



DEPUTY SECRETARY OF DEFENSE  
1010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1010

APR 14 2015

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
CHIEF OF THE NATIONAL GUARD BUREAU  
COMMANDERS OF THE COMBATANT COMMANDS  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER  
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE  
AFFAIRS  
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC  
AFFAIRS  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Disinterment of Unknowns from the National Memorial Cemetery of the Pacific

The DoD remains committed to fulfilling its sacred obligation to achieve the fullest possible accounting for U.S. personnel lost in past conflicts. For several years, the Department has considered the complexities of a decision to disinter unknowns buried as groups where the remains are commingled. Recent advances in forensic science and technology, as well as family member assistance in providing genealogical information, have now made it possible to make individual identifications for many Service members long-buried in graves marked "unknown." I therefore direct the Defense POW/MIA Accounting Agency to analyze all information pertaining to unknowns buried at the National Memorial Cemetery of the Pacific (NMCP) and when defined thresholds (see below) for effecting individual identifications of those remains are met, to disinter the remains for the purpose of making individual identifications and returning these venerable heroes to their families for the honored burial they so richly deserve.

The NMCP, which is administered by the Department of Veteran Affairs, is the dignified resting place for 2,760 unknown Service members. Of these, 1,988 unknowns are from World War II and 772 are from the Korean War. Included in the number from World War II are 1,061 unknowns associated with ships attacked at Pearl Harbor and subsequent maritime losses suffered during World War II. In many cases, the human remains from these ship losses were buried in group caskets in a commingled state. For example, the 388 unaccounted-for Sailors and Marines who died on December 7, 1941, in the sinking of USS *Oklahoma* (BB-37) are buried in 61 caskets at 45 grave sites at the NMCP. Since 2003, the Department has contacted families, collected and analyzed DNA from 84 percent of applicable USS *Oklahoma* family members, and has collected





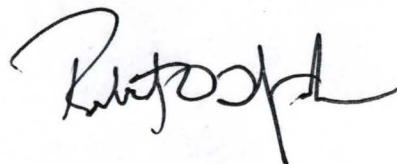
90 percent of *antemortem* medical and dental records from the ship's crew. Analysis of all available evidence indicates that most *Oklahoma* crew members could be identified individually if the caskets associated with the ship were disinterred. I thereby direct DoD to coordinate with the Department of Veteran Affairs for the disinterment and individual identification, to the extent practical, of all unknowns associated with *Oklahoma* within the next five years.

In addition to my decision to disinter the unknowns associated with *Oklahoma*, I am establishing a broader DoD disinterment policy that applies to all unidentified human remains from the NMCP and other permanent U.S. military cemeteries from which we conduct disinterment to effect identifications. Effective immediately, the following thresholds must be met in order for the Department to proceed with disinterment. For cases of commingled remains, research must indicate that at least 60 percent of the Service members associated with the group can be individually identified. For individual unknowns, there must be at least 50 percent likelihood to make an identification before disinterring the remains. To meet these thresholds, DoD must conduct the research necessary to determine the list of possible missing Service members who could be among the unknowns, collect the relevant family reference samples for comparison with any DNA obtained from sampling the remains, obtain the necessary *antemortem* medical and dental records, and have the scientific and technological ability and capacity to identify the personnel in a timely manner. These standards are meant to clarify and support existing policies established by the Under Secretary of Defense for Personnel and Readiness.

I make this decision knowing that not all families will receive an individual identification as a result of these efforts. But I accept as a matter of principle that DoD must strive to provide resolution through individual identification to as many families as possible and to the reasonable limits of our scientific abilities.

This policy does not extend to unaccounted-for Service members who were lost at sea. It also does not extend to remains entombed in U.S. Navy vessels that currently serve as national memorials. However, if there are remains affiliated with losses from national memorial Navy vessels that are buried in a national cemetery and those remains meet the criteria established above, then those remains may be disinterred.

The Department's efforts to identify and account for missing Service members will require close coordination across DoD and with other Federal departments and agencies, families, Members of Congress, and external stakeholders. Accordingly, the Under Secretary of Defense for Policy, in coordination with the Under Secretary of Defense for Personnel and Readiness and the Assistant to the Secretary of Defense for Public Affairs, will ensure our efforts are clearly coordinated and communicated, particularly with the families of these heroes from our Nation's past conflicts.





PERSONNEL AND  
READINESS

**UNDER SECRETARY OF DEFENSE**  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

May 5, 2016

Incorporating Change 3, July 10, 2018

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
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ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC  
AFFAIRS  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Directive-type Memorandum (DTM)-16-003 – “Policy Guidance for the Disinterment of Unidentified Human Remains”

References: See Attachment 1

Purpose. In accordance with the authority in DoD Directive 5124.02 and the guidance in the April 14, 2015 Deputy Secretary of Defense Memorandum, this DTM:

- Establishes policy, assigns responsibilities, and provides standards and procedures for DoD disinterment from cemeteries administered by the Department of the Army (DA), the Department of Veterans Affairs (VA), and the American Battle Monuments Commission (ABMC), for identification purposes, of all unidentified human remains in graves marked “unknown.”
- This DTM is effective May 5, 2016; it will be incorporated into the DoD instruction on mortuary affairs currently under development. This DTM will expire effective May 5, 2019.

Applicability. This DTM:

- Applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office

of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this DTM as the “DoD Components”).

- Does not apply to the disinterment of group remains-known or individually identified remains.
- Does not apply to unaccounted-for Service members who were lost at sea or to human remains entombed in U.S. Navy vessels that currently serve as national memorials. However, human remains affiliated with losses from a national memorial Navy vessel that are buried in a national or other cemetery, may be considered for disinterment in accordance with this DTM, provided that the thresholds set forth below are met.

Definitions. See Glossary.

Policy.

- A request for disinterment of remains from cemeteries administered by the DA, VA, or ABMC, for the purpose of making individual identifications in pursuit of past conflict personnel accounting, may be submitted to the DoD official authorized to act for the Department on disinterment requests, only after the Deputy Assistant Secretary of Defense for Military Community and Family Policy (DASD(MC&FP)) determines that the following thresholds are met:
  - For cases of commingled remains interred as group remains-unknown, research by the Defense POW/MIA Accounting Agency (DPAA) indicates that at least 60 percent of the Service members associated with the group can be individually identified.
  - For cases of individual unknown remains, research indicates that it is more likely than not that DoD can identify the remains.
- To meet these thresholds, DoD must ensure that deoxyribonucleic acid (DNA) family reference samples or other medical means of identification are available for at least 60 percent of the potentially associated Service members (for commingled unknown remains) and at least 50 percent of the potentially associated Service members (for individual unknown remains) and must conduct historical research to determine whether it is more likely than not that the unknown remains can be identified. Research must consist of available information such as:
  - The individual deceased personnel files; mortuary processing files, to include the record establishing the unknown remains determination; incident reports; eye witness statements; official military personnel files; or missing air crew reports.


- Other archival records such as unit after action reports, American Grave Registration Service records that provide historical evidence, and any other records necessary to determine the list of possible missing Service members for consideration.
- DoD must have the scientific and technological ability and capacity to process the unknown remains for identification within 24 months after the date of disinterment. DoD must ensure that medical and dental records, or family reference samples for DNA comparison, are available and that the available records/samples would render it possible to identify the type of remains expected to be discovered upon disinterment (for example, having only chest x-rays on file would not justify disinterment of a set of remains if interment records indicate that a torso had not been buried).
- Out of respect for the families of those unaccounted for, there will be no public release of information (this includes, but is not limited to, public releases, public statements, articles, etc.) to the media or general public concerning the identification of remains, with or without Service members' names, until 24 hours after notification to the next of kin regarding the accountability status of the member. In the event of a multiple loss incident, the start time for the 24-hour period will commence upon notification of the last family member. Coordination between Services is required to ensure notification of all next of kin affected by single incident, multi-Service losses.
- Within DoD, only the Secretary of the Military Department concerned may provide information to the media or general public concerning disposition of group remains, but not until at least 24 hours after notifying the next of kin. The 24-hour period will commence upon the notification of the last family member.

Responsibilities. See Attachment 2.

Procedures. See Attachment 3.

Releasability. **Cleared for public release.** This DTM is available on the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

Summary of Change 3. The changes to this issuance are administrative and update the expiration date for accuracy.



Peter Levine  
Acting

Attachments:

As stated

*DTM-16-003, May 5, 2016*

ATTACHMENT 1

REFERENCES

Army Regulation 290-5, "Army National Cemeteries," September 1, 1980  
Code of Federal Regulations, Title 38, Subpart 38.621  
Deputy Secretary of Defense Memorandum "Disinterment of Unknowns from the National Memorial Cemetery of the Pacific," April 14, 2015  
DoD Directive 1300.22, "Mortuary Affairs Policy," October 30, 2015  
DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008  
DoD Instruction 1300.18, "Department of Defense (DoD) Personnel Casualty Matters, Policies, and Procedures," January 8, 2008, as amended  
United States Code, Title 10, Sections 1487 and 1488(c)  
United States Code, Title 36, Section 2104



ATTACHMENT 2RESPONSIBILITIES

1. ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS (ASD(M&RA)). Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness, the ASD(M&RA):

a. Monitors the implementation of, and compliance by the DoD Components and other entities (to include non-governmental organizations and non-federal entities) with, the policies and procedures set forth in this DTM.

b. Serves as the DoD central point of contact for disinterment policy.

c. Develops, in coordination with the Under Secretary of Defense for Policy (USD(P)), through the Director, DPAA, disinterment policies and procedures necessary to support the USD(P)'s responsibility for accounting for and recovering the remains of Service members who are unaccounted for from designated conflicts.

d. Serves as the DoD official authorized to act for the Department on disinterment requests and provides oversight of on behalf of the Secretary of Defense, especially for highly sensitive cases. On behalf of the DoD, the ASD(M&RA) may grant consent or decline to consent to a request for the disinterment of unknown individual or group remains from cemeteries administered by the DA, VA, and ABMC.

2. DASD(MC&FP). Under the authority, direction, and control of the ASD(M&RA), the DASD(MC&FP):

a. Exercises sole authority to notify requesting officials, officials(s) of the DA, VA, or ABMC, as appropriate, and the Military Departments, as to the action taken by the ASD(M&RA) in granting consent or declining to consent to a disinterment request.

b. Maintains administrative records on requests for the disinterment of unknown remains and actions related to such requests.

3. USD(P). The USD(P), through the Director, DPAA:

a. Provides the funding for the disinterment and transportation of remains when disinterment is approved.

b. Provides a quarterly report to the ASD(M&RA), through the Central Joint Mortuary Affairs Board, on the status of the attempted identification of disinterred remains. For all remains disinterred from a cemetery administered by the DA, VA, or ABMC, this report will



*DTM-16-003, May 5, 2016*

include, at a minimum, the case identifier, the date of disinterment, and the date identification is made. Once information about a set of remains is added to the quarterly report, it shall remain a part of the report, and its status updated quarterly. Information about a set of remains may be removed from the report submitted in the first full quarter following the quarter in which the set of remains is reported as having been identified. Concurrent with the removal of an entry from the report, the DASD(MC&FP) shall ensure that all information about the identified remain is transferred to an archived file.

c. Coordinates with the USD(P&R), through the ASD(M&RA), on the development of disinterment policies and procedures for accounting for and recovering Service member remains unaccounted for from designated conflicts.

d. Initiates, reviews, and evaluates potential disinterment cases from designated conflicts for consideration by the appropriate authorities in accordance with this DTM.

e. Will inform the DA, VA, and ABMC of any requests for disinterments that will be submitted to the ASD(M&RA) for consideration.

f. Notifies the Secretary of the Army of the date, time, and manner in which it proposes to carry out a disinterment of remains for an unknown buried in a cemetery administered by the DA, provided the ASD(M&RA) has granted consented to such disinterment in accordance with this DTM.

g. Notifies the Director, National Cemetery Administration, VA, of the date, time, and manner in which it proposes to carry out a disinterment of remains for an unknown buried in a cemetery administered by the National Cemetery Administration, provided the ASD(M&RA) has granted consented to such disinterment in accordance with this DTM.

h. Notifies the Secretary of the ABMC of the date, time, and manner in which it proposes to carry out a disinterment of remains for an unknown buried in a cemetery administered by the ABMC, provided the ASD(M&RA) has granted consent to such disinterment in accordance with this DTM.

i. Coordinates disinterment operations by providing early notification to the affected cemetery and its officials, so that appropriate planning may be conducted. DPAA will be considerate of cemetery operational concerns (e.g., special memorial events and availability of cemetery personnel and resources) in its planning process.

4. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments:

a. Review requests for the disinterment of unidentified remains related to their department and provide a recommendation as to whether or not the remains should be disinterred. Recommendations not to disinter should be accompanied by a detailed rationale supporting the recommendation, including an explanation of the risks of disinterment.

*DTM-16-003, May 5, 2016*

b. Refer potential disinterment cases from designated conflicts to the DPAA for research, review, and evaluation for disinterment.

c. Serve as the focal point for family members for purposes of obtaining family reference samples in accordance with the Armed Forces DNA Identification Laboratory's instructions and DNA Form 332 - v7.0W.

d. Exercise responsibility for providing all updates to family members regarding possible disinterment, identification, and reports of investigation in accordance with DoDI 1300.18.

5. SECRETARY OF THE ARMY. In addition to the responsibilities in Section 4 of this attachment, the Secretary of the Army serves as the approval or disapproval authority for requests for the disinterment of remains in unknown marked graves in cemeteries administered by the DA, provided the ASD(M&RA) has consented to such disinterment in accordance with this DTM.

ATTACHMENT 3

PROCEDURES

1. DISINTERMENT REQUESTS

a. Family members or other interested private or public persons typically submit disinterment requests to a Service Casualty or Mortuary Office. Such offices receiving those requests must forward them to DPAA for action.

b. DPAA may also initiate requests for disinterment based on its internal analysis of the likelihood of making individual identifications in cases that meet the thresholds listed in the policy section of this DTM.

c. The Secretary of the Army is the approval authority for requests for the disinterment of remains from cemeteries administered by the DA, provided the ASD(M&RA) has granted consent to such disinterment in accordance with this DTM.

d. The Secretary of Veterans Affairs, through the VA National Cemetery Area Office Director, is the approval authority for requests for the disinterment of remains from the individual VA administered cemeteries pursuant to Subpart 38.621, of Title 38, Code of Federal Regulations, provided the ASD(M&RA) has granted consent to such disinterment in accordance with this DTM.

e. The Secretary of the ABMC has the authority to allow members of the Armed Forces to enter or re-enter an ABMC administered cemetery to disinter or reinter remains, as necessary. For the purposes of this DTM, only disinterment requests approved by the Secretary of the ABMC and to which the ASD(M&RA) has granted consent in accordance with this DTM, may be executed by DPAA on behalf of the Secretary of the Military Department concerned.

2. PROCESSING DISINTERMENT REQUESTS

a. DPAA will prepare disinterment request packets containing:

(1) The request and any other documentation provided by family members or other interested private or public persons concerned, as applicable.

(2) DPAA's analysis of the likelihood of making individual identifications, applying the criteria set forth in this DTM.

(3) The Director, DPAA's recommendation and justification.

b. DPAA will coordinate disinterment request packets with the following:

DTM-16-003, May 5, 2016

- (1) The Secretary(ies) of the Military Departments concerned.
- (2) Other experts as required.

c. Once all coordination is received, the Director, DPAA, will provide a recommendation to the DASD(MC&FP), with an action package that includes at a minimum:

- (1) The request that initiated the action.
- (2) The recommendation and justification of the Service Secretary or designee concerned.
- (3) The opinions of any experts that were consulted.
- (4) A statement from the Armed Forces DNA Identification Laboratory as to whether or not there are relevant family reference samples available for comparison with any DNA obtained from sampling the remains.
- (5) Information as to whether or not ante mortem medical and dental records are available.
- (6) An analysis of historical records.
- (7) Any other relevant information of interest of which the DASD(MC&FP) should be aware (e.g., Congressional interest, dissenting opinions from family members).

d. DASD(MC&FP) will review the package and provide a recommendation, together with the package, to the ASD(M&RA) for review and action.

e. Once ASD(M&RA) has granted consent or declined to consent to a disinterment request, the DASD(MC&FP) will notify the Secretary(ies) of the Military Departments concerned, and official(s) of the DA, VA, or ABMC, as appropriate, and:

- (1) If the ASD(M&RA) declines to consent to a family or third party disinterment request, the Secretary of the Military Department concerned will notify the family of the decision.
- (2) If the ASD(M&RA) grants consents to a DPAA, family, or third party disinterment request, DASD(MC&FP) will forward a memorandum requesting disinterment to official(s) of the DA, VA, or ABMC, as appropriate, with a copy furnished to DPAA and the Secretary of the Military Department concerned. The Secretary of the Military Department concerned will provide a status update to the family.

f. DPAA will coordinate the time, place, and manner of disinterment of the remains with official(s) of the DA, VA, or ABMC, as appropriate (see Paragraphs 5-7 of Attachment 2) and



*DTM-16-003, May 5, 2016*

will provide quarterly updates to the ASD(M&RA) on the status of each disinterment (see Paragraph 3.b. of Attachment 2).

g. Third parties who initiated the request for disinterment will be notified that the ASD(M&RA) has granted consent or declined to consent to the disinterment. Third parties are not entitled to receive family updates.

DTM-16-003, May 5, 2016

GLOSSARYPART I. ABBREVIATIONS AND ACRONYMS

ABMC	American Battle Monuments Commission
ASD(M&RA)	Assistant Secretary of Defense for Manpower and Reserve Affairs
DA	Department of the Army
DASD(MC&FP)	Deputy Assistant Secretary of Defense for Military Community and Family Policy
DNA	deoxyribonucleic acid
DPAA	Defense POW/MIA Accounting Agency
DTM	directive-type memorandum
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
VA	Department of Veterans Affairs

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

ABMC. Established by Congress in 1923 as a federal agency, ABMC is responsible for honoring American armed forces where they have served, and for controlling the construction of military monuments and markers on foreign soil. ABMC administers, operates, and maintains on foreign soil 25 permanent American burial grounds and 27 separate memorials, monuments, and markers, including 3 memorials in the United States.

approval or disapproval authority. The approval or disapproval authority for a disinterment from a cemetery administered by the Department of the Army is the Secretary of the Army. The approval or disapproval authority for a disinterment from VA administered cemeteries is the Secretary of the VA. The approval or disapproval authority for a disinterment from cemeteries administered by the ABMC is the Secretary, ABMC only after the ASD(M&RA) has granted consent to the disinterment in accordance with this DTM.

case identifier. The X number assigned to an individual unknown or an unknown group.

commingled remains. Remains in a single location that have the potential to be from or are scientifically identified to more than one individual.

DTM-16-003, May 5, 2016

designated conflicts. Designated conflicts include:

World War II: Beginning December 7, 1941 and ending on December 31, 1946.

Cold War: Beginning September 2, 1945 and ending on August 21, 1991.

Korean War: Beginning June 27, 1950 and ending on January 31, 1955.

Indochina War: Beginning July 8, 1959 and ending on May 15, 1975 (also known as the Vietnam War and the War in Southeast Asia).

OPERATION ELDORADO CANYON: Beginning April 14 1986 and ending on April-15, 1986.

Gulf War: Beginning August 2, 1990 and ending on February 28, 1991.

OPERATION IRAQI FREEDOM: Beginning March 18, 2003 and ending on August 31, 2010.

disinterment. The act of removing the remains of a deceased person from their current burial location.

group remains. The unsegregated and unidentified remains of two or more individuals. Group remains may be associated to a known incident involving two or more known individuals or may represent a group that cannot be associated with any known deceased or missing individuals. Group remains may be classified further as:

group remains-known. When the group remains are from a specific incident or battlefield recovery site involving two or more known persons.

group remains-unknown. When the group remains are from an incident or battlefield recovery site involving two or more remains that cannot be associated with any known deceased or missing individuals.

interment. Either the in-ground burial of casketed or cremated remains or the above-ground inurnment of cremated remains, except where the content of this DTM makes clear that only in-ground burial is referenced.

lost at sea. Casualties that occur over, on, or beneath a body of water (e.g., ocean, sea, gulf) where the remains are not recovered after a diligent search.



## DoD DIRECTIVE 5124.10

### ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS (ASD(M&RA))

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**Originating Component:** Office of the Chief Management Officer

**Effective:** March 14, 2018

**Releasability:** Cleared for public release. Available on the DoD Issuances Website at <http://www.esd.whs.mil/DD/>.

**Approved by:** Patrick M. Shanahan, Deputy Secretary of Defense

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**Purpose:** Pursuant to the authority vested in the Secretary of Defense by Sections 113 and 138 of Title 10, United States Code (U.S.C.), this issuance:

- Assigns the responsibilities and functions, relationships, and authorities of the ASD(M&RA), under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness (USD(P&R)).
- Delegates certain authorities of the USD(P&R) identified in DoD Directive (DoDD) 5124.02.
- Establishes the ASD(M&RA) as the successor in part to the Assistant Secretary of Defense for Reserve Affairs (ASD(RA)) with respect to the responsibilities and functions identified in Section 2 of this directive.
- Establishes the ASD(M&RA) as the successor in part to the Assistant Secretary of Defense for Readiness and Force Management (ASD(R&FM)) with respect to the responsibilities and functions identified in Section 2 of this directive.



## TABLE OF CONTENTS

SECTION 1: GENERAL ISSUANCE INFORMATION .....	3
Applicability. ....	3
SECTION 2: RESPONSIBILITIES AND FUNCTIONS .....	4
SECTION 3: RELATIONSHIPS .....	7
3.1. ASD(M&RA).....	7
3.2. OSD Principal Staff Assistants and DoD Component Heads.....	7
SECTION 4: AUTHORITIES.....	8
GLOSSARY .....	10
G.1. Acronyms.....	10
G.2. Definitions.....	10
REFERENCES .....	11

*DoDD 5124.10, March 14, 2018*

## **SECTION 1: GENERAL ISSUANCE INFORMATION**

**APPLICABILITY.** This issuance applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).

*DoDD 5124.10, March 14, 2018*

## **SECTION 2: RESPONSIBILITIES AND FUNCTIONS**

The ASD(M&RA) is the principal advisor to the Secretary of Defense and the USD(P&R) on all matters related to manpower and reserve affairs, to include civilian and military personnel policies; military community and family policy; Total Force manpower, requirements, and resources; and Reserve Component integration. In this capacity, the ASD(M&RA):

- a. Develops policies, plans, and programs; conducts analysis; provides advice; and makes recommendations to the Secretary of Defense and the USD(P&R).
- b. Issues guidance to the DoD Components on matters pertaining to personnel, the military community and families, the Reserve Components, and the Total Force.
- c. Develops systems and standards for administering, managing, or overseeing approved manpower and reserve affairs plans and programs.
- d. Develops and issues plans, programs, actions, and tasks to ensure adherence to DoD policies and national security objectives to promote the effective integration of all DoD Component capabilities into a cohesive Total Force.
- e. Reviews and evaluates programs of the DoD Components that have an impact on the components of the Total Force; monitors the activities of components of the Total Force; and undertakes other management oversight activities, as may be required, to ensure that policies, plans, programs, and activities pertaining to the components of the Total Force:
  - (1) Adhere to approved DoD policies and standards.
  - (2) Are compatible with and support Total Force objectives and requirements.
  - (3) Make the most effective use of all components within the Total Force.
- f. Develops policies, plans, and programs for the Total Force and its allocation among the DoD Components, and between the Active and Reserve Components, to ensure efficient and effective support of wartime and peacetime operations, contingency planning, and preparedness.
- g. Issues guidance for establishing the quantitative and qualitative requirements, utilization, and management of military and civilian personnel, as well as contracted services, for all DoD Components. Guidance includes workforce mix criteria to determine the appropriate alignment of workload among military (Active Component and Reserve Component), civilian, and contracted services.
- h. Oversees and issues guidance for assessments of inherently governmental and commercial activities inventories of civilian and military manpower and inventories of contracted services.

