATIONS**

a. The Army is committed to building positive relationships with the communities surrounding our bases. Our Soldiers and their families are a major part of each community. We take every opportunity to show we are good neighbors and will continue to be a positive force in our communities.

b. USAREUR is committed to being a good neighbor in Europe. Positive community relations are vital to these residents because our families live and work in the community.

### **F-3. CONDOLENCES**

a. The Army is a close-knit family and the loss of one of our own affects all of us. A tragedy of this type is felt by each and every member, but we will pull together to help our own. We wish to express our deepest condolences to the family members of (fill in the name). (He/she) will be missed.

b. Today, we lost a member of our family. We share in the sorrow felt by (his/her) loved ones, and we must not forget the valuable contribution (he/she) made to (his/her) country and the impact (he/she) has left on the Army.

### **F-4. COOPERATION**

Because of the cooperation between military and civilian authorities, we were able to prevent irreparable damage to (fill in). The teamwork was vital to our success. Without our partners, (fill in who the Army worked with), we wouldn't have been able to react the way we did. This is just one more example of the post and the community working together for the welfare of both.

### **F-5. ENVIRONMENT**

a. The Army is committed to protecting the environment. We've dedicated people and money to restore areas damaged by past practices. More importantly, we're striving to prevent future problems through our protective environmental programs that help protect human health and the environment.

b. The Army recognizes the need for environmental responsibility. Although the Army downsized considerably, its environmental programs have expanded. We're always looking for environmentally safe ways to improve the community in which we live and work. We share the community's goal of passing on to future generations a safe and clean environment.

### **F-6. EQUAL OPPORTUNITY**

a. The Army has some of the best people in the world, and we provide equal opportunity to each and every one of them. We encourage our people to use the opportunities available to them for developing their talents.

b. The Army is committed to practicing and promoting equal opportunity. We provide the opportunity for our people to contribute to their maximum potential while serving their country. The Army reflects the diversity of American society, but we are all members of one team.

### **F-7. HUMANITARIAN MISSIONS**

a. We're proud to be participating in this humanitarian mission. The chance to help alleviate suffering and save lives is extremely important. Our Soldiers constantly train to deliver people and supplies anywhere they're needed, and this lifesaving effort is an excellent opportunity to put that training to use.

b. We're pleased to be involved in this operation. Our Soldiers are well equipped and trained for these types of situations. Because of that, when called on, we have the capabilities to deliver assistance to areas that need it.

#### **F-8. INVESTIGATION**

a. The incident is currently under investigation. The Army is committed to providing the safest working environment for its people. The safety of our people and the surrounding communities is our foremost concern. I can assure you the Army will conduct a thorough investigation in the hope something like this will never happen again.

b. Any speculation at this point without having all the details is not only unfair to the individuals involved, but could affect the outcome of the investigation.

#### **F-9. JUSTICE**

The Army is committed to the pursuit of justice put forth in the U.S. Constitution. We set high standards for our people and won't tolerate the Soldiers that fall short of those standards. While the final decision hasn't been made yet, we're confident all the facts, both for and against, will be considered and evaluated in an impartial manner. The results will be fair and just.

#### **F-10. PEOPLE**

a. Soldiers are responsible for the success of our mission. We have some of the best and most highly trained people in the world. People are the cornerstone of the Army.

b. In today's Army, no matter how technical our operations become or how wide our global missions expand, our people will continue to be our most treasured resource. By continuing to provide loyal and dedicated service to their country, they serve as positive role models for society.

#### **F-11. RESPONSE TIME**

a. The Army trains daily to meet our Nation's requirements for rapid response to crises throughout the world. This rapid response capability is required to meet the Army's mission of "Global reach, global power." When we're called on, we're ready to act—and act fast.

b. Our response time is a reflection of our high-quality training, teamwork, and the professionalism of our Soldiers. Through Army quality initiatives, we stress continuous improvement. We solicit feedback and evaluate our operations to ensure we're doing the best job possible. We're confident we can continue to meet the challenges our mission provides.

#### **F-12. SAFETY**

Safety is our top priority. The Army's stringent safety standards help ensure the well-being of our people and the communities we interact with. People are our most important resource and the Army is committed to protecting them. Safety is paramount. No one is more concerned with our people as we are. We achieve safety through professional training conducted in a high-quality environment. We are proud of our safety record and will continue to strive for an accident-free environment.

#### **F-13. SEXUAL HARASSMENT**

a. The Army does not tolerate sexual harassment—period. We are proactive in limiting harassment through periodic training and awareness sessions. And when problems do occur, we are quick to respond.

b. The Army will not tolerate sexual harassment in any way, shape, or form. We achieve this through training and education. We've made it perfectly clear that this type of conduct will not be tolerated. Every member of the Army has a right to serve his or her country in an environment free of harassment. Sexual harassment has no place in today's Army.

#### **F-14. TAX DOLLARS**

a. The Army established a suggestion program that encourages people to submit ideas that improve efficiency and save taxpayers' dollars. Savings generated from USAREUR suggestions total more than \$3 million annually. The Army continues to look for ways to improve so taxpayers get the best military for their money.

b. The Army consistently strives to stretch tax dollars by empowering its people to develop and initiate high-quality programs and methods for doing business. Two of our primary concerns are efficiency and effectiveness, which ultimately result in saving tax dollars.

#### **F-15. TECHNOLOGY**

a. We must continue to hone America's technological edge. When we develop new technologies, we're strengthening our defense and bolstering our national economy. By transferring this new technology to the corporate sector, we're creating new jobs in medicine, manufacturing, and transportation. New technology means a stronger, more viable America.

b. Our goal is to remain on the leading edge of technology. We are aware technology plays an important part in our Nation's defense. As we say in Operations Desert Storm, Anaconda, Enduring Freedom, and Iraqi Freedom, technology saves lives. We quickly and decisively overwhelmed the enemy and much of that credit goes to our technological advantage.

#### **F-16. TRAINING**

a. The Army uses training as the foundation for everything we do. We train every day. Training prepares us for whatever mission we may be tasked with and wherever it takes us. Through hands-on experience and classroom instruction, Army people are prepared to adapt to a changing world.

b. The Army conducts its training in a high-quality environment. Our superb training means our forces are combat-ready for today and tomorrow. We conduct our training in a professional environment where we expect nothing less than perfection. Training makes us ready, and it showed in our victorious performance in Operations Desert Storm and Anaconda.

## GLOSSARY

AAR	after-action review
AR	Army regulation
BSB	base support battalion
CAT	crisis action team
CPA	Chief, Public Affairs, United States Army, Europe
DOD	Department of Defense
DSN	Defense Switched Network
e-mail	electronic mail
ERT	emergency response team
ERMC	United States Army Europe Regional Medical Command
HAZMAT	hazardous material
HIPAA	Health Insurance Portability and Accountability Act
HMMWV	high mobility multipurpose wheeled vehicle
HQ USAREUR/7A	Headquarters, United States Army, Europe, and Seventh Army
IMA-EURO	United States Army Installation Management Agency, Europe Region Office
JIB	joint information bureau
NOK	next of kin
OCPA	Office of the Chief, Public Affairs, HQ USAREUR/7A
PAO	public affairs officer
POC	point of contact
POL	petroleum, oils, and lubricants
S&S	Stars and Stripes
SAPP	security, accuracy, policy, and propriety
SOP	standing operating procedure
STP	soldier training publication
U.S.	United States
USAREUR	United States Army, Europe
USEUCOM	United States European Command
USFLO	United States forces liaison officer