*DoDD 5124.10, March 14, 2018*

- i. Oversees career lifecycle management for military and civilian personnel, including all workforce planning, recruitment, promotion, retention, personnel end strengths, assignments, career development, and talent management; compensation; travel and transportation; recognition; discipline; and retirements and separations for military personnel (Active and Reserve Component and retired) and civilian employees.
- j. Provides guidance for implementing policies and executing responsibilities related to the U.S. Military Entrance Processing Command, in accordance with DoDD 1145.02E.
- k. Provides personnel and compensation policy guidance to the Defense Finance and Accounting Service pertaining to the pay, personnel, and travel and transportation policy and procedures applicable across the career lifecycle of military and civilian personnel, and exercises policy approval for these changes to DoD 7000.14-R.
- l. Develops policy and oversees quality of life programs for DoD personnel, their families or surviving family members, including: commissaries; family readiness, support, and well-being, including child and youth services, family advocacy, spouse employment, and family members with special needs; chaplaincy; allowances; community services; dependents' education; morale, welfare, and recreation programs; special events; lodging; and nonappropriated fund instrumentalities, including supplemental mission funds and special purpose central funds.
- m. Develops policy for, and provides oversight of, casualty and mortuary affairs programs and services and assistance to survivors; the conduct of military funeral honors for all uniformed service members and veterans; burial accountability and care and maintenance of all DoD cemeteries; and the accounting and reporting of specified DoD-affiliated personnel, within the continental United States and outside the continental United States, following a natural or manmade disaster.
- n. Serves as the DoD senior official to oversee the operations of the Defense Commissary System and the Defense Exchange System. Appoints the chair and members of the Executive Resale Board, in accordance with Section 2481 of Title 10, U.S.C.
- o. Exercises the authorities of the Secretary of Defense and the USD(P&R) to appoint the chair and members of the Commissary Governing Board, established by Section 2485 of Title 10, U.S.C.
- p. Promotes the coordination, cooperation, and mutual understanding of the Reserve Components within the DoD, and other federal agencies, State and local governments, the civilian community at large, and the employers of the Reserve Component personnel.
- q. Oversees the integration of reserve affairs across the DoD and coordinates and advises on all Reserve Component matters to include:
  - (1) Serving as DoD focal point for ensuring the integration and accountability of all Reserve Component matters managed across the Office of the USD(P&R) and DoD.
  - (2) Promoting coordination, cooperation, and mutual understanding, consistent with Section 10301 of Title 10, U.S.C., with the Reserve Forces Policy Board, and reviewing reports



*DoDD 5124.10, March 14, 2018*

of the Reserve Forces Policy Board as they are sent to the Secretary of Defense and the USD(P&R), while carefully preserving the independent voice of the Board.

r. Coordinates with the Chief, National Guard Bureau, and the Assistant Secretary of Defense for Homeland Defense and Global Security, in consultation with the Secretaries of the Army and the Air Force, in developing statutory changes, policies, and procedures affecting federally-funded National Guard forces under State Governor Command, in accordance with DoDD 5105.77.

s. Develops policy for, and provides Department-wide program oversight of, Family and Employer Support of the Guard and Reserve and the Yellow Ribbon Reintegration Programs; the Transition Assistance Program, including the Transition Goals, Planning, Success curriculum, and Service member career readiness; the Federal Voting Assistance Program; and the Computer/Electronic Accommodation Program.

t. Participates in the Defense Acquisition Process and serves on the Defense Acquisition Board, evaluating Major Defense Acquisition Programs to ensure that Total Force manpower requirements are well reasoned in terms of executability, affordability, and lifecycle costs.

u. Serves as a liaison to boards, committees, and other groups pertaining to assigned responsibilities and functions, and represents the Secretary of Defense and the USD(P&R) on matters related to the ASD(M&RA) outside of the DoD.

v. Participates in Planning, Programming, Budgeting, and Execution activities that relate to assigned responsibilities and functions.

w. Performs such other duties as the Secretary of Defense or the USD(P&R) may prescribe.

## **SECTION 3: RELATIONSHIPS**

**3.1. ASD(M&RA).** In performing his or her assigned responsibilities and functions, the ASD(M&RA):

- a. Reports directly to the USD(P&R).
- b. Coordinates with the Assistant Secretary of Defense for Readiness, the Assistant Secretary of Defense for Health Affairs, and the Director, Department of Defense Human Resources Activity, on matters associated with their respective assigned responsibilities and functions and authorities related to the Reserve Components.
- c. Exercises authority, direction, and control over:
  - (1) The Director, Defense Commissary Agency.
  - (2) The Director, Department of Defense Education Activity.
- d. Coordinates and exchanges information with other OSD officials, DoD Component heads, and officials of other federal agencies that have collateral or related responsibilities and functions.

**3.2. OSD PRINCIPAL STAFF ASSISTANTS AND DOD COMPONENT HEADS.** The OSD Principal Staff Assistants and DoD Component heads coordinate with the ASD(M&RA) on all matters under their respective purviews related to the authorities, responsibilities, and functions assigned in this issuance.

*DoDD 5124.10, March 14, 2018*

## SECTION 4: AUTHORITIES

The ASD(M&RA) is delegated authority to:

a. Serve as successor in part to the ASD(RA) for the functional areas identified in Section 2 of this directive and, for those functional areas, exercise authorities delegated to the ASD(RA) in other issuances or memoranda.

b. Serve as successor in part to the ASD(R&FM) for the functional areas identified in Section 2 of this directive and, for those functional areas, exercise authorities delegated to the ASD(R&FM) in other issuances or memoranda.

c. Exercise the authorities of the Secretary of Defense and the USD(P&R) to set and administer special and incentive pays; bonuses; retired and retainer pay and annuities; and other pays, allowances, gratuities, and benefits for members of the Armed Forces, retirees, and their dependents and survivors, pursuant to Titles 10, 26, and 37, U.S.C.

d. Exercise the authorities of the Secretary of Defense and the USD(P&R) to donate commissary food items, pursuant to Section 2485(f) of Title 10, U.S.C.

e. Act on behalf of the Secretary of Defense, pursuant to Section 115 of Title 10, U.S.C., regarding varying the authorized end strength for the Military Services.

f. Approve and sign DoD manuals and directive-type memorandums, in accordance with DoD Instruction (DoDI) 5025.01, that implement policy approved by the Secretary of Defense or the USD(P&R) in the ASD(M&RA)'s assigned areas of responsibilities and functions. The ASD(M&RA) will:

(1) Assign responsibilities in DoD issuances for the Military Departments to the Secretaries of those Departments.

(2) Coordinate with the Chairman of the Joint Chiefs of Staff when assigning responsibilities in DoD issuances to the Combatant Commanders.

g. Obtain reports and information, as necessary to perform assigned responsibilities and functions, in accordance with DoDI 8910.01.

h. Communicate directly with other OSD officials and the DoD Component heads, as necessary, to perform assigned responsibilities and functions, including requests for advice and assistance by the ASD(M&RA). Communications to the Military Departments are transmitted through the Secretaries of the Military Departments, as otherwise provided in law, or as the Secretary of Defense directs in other DoD issuances. Communications to the Combatant Commanders must be in accordance with DoDD 5100.01.

i. Communicate with other U.S. Government officials, State and local officials, members of the public, and representatives of foreign governments, as appropriate, in carrying out the ASD(M&RA)'s responsibilities and functions. The ASD(M&RA) must communicate with

*DoDD 5124.10, March 14, 2018*

representatives of the Legislative Branch through the Office of the Assistant Secretary of Defense for Legislative Affairs, except for communications with the Defense Appropriations Committees, which the ASD(M&RA) will coordinate with the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense. Communications will comply with the DoD Legislative Program.

j. Use existing systems, facilities, and services of the DoD and other federal agencies, to avoid duplication of effort and to achieve maximum efficiency and economy.

k. Enter into support agreements with other federal agencies, as necessary, to perform assigned responsibilities and functions, in accordance with DoDI 4000.19.

l. Arrange for DoD participation in those non-defense governmental programs for which the ASD(M&RA) has been assigned primary responsibility.

m. Exercise the powers of the USD(P&R) on all matters arising from the responsibilities and functions identified in this directive that are not otherwise specifically set forth in this section, except in those areas where delegation of USD(P&R) authority is restricted by higher authority or prohibited by law.

## GLOSSARY

### G.1. ACRONYMS.

ASD(M&RA)	Assistant Secretary of Defense for Manpower and Reserve Affairs
ASD(RA)	Assistant Secretary of Defense for Reserve Affairs
ASD(R&FM)	Assistant Secretary of Defense for Readiness and Force Management
DoDD	DoD directive
DoDI	DoD instruction
U.S.C.	United States Code
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

### G.2. DEFINITIONS. These terms and their definitions are for the purpose of this issuance.

**compensation.** Special and incentive pays, bonuses, retired and retainer pays and annuities, and other pays, allowances, and gratuities, as well as other monetary and non-monetary benefits for members of the Active and Reserve Components, retired members, survivors, dependents, and civilian employees.

**Reserve Components.** Refers collectively to the Army National Guard of the United States, the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air National Guard of the United States, the Air Force Reserve, and the Coast Guard Reserve, when the Coast Guard is operating as a Service of the Department of the Navy.

**Total Force.** The organizations, units, and individuals that comprise DoD resources for implementing the National Security Strategy. It includes DoD Active and Reserve Component military personnel, DoD civilian personnel (including foreign national direct- and indirect-hires, as well as nonappropriated fund employees), DoD retirees, contracted support, host nation support personnel, and volunteers.

## REFERENCES

- DoD 7000.14-R, “Department of Defense Financial Management Regulation (DoD FMR),” current edition
- DoD Directive 1145.02E, “United States Military Entrance Processing Command (USMEPCOM),” October 18, 2012
- DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components,” December 21, 2010
- DoD Directive 5105.77, “National Guard Bureau (NGB),” October 30, 2015, as amended
- DoD Directive 5124.02, “Under Secretary of Defense for Personnel and Readiness (USD(P&R)),” June 23, 2008
- DoD Instruction 4000.19, “Support Agreements,” April 25, 2013, as amended
- DoD Instruction 5025.01, “DoD Issuances Program,” August 1, 2016, as amended
- DoD Instruction 8910.01, “Information Collection and Reporting,” May 19, 2014
- United States Code, Title 10
- United States Code, Title 26
- United States Code, Title 37



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY QUARTERMASTER SCHOOL  
2221 ADAMS AVENUE  
FORT LEE, VIRGINIA 23801-2102

JAN 22 2014

ATSM-CG

## MEMORANDUM FOR RECORD

SUBJECT: Rescinding of Army Tactics, Techniques, and Procedures (ATTP) 4-46.1, Processes to Support the Identification of Deceased Personnel

1. The Quartermaster (QM) School is the proponent for Mortuary Affairs doctrinal publications. As such, the QM School has been responsible for preparing the doctrinal publication on the processes to support the identification of deceased personnel. As part of the cyclical doctrinal review process, ATTP 4-46.1 is scheduled for an update and conversion to an Army Techniques Publication in CY14.
2. During the review process, the Joint Mortuary Affairs Center (JMAC) has requested to rescind ATTP 4-46.1. In accordance with DoD Directive 1300.22e, Mortuary Affairs Policy, dated May 25, 2011, the Armed Forces Medical Examiner (AFME) serves as the DoD scientific authority for the identification of remains of DoD affiliated personnel in current deaths and of other deceased individuals for whom a death certificate has not been issued. The AFME uses best practices from the scientific and medical examiner community and does not use the ATTP 4-46.1. Enclosed is a memorandum from the AFME concurring with the rescinding of this manual.
3. The Quartermaster School was formerly responsible for Graves Registration operations, which required use of this manual up through the Vietnam War. With the establishment of the AFME System, AFME assumed the responsibility for scientific identification and Mortuary Affairs soldiers no longer perform scientific identification tasks. As the responsible agency for positive identification procedures, future guidance should come from the AFME.
4. I approve rescinding ATTP 4-46.1 in order to prevent conflicting guidance and confusion in the field. Point of contact for this action is Ms. Lee Green, Director, JMAC, 1840 Quartermaster Road, Fort Lee, VA 23801-1606, at telephone (804)734-3831/DSN 687, or email [lee.c.green.civ@mail.mil](mailto:lee.c.green.civ@mail.mil).

Encl  
as

A handwritten signature in black ink, appearing to read "John E. O'Neil IV".

JOHN E. O'NEIL IV  
Brigadier General, US Army  
Commandant





**DEPARTMENT OF DEFENSE  
ARMED FORCES MEDICAL EXAMINER SYSTEM  
115 PURPLE HEART DRIVE  
DOVER AFB, DE 19902-5051**

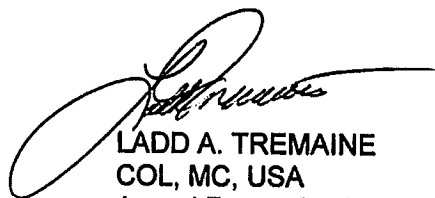
**MCMR-MEZ**

**23 August 2013**

**MEMORANDUM FOR: Department of the Army, US Army Quartermaster School, Joint Mortuary Affairs Center, ATTN: Director, 1840 Quartermaster Road, Fort Lee, VA 23801**

**SUBJECT: Request to Rescind Army Manual on Identification of Deceased Personnel**

1. Per your request, the Armed Forces Medical Examiner's (AFME) office has conducted an initial review of Army Tactics, Techniques, and Procedures (ATTP) 4-46.1, Processes to Support the Identification of Deceased Personnel and requests the manual be rescinded.
2. In accordance with DoD Directive 1300.22e, Mortuary Affairs Policy, dated May 25, 2011, the AFME serves as the DoD scientific authority for the identification of remains of DoD affiliated personnel in current deaths and of other deceased individuals for whom a death certificate has not been issued.
3. As part of our responsibility to perform positive identification of remains, AFME uses best practices from the academic, scientific, and medical examiner communities and does not use the ATTP 4-46.1. While the manual contains information that may have been useful in the past, the AFME now provides training for MA Soldiers as part of the Dover portion of the Program of Instruction (POI), using best practices for identification procedures. The manual itself is obsolete as a source of guidance and may cause confusion in the field.
4. If you have questions, please contact my office at (302)346-8648.



**LADD A. TREMAINE  
COL, MC, USA  
Armed Forces Medical Examiner**



**Army Regulation 638–2**

**Casualty and Mortuary Affairs**

# **Army Mortuary Affairs Program**

**Headquarters  
Department of the Army  
Washington, DC  
28 November 2016**

**UNCLASSIFIED**

# ***SUMMARY of CHANGE***

AR 638–2

Army Mortuary Affairs Program

This mandated revision, dated 28 November 2016—

- o Implements Army Directive 2016–35, Army Policy on Military Service of Transgender Soldiers (para 2–9b(1)).

Headquarters  
Department of the Army  
Washington, DC  
28 November 2016

**\*Army Regulation 638–2**


Effective 28 November 2016

**Casualty and Mortuary Affairs**  
**Army Mortuary Affairs Program**

**By Order of the Secretary of the Army:**

**MARK A. MILLEY**  
*General, United States Army*  
*Chief of Staff*

**Official:**

  
**GERALD B. O'KEEFE**  
*Administrative Assistant to the*  
*Secretary of the Army*

States, and the U.S. Army Reserve, unless otherwise stated. This regulation is applicable during full mobilization.

**Proponent and exception authority.**

The proponent of this regulation is the Deputy Chief of Staff, G–1. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix I).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of

Staff, G–1 (DAPE–ZX) 300 Army Pentagon, Washington, DC 20310–0300.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Commander, U.S. Army Human Command (AHRC–PDC), Fort Knox, KY 40122–5400.

**Committee continuance approval.**

AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established "group" identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

**Distribution.** This publication is available in electronic media only and is intended for command levels A, B, C, D, and E for Active Army, and command level E for the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

**History.** This publication is a mandated revision. The portions affected by this mandated revision are listed in the summary of change.

**Summary.** This regulation prescribes policies for the care and disposition of remains of deceased personnel for whom the Army is responsible and for the disposition of personal effects of deceased and missing personnel. This regulation implements Title 10, United States Code (Sections 1481 through 1488, 1490, 2572, and 4712); Title 37, United States Code (Sections 481f, 551, 552, and 554); Title 5, United States Code (Sections 5561, 5564, 5742, 8102, 8134, and 8140); and Public Law 93–257.

**Applicability.** This regulation applies to the Active Army, the Army National Guard/Army National Guard of the United

**Contents** (Listed by paragraph and page number)

**Part One**

**Care and Disposition of Remains of Deceased Personnel for Whom the United States Army is Responsible, page 1**

**Chapter 1**

**Introduction, page 1**

*Section I*

*Overview of Mortuary, Current Death, Remains, and Personal Effects Programs, page 1*

\*This regulation supersedes AR 638–2, dated 23 June 2015.

**Contents—Continued**

Purpose • 1–1, *page 1*  
 References • 1–2, *page 1*  
 Explanation of abbreviations and terms • 1–3, *page 1*

*Section II**Responsibilities, page 1*

Assistant Secretary of the Army (Manpower and Reserve Affairs) • 1–4, *page 1*  
 Deputy Chief of Staff, G–1 • 1–5, *page 1*  
 Chiefs, Casualty Assistance Centers • 1–6, *page 2*  
 Deputy Chief of Staff, G–4 • 1–7, *page 3*  
 Chief, National Guard Bureau • 1–8, *page 3*  
 Commanders of Army commands, Army Service component commands, and direct reporting units • 1–9, *page 3*

*Section III**Mortuary Affairs Program, page 3*

Structure of the Mortuary Affairs Program • 1–10, *page 3*  
 Current Death Operations • 1–11, *page 4*  
 Concurrent Return Operations • 1–12, *page 4*  
 Temporary Interment Operations • 1–13, *page 4*  
 Care of remains • 1–14, *page 4*

*Section IV**Casualty and Mortuary Affairs Specific Allotment, page 5*

Casualty and Mortuary Affairs Specific Allotment • 1–15, *page 5*  
 Authority to certify and obligate funds • 1–16, *page 5*  
 Authorized expenditures • 1–17, *page 5*  
 National Guard Soldiers' funding • 1–18, *page 7*  
 Unauthorized Casualty and Mortuary Affairs Specific Allotment expenditures • 1–19, *page 8*  
 Transportation of personal effects • 1–20, *page 8*  
 Adjudication and payment procedures • 1–21, *page 8*  
 Recoupment of Mortuary Affairs expenses • 1–22, *page 8*  
 Managers' Internal Control Program • 1–23, *page 8*  
 Establishment of field records • 1–24, *page 9*  
 Documents to be maintained and forwarded • 1–25, *page 9*  
 Individual deceased personnel file • 1–26, *page 9*  
 Defense Casualty Information Processing System • 1–27, *page 10*

**Chapter 2****Eligible Decedents and Scope of Mortuary Benefits, page 10**

Eligibility for mortuary affairs benefits • 2–1, *page 10*  
 Regular Army Soldiers • 2–2, *page 13*  
 United States Army Reserve Soldiers • 2–3, *page 13*  
 Army National Guard Soldiers • 2–4, *page 13*  
 U.S. Military Academy Cadet • 2–5, *page 14*  
 Reserve Officers' Training Corps Cadets • 2–6, *page 14*  
 Accepted applicants for enlistment • 2–7, *page 14*  
 Retired military personnel • 2–8, *page 14*  
 Military prisoners, other than enemy prisoners of war or interned enemy aliens • 2–9, *page 14*  
 Executions • 2–10, *page 15*  
 Enemy prisoners of war or civilian interned • 2–11, *page 15*  
 Indigent persons • 2–12, *page 15*  
 Civilian employee of the Department of the Army or the Department of Defense • 2–13, *page 15*  
 Dependents of military personnel • 2–14, *page 16*  
 Dependents of Department of the Army and Department of Defense Civilian employees • 2–15, *page 16*  
 Dependents of retired military personnel • 2–16, *page 17*  
 Other United States citizens and their dependents who die outside the continental United States • 2–17, *page 17*

**Contents—Continued**

Mortuary benefits • 2–18, *page 17*  
 Caskets • 2–19, *page 18*  
 Authorized burial clothing and related items • 2–20, *page 18*  
 Procedures • 2–21, *page 19*

**Chapter 3****Handling Remains of Other Armed Forces and Uniformed Services Personnel and Foreign Military Trainees, *page 19****Section I*

*Handling Remains of Other Armed Forces and Uniformed Services Personnel, page 19*  
 Preparation of remains under Army Mortuary Services contract • 3–1, *page 19*  
 Preparation of remains under one-time purchase order • 3–2, *page 19*  
 Preparation of remains in mortuary facilities outside the continental United States • 3–3, *page 20*  
 Assistance in search, recovery, and identification of remains • 3–4, *page 20*  
 Transportation of remains from outside the continental United States • 3–5, *page 20*  
 Reprocessing remains at the port mortuary in the United States • 3–6, *page 20*  
 Responsibilities of the parent Service of the decedent • 3–7, *page 20*  
 Documentation • 3–8, *page 20*

*Section II*

*Handling Remains of Foreign Military Trainees, page 20*  
 Death of foreign military trainees training in the United States • 3–9, *page 20*  
 Foreign military trainees authorized accompanying dependents • 3–10, *page 21*

**Chapter 4****Disposition of Remains, *page 21***

Working with local civil authorities • 4–1, *page 21*  
 Casualty notification and casualty assistance • 4–2, *page 21*  
 Communicating with the person authorized to direct disposition of remains • 4–3, *page 21*  
 Person authorized to direct disposition of human remains • 4–4, *page 22*  
 Relinquishment of disposition authority • 4–5, *page 22*  
 Right to direct disposition of remains • 4–6, *page 23*  
 When the person authorized to direct disposition of remains is uncertain • 4–7, *page 23*  
 Challenges and disqualifications of the person authorized to direct disposition of remains • 4–8, *page 23*  
 When to request disposition instructions • 4–9, *page 23*  
 Army-arranged preparation options • 4–10, *page 23*  
 Family-arranged preparation option • 4–11, *page 24*  
 Choice of casket • 4–12, *page 24*  
 Explain disposition options and request disposition instructions from the person authorized to direct disposition of remains of eligible Soldiers • 4–13, *page 24*  
 Obtaining disposition instructions • 4–14, *page 24*  
 Disposition instructions • 4–15, *page 24*  
 Death of pensioners (retirees), indigent persons, enemy prisoners, and aliens • 4–16, *page 25*  
 Military retirees and their dependents who die outside the continental United States • 4–17, *page 25*  
 Deaths while a deserter or absent without leave • 4–18, *page 25*  
 Deaths aboard aircraft, on trains, and at sea • 4–19, *page 26*  
 Family-arranged disposition • 4–20, *page 26*  
 Preparation of remains • 4–21, *page 26*  
 Exhumation and re-interment • 4–22, *page 26*  
 Primary care allowance • 4–23, *page 26*  
 Secondary care allowance • 4–24, *page 26*  
 Transportation allowance • 4–25, *page 26*  
 Obtaining disposition instructions from the person authorized to direct disposition of remains of other military services and uniformed services personnel • 4–26, *page 27*

## Contents—Continued

Obtaining disposition instructions from the person authorized to direct disposition of remains of eligible civilian personnel • 4–27, *page 27*

Notification of recovery, identification, and disposition of remains to remarried spouses • 4–28, *page 27*

### Chapter 5

#### **Contracted Mortuary Services**, *page 27*

Description • 5–1, *page 27*

Authority, process, or procedures • 5–2, *page 27*

### Chapter 6

#### **Mortuary Services Provided by Armed Services Mortuary Facilities Outside the continental United States**, *page 28*

##### *Section I*

*Operation of Mortuaries Outside the continental United States*, *page 28*

General • 6–1, *page 28*

Operation of Army mortuary facilities • 6–2, *page 28*

Eligible deceased entitled to services in an Army mortuary • 6–3, *page 28*

Authorization and use of specification caskets in Army mortuaries outside the continental United States • 6–4, *page 28*

Authorization and use of transfer cases in Army mortuaries • 6–5, *page 28*

Viewing remains outside the United States • 6–6, *page 29*

Preparation of remains in Army mortuaries • 6–7, *page 29*

Documentation required (requirement control symbols) • 6–8, *page 30*

Compliance with health and transportation laws • 6–9, *page 30*

##### *Section II*

*Safeguarding Human Remains*, *page 30*

Customs requirements • 6–10, *page 30*

Transporting remains • 6–11, *page 31*

##### *Section III*

*Mortuary Services*, *page 31*

Verifying eligibility of certain deceased individuals for mortuary services • 6–12, *page 31*

Providing mortuary services on a reimbursable basis in Army mortuaries outside the continental United States • 6–13, *page 31*

Summary report on mortuary cases, supplies, and personnel (requirement control symbol: CSGPA–1745) • 6–14, *page 32*

### Chapter 7

#### **Reprocessing Remains at Port Mortuaries in the United States**, *page 34*

Mortuary services at port mortuaries in the United States • 7–1, *page 34*

Port mortuaries in the United States receiving and trans-shipping • 7–2, *page 34*

Inspecting and reprocessing remains at the continental United States port mortuary • 7–3, *page 34*

Preparation and distribution of required documents • 7–4, *page 34*

Transfer case • 7–5, *page 34*

Release of information • 7–6, *page 35*

### Chapter 8

#### **Search, Recovery, and Identification**, *page 35*

General • 8–1, *page 35*

Costs for recovery and identification of remains • 8–2, *page 35*

Responsibility for search, recovery, and tentative identification • 8–3, *page 35*

Jurisdiction of civil authorities within the United States • 8–4, *page 35*

Jurisdiction of civil authorities outside the United States • 8–5, *page 36*

Recovering remains from scene of incident • 8–6, *page 36*

Facilities for processing remains • 8–7, *page 36*

Processing remains for identification • 8–8, *page 36*



**Contents—Continued**

Deoxyribonucleic (DNA) acid identification • 8–9, *page 37*  
 Incomplete remains and portions of remains • 8–10, *page 37*  
 Disposition of additional portions • 8–11, *page 38*  
 Telephonic status reports • 8–12, *page 38*  
 Statement of identification • 8–13, *page 39*  
 Findings and conclusions • 8–14, *page 39*  
 Casualty and Mortuary Affairs Board of Officers • 8–15, *page 40*  
 Destruction of remains from Vietnam conflict • 8–16, *page 40*

**Chapter 9****Cremation and Urns, *page 40***

When cremation is authorized • 9–1, *page 40*  
 Where and by whom cremation may be accomplished • 9–2, *page 40*  
 Arrangements for cremation • 9–3, *page 40*  
 Transportation of cremated remains • 9–4, *page 41*  
 Procurement of urns by Army • 9–5, *page 41*  
 Arrangements for engraving urns • 9–6, *page 41*

**Chapter 10****Group Remains and Group Interments for Current Deaths, *page 42***

Identification processing of group remains • 10–1, *page 42*  
 Selection of a U.S. Government cemetery for group interment • 10–2, *page 42*  
 Coordinating agency for group interments • 10–3, *page 42*  
 Advising the person authorized to direct disposition of remains of each decedent included in the group interment • 10–4, *page 42*  
 Travel of persons authorized transportation to attend group interment • 10–5, *page 42*  
 Escorts for group remains • 10–6, *page 42*  
 Shipment of group remains to a U.S. Government cemetery • 10–7, *page 42*  
 Visitation • 10–8, *page 43*  
 Authorized interment allowance • 10–9, *page 43*  
 Payment to funeral director • 10–10, *page 43*  
 Flags with cases and group interment marker • 10–11, *page 43*  
 Recovery and identification of remains in support of the Missing Service Personnel Act (10 USC Sections 1501 through 1513) • 10–12, *page 43*

**Chapter 11****Transportation and Travel, *page 43****Section I**Funeral Travel, *page 43**

Funeral travel • 11–1, *page 43*  
 Travel of relatives for individual funeral services (37 USC 481f) • 11–2, *page 44*  
 Travel of relatives for group interment (10 USC 1482) • 11–3, *page 44*  
 Unit memorial service • 11–4, *page 44*  
 Transportation to transfer ceremony of members of the Armed Forces who die overseas • 11–5, *page 45*  
 Transportation and travel allowances of attendants for persons authorized funeral travel • 11–6, *page 45*  
 Payment of funeral travel reimbursement • 11–7, *page 45*

*Section II**Shipment of Remains, *page 45**

Point of contact for shipment of remains • 11–8, *page 45*  
 Modes of transportation authorized for shipment of remains and escorts • 11–9, *page 46*  
 Unauthorized transportation by military aircraft in the United States • 11–10, *page 46*  
 When transportation costs are not authorized • 11–11, *page 46*  
 Transportation of remains of Soldiers on active duty • 11–12, *page 46*  
 Transportation of remains of dependents of military personnel • 11–13, *page 46*

**Contents—Continued**

Payment of transportation of remains of deceased dependents of active duty Soldiers • 11–14, *page 47*  
 Remains of retired military and their dependents • 11–15, *page 47*  
 Payment of transportation of remains of retirees and dependents of retirees • 11–16, *page 48*  
 Other United States citizens (outside the continental United States) • 11–17, *page 48*  
 Military prisoners, prisoners of war, and interned enemy aliens • 11–18, *page 48*  
 Pensioners and indigents • 11–19, *page 48*  
 Civilian employees • 11–20, *page 48*  
 Dependents of civilian employees • 11–21, *page 48*  
 Shipping processed remains from outside the continental United States • 11–22, *page 49*  
 Stopover of remains en route to final destination • 11–23, *page 49*  
 Documents necessary for shipping remains • 11–24, *page 49*  
 Notification of shipment of remains • 11–25, *page 49*  
 Transportation, storage, and billing for remains consigned directly to a U.S. Government cemetery • 11–26, *page 50*  
 Transportation for escorts of deceased Soldiers • 11–27, *page 50*

**Chapter 12****Escorts, page 50**

Decedents for whom an escort is authorized • 12–1, *page 50*  
 Selection and assignment of escorts • 12–2, *page 50*  
 Special escorts • 12–3, *page 51*  
 When an escort is used • 12–4, *page 51*  
 Authority for escort travel • 12–5, *page 51*  
 Duties and responsibilities of military escorts • 12–6, *page 52*  
 Civilians accompanying remains as an escort and or special escort • 12–7, *page 53*

**Chapter 13****Interment and Interment Allowances, page 53***Section I**Interment, page 53*

Place of interment • 13–1, *page 53*  
 Multiple interments • 13–2, *page 53*  
 Eligibility for interment in U.S. Government cemeteries • 13–3, *page 53*  
 Arranging funeral and interment services • 13–4, *page 54*  
 Request for authority to inter in a U.S. Government cemetery • 13–5, *page 54*  
 Direct consignment of remains to a U.S. Government cemetery • 13–6, *page 55*  
 Religious services in a U.S. Government cemetery • 13–7, *page 55*

*Section II**Funeral and Interment Allowances, page 55*

Maximum reimbursable allowance • 13–8, *page 55*  
 Maximum interment allowances authorized • 13–9, *page 55*  
 Payment of interment allowance • 13–10, *page 55*  
 Payment of interment allowance for Servicemembers of other military Services • 13–11, *page 56*  
 Claim submission • 13–12, *page 56*  
 Monitor claims status • 13–13, *page 56*  
 Claims processing time • 13–14, *page 56*  
 Claim adjudication procedures • 13–15, *page 56*

**Chapter 14****Non-Recovered Remains, page 57**

Mortuary benefits when remains have not been recovered • 14–1, *page 57*  
 Determination that remains are non-recoverable • 14–2, *page 57*  
 Non-recovered remains record • 14–3, *page 57*  
 Reimbursement of memorial service expenses • 14–4, *page 57*

## Contents—Continued

### Chapter 15

#### **Interment Flag**, *page 57*

Persons authorized an interment flag • 15–1, *page 57*

Interment flag for deceased Reservists not authorized mortuary benefits • 15–2, *page 57*

Eligible interment flag and flag case recipients • 15–3, *page 58*

Casualty Assistance Center to provide flag and flag case • 15–4, *page 58*

Procedures • 15–5, *page 59*

Care and display of the flag • 15–6, *page 59*

Presenting flag at interment services • 15–7, *page 59*

Record of recipients receiving interment flags • 15–8, *page 60*

Flags for sea burials and non-recovered remains • 15–9, *page 60*

### Chapter 16

#### **U.S. Government Headstones, Markers, and Medallions**, *page 60*

Persons eligible for U.S. Government headstone or marker • 16–1, *page 60*

Application for headstone or marker • 16–2, *page 60*

Memorial headstone, marker, and medallion • 16–3, *page 61*

Group interment marker • 16–4, *page 61*

Shipment and erection costs for headstones or markers • 16–5, *page 61*

### Part Two

#### **Disposition of Personal Effects of Deceased and Missing Personnel**, *page 61*

### Chapter 17

#### **Personal Effects**, *page 61*

Scope • 17–1, *page 61*

Statutory authority • 17–2, *page 62*

Statutory jurisdiction • 17–3, *page 62*

Personal effects • 17–4, *page 63*

Ownership of personal effects • 17–5, *page 63*

Shipment of personal effects • 17–6, *page 63*

Inquiries concerning lost or missing personal effects • 17–7, *page 63*

Disposition of personal effect files • 17–8, *page 64*

### Chapter 18

#### **Summary Courts-Martial Officer**, *page 64*

Summary courts-martial officer • 18–1, *page 64*

Summary courts-martial officer criteria • 18–2, *page 64*

Summary courts-martial officer appointing authority • 18–3, *page 64*

Multiple summary courts-martial officers • 18–4, *page 64*

Prescribed duties of the summary courts-martial officer • 18–5, *page 64*

Limitations • 18–6, *page 64*

Jurisdiction • 18–7, *page 64*

Submission of summary courts-martial officer's report • 18–8, *page 65*

Format • 18–9, *page 65*

Required documents • 18–10, *page 65*

### Chapter 19

#### **Person Eligible to Receive Effects**, *page 66*

Person eligible to receive effects • 19–1, *page 66*

Determine the person eligible to receive effects • 19–2, *page 66*

Relinquishment of person eligible to receive effects authority • 19–3, *page 66*

Challenges and disqualifications of the person eligible to receive effects • 19–4, *page 66*

Order of precedence • 19–5, *page 66*

Legal representative • 19–6, *page 67*

Spouse • 19–7, *page 67*

**Contents—Continued**

Eldest child • 19–8, *page 67*  
 Parent of the deceased • 19–9, *page 68*  
 Eldest sibling • 19–10, *page 68*  
 Other blood relative • 19–11, *page 68*  
 Loco parentis • 19–12, *page 69*  
 Beneficiary named in will • 19–13, *page 69*  
 No recipient can be identified • 19–14, *page 69*

**Chapter 20****Care and Disposition of Personal Effects, *page 69***

Responsibility for personal effects • 20–1, *page 69*  
 Collection of personal effects • 20–2, *page 69*  
 Safeguarding personal effects • 20–3, *page 70*  
 Inventory of personal effects • 20–4, *page 70*  
 Mail • 20–5, *page 70*  
 Safeguarding military information • 20–6, *page 70*  
 Personal effects retained by law enforcement authorities • 20–7, *page 70*  
 Sentimental personal effects • 20–8, *page 70*  
 Cleaning and laundering of items • 20–9, *page 70*  
 Withdrawal of U.S. Government property • 20–10, *page 70*  
 Methods of disposing of personal effects • 20–11, *page 70*  
 Delivery of personal effects • 20–12, *page 71*  
 Sale of personal effects • 20–13, *page 72*  
 Destruction of personal effects • 20–14, *page 72*  
 Methods of destruction • 20–15, *page 72*  
 Documentation of destroyed personal effects • 20–16, *page 72*  
 Person eligible to receive personal effects not known or cannot be contacted • 20–17, *page 73*

**Chapter 21****Personal Effects of Deceased Civilians, Foreign Nationals, and Armed Forces Retired Personnel, *page 73***

General • 21–1, *page 73*  
 Deceased civilians not subject to military law • 21–2, *page 73*  
 Deceased foreign nationals • 21–3, *page 74*  
 Deceased Armed Forces retired personnel • 21–4, *page 74*  
 Inventories and receipts • 21–5, *page 74*

**Chapter 22****Disposition of Personal Effects in Theaters of Operation, *page 74***

General • 22–1, *page 74*  
 Collection and evacuation of personal effects • 22–2, *page 74*  
 Personal effects recovered from remains • 22–3, *page 75*  
 Personal effects recovered from unit rear areas • 22–4, *page 75*  
 Inventory • 22–5, *page 75*  
 Property of persons hospitalized or medically evacuated • 22–6, *page 76*  
 Property of persons deceased or missing aboard vessels • 22–7, *page 76*  
 Property of persons deceased aboard aircraft • 22–8, *page 76*  
 Personal effects of prisoners of war, civilian internees, allied and enemy dead • 22–9, *page 76*  
 Disposition of miscellaneous personal effects • 22–10, *page 76*

**Chapter 23****Past Conflicts and Repatriation, *page 77***

General • 23–1, *page 77*  
 Eligible decedents and scope of mortuary benefits • 23–2, *page 77*  
 Disposition of remains • 23–3, *page 77*  
 Search, recovery, and identification • 23–4, *page 77*

**Contents—Continued**

Group remains and group interments • 23–5, *page 78*  
 Transportation and travel • 23–6, *page 78*  
 Escorts • 23–7, *page 79*  
 Responsibility for personal effects • 23–8, *page 79*

**Appendixes**

- A. References, *page 80*
- B. Armed Services Specification for Mortuary Services (Care of Remains of Deceased Personnel and Port of Entry Requirements for Caskets and Shipping Cases), *page 88*
- C. Armed Services Specification for Hardwood Caskets for Continental of the United States Base and Port of Entry Requirements, *page 100*
- D. Armed Services Specification for Solid Bronze Urns, *page 104*
- E. Armed Services Specification for Solid Hardwood Urns, *page 107*
- F. Armed Services Specification for Crematory and Cremation Procedures, *page 112*
- G. Checklist for Inspection of Funeral Homes Before Award of Contract for Care of Remains, *page 114*
- H. Armed Forces Public Health Guidelines, *page 115*
- I. Internal Control Evaluation, *page 118*

**Table List**

Table 1–1: Authorized primary care expenses, *page 5*  
 Table 1–2: Authorized secondary care expense, *page 5*  
 Table 1–3: Authorized transportation expenses, *page 6*  
 Table 1–4: Authorized and unauthorized memorial expenses (applies only to non-recoverable *remains*), *page 7*  
 Table 1–5: Unauthorized expenses, *page 8*  
 Table 2–1: Mortuary benefits for eligible decedents, *page 10*  
 Table 6–1: List of mortuary supplies and equipment, *page 33*  
 Table 8–1: Disposition of remains and portions, multiple death incident, *page 38*  
 Table B–1: Standards of grade, *page 98*  
 Table C–1: Classification of casket defects, *page 102*  
 Table D–1: Classification of defects for solid bronze urns, *page 105*  
 Table E–1: Classification of defects for solid hardwood urns, *page 110*

**Figure List**

Figure C–1: Sample hardwood casket design, *page 101*  
 Figure E–1: Illustrations of military emblems, *page 109*

**Glossary**



## **Part One Care and Disposition of Remains of Deceased Personnel for Whom the United States Army is Responsible**

### **Chapter 1 Introduction**

#### **Section I**

#### **Overview of Mortuary, Current Death, Remains, and Personal Effects Programs**

##### **1–1. Purpose**

This regulation describes the Army Mortuary Affairs Program; sets policies and responsibilities for operating the Army Current Death Program worldwide; covers search for, recovery, tentative identification, preparation, and disposition of remains and assistance to eligible Family members of persons for whom the Army is responsible by statutes and executive orders; and sets policies and responsibilities for the disposition of personal effects (PE).

##### **1–2. References**

See appendix A.

##### **1–3. Explanation of abbreviations and terms**

See the glossary.

#### **Section II**

#### **Responsibilities**

##### **1–4. Assistant Secretary of the Army (Manpower and Reserve Affairs)**

The ASA (M&RA) will—

- a.* Be the single spokesperson for the Army on mortuary affairs issues.
- b.* Formulate and supervise the development of policy and procedures for the Current Death Program, the current death portion of the Concurrent Return Program, and the identification of remains.
- c.* Formulate policy and procedures for the disposition of deceased, missing, and medically evacuated PE.
- d.* Represent the Army to and with counterpart offices in the Department of Defense (DOD) regarding mortuary affairs issues, including the Central Joint Mortuary Affairs Board, a standing board that provides policy and operational oversight concerning mortuary affairs, procedures, mobilization planning, and recommendations on mortuary services.
- e.* Per Department of the Army General Order (DAGO) 2012–01, develop and ensure execution of Army mortuary policy, in accordance with law, regulation and policy.

##### **1–5. Deputy Chief of Staff, G–1**

The DCS, G–1 will ensure—

- a.* The Commanding General (CG), U.S. Army Human Resources Command (HRC)—
  - (1) Exercises staff supervision and administers all phases of the Army Mortuary Affairs Program.
  - (2) Develops policies, procedures, and standards for the Current Death Program and the current death portion of the Concurrent Return Program.
  - (3) Develops policies, standards, and procedures for the disposition of PE of deceased, missing, and medically evacuated personnel. These responsibilities include direct communication with commanders (CDR) and summary court-martial (SCM) authorities.
  - (4) Develops policies and standards for mortuary services contracts and supplies.
  - (5) Reviews all forms and reports pertaining to preparation of remains and disposition of PE.
  - (6) Maintains liaison with the Congress and the mortuary profession.
  - (7) Makes periodic visits to all Army commands, Army service component commands, direct reporting units, port mortuaries, and installations or activities charged with mortuary affairs responsibilities to accomplish the following:
    - (8) Ensures compliance with established policies and procedures.
    - (9) Recommends corrective actions, if needed.



- (10) Provides technical assistance.
  - (11) Assists in the identification, preparation, and disposition of remains and related mortuary affairs matters.
  - (12) Conducts biennial reviews, together with the Departments of the U.S. Navy and the U.S. Air Force, and periodic internal reviews to determine adequacy of interment allowances.
  - (13) Coordinates the establishment, consolidation, and discontinuance of Army mortuaries outside the United States and port mortuaries in the United States.
  - (14) Jointly, with DCS, G-4 administer and develop policies, standards, and procedures for the Concurrent Return Program, a part of the Army Mortuary Affairs Program.
  - (15) Develops policies and standards for the Casualty and Mortuary Affairs Specific Allotment, to include the Mangers' Internal Control Program.
- b.* Maintain a permanent personal effects depot in the continental United States (CONUS).

#### **1-6. Chiefs, Casualty Assistance Centers**

The Chiefs, CACs will—

- a.* At installations within the United States, place the supervision of the Mortuary Affairs Program under the installation Directorate of Human Resources. In areas outside the United States where the Army operates a mortuary facility, place the supervision of the Mortuary Affairs Program under the theater director of logistics or theater personnel command.
- b.* Operate activities related to the care and disposition of remains and ensure plans are established to perform mortuary affairs activities; such as contracting for mortuary services during duty and non-duty hours.
- c.* Provide escorts for remains.
- d.* Have full responsibility for the handling and disposition of PE under their control or custody.
- e.* Ensure the person authorized to direct disposition of remains (PADD), the person eligible to receive effects (PERE), and any other individual' eligible or entitled to a mortuary affairs benefits are notified of the person's death or missing status.
- f.* Ensure the PADD, the PERE, and any other person eligible or entitled to a mortuary affairs benefit receives appropriate casualty assistance.
- g.* Ensure compliance with Defense Casualty Information Processing System (DCIPS) policies and procedures prescribed by this regulation and DA Pam 638-2.
- h.* Ensure the internal control evaluation (see app I) is completed annually.
- i.* In areas outside the continental United States (OCONUS), ensure disposition of remains actions are coordinated between the theater director of logistics and the theater personnel command.
- j.* Train basic disposition of remains and PE policy, procedures, and standards.
- k.* Provide military burial honors in their geographic area of responsibility (AOR) for persons as prescribed by AR 600-25.
- l.* Manage casualty reporting, notification, assistance, funeral honors, training, and mortuary affairs within their geographic AOR and have the capability to operate 24 hours a day, 7 days a week. The list of CACs and the geographic area each serves can be found in AR 638-8, appendix B, and on the Casualty and Mortuary Affairs Operations Center (CMAOC) Web site <https://www.hrc.army.mil/tagd/cmaoc>.
- m.* Coordinate with other CACs and CMAOC to provide mortuary affairs related services, as necessary.
- n.* Establish a 24 hours a day, 7 days a week point of contact with appropriate civil authorities and local civilian or military medical treatment facilities (MTFs) to coordinate activities and exchange casualty information.
- o.* Provide CMAOC-trained and certified casualty notification officers (CNOs) and casualty assistance officers (CAOs), escorts, and summary courts-martial officers (SCMOs), as established by this regulation and AR 638-8.
- p.* Assist installation CDRs in all aspects of mortuary affairs during a mass casualty.
- q.* Coordinate with local CDRs to establish, execute, and maintain CMAOC standardized CNO and CAO training and certification programs for active duty and United States Army Reserve (USAR) and Army National Guard (ARNG) personnel located in the CAC's AOR.
- r.* Provide support to CNOs, CAOs, chaplains, unit escorts, SCMOs, and other funeral support personnel.
- s.* Maintain a roster of trained and certified personnel to provide CNO and/or CAO services. The CACs will utilize only currently certified and trained personnel to conduct CNO and CAO missions.
- t.* Perform DCIPS operations (for example, data entry, retrieval, and support).
- u.* In preparation for mass casualty incidents—
  - (1) Maintain a memorandum of agreement with MTFs within the CAC's geographic AOR allowing casualty liaison team involvement in administration, processing, and evacuation of casualties.
  - (2) Periodically review procedures to ensure that the following processes are in place:
    - (a)* An effective mass casualty reporting system.

- (b) Cut off and disposition instructions for casualty files.
- v. Coordinate requests for invitational travel authorizations (ITAs) for Family travel to the dignified transfer of remains (DT), bedside travel for eligible Soldiers, and Family travel to unit memorials and funerals.
- w. Support CAOs providing death investigation and fatality report updates and briefings.
- x. Support CDRs required to invite Family members to attend unit memorial services or events, to include—
  - (1) Identification of Family members who should be invited to attend the unit event.
  - (2) Preparation of ITAs for Family members eligible to travel to unit memorial events at U.S. Government expense.

#### **1–7. Deputy Chief of Staff, G–4**

The DCS, G–4 will—

- a. In coordination with the DCS, G–1 develop policy and procedures for mortuary affairs operations to ensure interdependence of policies.
- b. Provide procedural guidance for mortuary affairs collection points and theater-level mortuary affairs missions which include operating theater mortuary evacuation points, theater personal effects depots (TPEDs), mortuary affairs contaminated remains mitigation sites and mobile integrated remains collection systems as directed.
- c. Formulate procedural guidance for search and recovery, contamination mitigation, tentative identification, preparation and temporary disposition, and evacuation of human remains and personal effects of persons in contingency operations
- d. Operate and maintain the Mortuary Affairs Reporting and Tracking System.

#### **1–8. Chief, National Guard Bureau**

Through the Director, Army National Guard (ARNG) will—

- a. Determine whether deceased National Guard Bureau (NGB) personnel are eligible for mortuary services.
- b. Reimburse the Active Army for the funds expended on the care and disposition of remains of Army National Guard personnel handled by the Army.

#### **1–9. Commanders of Army commands, Army Service component commands, and direct reporting units**

These commanders will—

- a. Monitor and assist in the administration of the Army Mortuary Affairs Program and the disposition of remains and PE processes to ensure compliance with policies and mandatory tasks established by this regulation and guidance provided in DA Pam 638–2.
- b. Monitor compliance with internal control procedures prescribed by this regulation for the Casualty and Mortuary Affairs Specific Allotment.
- c. Ensure that subordinate commanders train basic disposition of remains and PE policy, procedures, and standards.
- d. Establish mortuary affairs rapid response teams to recover remains and PE at multiple fatality incidents within their geographic AOR.
- e. Establish a Theater Mortuary Affairs Operation in the commander’s respective AOR to provide control and coordination of mortuary affairs support, including the disposition of PE.
- f. A TPED may be established when the Concurrent Return Program is in operation to accomplish the centralized disposition of PE of Army and Army-sponsored personnel.
- g. Be responsible for the mortuary affairs program within their command.
- h. Ensure that mortuary services are performed properly.
- i. Maintain liaison with and provide mortuary affairs information to all Army units, installations, activities, and military MTFs within the CAC’s AOR.
- j. Ensure timely and adequate disposition of remains information is provided to the Director, Mortuary Affairs.

### **Section III**

#### **Mortuary Affairs Program**

#### **1–10. Structure of the Mortuary Affairs Program**

- a. The Army Mortuary Affairs Program includes Current Return Operations, Concurrent Return Operations, and Temporary Interment Operations. (These operations are further discussed in paras 1–11 through 1–13).
  - (1) Current Death Operations for non-theater deaths.
  - (2) Concurrent Return Operations for theater deaths.
  - (3) Temporary Interment Operations.

*b.* These three operations may be conducted simultaneously or independently.

### **1–11. Current Death Operations**

*a.* The Current Death Operations include professional mortuary services and supplies incident to care and disposition of human remains and personal effects of persons who are eligible for these services by specific statute. The decedent's PE are shipped to the PERE from the SCMO (see chap 17).

*b.* Human remains are shipped to a place designated by the PADD.

*c.* Current Death Operations are conducted worldwide during peacetime, and will continue outside of operations.

*d.* The Current Death Operations may continue to operate in areas of conflict depending upon the logistical and tactical situation.

### **1–12. Concurrent Return Operations**

*a.* The Concurrent Return Operations provide for the search for, recovery, tentative identification, processing, and evacuation of human remains and decedent PE from a theater of operation to a servicing mortuary through MA evacuation channels.

(1) Concurrent Return Operations may be conducted during emergencies or major military operations when conditions and capabilities permit.

(2) During Concurrent Return Operations as a personal effects depot it should be utilized to process and ship decedent's personal effects in accordance with Service regulations and current policy and procedures.

*b.* The decedent's PE are shipped to the PERE from the SCMO (see chap 17).

*c.* The Concurrent Return Operations may be phased in to either the Current Death Operations as dictated by the operational command.

*d.* Temporarily interred remains will be disinterred and evacuated during Concurrent Return Operations as conditions and capabilities permit.

### **1–13. Temporary Interment Operations**

Temporary Interment Operations provide for the temporary interment/disinterment of human remains.

*a.* Temporary interment is performed only when authorized by the responsible commander during major military operations.

*b.* Disposition of PE is not a part of this operation.

*c.* The primary objectives of these operations are to:

(1) Account for personnel and maintain accurate interment/disinterment records utilizing appropriate DD forms.

(2) Comply with the rules of land warfare, international laws and agreements, and U.S. policy and regulations.

(3) Maintain the safety, morale, and sanitation of the operating forces and affected area.

*d.* Temporary Interment Operations should be conducted only when operational constraints prevent the storage or evacuation of human remains out of the operational area to a servicing mortuary or when it is deemed prudent for the protection of health and welfare of personnel.

### **1–14. Care of remains**

*a.* Remains of personnel for which DA is responsible will be cared for with utmost respect in keeping with the highest traditions of military Service.

*b.* Photographing of remains under jurisdiction of the Army is prohibited unless authorized for official use such as congressional inquiries, criminal investigations, autopsy, and identification processing. Photographs taken for official use will not be used for public relations articles or otherwise publicly or privately displayed without the approval of CDR, HRC (AHRC–PDC).

*c.* Surviving Family members will be accorded all possible consideration and sympathy.

*d.* The CAC, in whose AOR the death occurred, is responsible for care and disposition of remains. Direct communication between the CDR, HRC (AHRC–PDC), installations, and activities is authorized for policy and routine operational and technical matters pertaining to care and disposition of remains and PE. Command channels will be followed on matters involving reprimand, censure, admonition, and commendation.

## Section IV

### Casualty and Mortuary Affairs Specific Allotment

#### 1–15. Casualty and Mortuary Affairs Specific Allotment

The Casualty and Mortuary Affairs Specific Allotment is a DA operations and maintenance fund controlled by CDR, HRC, CMAOC (AHRC–PDC). This Specific Allotment is established to provide funding for those expenses that are directly related to the disposition of remains and travel in support of certain casualty and mortuary affairs requirements as authorized by this regulation and AR 638–8.

#### 1–16. Authority to certify and obligate funds

The authority to certify or obligate funds from the Specific Allotment is restricted to those commanders and agency heads designated by the CDR, HRC (AHRC–PDC). The CDR, HRC (AHRC–PDC) will issue an annual memorandum designating commanders and agency heads authorized to certify or obligate Specific Allotment funds. Commanders and agency heads may further delegate this authority to subordinate unit commanders and staff activities.

#### 1–17. Authorized expenditures

The Casualty and Mortuary Affairs Specific Allotment will be used for expenses incurred for the search, recovery, evacuation, care and disposition of remains of eligible personnel, funeral travel, DT, and travel expenses for eligible persons to visit Soldiers who are very seriously ill or seriously ill.

*a. Primary care.* Primary care consists of those services and supplies used for the search, recovery, preparation, and casketing of remains. A list of authorized primary care expenses is located in table 1–1.

Item number	Authorized expense
1.	Embalming.
2.	Cremation, to include cremation container.
3.	Restorative art.
4.	Dressing the remains.
5.	Casketing the remains.
6.	Casket.
7.	Special handling for contagious disease.
8.	Urn to include engraving.
9.	Minimum service for shipping remains (see 16 CFR Federal Trade Commission (FTC) Rule 453).
10.	Clothing (see para 2–20).
11.	Cosmetology.
12.	Hair styling and dressing.
13.	Removal of remains.
14.	Professional services (includes services of the funeral director and staff such as: staff and facilities to respond to initial request for services and arrange conference; coordinate service plans with cemetery, crematory, and/or parties involved in the final disposition of the deceased; supervision and/or attendance at the services at gravesite or crematory; retention and care of remains prior to the commencement of the post death activities; office and staff to process death certificates, State permits and required authorization; and any overhead cost, and so forth).
15.	Other preparation of remains as defined in the glossary.
16.	Death certificate - not to exceed 10 copies.
17.	Medical examiner's cremation authorization.

*b. Secondary care.* Secondary care consists of those services and supplies used for the funeral and interment services. A list of authorized secondary care expenses is located in table 1–2.

Item number	Authorized expense
1.	Use of facilities for viewing or visitation.
2.	Chapel or religious facility, appropriate facility for funeral services.
3.	Professional services.
4.	Grave side service.

Item number	Authorized expense
5.	Cemetery equipment.
6.	Temporary grave marker.
7.	Funeral service.
8.	Flowers.
9.	Pallbearers when military burial honors are not performed.
10.	Service bulletins or service orders.
11.	Prayer cards.
12.	Acknowledgment cards.
13.	Guest register.
14.	Religious items/tradition/rite items, (doves, crosses, ceremonial items).
15.	Single musician (organist, pianist, bagpiper).
16.	Vocalist.
17.	Clergy honorarium.
18.	Opening and closing of grave.
19.	Single grave space.
20.	Rental casket for cremation.
21.	Police escort for funeral procession.
22.	Minimum service package for receiving remains (see 16 CFR FTC Rule 453).
23.	Minimum service package for direct interment (see 16 CFR FTC Rule 453).
24.	Minimum service package for direct cremation (see 16 CFR FTC Rule 453).
25.	Family car for immediate Family (see glossary).
26.	Flower car.
27.	Outer interment container; basic concrete grave liner or vault.
28.	Lead vehicle.
29.	Burial permits, licenses, and associated fees.
30.	Single Columbarium niche.
31.	Sales tax.
32.	Stop over expenses - prior authorization from CMAOC required.
33.	Photography, videography, DVD/CDs, digital media.
34.	Granite base/setting fees.

*c. Transportation of remains.* Transportation includes the services and supplies used to move the remains from one location to another. A list of authorized transportation expenses is located in table 1–3.

Item number	Expenses
1.	Funeral coach.
2.	Service vehicle (Used for the transport of remains. Anything other than that is considered as a secondary expense.)
3.	Basic transportation fee (see 16 CFR FTC Rule 453).
4.	Air tray and/or casket outer shipping container (standards are outlined in app B.)
5.	Ziggler case (when required).
6.	Transit permits.
7.	Removal of remains from place of death or place where they are released by authorities to a preparing mortuary or funeral establishment.
8.	Delivery of remains from the preparing mortuary to the crematory and return.
9.	Delivery of remains to a common carrier.
10.	Shipment of remains by common carrier.
11.	Delivery of remains from common carrier at destination to receiving funeral home or U.S. Government cemetery.
12.	Delivery of remains from receiving funeral home to a local cemetery or crematory.
13.	Police escorts when required by local laws.
14.	Delivery of remains to a facility for a medicolegal death investigation under the authority of the Armed Forces Medical Examiner System (AFMES).

*d. Funeral travel.* Funeral travel is U.S. Government-sponsored travel to attend the funeral of a deceased Soldier. Authorized funeral travel expenses are located in paragraphs 11–2, 11–3, and 11–4.

*e. Dignified transfer of remains travel.* Travel and per diem will be provided by the Army for authorized persons to attend, at Dover Air Force Base (DAFB), the DT of a Soldier who died in a theater of combat operations. The primary next of kin (PNOK) and two other Family members may travel to DAFB at U.S. Government expense to observe the DT. The Services may fund the travel of additional Family members on a case-by-case basis (see chap 11 for specific entitlement and benefits).

*f. Unit memorial travel.* Eligible Family members may be authorized travel and transportation allowances for one round-trip to a unit or installation memorial service for the deceased Soldier that occurs at a location other than the interment site. This round-trip is in addition to the interment ceremony and must be completed within 2 years following the Soldier's death. The memorial service must be in the CONUS, Alaska, Hawaii, U.S. Territories, or the deceased Soldier's last permanent duty station, and may not be in a theater of combat operations (see chap 11 for specific entitlement and benefits).

*g. Bedside travel.* The bedside travel is U.S. Government-sponsored travel to visit a Soldier who is determined to be very serious illness that is classified by competent medical authorities whose injuries or illness is life threatening or serious illness whose illness or injury is classified by competent medical authorities that there is cause for immediate concern but there is no imminent danger to life. Travel entitlement and procedures are found in AR 638–8.

*h. Maximum reimbursable allowance.* The biennial review establishes the maximum reimbursable allowances for care and disposition of remains. Unused balances from the maximum reimbursable allowances cannot be used to defray unauthorized expenses such as travel and per diem expenses incurred for persons not authorized travel by Federal statute.

*i. Other.* When an expense that is not listed as an authorized or unauthorized expense is received, the person adjudicating the claim will request an expense determination from the CDR, HRC (AHRC–PDC). The determination will indicate the type of expense and whether the expense is authorized or unauthorized for reimbursement subject to allowance limitations. Authorized and unauthorized expenses for unrecovered remains are found in table 1–4.

**Table 1–4**

**Authorized and unauthorized memorial expenses (applies only to non-recoverable remains)**

Authorized expenses	Unauthorized expenses
Memorial service director's fee.	Casket. The Army will not provide a casket to be interred when remains are not recovered
Use of a chapel or facilities.	Casket receptacle.
Local transportation for the Family to and from place of memorial service.	Hearse.
Flowers.	
Flower car.	
Death notices.	
Announcements of the memorial service.	
Clergy fee or honorarium.	
Memorial plot in civilian cemetery (limited to the size of one standard grave).	
Single Musician (organist, pianist, bagpiper).	
Vocalist.	
Registers, cards, or folders.	
Purchase of memorial plaque.	
Installation of memorial plaque.	

### 1–18. National Guard Soldiers' funding

The Casualty and Mortuary Affairs Specific Allotment funds may be initially cited for the primary care and transportation for the remains of eligible ARNG Soldiers. The NGB funds will be used to reimburse secondary care and transportation expenses occurring after the remains arrive at the receiving funeral home.

*a. Primary care.* When the PADD of a deceased ARNG Soldier elects the Army-arranged disposition option (see para 4–10), primary care expenses may be initially paid from the Casualty and Mortuary Affairs Specific Allotment.

*b. Secondary care.* Secondary care expenses are reimbursable (see DA Pam 638–2 for instructions).

*c. Transportation of remains.*

(1) When the PADD of a deceased ARNG Soldier elects the Army-arranged disposition option (see para 4–10), transportation expenses to the place designated by the PADD may be initially paid from the Casualty and Mortuary Affairs Specific Allotment (see DA Pam 638–2 for instructions).



(2) When the PADD of a deceased ARNG Soldier elects the Family-arranged disposition option (see para 4–11), transportation of remains expenses are reimbursable (see DA Pam 638–2 for instructions).

### 1–19. Unauthorized Casualty and Mortuary Affairs Specific Allotment expenditures

Not every expense incurred for the disposition of remains is an authorized reimbursable expense. A list reflecting some unauthorized expenses is located in table 1–5.

Item number	Item
1.	Uniforms and travel expenses for burial honors teams and service representatives.
2.	Civil authority autopsy, inquest, coroner's fees, including transportation of remains for these purposes.
3.	Routine office or administrative supplies and services; except when authorized by the CDR, HRC (AHRC–PDC) during mobilization or multiple fatality incidents.
4.	Personnel expenses such as payroll.
5.	Entertainment expenses such as reception hall, food, or music.
6.	Transportation of PE of peacetime decedents.
7.	Family car(s) for other than the immediate Family (see glossary).
8.	Excess per diem.
9.	Professional mourners or escorts provided by the funeral home.
10.	Car for clergy or pall bearers.
11.	Replacement caskets unless approved by CDR, HRC (AHRC–PDC).
12.	Perpetual care and/or endowment care.
13.	Permanent grave markers unless approved by CDR, HRC (AHRC–PDC).
14.	Transportation of persons not authorized to travel by Federal law or Army regulation.
15.	Transportation of the remains to places other than the place of funeral or interment services unless approved by CDR, HRC (AHRC–PDC).
16.	Those services and supplies not directly associated to the care, processing, disposition, or transportation of the remains.
17.	Flag, grave decorating (12 by 18 inches) national stock number (NSN) 8345–00–656–1433.

### 1–20. Transportation of personal effects

Transportation of PE is not an authorized expenditure of the Casualty and Mortuary Affairs Specific Allotment for the disposition of remains for peacetime decedents unless approved by CDR, HRC (AHRC–PDC). Funding for the transportation of PE of peacetime decedents is provided through the movement designator codes provided in the Joint Travel Regulations (JTR).

### 1–21. Adjudication and payment procedures

Claims adjudicators and fund certifying officers must adhere to the procedures for the adjudication and payment of mortuary service contracts, transportation of remains expenses, travel vouchers, and funeral and interment claims found in DA Pam 638–2.

### 1–22. Recoupment of Mortuary Affairs expenses

Mortuary affairs expenses may be recovered when a Soldier dies from injuries and is interred at U.S. Government expense. The recoupment of mortuary affairs expenses, if any, will be asserted in accordance with AR 27–20. Amounts recovered for mortuary affairs expenses will be deposited into the U.S. General Treasury, Miscellaneous Receipts Account.

### 1–23. Managers' Internal Control Program

*a. Casualty and Mortuary Affairs Operations Center.* The Director, CMAOC, will appoint a Casualty and Mortuary Affairs Specific Allotment manager and CMAOC fund certifying officers for use of the Casualty and Mortuary Affairs Specific Allotment for the disposition of remains account.

(1) The Casualty and Mortuary Affairs Specific Allotment manager of the disposition of remains account—

(a) Monitors expenditures by all authorized users to prevent, fraud, waste, and abuse.

(b) Coordinates fund expenditures actions and issues with the Defense Finance and Accounting Service (DFAS), CMAOC (AHRC–PDC), and operating agency finance and budget officers.

(c) Conducts announced and unannounced audits and inspection of Casualty and Mortuary Affairs Specific Allotment for disposition of remains expenditures and records.



(d) Develops and monitors procedures for adjudicating funeral and interment claims, and recording expenditures from the Specific Allotment for the disposition of remains account.

(e) Develops and monitors the Managers' Internal Control Program.

(2) CMAOC fund certifying officers certify that funds are available and that CMAOC expenditures comply with appropriate DFAS and Army regulations.

*b. Casualty Assistance Center chief.* The CAC chiefs must have in place a system of internal controls to ensure that assets and funds of the U.S. Government are not lost. The internal controls must be codified in writing, reviewed annually, and updated as required. The CAC chiefs also will appoint Casualty and Mortuary Affairs Specific Allotment for the disposition of remains fund certifying officers to certify that expenditures are authorized by AR 638–8 and this regulation. At a minimum, the local managers' internal control procedures will include—

(1) Separation of duties to preclude one individual from having complete control over a financial transaction. For example, no single person should be able to bill, collect, disburse, and account for a transaction.

(2) Physical separation of persons handling cash or engaged in complementary activities. An example of a complementary activity is billing and collecting.

(3) A mechanism to track custody of public funds, assets, and vouchers.

(4) Safe keys and combinations must be properly safeguarded.

(5) Employees with custody of public funds must have exclusive control over those funds. Oral instructions concerning funds of the U.S. Government, vouchers, records, and so forth, will not supersede published regulations. Instructions that do not appear in regulations must be in writing.

(6) Employees will be briefed by the CAC chief on their responsibilities concerning internal controls and liability for losses. The briefing will cover, at a minimum, the concepts of presumption of negligence, loss burden of proof, and personal liability for loss.

(7) A written standard operating procedure for each position that has responsibility for U.S. Government assets. It is the CAC's chief responsibility to ensure that there are written standard operating procedures.

(8) Procedures must be in place to guarantee computer security.

(9) There will be adequate physical security to protect the assets entrusted to the CAC. Physical security is provided by safes, locked cash drawers, lockable fire proof files, secure limited access doors, cages, alarm systems, and other devices.

(10) Inventory control procedures for supplies such as interment flags and flag cases must be established.

(11) Periodic review of monthly reconciliation reports for verification of fund usage. Ensure appropriate fund recoupment actions have been completed.

#### **1–24. Establishment of field records**

*a.* Each CAC will maintain an individual deceased personnel file (IDPF) under the following circumstances:

(1) For each individual entitled to mortuary affairs benefits whose death occurs within the jurisdiction of that installation or command; or

(2) When a disposition of remains or PE action occurs within the jurisdiction of that installation or command.

*b.* With the exception of those documents to be forwarded to the Commander, U.S. Army Human Resources Command, (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400, records maintained at field installations or commands will be disposed of in accordance with AR 25–400–2.

*c.* Field records will be maintained both electronically in the Mortuary Affairs Reporting and Tracking System and printed case files which travel with the remains.

#### **1–25. Documents to be maintained and forwarded**

*a.* All documents prepared or obtained in the disposition of remains process; to include recovery, identification, preparation, and transportation of the remains.

*b.* The CAC maintains all monetary documents in accordance with CMAOC policies. All expenditure documents for Casualty and Mortuary Affairs Specific Allotment funds as prescribed by AR 25–400–2. The CAC is responsible for forwarding appropriate expenditure documents to CDR, HRC (AHRC–PDC).

#### **1–26. Individual deceased personnel file**

*a.* Mortuary Affairs and Casualty Support (Commander, U.S. Army Human Resources Command, (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400) is the office with Armywide responsibility for processing and keeping IDPFs, which are kept for 25 years. Originals of documents on Army and Army-sponsored cases will be sent to this file.

b. The CAC mortuary affairs officer will obtain the original dental and medical records of all deceased Soldiers who die on active duty and forward them to the Army Medical Department Record Processing Center, 3370 Nacogdoches Road, Suite 116, San Antonio, TX 78217.

### 1–27. Defense Casualty Information Processing System

The DCIPS application is a DOD database designed to collect, record, and coordinate casualty and mortuary affairs information. Disposition of remains, disposition of PE, burial honors, escort and funeral travel payments, mortuary service contract payments, and funeral and interment claim information must be entered into DCIPS immediately upon receipt of the information from the primary or official source of the information. The DCIPS database is also a key element of the Managers' Internal Control Program for the Casualty and Mortuary Affairs Specific Allotment. The CACs are responsible for the timely and accurate entry of DCIPS data.

## Chapter 2

### Eligible Decedents and Scope of Mortuary Benefits

#### 2–1. Eligibility for mortuary affairs benefits

a. A decedent's eligibility for mortuary affairs benefits is contingent upon his or her personnel category and personnel status at the time of death. It is possible for one decedent to qualify for benefits in more than one personnel category. For example, the decedent may be a DA Civilian employee who has retired from the Army and is married to a Soldier on active duty.

b. Benefits are specifically derived from Federal statutes (Title 10, United States Code, Sections 1475 through 1490 (10 USC 1475 through 1490)) and cannot be reduced without the permission of the Secretary of the Army (SECARMY), also no additional benefits may be provided other than those authorized by this regulation. Table 2–1 will be used to determine the authorized benefits for an eligible decedent.

c. No funeral or interment expenses are authorized for 120-day release from active duty Soldiers who are retired, separated, or discharged Soldiers who die within 120 days of separation from the Army in accordance with AR 638–8.

Decedents covered (Personnel category)	When covered (Personnel status)	Refer to	Not authorized
Regular Army (RA) Soldier (see para 2–2)	a. On active duty at time of death (includes absent without leave (AWOL) Soldiers that have not been dropped from rolls (DFR)).	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	b. Continuously hospitalized in a U.S. hospital from date of discharge from enlistment until death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
USAR Soldiers (see para 2–3)	a. On active duty at the time of death (includes AWOL Soldiers that have not been DFR).	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	b. Performing Federal inactive duty training (IDT), as defined in the glossary, at the time of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	c. Performing authorized travel directly to or from active duty or IDT, as defined in the glossary, at the time of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	d. Remaining overnight immediately before the commencement of IDT or remaining overnight, between successive periods of IDT, at or in the vicinity when the training site is outside of a reasonable commuting distance from the Soldier's residence.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	e. Hospitalized or undergoing treatment for an injury, illness, or disease incurred or aggravated while on active duty or performing IDT.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
	f. Continuously hospitalized in a U.S. hospital from date of discharge from enlistment until death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
	g. Currently assigned to a troop program unit or Ready Reserve Control Group and death occurs while in a non-duty status.	Chapter 15	Chapters 2, 4, 8, 9, 11, 12, 13
	Ready Reserve Soldier not covered in lines a through g above or had performed at least 20 years service and not entitled to retired pay.	Chapter 15	Chapters 2, 4, 8, 9, 11, 12, 13

**Table 2-1****Mortuary benefits for eligible decedents<sup>1</sup>—Continued**

Decedents covered (Personnel category)	When covered (Personnel status)	Refer to	Not authorized
	Participating in IDT or between successive days of IDT while staying at their residence when authorized by proper authority.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
ARNG Soldiers (see para 2-4)	a. On active duty, active service, active status, full time National Guard duty, or AGR at the time of death (includes AWOL Soldiers that have not been DFR).	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	b. Performing Federal inactive duty, as defined in the glossary, at the time of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	c. Performing authorized travel directly to or from Federal active duty or Federal IDT, as defined in the glossary, at the time of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	d. Remaining overnight immediately before the commencement of IDT or remaining overnight between successive periods of IDT, at or in the vicinity, when the training site is outside of a reasonable commuting distance from the Soldier's residence.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	e. Hospitalized or undergoing treatment for an injury, illness, or disease incurred or aggravated while on active duty or performing IDT.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
	f. Continuously hospitalized in a U.S. hospital from date of discharge from enlistment until death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
	ARNG Soldier not covered in lines a through f above or had performed at least 20 years service and not entitled to retired pay.	Chapter 15	Chapters 2, 4, 8, 9, 11, 12, 13
	Participating in IDT or between successive days of IDT while staying at their residence when authorized by proper authority.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
U.S. Military Academy (USMA) West Point Cadet (see para 2-5)	a. Currently serving as a Cadet at USMA at the time of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	
	b. Continuously hospitalized from the date of separation from USMA or retirement until date of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
	c. En route to enter service at USMA or en route home after separation.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap. 11)
Reserve Officers' Training Corps (ROTC) Cadet (see para 2-6)	a. Participating in, traveling to, or traveling from training authorized by U.S. Army Cadet Command at the time of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
	b. Continuously hospitalized from the date of injury or illness from a training status until date of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
Accepted applicants for enlistment (see para 2-7)	a. Participating in an examination for enlistment or traveling to or from the examination at the time of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
	b. Accepted applicants who die while performing training authorized by the U.S. Army Recruiting Command.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
	c. Accepted applicants traveling to a place to take the final oath of enlistment.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
Retired military personnel (see para 2-8)	a. Placed in a retired status while on active duty period of 30 days or more and is continuously hospitalized in a U.S. hospital from the date of retirement until the date of death.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)
	b. Not covered by line a and is placed in a retired status under 10 USC, Chapter 61 during continuous hospitalization that began while on active duty in the RA.	Chapters 2, 4, 8, 9, 11, 12, 13, 15	Funeral travel (chap 11)

**Table 2-1**  
**Mortuary benefits for eligible decedents<sup>1</sup>—Continued**

Decedents covered (Personnel category)	When covered (Personnel status)	Refer to	Not authorized
	c. Dies while a properly admitted inpatient (see glossary) of a medical facility of the Armed Forces located in the United States.	Chapters 2, 11	Chapters 2, 4, 8, 9, 11, 12, 13, 15
	d. Dies while on an Army installation or other Army facility and whose remains are unclaimed.	Chapters 2, 4, 8, 11)	Chapters 9, 11, 12, 13 <sup>7</sup> , 15)
	e. Dies while outside the United States.	Chapters 2 <sup>2</sup> , 9 <sup>2</sup> , 11 <sup>2</sup>	Chapters 4, 8, 11, 12, 13, 15
Military prisoner, other than enemy prisoner of war (EPW) or interned enemy alien (see para 2-9)	When death occurs while the prisoner is in the custody of the SA.	Chapters 2, 4, 8, 9, 11 <sup>3</sup> , 12, 13, 15 <sup>3</sup>	
EPW or civilian internee (see para 2-11)	When death occurs while the individual is in the custody of the SA.	Chapters 2, 4, 8, 11, 12	Chapters 9, 11, 13, 15
DA or DOD Civilian employee (see para 2-13)	a. While in a travel status away from his or her official station within the United States at the time of death.	Chapters 2, 4, 9, 11	Chapters 8, 11, 12, 13 <sup>6</sup> , 15
	b. Assigned to an official duty station OCONUS and death occurs at or while traveling to or from the official duty station.	Chapters 2, 4, 9, 8, 11	Chapters 11, 12, 13 <sup>6</sup> , 15
	c. An employee who has been transported by the United States to a medical facility away from their duty station.	Chapters 2, 4, 11	Chapters 8, 9, 11, 12, 13 <sup>6</sup> , 15
	d. An employee who has been reassigned away from the employee's home of record pursuant to a mandatory mobility agreement executed as a condition of employment.	Chapters 2, 4, 9, 11	Chapters 8, 11, 12, 13 <sup>6</sup> , 15
	e. Dies while deployed with an Armed Force as part of a contingency operation	Chapters 2, 4, 9, 8, 11, 12, 15	Chapters 11, 13 <sup>6</sup>
Dependent of military personnel (see para 2-14)	a. While the Soldier is on active duty other than for training and death occurs within the United States.	Chapters 2, 11	Chapter 2, 4, 8 <sup>8</sup> , 9, 11, 12, 13, 15
	b. While the Soldier is on active duty other than for training and death occurs OCONUS.	Chapters 2 <sup>4</sup> , 9, 4 <sup>4</sup> , 11	Chapter 2, 4, 8 <sup>8</sup> , 11, 12, 13, 15
Dependent of DA or DOD Civilian employee (see para 2-15)	When residing with the employee while assigned to an official duty station OCONUS or in Alaska or in transit to the employee's official duty station.	Chapters 2 <sup>4</sup> , 9, 4 <sup>4</sup> , 11	Chapters 2, 4, 8 <sup>8</sup> , 11, 12, 13, 15
Dependent of retired military personnel (see para 2-16)	a. Dies while a properly admitted inpatient (see glossary) of a medical facility of the Armed Forces located in the United States.	Chapters 2, 11	Chapters 2, 4, 8, 11, 12, 13, 15
	b. Dies while OCONUS.	Chapters 2 <sup>2</sup> , 9 <sup>2</sup> , 11 <sup>9</sup>	Chapters 4, 8, 11, 12, 13, 15
Other U.S. citizens and their dependents who die OCONUS (see para 2-17)	When requested by the U.S. Department of State.	Chapters 2 <sup>2</sup> , 9 <sup>2</sup>	Chapters 2, 4 <sup>2</sup> , 11, 12, 13, 15
Indigent persons and unclaimed remains (see para 2-11)	Who die while on an Army installation or other Army facility; and whose remains are unclaimed. <sup>5</sup>	Chapters 2, 4, 8, 11	Chapters 9, 11, 12, 13 <sup>7</sup> , 15

Note:

<sup>1</sup> Mortuary services and related items are furnished at U.S. Government expense, unless otherwise indicated.

<sup>2</sup> Services provided by OCONUS mortuary facility on reimbursable basis.

<sup>3</sup> Not authorized if the sentence included dismissal or discharge and the dismissal or discharge has been executed at the time of death.

<sup>4</sup> Services may be provided on a reimbursable basis only when the services are not reasonably available or affordable as determined CDR, HRC (AHRC-PDC).

<sup>5</sup> Transportation of remains is on a reimbursable basis only. Remains of employees of other U.S. Government agencies and non-U.S. Government persons may not be shipped aboard DOD aircraft on a reimbursable basis unless such a request is made by the Department of State and the request is approved by the Secretary of Defense (DODD 4500.09E).

<sup>6</sup> An interment allowance of up to \$800 to pay the funeral and burial expense is payable from the employees compensation fund only when death results from an injury sustained in the performance of duty.

<sup>7</sup> Disposition of remains and interment of remains will be as directed by the CDR, HRC (AHRC-PDC).

<sup>8</sup> Recovery of remains may be approved by the CDR, HRC (AHRC-PDC).

<sup>9</sup> Transportation may be provided aboard military aircraft on space-available basis. Space-available travel is provided only from the port of embarkation to the port of debarkation within the United States.

## **2-2. Regular Army Soldiers**

RA Soldiers are those commissioned or warrant officers and those Soldiers who enlisted in the RA and are currently serving on active duty, as defined in the glossary. Mortuary affairs benefits for RA Soldiers on active duty are located in table 2-1.

- a.* To be authorized mortuary benefits, the decedent must be either on active duty at the time of death or continuously hospitalized in a U.S. hospital (as defined in the glossary) from the date of discharge from enlistment until date of death.
- b.* Soldiers who are AWOL at the time of death are eligible for mortuary benefits.
- c.* Soldiers who had been declared deserters and dropped from the rolls prior to the date of death are not eligible for mortuary affairs benefits.

## **2-3. United States Army Reserve Soldiers**

USAR Soldiers are those commissioned and warrant officers and those Soldiers who enlisted and serve in the USAR. Mortuary affairs benefits for USAR personnel are located in table 2-1.

- a.* To be authorized mortuary benefits the decedent must fall into one of the following categories—
  - (1) On active duty at the time of death.
  - (2) Participating in or traveling to or from active duty training at the time of death. This period includes overnight stays immediately before the commencement of IDT or remaining overnight, between successive periods of IDT, at or in the vicinity, when the training site is outside of a reasonable commuting distance from the Soldier's residence.
  - (3) Participating in or traveling to or from an approved IDT at the time of death.
  - (4) Continuously hospitalized in a U.S. hospital from date of discharge from enlistment until death.
  - (5) Hospitalized or undergoing treatment for an injury, illness, or disease incurred or aggravated while on active duty or performing IDT.
- b.* Soldiers who are AWOL at the time of death are eligible for mortuary benefits.
- c.* Soldiers who had been dropped from the rolls prior to the date of death are not eligible for mortuary affairs benefits.
- d.* Soldiers who are currently assigned to a troop program unit or Ready Reserve Control Group are not authorized mortuary benefits unless they meet the criteria of paragraphs 2-3a(1) through (5). These Soldiers are authorized an interment flag and military burial honors.
- e.* Participating in IDT or between successive days of IDT while staying at their residence when authorized by proper authority.

## **2-4. Army National Guard Soldiers**

An qualified ARNG officer who currently hold a federally recognized commission or warrant issued by a State or Territory. An ARNG Soldier is an enlisted member of a federally recognized ARNG unit. Federal mortuary affairs benefits for ARNG Soldiers are provided when the ARNG Soldier is in Federal service as outlined in table 2-1. Individual State governments may elect to provide mortuary affairs benefits when ARNG are participating in State-sponsored training or other criteria established by State law or regulations. Requests for mortuary affairs benefits provided by the individual States will be referred to the State Adjutant General.

- a.* To be authorized Federal mortuary affairs benefits the decedent fall into one of the below categories—
  - (1) On active duty, active service, active status, full-time National Guard duty, or Active Guard Reserve (AGR) at the time of death.
  - (2) Participating in, or traveling to or from active duty for training in Federal service at the time of death.
  - (3) Participating in, or traveling to or from an approved IDT in Federal service at the time of death. This period includes overnight stays immediately before the commencement of IDT or remaining overnight, between successive periods of IDT, at or in the vicinity when the training site is outside of a reasonable commuting distance from the Soldier's residence.
  - (4) Continuously hospitalized in a U.S. hospital from date of discharge from enlistment until death.
  - (5) Hospitalized or undergoing treatment for an injury, illness, or disease incurred or aggravated while on active duty or performing IDT.
- b.* Soldiers who are AWOL at the time of death are eligible for mortuary benefits.
- c.* Soldiers who had been dropped from the rolls prior to the date of death are not eligible for mortuary affairs benefits.
- d.* Soldiers who are currently assigned to a drilling unit or inactive National Guard are not authorized mortuary benefits unless they meet the criteria of paragraphs 2-4a(1) through (5). These Soldiers are authorized an interment flag and military burial honors.



*e.* Participating in IDT or between successive days of IDT while staying at their residence when authorized by proper authority.

#### **2-5. U.S. Military Academy Cadet**

A USMA Cadet is a student serving at the USMA. Mortuary affairs benefits for USMA Cadets are located in table 2-1.

*a.* To be authorized mortuary benefits, the decedent must be currently serving as a Cadet at USMA at the time of death or continuously hospitalized from the date of enrollment until date of death.

*b.* Cadets who are AWOL at the time of death are eligible for mortuary benefits.

*c.* Cadets who had been dropped from the rolls prior to the date of death are not eligible for mortuary affairs benefits.

#### **2-6. Reserve Officers' Training Corps Cadets**

ROTC Cadets are those Cadets enrolled in an ROTC course of instruction in a Senior ROTC program. Mortuary affairs benefits for ROTC Cadets are located in table 2-1.

*a.* To be authorized mortuary benefits the decedent must be—

(1) Participating in, or traveling to or from authorized training authorized by U.S. Army Cadet Command at the time of death.

(2) Continuously hospitalized (as defined in the glossary) from the date of injury or illness from an authorized training event until date of death.

*b.* ROTC Cadets are not authorized mortuary benefits while participating in, or traveling to or from training not authorized by the U.S. Army Cadet Command.

*c.* ROTC Cadets are not authorized mortuary affairs benefits while participating in, or traveling to or from classes or other training conducted on campus in an academic (classroom) setting unless the training is the cause of death.

#### **2-7. Accepted applicants for enlistment**

Accepted applicants for enlistment are those persons who die while participating in an enlistment examination or traveling to or from such examination and those applicants who have completed all enlistment examinations and die while participating in or traveling to a place to take the final oath of enlistment. Upon taking the final oath of enlistment the individual's status changes from applicant to RA, USAR, or ARNG Soldier, as appropriate. Mortuary affairs benefits are located in table 2-1.

#### **2-8. Retired military personnel**

Retired military personnel are those RA, USAR, and ARNG Soldiers who were retired from their last period of active duty, to include those Soldiers on the temporary disability retired list, the permanent disability retired list, and those USAR Soldiers who have retired from their last period of Reserve duty under the provisions of Title 10, United States Code, Section 274 (10 USC 274). Mortuary affairs benefits are located in table 2-1. To be authorized mortuary affairs benefits the retiree must—

*a.* Be placed in a retired status while on active duty for a period of 30 days or more and continuously hospitalized, as a properly admitted inpatient (see glossary) of a U.S. hospital from the date of retirement until the date of death.

*b.* Not be covered by paragraph 2-8*a* and be placed in a retired status under 10 USC, Chapter 61, during continuous hospitalization that began while on active duty in the RA.

*c.* Die while a properly admitted inpatient (see glossary) of a MTF of the Armed Forces located in the United States, the United States includes Puerto Rico and U.S. Territories and possessions.

*d.* Die while on an Army installation or other Army facility, and the remains are unclaimed by the decedent's Family and refused for disposition by local civil authorities.

*e.* Die OCONUS. Services provided outside the United States are provided on a reimbursable basis only.

#### **2-9. Military prisoners, other than enemy prisoners of war or interned enemy aliens**

Military prisoners are those Soldiers that are serving a period of confinement adjudged by court-martial. Mortuary affairs benefits for military personnel are located in table 2-1.

*a.* Military prisoners (inmates) who have not been discharged, and die or are executed while in U.S. Army custody are generally entitled to the same mortuary benefits as any active duty casualty. While under the control of the SECARMY, the Army will be responsible for all Services' interments.

*b.* For military prisoners (inmates) that have been discharged; the following exceptions apply:

(1) No uniform is authorized; appropriate civilian business suit attire or equivalent not to exceed the cost of an Army service Class A uniform.

(2) No interment flag is authorized.

(3) Interment in U.S. Government cemetery is not authorized.

*c.* If the PADD indicates he or she desires the U.S. Government to assume full responsibility to prepare, dress, casket, and transport the remains as reflected on a DA Form 7302 (Disposition of Remains Statement), the servicing/local CAC is responsible for obtaining the necessary services of a licensed mortuary and/or funeral director to support this requirement.

*d.* A civilian death certificate is required for all deaths occurring on a U.S. military installation. A transit or burial permit is required before remains can be removed from an Army installation for shipment or interment (see para 8-4b).

## **2-10. Executions**

In the event of an inmate execution, the Fort Leavenworth CAC will be responsible for all casualty and mortuary affairs coordination, regardless of where the execution occurs.

*a.* The Fort Leavenworth CAC chief or designated CAC representative, with a U.S. Disciplinary Barracks representative, will travel to the PADD's location to explain and obtain disposition of the remains.

*b.* The senior medical officer who pronounces the death will notify the Commandant, USDB of the prisoner's death who will then notify the Fort Leavenworth CAC. The decedent's PADD may designate the Army to provide the mortuary benefits.

*c.* Upon notification from the CAC chief or CAC representative at the execution site, the Fort Leavenworth CAC will submit a casualty report to CMAOC. The Fort Leavenworth CAC will arrange for a contracted funeral home. Once the autopsy is complete, the contract funeral home will pick up the remains and, under the supervision of the CAC chief, prepare remains for transport to the PADD.

*d.* Two military escorts will travel in civilian attire with the remains to the designated location.

*e.* The death gratuity is not payable if death is the result of a lawful punishment for a crime or military offense except when such death was inflicted by any hostile force with which the Armed Forces of the United States had engaged in armed conflict.

## **2-11. Enemy prisoners of war or civilian interned**

EPW are those who, while engaged in combat under orders of his or her government, is captured by the armed forces of the enemy. A civilian internee is a civilian who is interned during armed conflict or occupation for security reasons or for protection or because he has committed an offense against the detaining power. Mortuary affairs benefits for EPW and civilian internee are located in table 2-1.

## **2-12. Indigent persons**

Indigent persons are those persons who die while on an Army installation or other Army facility and whose remains are unclaimed and refused for disposition by local civil authorities. Mortuary affairs benefits for indigent persons are located in table 2-1.

## **2-13. Civilian employee of the Department of the Army or the Department of Defense**

A Department of the Army Civilian or DOD is an Federal civilian employee of DA or DOD directly hired, paid from appropriated or nonappropriated funds, under permanent or temporary appointment, including an employee of an instrumentality wholly owned by the Army or DOD, an individual rendering personal service to the United States similar to the service of a civil officer or employee of the United States, without pay or for nominal pay, when a statute authorizes the acceptance or use of the service, or authorizes payment of travel or other expenses of the individual. Not included are part-time or intermittent employees or native labor casually hired on an hourly or daily basis (5 USC 5561). Mortuary affairs benefits are located in table 2-1. To be authorized mortuary affairs benefits the employee must be—

*a.* In a travel status at the time of death away from his or her official station within the United States; or

*b.* Assigned to an official duty station OCONUS and death occurs at or while traveling to or from the official duty station; or

*c.* An employee who has been transported by the Army for medical treatment to a MTF away from their duty station; or

*d.* An employee who has been reassigned away from the employee's home of record pursuant to a mandatory mobility agreement executed as a condition of employment; or

*e.* Killed or injured in the performance of their duties and subsequently died as the result of that injury.

*f.* An employee who is AWOL at the time of death is eligible for mortuary benefits.



**2–14. Dependents of military personnel**

To be eligible for mortuary affairs benefits, the sponsor must meet the criteria prescribed in paragraphs 2–2*a* through 2–2*c*. Mortuary affairs benefits for dependents of military personnel are located in table 2–1. The criteria for dependents of military personnel is derived from Federal statutes (10 USC 1072(2), 1481, and 1485). These statutes define dependents as follows:

- a.* The spouse.
- b.* The widow or widower who has not remarried.
- c.* A child who—
  - (1) Has not attained the age of 21.
  - (2) Has not attained the age of 23, is enrolled in a full-time course of study at an institution of higher learning approved by the administering Secretary and is or was, at the time of the Soldier's or former Soldier's death, in fact, dependent on the Soldier or former Soldier for over one-half of the child's support.
  - (3) Is incapable of self-support because of a mental or physical incapacity that occurs while a dependent of a Soldier or former Soldier under paragraph 2–14*c*(1) or (2) and is or was, at the time of the Soldier or former Soldier's death, in fact, dependent on the Soldier or former Soldier for over one-half of the child's support.
- d.* A parent or parent-in-law who is or was, at the time of the Soldier's or former Soldier's death, in fact, dependent on the Soldier for over one-half of the parent's support and residing in the Soldier's household.
- e.* The former spouse of a Soldier or former Soldier who has not remarried who on the date of the final decree of divorce, dissolution, or annulment, has been married to the Soldier or former Soldier for a period of at least 20 years during which period the Soldier or former Soldier performed at least 20 years of service that is creditable in determining that Soldier's or former Soldier's eligibility for retired or retainer pay, or equivalent pay, and does not have medical coverage under an employer-sponsored health plan.
- f.* A person who is the former spouse, who has not remarried, of a Soldier or former Soldier who performed at least 20 years of service that is creditable in determining the Soldier's or former Soldier's eligibility for retired or retainer pay, or equivalent pay, and on the date of the final decree of divorce, dissolution, or annulment before 1 April 1985, had been married to the Soldier or former Soldier for a period of at least 20 years, at least 15 of which, but less than 20 of which, were during the period the Soldier or former Soldier performed service creditable in determining the Soldier or former Soldier's eligibility for retired or retainer pay, and does not have medical coverage under an employer-sponsored health plan.
- g.* A person who would qualify as a dependent under paragraph 2–14*f*, but for the fact that the date of the final decree of divorce, dissolution, or annulment of the person is on or after 1 April 1985, except that the term does not include the person after the end of the 1-year period beginning on the date of that final decree.
- h.* An unmarried person who is placed in the legal custody of the Soldier or former Soldier as a result of an order of a court or competent jurisdiction in the United States (or a Territory or possession of the United States) for a period of at least 12 consecutive months and either—
  - (1) Has not attained the age of 21.
  - (2) Has not attained the age of 23 and is enrolled in a full-time course of study at an institution of higher learning approved by the administering Secretary.
  - (3) Is incapable of self-support because of a mental or physical incapacity that occurred while the person was considered a dependent of the Soldier or former Soldier under this paragraph pursuant to paragraph 2–14*h*(1) and (2).
  - (4) Is dependent on the Soldier or former Soldier for over one-half of the person's support.
  - (5) Resides with the Soldier or former Soldier unless separated by the necessity of military service or to receive institutional care as a result of disability or incapacitation or under such other circumstances as the administering Secretary may by regulation prescribe.
  - (6) Is not a dependent of a Soldier or a former Soldier under any other paragraph.

**2–15. Dependents of Department of the Army and Department of Defense Civilian employees**

The criteria for designation as a dependent of a civilian employee are established by 5 USC 5561(3). To be authorized mortuary affairs benefits the employee's dependent must be residing with the employee while assigned to an official duty station OCONUS or in transit to or from the employee's official duty station. Mortuary affairs benefits for dependents of civilian employees are located in table 2–1. The statute defines dependents as:

- a.* Spouse.
- b.* An unmarried child, including an unmarried dependent stepchild or adopted child, under 23 years of age.
- c.* A dependent mother or father.
- d.* A dependent designated in official records.
- e.* An individual determined to be dependent by the head of the agency concerned or designee.

**2–16. Dependents of retired military personnel**

To be eligible for mortuary affairs benefits, the sponsor must meet the criteria prescribed in paragraph 2–8. Mortuary affairs benefits for dependents of retired military personnel are located in table 2–1. The criteria for dependents of retired military personnel for mortuary affairs benefits are derived from Federal statutes (10 USC 1072(2) and 1481) (see para 2–14). To be authorized mortuary affairs benefits the dependent must be—

- a. A properly admitted inpatient (as defined in the glossary) of a U.S. Government MTF (as defined in the glossary).
- b. Dies while on an Army installation or other Army facility; and whose remains are unclaimed and refused for disposition by local civil authorities.
- c. Dies OCONUS.

**2–17. Other United States citizens and their dependents who die outside the continental United States**

Other U.S. citizens and their dependents who die OCONUS are authorized mortuary affairs services on a reimbursable basis. Army mortuaries outside the United States may assist in arranging commercial transportation for the remains. Remains of employees of other U.S. Government agencies and non-U.S. Government persons may not be shipped aboard DOD aircraft on a reimbursable basis unless such a request is made by the Department of State and the request is approved by the Secretary of Defense in accordance with DODD 4500.09E. Available mortuary affairs services are located in table 2–1. To be authorized mortuary affairs services on a reimbursable basis, the decedent must be—

- a. Any employee of a humanitarian agency accredited to the Armed Forces, such as the American Red Cross and the United Services Organization.
- b. Any civilian performing a service directly for the SECARMY because of employment by an agency under a contract with the SECARMY.
- c. Any officer or member of a crew of a merchant vessel operated by or for the United States through the SECARMY.
- d. Any person who is on duty with an Armed Force under the jurisdiction of the SECARMY and who is paid from non-appropriated funds.
- e. Any person not otherwise covered by this section and mortuary services are specifically requested by the Department of State.
- f. Any dependent of a person who is covered by this section, if the dependent is living OCONUS with that person at the time of death.

**2–18. Mortuary benefits**

Eligible decedents will be provided mortuary services and related items at U.S. Government expense unless otherwise stated. Federal statutes determine whether mortuary services are provided at U.S. Government expense or on a reimbursable basis. Certain eligible decedents may be provided part of the services at U.S. Government expense or all on a reimbursable basis. Mortuary benefits are summarized below and expanded in subsequent chapters.

- a. *Recovery.* The Army will search for, recover, segregate, and identify remains of eligible decedents (see chap 8).
- b. *Communications.* The Army will communicate with the PADD of the decedent and other appropriate persons concerning disposition of remains and related subjects (see chap 4).
- c. *Removal.* Remains will be transported in a funeral coach, ambulance, or service car from place of death to place where processing or reprocessing is performed. This will be done under standards outlined in appendix B.
- d. *Preparation.* Preparation of remains consists of embalming and other preservative measures, restorative art to include derma surgery, dressing or wrapping, placing in casket, and other related items. Preparation will be done under standards outlined in appendix B.
- e. *Casket.* The U.S. Government will provide a casket that meets standards outlined in paras 2–19, 4–12, and appendices B, and C.
- f. *Clothing.* A uniform with accoutrements or civilian clothing will be provided with appropriate underwear (see para 2–20).
- g. *Cremation.* Arrangements for cremation of subsequently identified partial remains will be made by the Army. A suitable engraved urn will be provided (see chap 9).
- h. *Transportation of remains.* The place to which remains can be shipped at U.S. Government expense varies depending on the category of the decedent (see chap 11, sec II). The outer shipping container and other items included as part of transportation are listed in table 1–3.
- i. *Escort.* An escort will be provided to accompany the remains of an eligible decedent to final destination (see chap 12).
- j. *Flag.* One U.S. flag (interment, 5-foot hoist by 9-foot, 6-inch fly) with case will be presented to the spouse, and one such flag will be presented to the parents (see chap 15).

*k. Interment.* Interment may be in a U.S. Government cemetery (national or post) if decedent is eligible or in a private cemetery (see chap 13).

*l. Grave marker.* The U.S. Government will provide an upright marble headstone or a flat marker of marble, granite, or bronze to mark the grave of an eligible decedent (see chap 16).

*m. Interment allowance.* An interment allowance is authorized to assist the PADD with defraying costs of funeral expenses (see chap 13).

*n. Memorial flags, grave sites, and markers.* Memorial flags, grave sites, and markers will be provided for non-recovered remains of deceased eligible Soldiers (see chap 14 and paras 15–9*b* and 16–3*a*).

*o. Memorial service allowance.* An allowance will be paid to the PADD to help defray costs of memorial service expenses when their remains are not recovered (see para 14–4).

*p. Funeral travel.* Travel and per diem will be provided by the Army for certain persons to attend the funeral service of a Soldier who died while on active duty (see chap 11 for specific entitlement and benefits).

*q. Dignified transfer of remains travel.* Travel and per diem will be provided by the Army for authorized persons to attend, at DAFB, the dignified transfer of remains of a Soldier who died while in a theater of combat operations. The PNOK and two other Family members may travel to DAFB at U.S. Government expense to observe the DT. The services may fund the travel of additional Family members on a case-by-case basis (see chap 11 for specific entitlement and benefits).

*r. Unit memorial travel.* An eligible relative may be authorized travel and transportation allowances for one round-trip to a unit or installation memorial service for the deceased Soldier concerned that occurs at a location other than the interment site. This round-trip is in addition to the interment ceremony and must be completed within 2 years following the Soldier's death. The memorial service must be in CONUS, Alaska, Hawaii, U.S. Territories or the deceased member's last permanent duty station, and may not be in a theater of combat operations (see chap 11 for specific entitlement and benefits).

## 2–19. Caskets

*a. Caskets.* Caskets specified in appendixes B and C will be used for adult-size remains.

*b. Nonstock caskets.* When remains are too large to fit into an oversize casket, purchase of a larger casket is authorized for deceased entitled to a casket at U.S. Government expense. When local interment practices require a casket smaller than the standard specification casket, purchase of an appropriately sized casket is authorized for decedents entitled to a casket at U.S. Government expense. Purchase price should be mutually agreed on by the contractor and the contracting officer. The contracting officer will take into consideration that the cost may, of necessity, be higher than for stock-size caskets.

*c. Infant and child caskets.* Army authorities outside the United States may procure these types of caskets for remains processed on a reimbursable basis.

*d. Marking caskets.* When necessary, caskets will be labeled with an appropriate tag that is marked as follows:

- (1) “Contagious Disease” in those cases in which death was the result of a contagious or communicable disease.
- (2) “Not To Be Opened” in those cases where health requirements preclude opening the casket.

*e. Sealer casket.* The locking device or “key” to open the casket will be sent with the casket to the receiving funeral home.

*f. Unauthorized caskets.* Caskets are not authorized—

- (1) When the PADD desires other than a specification casket provided by the Army.
- (2) On a reimbursable basis for indigenous personnel interred in the territory or country of their domicile.

## 2–20. Authorized burial clothing and related items

Burial clothing and other items authorized in this paragraph will be obtained and taken by mortuary affairs officers to the civilian funeral establishment or U.S. Government mortuary preparing the remains for Army-arranged cases. If appropriate clothing, insignia, and ribbons for military uniforms are not available in at an OCONUS location, notify the receiving CAC or port mortuary by email or telephonically. Inform the receiving CAC or port mortuary what additional items (to include size or measurements, if appropriate) are required. The receiving CAC or port mortuary will obtain the required items. Information concerning required items must be complete and accurate. Authorized clothing for burial of eligible decedents is as follows:

*a. Soldiers.*

(1) Currently prescribed Army Service uniform (ASU), including underwear, stockings, necktie, and shoes (if requested) and complete insignia of Service, branch, organization, grade, unit crests, campaign ribbons, and ribbons indicating decorations and awards. Also, the Soldier's nameplate will be placed on the uniform. The nameplate will be obtained from the Soldier's PE or from other available sources. Every effort will be made to obtain the nameplate; however, shipping the remains will not be delayed for it. The specified hat to be worn will be the beret with all uniforms, unless otherwise

specified by the unit or the PADD. The utmost care will be taken to ensure that the uniform fits properly and that appropriate insignia and ribbons are affixed. The uniform will be obtained from the military clothing sales store or purchased locally at U.S. Government expense as follows:

(a) *Military clothing sales store.* When available, Army and Air Force Exchange Service brand and Defense Procurement Supply Center uniforms and insignia will be purchased. Commercial vendor brands may be used only when Army and Air Force Exchange Service and Defense Procurement Supply Center brand items are not available.

(b) *Local purchase.* The uniform will be purchased locally only when military clothing sales store stock is not available.

(2) Alternate dress uniform if provided by the PADD.

(3) The uniform of the Soldier may be used, if appropriate, with the addition of proper braid and insignia, chargeable to the Casualty and Mortuary Affairs Specific Allotment via the CAC's U.S. Government purchase card.

(4) If a suitable uniform is not available, the ASU with addition of appropriate braid and insignia is authorized. Insignia of grade will be consistent with the highest active duty or Reserve commissioned officer or warrant officer grade attained by the deceased.

(5) If the PADD desires to provide a uniform not currently authorized, that uniform is acceptable burial dress provided it was authorized during the period the Soldier was in an officer or warrant officer status.

(6) Civilian clothing consisting of appropriate outer clothing, underwear, hose, and shoes (if requested) may be provided at U.S. Government expense when desired by the PADD. The cost of civilian clothing will not exceed the cost of providing an ASU.

(7) Identification tags are U.S. Government property and will be attached to the remains in a secure manner.

b. *Military prisoners.* A suitable U.S. military uniform, including underwear and hose, will be used.

c. *Naval and Air Force personnel.* Necessary clothing and accoutrements for eligible deceased U.S. Navy, U.S. Marine Corps, and U.S. Air Force personnel will be obtained from the nearest military installation or through local purchase when requested by those Services (see chap 3 for additional guidance).

d. *Civilian employees.* Clothing authorized for interment of eligible civilian personnel consists of suitable outer clothing, underwear, and hose. The decedent's own clothing should be used when it is available and suitable for interment. The cost of civilian clothing will not exceed the cost of an ASU.

e. *Enemy prisoners and aliens.* A suitable U.S. military uniform (from which all insignia, to include military buttons, have been removed), including underwear and hose, will be used.

f. *Non-viewable remains.* Clothing will be provided for all remains, including those mutilated and decomposed. When dressing the remains in the normal manner is impossible, the remains will be wrapped under standards outlined in appendix B. The clothing will be placed neatly in a symmetrical and secure manner over the wrapped remains.

## **2-21. Procedures**

Procedures for the Mortuary Affairs Program are found in DA Pam 638-2.

## **Chapter 3**

### **Handling Remains of Other Armed Forces and Uniformed Services Personnel and Foreign Military Trainees**

#### **Section I**

#### **Handling Remains of Other Armed Forces and Uniformed Services Personnel**

##### **3-1. Preparation of remains under Army Mortuary Services contract**

When a member of other Armed Forces (U.S. Navy, U.S. Marine Corps, and U.S. Air Force), the U.S. Coast Guard, or officers of the uniformed services (National Oceanic and Atmospheric Administration and Public Health Services) dies in the vicinity of an Army activity, the Army activity may arrange for mortuary services under terms of its contract for care of remains on request of the decedent's parent Service.

##### **3-2. Preparation of remains under one-time purchase order**

When no Army contract for care of remains is in effect covering the area where a death occurs, a one-time purchase order may be negotiated by the Army for preparation of remains. An exception is that U.S. Navy and U.S. Marine Corps Offices of Medical Affairs within the area where a death occurs will assume responsibility for all arrangements for U.S. Navy and U.S. Marine Corps personnel. However, in some instances, the assistance of Army installation authorities may be solicited.



**3-3. Preparation of remains in mortuary facilities outside the continental United States**

*a. Remains of U.S. Navy, U.S. Marine Corps, and U.S. Air Force personnel.* Remains of eligible military and civilian personnel will be prepared in the Army mortuary facility on a reimbursable basis.

*b. Remains of Coast Guard and other uniformed Services personnel.* These remains also will be prepared in the Army mortuary facility, but all costs of services and supplies will be paid for by the parent Service (see payment procedures in DA Pam 638-2).

**3-4. Assistance in search, recovery, and identification of remains**

Army commanders will provide, to the maximum extent possible, assistance or services incident to search, recovery, and tentative identification of remains when requested by the parent Service of the decedent. In all problem areas, close coordination will be maintained between the parent Service and Army commanders.

**3-5. Transportation of remains from outside the continental United States**

Remains of Armed Forces and other uniformed Services personnel addressed in this chapter are authorized transportation on Air Mobility Command (AMC) aircraft from OCONUS to port mortuary in the United States without prior DOD approval. Remains of active duty Air Force personnel will be transported from the place of death to the nearest OCONUS mortuary facility or to the Port Mortuary DAFB, as directed by the AFMES.

**3-6. Reprocessing remains at the port mortuary in the United States**

Remains of Armed Forces and other uniformed Services personnel may be received at a port mortuary in the United States for inspection, reprocessing, and transportation to place of interment. The port mortuary in the United States will follow instructions issued by the applicable parent Service headquarters (HQ). Direct communication between the two activities is authorized.

**3-7. Responsibilities of the parent Service of the decedent**

When remains of other Armed Forces and uniformed Services are processed under auspices of the Army, the responsible parent Service of the decedent will do the following:

- a.* Determine eligibility of the decedent for mortuary affairs benefits at U.S. Government expense.
- b.* Advise Army authorities of services and supplies desired.
- c.* Obtain disposition instructions from the PADD and provide them to the Army activity processing the remains.
- d.* Explain and pay interment allowance to the PADD.
- e.* Conduct all correspondence with relatives.
- f.* Provide necessary clothing, insignia, and flag.
- g.* Provide an escort for the remains.

**3-8. Documentation**

When remains of other Armed Forces and uniformed Services personnel are processed in Army mortuary facilities OCONUS, the preparing mortician will initiate the same forms required for Army and Army-sponsored cases outlined in tables 1-11 and 8-1, as applicable. Distribution of these forms is stated in the chapters prescribing the forms.

**Section II****Handling Remains of Foreign Military Trainees****3-9. Death of foreign military trainees training in the United States**

*a. Death of foreign military trainees, both International Military Education and Training and foreign military sales (see AR 12-15/SECNAVINST 4950.B/AFI 16-105).* When a foreign military trainee (FMT) under sponsorship of the Security Assistance Training Program dies while training at an Army school or installation in the United States, contact the installation allied training officer for guidance and follow the procedures below:

(1) Funeral or memorial services will not be conducted for FMTs until appropriate instructions concerning disposition of remains have been received from the Commander Security Assistance Training Field Activity (SATFA) (ATFA-R), Hampton, VA 23666-5000.

(2) The remains will be embalmed or cremated only when authorized by the PADD or a competent representative of the foreign government concerned. An FMT's religion or culture may restrict methods of disposing of remains.

(3) If interment within the United States is desired by the foreign government, all costs for procurement of grave site and subsequent grave care charge will be at the expense of the foreign government concerned.

(4) If an escort is desired, the official representative of the country concerned may designate a staff member or an FMT to accompany the remains. Personnel of the U.S. Government are not authorized for escort assignment.

*b. Death of an International Military Education and Training foreign military trainee.*

(1) The training installation will coordinate the preparation and transportation of remains of International Military Education and Training (IMET) FMTs under disposition instructions provided by the CDR, SATFA (ATFA-P).

(2) The IMET fund cited in the FMT's ITA will be used to defray interment preparation expense and costs for transportation of the remains to the home country. Transportation costs outside the United States will be paid from IMET funds only for deceased FMTs from countries for which travel costs are defrayed from IMET funds. For transportation to a country that defrays all or part of an FMT's travel costs, the country concerned must arrange and pay for that portion, either through the country liaison officer or official foreign government representative.

(3) Per diem and travel costs of the escort accompanying remains of an IMET FMT within the United States are chargeable to IMET funds. The training facility responsible for preparation and transportation of the remains will contact the CDR, SATFA (ATFA-P), for proper accounting classification.

*c. Death of a foreign military sales foreign military trainee.*

(1) Expenses involved in the death of foreign military sales FMTs are the responsibility of the foreign government; however, the activity concerned will offer assistance. If the assistance of the CAC is desired by the foreign government, that officer will, without charge and as a matter of courtesy, negotiate with a civilian mortuary on behalf of the foreign government for preparation of the remains for interment or shipment. No payment for services rendered locally will be made by the U.S. Government. All incident charges are the responsibility of the foreign government. The purchasing and contracting officer will advise the civilian mortuary concerned to submit invoices covering all associated costs to the appropriate foreign embassy representative in Washington, DC.

(2) Travel and transportation expenses for escorts accompanying the remains of a foreign military sales FMT will be paid by the foreign government concerned.

*d. Death of other United States agency-sponsored foreign military trainees.* Death of other U.S. agency-sponsored FMTs will be handled by the sponsoring agency.

### **3-10. Foreign military trainees authorized accompanying dependents**

Expenses for an authorized FMT to accompany a dependent of a deceased FMT are the responsibility of the FMT or the foreign government. These expenses will be handled in the same manner as stated in paragraph 3-9c(1).

## **Chapter 4**

### **Disposition of Remains**

#### **4-1. Working with local civil authorities**

Good working relationships with local civil authorities will be established and maintained by each CAC. Such relationships are important when the death of a Soldier occurs off the military installation or in a foreign country. The CAC will maintain communication with the local medical examiners or coroner; the Armed Force medical examiner (AFME); or the regional medical examiner and law enforcement agencies, hospital administrators, and so forth.

#### **4-2. Casualty notification and casualty assistance**

The normal course of action in handling remains, regardless of the place of death, is as follows:

- a.* Medical authorities must officially pronounce the person dead.
- b.* The reporting CAC is responsible for providing primary care for the remains pending receipt of disposition instructions from the PADD.
- c.* The CAC will appoint a CNO to notify the PADD, PNOK, secondary next of kin (NOK), and other benefit recipients annotated on the DD Form 93 (Record of Emergency Data) and SGLV Form 8286 (Servicemembers' Group Life Insurance Election and Certificate, as applicable).
- d.* The CAC will appoint a CAO for the PADD, PNOK, secondary NOK, PERE, and other persons eligible or entitled to a mortuary affairs benefit.

#### **4-3. Communicating with the person authorized to direct disposition of remains**

Communications necessary for proper disposition of deceased personnel covered by this regulation are authorized. Persons in contact with the PADD will be kind, considerate, sympathetic, and polite at all times.

#### **4-4. Person authorized to direct disposition of human remains**

*a.* Only one person at a time can be the PADD. If no PADD, spouse, or blood relative is selected, the order of priority listed in 4-4a(1) through (13) will be followed in determining the PADD for eligible deceased personnel cited in chapter 2. The PADD can only be disqualified in accordance with the criteria found in paragraph 4-8.

(1) A Soldier may designate any person on DD Form 93, as the PADD, regardless of the relationship of the designee to the Soldier. However, State law will take precedence in cases where States do not recognize the DD Form 93.

(2) Surviving spouse, even if a minor. For this regulation, the legal spouse is one who is married as prescribed by civil law or was not divorced from the deceased and has not remarried at the time disposition of remains is to be made. The latter would apply to the case of a Soldier who has been declared deceased, body not recovered at the time of the casualty incident, and whose remains are later recovered and identified. If the spouse has remarried at the time disposition is to be made, the right of disposition will go to the next person in order of priority.

(3) Designated blood relative. Soldiers may designate a blood relative on the DD Form 93 as his or her PADD. If the Soldier's parents are divorced or separated, the Soldier may designate which blood relative will direct disposition of the remains. Should the Soldier subsequently marry and be survived by a spouse, the provisions of paragraph 4-4a(1) will apply.

(4) Sons or daughters who have reached the age of majority in the order of seniority (age), to include adopted children and illegitimate children.

(5) Parents in order of seniority (age) unless legal custody of the decedent was granted to another person by reason of court decree or statutory provision. The person to whom custody was granted remains the PADD despite the fact that the individual had reached the age of majority at the time of death. Step-parents who stand in loco parentis, no less than 1 year, per 10 USC 1482(e)(5)(A).

(6) That blood or adoptive relative of the individual who was granted legal custody of the individual by reason of a court decree or statutory provision. The person to whom custody was granted remains the PADD despite the fact that the individual had reached the age of majority at the time of death.

(7) The elder sibling who has reached the age of majority in the order of seniority (age). When the deceased person has full siblings, half-siblings, or step-siblings; the order of precedence is the full siblings by seniority then the half-siblings by seniority. Step-siblings are not eligible to direct disposition of remains. Adopted siblings are treated the same as full siblings when adopted by both of the deceased person's biological parents. Adopted siblings are considered as half-siblings when adopted by only one of the deceased person's biological parents.

(8) Grandparents in order of seniority.

(9) Other adult blood relatives in order of relationship to the individual under the laws of the deceased's domicile. When two individuals are of equal relationship, priority will be determined by age.

(10) Remarried surviving spouse. For this regulation, the remarried surviving spouse is one who was not divorced from the deceased and has remarried at the time disposition of remains is to be made. The latter would apply to the case of a Soldier who has been declared deceased, body not recovered, and whose remains are later recovered and identified.

(11) Person standing in loco parentis, not less than 1 year per, 10 USC 1482(e)(5)(A).

(12) Legal representative of the estate may make disposition of remains when all efforts to identify or locate a person designated on the DD Form 93 or in paragraphs 4-4a(1) through (11) are unsuccessful. The legal representative must be properly appointed by a civil court having jurisdiction of the decedent's estate. The legal representative of the estate will submit a claim to direct disposition of the remains through the CAC to the CDR, HRC (AHRC-PDC). The CDR, HRC (AHRC-PDC) will determine the PADD whenever the PADD will be someone other than a blood relative of the decedent.

(13) Personal friend of the deceased when the remains are not claimed by a person in paragraphs 4-4a(1) through (12). The CDR, HRC (AHRC-PDC) will determine the PADD whenever the PADD will be someone other than a blood relative of the decedent.

(14) When all known persons in paragraphs 4-4a(1) through (12), above relinquish disposition authority or cannot be identified or located, then a special power of attorney for the disposition of the remains may be drafted to permit the PADD to designate another individual to direct disposition. This should be reviewed by the CDR, HRC (AHRC-PDC).

*b.* When the person highest in the order listed in paragraphs 4-4a(1) through (11) declines writing to direct the disposition of remains (DA Form 7302, Option 6), the authority will be offered to the next person in order of priority.

*c.* When no person in the order of priority can be identified or located, disposition of the remains will be made by the administrative determination of CDR, HRC (AHRC-PDC).

#### **4-5. Relinquishment of disposition authority**

The PADD may relinquish his or her authority. The PADD relinquishes authority by completing DA Form 7302, Option 6. The successor PADD will be the next person in the order of priority prescribed in paragraph 4-4. The PADD cannot designate the successor PADD.



**4-6. Right to direct disposition of remains**

The right to direct disposition of remains is a personal right; it cannot be exercised by guardians, committees, or agents of any of the persons listed in paragraph 4-4, solely by reason of their status. However, the PADD may provide a special power of attorney for another person to act on his or her behalf for disposition of remains when all known persons in paragraph 4-4a(1) through (12) relinquish disposition authority of the remains.

**4-7. When the person authorized to direct disposition of remains is uncertain**

All questions pertaining to the determination of the PADD will be referred to the CDR, HRC (AHRC-PDC), for resolution and determination of the PADD when necessary.

**4-8. Challenges and disqualifications of the person authorized to direct disposition of remains**

Other relatives of the decedent, or interested persons, may challenge the PADD's qualification based upon Family relationship, PADD's incompetence, or civil law. The burden of proof to establish that the PADD is not qualified generally rests with the person alleging the PADD is unqualified. Accordingly, the person challenging the PADD's qualification will generally obtain and submit the documents required to disqualify the PADD.

*a. Spouse presumption.* A person listed as the deceased or missing person's spouse in the official military or civilian personnel record and verified by information in the Defense Eligibility Enrollment System (DEERS) is presumed to be prima facie valid. Final divorce or annulment decrees issued by a civil court are required to disqualify a spouse as the PADD. Separation agreements are not divorce or annulment decrees and, therefore, are insufficient to disqualify a spouse.

*b. Criminal allegations.* Allegations, pending criminal charges, or indictments that the PADD murdered or otherwise caused the death of the decedent are insufficient to disqualify the PADD. A civil or military court conviction is required to disqualify the PADD. However, a civil court may award disposition authority to another person.

*c. Age.* Allegations that the PADD has not reached the age of majority or the PADD has misrepresented his or her age are resolved by the PADD verifying his or her age by presenting an official civil document, such as passport, State issued birth certificate, State issued driver's license, or U.S. immigration and naturalization documents. Documents issued by activities other than Federal or State governmental agencies are insufficient to establish a person's proper age.

*d. Mental, medical, or physical incompetence.* Allegations that the PADD is mentally, medically, or physically incompetent to direct disposition of the remains must be proved by civil court decree or medical certificate of incompetence issued by Federal or State licensed physicians or State licensed mental health practitioner or their foreign equivalents.

*e. Legal custody while the decedent was still a minor.* Allegations that the PADD did not have legal custody while the decedent was a minor must be proved by a civil court decree terminating the PADD's parental rights or a civil court decree awarding legal custody to another person.

*f. Civil court order.* The Army will comply with a civil court order providing control or custody of the remains to a person other than the PADD.

**4-9. When to request disposition instructions**

Disposition instructions will not be requested from the PADD until—

- a.* Remains are recovered and individually identified (see DA Pam 638-2).
- b.* The PADD has been officially notified of the death (see AR 638-8).

**4-10. Army-arranged preparation options**

*a.* The Army-arranged preparation options authorize the Army to contract and arrange for the preparation, casketing, and transportation of the remains from the place of death to the place designated by the PADD. Not included in these options is viewing the remains at the contract funeral home, funeral, or interment related services. There are four Army-arranged preparation options:

- (1) Army-arranged preparation, casket, and transportation to a receiving funeral home, with interment in a private cemetery.
- (2) Army-arranged preparation, casket, and transportation to a receiving funeral home, with interment in a U.S. Government cemetery.
- (3) Army-arranged preparation, to include an urn, and transportation to a place designated by the PADD for cremation.
- (4) Army-arranged preparation, casket, and transportation directly to a U.S. Government cemetery

*b.* The Army-arranged preparation options are available only when the remains are—

- (1) In the Army's control or custody (such as the military MTF or remains evacuation channels).
- (2) In the custody or control of civil authorities (such as the county coroner) or civilian medical facility (such as the hospital).

*c.* The Army-arranged preparation options are not available when the Family has taken control or custody of the remains by contracting with a funeral service provider to recover the remains or provide mortuary services and the Family's contracted funeral home has custody of the remains or provided any service included in the contract. The Army cannot assume responsibility for payment of a mortuary service contract entered into by the PADD or other interested person and a mortuary service provider.

*d.* In the event the PADD elects the Army-arranged option and also contacts a mortuary service provider to care for the remains, the CAC will promptly advise the PADD that the Army cannot assume responsibility for the private mortuary service contract, but will reimburse the primary allowance (see para 4-11).

#### **4-11. Family-arranged preparation option**

The Family-arranged preparation option prohibits the Army from contracting and arranging for the preparation, casketing, and transportation of the remains. These tasks will be done by the Family. Accordingly, Army representatives will not interfere with the Family's arrangements. If requested, the Army will ship or deliver, with the consent of the PERE, the decedent's ASU to the preparing funeral home, however, if the decedent's ASU is unable to be shipped/delivered to the preparing funeral home, the CAC may purchase an ASU with the CAC U.S. Government purchase card. An escort is authorized when the PADD has elected to make all arrangements for the preparation and transportation of the remains, unless PADD specifically requests no escort.

#### **4-12. Choice of casket**

*a.* The choice of a specification metal or hardwood casket is part of the Army-arranged preparation option. The PADD's choice of caskets is annotated on the DA Form 7302 and provided to the contract funeral home by the contracting office representative. Specifications for the metal and hardwood caskets are found in appendices C and D.

*b.* The CAC providing assistance to the PADD will advise the PADD that every effort will be made to honor the desires of the PADD; however, certain conditions may preclude the use of a wood casket. A metal sealer casket is required when—

(1) Notwithstanding the best professional efforts of the preparing embalmer or the reprocessing embalmer at the port mortuary in the United States, odors from the remains that could be detected at the funeral service are present or likely to be present.

(2) When the remains will be transported to or from a foreign country.

*c.* When the PADD's choice of casket cannot be honored, the preparing CAC will telephonically advise the PADD's CAO and CDR, HRC (AHRC-PDC) of the reason(s) why the PADD's choice of casket cannot be honored. The CAO will advise the PADD, before the remains arrive at the receiving funeral home, that the Army could not provide a wood casket and the reason why.

*d.* Once the remains are shipped, the casket will not be replaced at Army expense without prior approval by CDR, HRC (AHRC-PDC).

#### **4-13. Explain disposition options and request disposition instructions from the person authorized to direct disposition of remains of eligible Soldiers**

The CAC providing casualty assistance to the PADD is responsible for explaining disposition options, allowances, and entitlements to the PADD (see DA Pam 638-2) and obtaining disposition instructions. The CAC will obtain disposition instructions from the PADD as prescribed in DA Pam 638-2 and paragraphs 4-14 and 4-15. The person briefing the PADD will cover the following subjects with the PADD:

*a.* The Army-arranged preparation option (see para 4-10).

*b.* The Family-arranged preparation option (see para 4-11).

*c.* Choice of casket (see para 4-12).

*d.* Maximum reimbursable allowances (see para 1-13*h*).

*e.* Funeral travel entitlement and benefits (see paras 11-1 through 11-4).

#### **4-14. Obtaining disposition instructions**

The CAC obtaining the disposition instructions will coordinate expeditiously the instructions with CDR, HRC (AHRC-PDC), and all other CACs having an action related to the disposition instructions. Instructions for completing DA Form 7302, distribution of the form, and a sample of the completed form are found in DA Pam 638-2.

#### **4-15. Disposition instructions**

Disposition instructions will be obtained from the PADD of deceased eligible Soldiers as follows:

*a.* As expeditiously as possible after the remains have been identified by competent authority.

*b.* When the death of a Soldier occurs in a Department of Veterans Affairs (VA) facility, the CAC responsible for the area in which the death occurred will obtain disposition instructions and arrange for preparation and shipment of remains.

*c.* When several members of the same Family die in a common incident, disposition instructions must be separately obtained from the PADD of each individual. (For example, if the husband and wife are killed in the same incident, disposition instructions must be obtained from the husband's PADD and from the wife's PADD.) Also, the status of each decedent will determine the authorized mortuary benefits.

#### **4-16. Death of pensioners (retirees), indigent persons, enemy prisoners, and aliens**

*a.* Instructions will be issued by CDR, HRC (AHRC-PDC) for the disposition of the remains of pensioners (retirees) and indigent persons who die on Army installations and enemy prisoners and aliens who die in Army custody.

*b.* The CDR, HRC (AHRC-PDC) will make disposition of the remains of pensioners (retirees) and indigent persons who die on Army installations when—

(1) Each known person in the priority listed in paragraph 4-4 states in writing that he or she will not provide disposition instructions or assume responsibility for the remains.

(2) No known person listed in paragraph 4-4 is found.

(3) Local municipal authorities will not assume custody of the remains.

*c.* The remains will be interred in a U.S. Government cemetery.

*d.* Cost for preparation of remains and a suitable casket will be negotiated and obtained at the most reasonable cost by the installation where death occurred.

*e.* The CAC may engage a clergyman to officiate at interment services. This cost is chargeable to Casualty and Mortuary Affairs Specific Allotment.

#### **4-17. Military retirees and their dependents who die outside the continental United States**

Military retirees and their dependents who die OCONUS are authorized mortuary services and ground transportation on a reimbursable basis. Additionally, transportation from OCONUS to a port mortuary in the United States is authorized aboard military aircraft at no charge on a space-available basis. The military retiree's or dependent's surviving Family members will apply for these services through the U.S. Department of State. The U.S. Department of State will obtain disposition of remains instructions and collect payment in advance for the mortuary services requested.

#### **4-18. Deaths while a deserter or absent without leave**

*a.* Determination by CDR, HRC (AHRC-PDC) of whether the decedent has been declared a deserter and dropped from the rolls of his or her organization before the date of death is absolutely essential before any funds are obligated for payment for preparation of remains or payment of interment allowance by the Army.

*b.* When determination is made that a Soldier who is AWOL has been dropped from the rolls of his or her organization before the date of death, Army authorities will not take part in any arrangements for disposition of remains or assume responsibility for remains or for payment of expenses. The PADD will be advised that—

(1) Disposition of remains must be handled by him or her.

(2) Expenses incurred incident thereto must be paid from private funds.

(3) If the Soldier's status is changed at a later date from dropped from the rolls to AWOL or duty status, the PADD will be authorized reimbursement for preparation of remains and interment allowance. The CAC will advise the PADD that reimbursement may be requested by submitting a completed DD Form 1375 (Request for Payment of Funeral and/or Interment Expenses), with itemized bills attached, to the Commander, U.S. Army Human Resources Command, (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400.

*c.* When determination is made that a Soldier who is AWOL has not been dropped from the rolls of his or her organization, procedures followed will be the same as for any other active duty Soldier.

*d.* When determination is made that a Soldier was dead prior to being dropped from the rolls of his or her organization, procedures followed will be the same as for any other active duty Soldier.

*e.* When determination cannot be made whether decedent has been dropped from the rolls of his or her organization, the PADD will be requested to make all arrangements for care and disposition of remains. The CAC will advise the PADD that reimbursement may be requested by submitting a completed DD Form 1375, with itemized bills attached, to the Commander, U.S. Army Human Resources Command, (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400. The claim will be held until a final determination has been made. Instructions for preparing DD Form 1375 are on the form.

**4–19. Deaths aboard aircraft, on trains, and at sea**

*a. Deaths aboard aircraft or trains.* When a Soldier dies aboard an aircraft or a train, remains will be removed from the vehicle at a location decided by the person in charge of the vehicle. The CAC responsible for the area in which the remains are disembarked will arrange for mortuary services.

*b. Deaths at sea.*

- (1) Remains will be buried at sea only on specific request of the PADD.
- (2) Remains will be handled under either of the following options:
  - a.* They may be embalmed if qualified personnel are available.
  - b.* They will be held at temperatures that will inhibit decomposition (34 to 37 degree F).
- (3) The captain of the ship will determine when, where, and how the remains are to be disembarked.
- (4) The CAC responsible for the area in which the remains are disembarked will arrange for mortuary services.

**4–20. Family-arranged disposition**

When the PADD handles all funeral arrangements:

*a.* Under no circumstances will an employee or member of the Army suggest a specific funeral home or establishment to the PADD.

*b.* Costs for services, merchandise, transportation, and interment of remains are the responsibility of the PADD when—

- (1) The PADD declines services offered by Army authorities and engages his or her own funeral director.
- (2) Arrangements have been completed before military authorities have knowledge of the case.

*c.* Army authorities will make no attempt to take part in, or interfere with, arrangements made by relatives. Under this disposition option, the Army is released from responsibility for the preparation and transportation of the remains.

*d.* A delay may occur in the Army learning of the death of a Soldier and all funeral arrangements could be made before the Army learns of the death. For example, the Soldier could die while he or she is on leave. Accordingly, the CAC that first learns of the death will see that the PADD is briefed on mortuary affairs benefits and provided with a copy of the DD Form 1375. The CAC will advise the PADD that reimbursement may be requested by submitting a completed DD Form 1375, with itemized bills attached, to the CAC with jurisdiction for the place where the PADD is located.

**4–21. Preparation of remains**

When an unusual delay has occurred in obtaining disposition instructions from the PADD and further delay will prevent proper preservation of remains, the CAC will authorize immediate embalming of those remains.

**4–22. Exhumation and re-interment**

Once disposition of remains is completed at U.S. Government expense under expressed wishes of the PADD, later disinterment or shipment of remains will not be arranged, nor paid for, by the Army (see also para 8–11 regarding subsequent remains).

**4–23. Primary care allowance**

The primary care allowance authorized when the Army does not make arrangement for preparation of the remains may include usual and customary services and supplies for the preparation and casketing of remains. Information provided to the PADD concerning items for which they would be reimbursed will include the following as applicable:

*a.* If the place of death is covered by a mortuary service requirements contract (U.S. Army, U.S. Navy, or U.S. Air Force contract), the lesser of the current maximum primary allowance or the cost the U.S. Government would incur under the contract. The PADD will be advised of the specific reimbursable amount.

*b.* If the place of death is not covered by a requirements contract, current maximum primary expense allowance or actual cost, whichever is less, is the maximum amount allowable. Reimbursable primary expenses include cost of removal, preservation of remains, casket, cremation, urn, and clothing.

**4–24. Secondary care allowance**

The secondary care allowance provides reimbursement for those expenses directly related to the funeral and interment services. The secondary allowance also provides for reimbursement of memorial expenses for non-recoverable remains. Items authorized for reimbursement are limited to the items in paragraph 1–13. Reimbursement for secondary interment expenses may not exceed the current maximum authorized amount.

**4–25. Transportation allowance**

The transportation allowance provides reimbursement for expenses incurred to move the remains to the place designated by the PADD. Items allowed for reimbursement under transportation are covered in table 1–3.

#### **4–26. Obtaining disposition instructions from the person authorized to direct disposition of remains of other military services and uniformed services personnel**

See chapter 3 for instructions on how to obtain disposition instructions from the PADD of other military Services and uniformed Service personnel.

#### **4–27. Obtaining disposition instructions from the person authorized to direct disposition of remains of eligible civilian personnel**

The same steps for obtaining disposition instructions from the PADD of other deceased eligible personnel will be followed. Mortuary benefits will vary for different categories of personnel as shown in table 2–1.

#### **4–28. Notification of recovery, identification, and disposition of remains to remarried spouses**

*a.* Remarried spouses will be notified of—

- (1) The recovery of their former spouse’s remains;
- (2) The identification of their former spouse’s remains; and
- (3) The disposition of the remains of their former spouses as the information is provided to the CDR, HRC (AHRC–PDC).

*b.* Remarried spouses will be kept informed of all developments concerning the former spouse as follows:

- (1) Upon the remarried spouse’s request, he or she will be kept informed of developments in their former spouse’s case subject to maintaining a current address and telephone number.
- (2) Upon the remarried spouse’s request, he or she will be visited and briefed on the recovery and identification of the remains.
- (3) Upon the remarried spouse’s request, he or she will be given a copy of the identification case file. Without a request or knowledge of the PADD, reasonable efforts will be taken to locate and inform the remarried spouse of the recovery and identification of the former spouse. If the remarried spouse’s address and telephone number are known, he or she will be notified.

## **Chapter 5 Contracted Mortuary Services**

### **5–1. Description**

Mortuary services as used in this regulation generally consist of removal of remains from place of death, services and supplies required for preparation of remains (restorative art, embalming, and so forth), casket, cremation, cremation urn, outer shipping container, and delivery of remains to common carrier. Removal of remains from one establishment to another is authorized when such removal will be advantageous to the U.S. Government; this is provided that such removal would not constitute a breach of contract for mortuary services.

### **5–2. Authority, process, or procedures**

All mortuary services not covered by an Armed Service mortuary will be obtained through the Human Resource Center’s international mortuary services contract. This contract is to prepare, casket, and ship the remains to the place designated by the PADD. The contract specifically identifies the services and merchandise required by the U.S. Government. The contract does not include services or merchandise not required by the U.S. Government or are reimbursable to the PADD as a funeral or interment expense. All requests for using the mortuary services contract must be made in accordance with the specific processes and procedures provided to the CAC as established by CMAOC, the contractor, and the contracting officer. Exceptions for fulfilling mortuary service requirements through any other source must be coordinated with the contracting officer representative residing in CMAOC and processed through HRC to the contracting officer for approval. Specific contract requirements must be defined in a performance work statement and/or other source documents as directed by HRC and the contracting officer.



## Chapter 6

### Mortuary Services Provided by Armed Services Mortuary Facilities Outside the continental United States

#### Section I

#### Operation of Mortuaries Outside the continental United States

##### 6–1. General

The U.S. Army, U.S. Navy, and U.S. Air Force have established Armed Services mortuary facilities OCONUS. These facilities are established to provide mortuary services for eligible deceased personnel when local commercial mortuary services are not available or cost prohibitive. Establishment or disestablishment of Armed Services mortuary facilities or OCONUS Regional mortuaries will be coordinated at the departmental level in coordination with the supporting service component command.

##### 6–2. Operation of Army mortuary facilities

*a. Operations.* Army mortuary facilities will be in operation 7 days a week. Mortuary supplies and transfer cases will be provided through regular supply channels under prescribed tables of allowances. See table 6–1 for a list of mortuary supplies and equipment. Eligible remains will be received, identified, prepared, and shipped as expeditiously as possible.

*b. Areas of responsibility.* Directors of mortuary affairs facilities will know their geographic AOR for mortuary services outside the United States. They will keep copies of current directives outlining these areas; one copy will be sent to the Commander, U.S. Army Human Resources Command (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400.

*c. Staffing.* Civilian embalmers or funeral directors will be employed to staff Army mortuaries OCONUS.

##### 6–3. Eligible deceased entitled to services in an Army mortuary

*a. At U.S. Government expense or on a reimbursable basis.* In an Army mortuary OCONUS, services and supplies are authorized for eligible deceased personnel described in chapter 2 and table 2–1, either at U.S. Government expense or on a reimbursable basis as indicated.

*b. Preparation of other Servicemembers.* Remains of military Servicemembers who die on active duty or eligible employees of the U.S. Army, U.S. Navy, U.S. Marine Corps, and U.S. Air Force may be prepared in Army mortuaries on a cost-reimbursable basis.

##### 6–4. Authorization and use of specification caskets in Army mortuaries outside the continental United States

*a.* Army mortuaries OCONUS will maintain an adequate stock of both specification wood and metal caskets (standard and oversized) with shipping containers to meet anticipated requirements. These caskets may be provided by Army mortuaries outside the United States at U.S. Government expense or on a reimbursable basis for interment of remains of eligible deceased persons OCONUS.

*b.* When a casket larger than the standard oversize is needed for deceased personnel entitled to a casket at U.S. Government expense, it may be purchased locally.

##### 6–5. Authorization and use of transfer cases in Army mortuaries

Army commands in areas OCONUS in which an Army mortuary has been established will maintain a minimum number of transfer cases under operating levels established by CDR, HRC (AHRC–PDC) to transport remains for which they are responsible. The Army will provide the transfer case regardless of the Service to which the deceased belonged if the remains are prepared in an Army mortuary.

*a. Use of transfer case.* Transfer cases will be used for eligible deceased (including adult reimbursable cases) that are prepared in an Army mortuary OCONUS and shipped to a port mortuary in the United States (this does not preclude use of a locally produced casket for shipment of remains to the United States when this procedure is advantageous to the U.S. Government). A transfer case may be used to ship remains of an eligible dependent infant or child to the port mortuary in the U.S.; this is provided if a suitable casket (infant- or child-type) is not available. The transfer case will not be used to ship remains beyond the port mortuary in the United States.

*b. Supply of transfer case.* Transfer cases are available by requisition through appropriate supply channels. The Defense Logistics Agency item manager will maintain visibility of transfer case stocks, issue records, and provide a monthly status report to the DCS, G–4 (DALO–ZXA–C).

*c. Control of transfer case.* Administrative and operational control will be the responsibility of the command to which the item is assigned. The command mortuary officer will establish procedures to ensure proper regulatory control and use of the case.

- (1) Each case will be permanently marked with an alphabetical designator and number to identify the shipping activity.
- (2) The shipping documentation will indicate the transfer case number.

*d. Maintenance of transfer case.*

(1) Transfer cases are not formally accountable items, as they are considered a distribution platform. Once put into use, the exact case cannot be guaranteed to return to the original owner. During military operations the Theater Mortuary Affairs Operation can move cases as needed to support the joint operations area.

(2) General maintenance will be a command responsibility. Constant surveillance is necessary for top performance. Before and after each use and shipment, the case will be thoroughly inspected for evidence of the following:

- (a) Corrosion or rust on any metal surface.
- (b) Damage or malfunction of the gasket and pressure relief valves.
- (c) Detachment or damage of clamps, handles, runners, and so forth.
- (d) Structural defects.

(3) Repair parts will be obtained through normal supply channels. Repairs will be made within Army capabilities when possible or on a contract basis.

*e. Sanitation of transfer case.* The port mortuary officer in the United States will thoroughly clean and disinfect the case.

## **6-6. Viewing remains outside the United States**

Funeral services with remains present will not be held unless the PADD specifically requests them. When a viewing or funeral service with remains present is desired, the PADD must contact the Director of Mortuary Affairs to arrange an appropriate time for the viewing or service. Viewing will not be permitted when the event will delay the preparation and transportation of other remains.

## **6-7. Preparation of remains in Army mortuaries**

Close coordination will be maintained with medical authorities to arrange for early release of remains for processing. Remains will be prepared by a licensed mortician under standards set forth in the Armed Services specifications for mortuary services (see chap 5), prescribed health laws, and instructions discussed below.

*a. Surveillance of preservation.* All remains will be given necessary post-embalming surveillance. The remains will not be wrapped or placed in the transfer case or casket until this surveillance period has been completed. Additional preservative measures will be applied as necessary. Remains will be kept covered at all times except when the actual examination or preparation is being accomplished.

*b. Cosmetics.*

(1) Cosmetics will not be applied by the preparing mortuary outside the United States if remains are to be shipped to another Armed Service mortuary outside the United States or to a port mortuary in the United States.

(2) Cosmetics will be applied by the preparing mortuary when—

- (a) Remains are to be released to the PADD for local interment or viewing before shipment.
- (b) Remains are to be shipped directly to a consignee designated by the PADD.
- (c) Viewing will be held before shipment of remains.

(3) Cosmetics will be removed before shipment of remains to a port mortuary in the United States or to another Armed Service mortuary outside the United States.

*c. Prevention of dehydration.* To prevent dehydration of remains, a layer of massage cream will be applied to the face and hands. Particular attention will be given to the application of cream to lips and eyelids. The face and hands also will be covered with dry absorbent cotton.

*d. Clothing or wrapping remains.* Remains will be completely dressed by the preparing mortuary outside the United States when they are released for local interment or shipped directly to a consignee designated by the PADD. If remains are to be shipped to a port mortuary in the United States or to an Armed Service mortuary OCONUS, the preparation will be as follows:

- (1) Place cotton over female or male genitals.
- (2) Wrap remains in a sheet.
- (3) Place wrapped remains in a plastic bag. The bag will be heat sealed or sealed with plastic tape.
- (4) Wrap clothing (including underclothes and hose) and secure inside transfer case.
- (5) If appropriate clothing, insignia, and ribbons for Soldiers are not available in the command, the items needed, including sizes if appropriate, will be provided to the receiving CAC or port mortuary as appropriate. The mortuary affairs



representative in the United States will obtain required items. Of extreme importance is that information concerning required items be complete and accurate.

*e. Inspection of remains.* The mortuary officer will inspect remains, using as a guide the checklist on the second page of DD Form 2062 (Preparation and Disposition of Remains (Outside Conus)).

*f. Placement of remains in transfer case or casket.* Remains will be placed in a transfer case or casket, as applicable, in such a manner as to—

- (1) Create an appearance of rest and composure.
- (2) Secured to ensure maintenance of position during transit.

#### **6–8. Documentation required (requirement control symbols)**

Required reports, those assigned requirement control symbols (RCSs), are as follows:

*a.* The DD Form 2062 will be initiated by the preparing mortician on all remains prepared in the Armed Service mortuary facility OCONUS or on a contract basis. The port mortuary in the United States (port mortuary embalmer or port contract funeral director and department representative) will complete the applicable portion of the second page of DD Form 2062 when remains are processed through the port mortuary. If the data and dollar amount collected from the sponsor is not indicated on the DD Form 2062, this information will be sent separately to Commander, U.S. Army Human Resources Command (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400, as soon as it is available.

*b.* The following documents will accompany the DD Form 2062:

(1) The DD Form 2064 (Certificate of Death Overseas). Page 1 of this form will be completed by medical authorities; the appropriate portion of the reverse side will be completed by the mortician preparing the remains.

(2) The civil death certificate, if available.

(3) The DD Form 2065 (Disposition of Remains-Reimbursable Basis) on reimbursable cases.

(4) Identification documentation. See requirements in paragraph 8–13.

*c.* On State Department requested cases, the following additional documentation is required:

(1) Letter from the American Consulate requesting the mortuary services desired.

(2) Photocopy pages of passport of decedent containing picture and identification data.

(3) Receipt for payment of mortuary services and evidence that payment has been deposited.

#### **6–9. Compliance with health and transportation laws**

*a.* For protection of the embalmer, Armed Forces Public Health Guidelines will be followed (see app H).

*b.* The Army mortuaries outside of the U.S. will comply with State, Federal, and foreign health and transportation laws concerning preparation and shipment or interment of remains. Compliance with procedures indicated below is mandatory when remains are shipped to a port mortuary in the United States.

(1) Regulations of the U.S. Public Health Service provide that remains of a person dead from a disease subject to quarantine (cholera, plague, louse-borne relapsing fever, smallpox, louse-borne typhus, and yellow fever) will not be brought into a port under control of the United States unless the remains are properly embalmed and placed in a hermetically sealed casket or transfer case, or are cremated. When the transfer case is used, remains will be wrapped in impervious material. Leakage or active decomposition of these remains presents a serious health menace.

(2) A gummed label, 2 by 4 inches, bearing the word, “CONTAGIOUS,” will be affixed to the outer surface at the head end of the shipping case or the metal transfer case.

## **Section II**

### **Safeguarding Human Remains**

#### **6–10. Customs requirements**

Commanders of Army mortuary facilities OCONUS will take the actions described below to prevent introduction of narcotics, drugs, and other contraband items during processing and movement of remains from Army mortuary facilities OCONUS. Additional procedures to ensure integrity and safe shipment of remains will be at the discretion of the responsible commander.

*a.* The mortuary officer will ensure that each remains and container are inspected or examined by a military customs inspector, if possible, to include the following:

(1) Lower and upper portions of the transfer case.

(2) Impervious material used for wrapping the remains, plastic envelopes, gauze, tape, and so forth.

(3) Wrapping of the remains, placing them in the transfer case, and securing the two portions of the transfer case.

(4) Document tube of the transfer case.

*b.* Packing and shipping personnel will ensure that the inspector attaches numbered seals on the transfer case as indicated below.

(1) Serial numbered metal rail car seals will be affixed on the diagonally opposite fasteners (spring locks) at head and foot ends of the transfer case. Numbered seals should not be used in serial sequence.

(2) A numbered fiber tape or other approved seal will be placed across the lid or rim of the document tube.

*c.* Inspectors will certify on the DD Form 1384 (Transportation Control and Movement Document) that transfer case contains no prohibited items or commodities.

### **6–11. Transporting remains**

*a.* If a secure area is available at the terminal, remains may be moved immediately to the transportation facility to await transportation.

*b.* If a secure area is not available, the shipping mortuary will coordinate movement to permit direct loading or minimal time lag before loading.

## **Section III**

### **Mortuary Services**

#### **6–12. Verifying eligibility of certain deceased individuals for mortuary services**

*a.* The commander at the place of death, for personnel who die OCONUS, will verify the status of the following:

- (1) Dependents of active duty Soldiers.
- (2) DA and DOD civilians and their dependents.
- (3) Nonappropriated fund employees and their dependents.
- (4) Contract employees and their dependents who die OCONUS.

*b.* Documentation required to verify the status of these individuals is as follows:

(1) *Dependents of active duty Soldiers and dependents of Department of the Army and Department of the Army Civilians.* The DA Form 5327 (Bona Fide Dependent Declaration (Military)) will be completed on each eligible deceased Army dependent; the DA Form 5328 (Bona Fide Dependent Declaration (Civilian)) will be completed on each eligible dependent of a DA or DOD civilian. A copy of the applicable form will accompany the remains. When a question arises concerning eligibility of dependents of other military Services and dependents of civilian employees of these Services, the parent Service will be requested to determine the status of the individual.

(2) *Department of the Army and Department of Defense Civilians.* Verification of status will be obtained from the responsible civilian personnel office.

(3) *Nonappropriated fund employees.* Verification of status will be obtained from the responsible civilian personnel office.

(4) *Dependents of nonappropriated fund employees.* Verification of status will be obtained from the responsible civilian personnel office.

(5) *Contract employees.* Verification of status will be obtained from the responsible contracting office or sponsoring agency.

#### **6–13. Providing mortuary services on a reimbursable basis in Army mortuaries outside the continental United States**

*a. Eligible personnel.* Eligible deceased personnel who are authorized mortuary services and related items on a reimbursable basis are listed in table 2–1.

*b. Disposition desired by sponsor.* When eligible deceased personnel are prepared by an Army mortuary OCONUS on a reimbursable basis, the sponsor (individual, agency, or firm) may select one of the methods shown below for handling remains.

(1) *Shipment to United States.* If the remains are shipped to the United States, the sponsor will be required to complete and sign DD Form 2065, selecting one of the three options listed below. A signed copy of this form will accompany the remains to the port mortuary. The sponsor will be advised not to set date and time of funeral services until port mortuary authorities advise the designated funeral director of the scheduled time of arrival of remains at destination. This is important and will be emphasized in counseling the sponsor.

(a) *Option I.* Remains may be prepared at the Army mortuary facility OCONUS and returned to the port mortuary in the United States in a transfer case. Reprocessing services, casket, and shipping container will be provided by the contract funeral director or port mortuary officer. The sponsor will reimburse the Army for all costs involved.

(b) *Option II.* Remains may be prepared at the Army mortuary facility OCONUS and returned to the port mortuary in the United States in a transfer case. The sponsor will designate a funeral director to receive the remains at the port mortuary and to provide necessary services and supplies; the funeral director's cost will be paid by the sponsor.

(c) *Option III.* Option III is to be used when arrangements other than those described in options I and II are desired. When this option is chosen, action to be taken by the mortuary officer at the port mortuary will be explained in detail to the PADD.

(2) *Interment outside the United States.* If the sponsor desires his or her dependent to be interred outside the United States, the sponsor will complete the DA Form 5330 (Release of Remains for Local Disposition [OCONUS]). One completed form will be sent to the Commander, U.S. Army Human Resources Command (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400; one copy will be sent to the sponsor; and one copy will be placed in the field case file.

c. *Cost to be paid by sponsor.* Use of the Army mortuary facility will be provided without charge for eligible personnel prepared on a reimbursable basis. Charges to be paid by the sponsor will include the following as applicable:

- (1) Total costs of mortuary and embalming supplies required to prepare remains for shipment.
- (2) Delivered cost of the casket and shipping container if these items are used from Army stock in the command.
- (3) Charges incurred to comply with local laws or customs.
- (4) Per diem and transportation expenses for the mortician.

(a) The PADD of a deceased dependent of an active duty Soldier or dependent of a civilian employee assigned OCONUS, will not be charged per diem and transportation charges for the mortician's travel to prepare remains.

(b) The PADD of a deceased State Department request will be charged for the mortician's per diem and transportation when the sole purpose of the travel is to process remains on a reimbursable basis. If the mortician must travel to the place of death to perform normal duties, per diem and transportation charges will not be charged.

(5) The contract funeral director's charges or port mortuary charges at the port mortuary in the United States for necessary reprocessing of remains, cost of casket and shipping container, and required cleaning and return of the transfer case to the command outside the United States. The port mortuary in the United States will furnish commands OCONUS the prices to be charged to the sponsor.

(6) Cost of U.S. Government transportation to the port mortuary in the United States when handling the remains of those persons listed in table 2-1 (indigent persons).

d. *Collection from sponsor.* The mortuary officer who arranges for preparation and disposition of remains will collect costs (listed in para 6-13c) from the sponsor before the sponsor's departure from the command. If collection cannot be made and sponsor has departed the command, contact CDR, HRC (AHRC-PDC), for assistance in collecting the money. Remains will not be held pending resolution of reimbursement problems. Reimbursements collected for services, supplies, and U.S. Government transportation provided by OCONUS, mortuaries will be credited in accordance with General Fund Enterprise Business System procedures and Army Audit Readiness.

e. *Reporting reimbursable charges.* The command will report costs incurred and collections made in each individual case to the Commander, U.S. Army Human Resources Command (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400, on DD Form 2062 and DD Form 1131 (Cash Collection Voucher). This process will be determined by HRC G-8.

#### **6-14. Summary report on mortuary cases, supplies, and personnel (requirement control symbol: CSGPA-1745)**

a. DA Form 4339 (Mortuary Activity and Status Report (Overseas)), (RCS CSGPA-1745) will be prepared quarterly by each Army mortuary facility OCONUS. This form will be submitted to the Commander, U.S. Army Human Resources Command (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40112-5400, by the 15th of the month following the end of each reporting period (that is, in January, April, July, and October).

b. Instructions for completing DA Form 4339 and distribution of the form are part of the form.

**Table 6-1**  
**List of mortuary supplies and equipment**

Acquisition advice code (see notes)	NSN	Description data
D	9930-00-191-9319	Aspirator, Hydro, Mortuary: Attaches to water faucet, operates by running water
D	9930-00-559-1171	Aspirator, Post, Mortuary: Attaches to Hydro Aspirator
D	9930-00-927-4569	Bag, Plastic, Clear: 90 inches long, 36 inch wide, 4 mil thick, 50 per package
L	9930-00-255-8719	Carotid Set. Double injection, Medium, Complete with Tubes, Rubber Tubing, Metal Slip, Hub Type Y and Shutoffs
D	9930-00-823-9805	Case, Transfer, Human Remains: Aluminum
L	9930-00-164-0656	Dermasurgery Wax, Paste, 1 pound can
K	9930-00-935-3638	Embalming Fluid, Arterial; Liquid 15 Gal Drum
K	9930-00-935-3639	Embalming Fluid, Cavity; Liquid 15 Gal Drum
D	9930-00-281-4656	Embalming Kit with components
Z	9930-00-654-2470	Fluid, Resensitizing
L	9930-00-654-2469	Footprint Pad
D	9930-00-340-1800	Gooseneck, Embalming: Curved Brass Tubes
L	9930-00-164-0657	Gooseneck, Embalming: Curved Steel Tubes
K	9930-00-164-0668	Hardening Compound, Mortuary: Powder, 30 pounds per 5 Gal Metal Pail
L	9930-00-164-0658	Head Rest, Mortuary: Molded Semi-Hard Rubber
D	9930-00-935-3973	Hexaphene: MA37
D	9930-00-242-4409	Injector, Embalming Fluid: Pressure Type; 21&#8260;2 Gal Cap; glass tank or percolator
K	9930-00-376-1320	Injector, Embalming Needle: Utility Model
D	9930-00-375-1708	Needles, Injector, Embalming: 1 Gross per box
D	9930-00-170-1492	Pouch, Human Remains: Cotton Duck; Olive Green
L	9930-00-240-2766	Pump, Aspirating, Mortuary
Z	4110-00-278-9744	Refrigerator Mortuary: 2 Cadaver
D	4110-00-993-8126	Refrigerator Mortuary: 5 Cadaver
L	8135-00-584-0610	Sheeting, Plastic, Clear
L	9930-00-255-8756	Syringe, Bulb, Embalming: Rubber Overall
L	9930-00-164-0648	Table, Operating, Mortuary: Porcelain Enameled Finish; Adjustable Tilt Top Type; 78 inches long, 26 inches wide, 33 inches high
L	9930-00-170-8379	Trocar, Straight, perforated; 5 inches with Integral Handle
L	9930-00-170-8377	Trocar, Straight, perforated: with Nonreversible Detachable Handle - 12 inches
L	9930-00-170-8376	Trocar, Straight, perforated: with Nonreversible Detachable Handle - 14 inches.
L	9930-00-170-8381	Trocar, Straight, perforated: with Nonreversible Detachable Handle - 16 inches.
D	9930-00-163-9921	Truck, Casket Steel Utility Type
L	9930-00-250-2532	Tube, Drainage, Embalming: Axillary Type, Curved with Plunger - Large
L	9930-00-250-2533	Tube, Drainage, Embalming: Axillary Type, Curved with Plunger - Medium
L	9930-00-250-2534	Tube, Drainage, Embalming: Axillary Type, Curved with Plunger - Small
L	9930-00-694-5196	Tube, Drainage, Embalming: Nasal Type, Curved without Plunger - Medium
Z	9930-00-384-4100	Tube, Injecting, Embalming: Straight - Medium
L	9930-00-164-6929	Tube, Injecting, Embalming: Curved Shape - Large
L	9930-00-164-6930	Tube, Injecting, Embalming: Curved Shape - Small
L	9930-00-164-6931	Tube, Injecting, Embalming: Curved Shape - Medium
D	8105-00-174-0808	Bag, Deceased Military Personal Effects
D	8345-00-782-3010	Case, Flag, Plastic (Interment) (without Insignia)
D	8345-00-656-1432	Flag, USA (50 Star Interment)
D	7520-00-275-8078	Kit, Fingerprint Taking
	3540-00-056-5890	Sealer, Electric Portable
L	7510-00-852-8180	Tape, Plastic 2 inch Pressure, Waterproof, Heat Resistant

Note:

<sup>1</sup> D - DOD integrated material manager stocked, and issued

<sup>2</sup> K - Centrally stocked for overseas only

<sup>3</sup> L - Authorized for local purchase

<sup>4</sup> Z - Not frequently used

## Chapter 7

### Reprocessing Remains at Port Mortuaries in the United States

#### 7-1. Mortuary services at port mortuaries in the United States

Remains shipped from Army mortuary facilities outside the United States will be reprocessed at Dover AFB, DE. Mortuary services are provided at the port by a U.S. Government-operated mortuary or by a civilian funeral establishment under contract with the U.S. Government. The facilities are staffed to operate 7 days a week including holidays. Remains will be shipped on holidays unless PADD requests otherwise.

#### 7-2. Port mortuaries in the United States receiving and trans-shipping

The port mortuaries will receive remains shipped by U.S. Government aircraft from outside the United States to inside the United States. When required, the port mortuary in the United States will trans-ship remains to a destination outside the United States.

#### 7-3. Inspecting and reprocessing remains at the continental United States port mortuary

*a. Initial inspection.* A licensed mortician will inspect remains to determine the degree of reprocessing needed. During this inspection, the applicable portion of DD Form 2062 will be completed. The accompanying paperwork will be cross-checked with the remains to ensure that they are in agreement.

*b. Reprocessing procedures.* Reprocessing of remains will be completed to permit expeditious shipment to final destination (normally within 24 hours). Reprocessing procedures that will preclude meeting the prescribed time frame must be approved by the port mortuary officer. Remains will be reprocessed by a licensed mortician in accordance with the Armed Services specifications for mortuary services (see app B) and instructions below.

(1) When condition of the remains permits, they will be dressed in the clothing received with the remains. Missing items of clothing or accoutrements will be provided by the port mortuary officer. When condition of the remains does not permit dressing, clothing will be placed on the remains as prescribed in paragraph 2-20f.

(2) One identification tag will be inside the upper left pocket. One identification tag will be placed at the right ankle of the decedent. Two identification tags, will be placed on the casket, one on the head handle and the other on the foot handle.

(3) When remains are received without identification tags or with one tag, an additional tag or tags will be prepared by the port mortuary officer to comply with the requirement in 7-3b(2). The identification tags prepared at port mortuaries will be metal and inscribed with the last name, first name, middle initial, and DCIPS case number.

(4) Remains will be properly cosmetized when possible (including those remains that are considered non-viewable except for identification purposes).

(5) After reprocessing and casketing, a second inspection will be made. At this inspection, the remaining portion of the second page of DD Form 2062 will be completed to ensure that remains are properly clothed, cosmetized, and casketed.

#### 7-4. Preparation and distribution of required documents

When Army or Army-sponsored remains are initially prepared in an Army mortuary outside the United States and are reprocessed at a port mortuary in the United States, the reprocessing activity at the port mortuary will send Commander, U.S. Army Human Resources Command, (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400, the originals of documents received with the remains or generated at the port mortuary. When the originals are not essential for processing the remains, a clear copy of the original will be sent. In addition, the following information and documents will be sent:

*a.* A statement containing all costs of handling and reprocessing remains at the port mortuary; included will be the costs of casket, shipping case if procured by the port, and transportation from the port mortuary to the final destination.

*b.* Completed DD Form 1375 with copies of itemized funeral bills.

*c.* Amount of interment allowance paid, with date of payment, name of payee, voucher number, and check number.

*d.* Completed DA Form 5329 (Escort Report) (see chap 12).

*e.* DD Form 1131 (Cash Collection Voucher).

*f.* Reimbursable charges collected and deposited.

*g.* Cost of transportation and per diem for escort of remains.

*h.* Escort travel voucher.

#### 7-5. Transfer case

*a.* The transfer case will be cleansed thoroughly, repaired when necessary, and returned to the appropriate Armed Service mortuary or command outside the United States. Cleansing will be done immediately after removal of remains. Follow



the safety and health precautions provided on the manufacturers' safety data sheets and warning labels for tincture of green soap will be sufficient for thorough cleaning, but when disinfecting is needed (for contagious or infectious diseases), this process will be followed by a thorough washing with 10 percent cresol solution mixed with warm water. In cleaning the outside of the case, care will be taken to prevent material from clogging pressure relief valves.

*b.* Transfer cases will not be used to ship remains within the United States beyond the port mortuary in the United States.

#### **7-6. Release of information**

Port mortuaries in the United States are authorized to release information to the CDR, HRC (AHRC-PDC), the receiving CAC, and the PADD's CAO concerning estimated time of arrival, estimated time of departure, and viewability status of all Army remains for which the port has received disposition instructions; remains in "Believe to Be" status are exceptions until positive identification has been made. Inquiries on these cases will be referred to CDR, HRC (AHRC-PDC).

## **Chapter 8 Search, Recovery, and Identification**

### **8-1. General**

Responsible commanders (see para 8-3) will take appropriate action to search for, recover, and tentatively identify, when possible, remains of eligible deceased personnel. JP 4-06 provides procedures for search and recovery of remains. Installation commanders will develop mass casualty incident plans to provide for security of the incident site, the search and recovery of remains, and evacuation of remains.

### **8-2. Costs for recovery and identification of remains**

Costs of travel, services, supplies, and use of equipment associated with recovery of remains are properly chargeable to Casualty and Mortuary Affairs Specific Allotment (see para 1-11). No specific limitations exist on the amount that can be spent to search for, recover, and identify eligible deceased personnel cited in table 2-1; however, required services will be obtained at minimum cost consistent with the best interests of the Army.

### **8-3. Responsibility for search, recovery, and tentative identification**

*a. Current deaths (non-theater deaths).* The post commander of the installation nearest the site of the casualty incident (or the commander responsible for the area outside the United States in which death occurred) will search for, recover, and tentatively identify, when possible, eligible deceased personnel; all resources and capabilities immediately available will be used.

*Note.*

In the United States, the local medical examiner or coroner is responsible for the human remains unless on federally exclusive jurisdiction then the AFMES is responsible. All actions taken to search for, recover, and identify remains will be in accordance with applicable laws and statutes. Commanders must understand the regulations and laws applicable to mortuary affairs. When on OCONUS military installations, coordination with local authorities, embassy personnel, and the AFMES may be required.

*b. Concurrent return deaths (theater).* The geographic combatant commander is responsible for the search for, recovery, tentative identification when possible, and evacuation of remains to a mortuary affairs facility; all resources and capabilities immediately available will be used.

*c. Residual remains from previous wars or incidents.* The commander of the Joint POW/MIA Accounting Command (JPAC) or the geographic commander will search for, recover, and tentatively identify eligible deceased personnel; all resources and capabilities immediately available will be used.

### **8-4. Jurisdiction of civil authorities within the United States**

- a. Types of jurisdictions.* There are four types of jurisdictions that a military installation can fall under:
- (1) Exclusive jurisdiction. The Federal Government has sole authority.
  - (2) Concurrent jurisdiction. Both State and Federal Governments retain all their legislative authority.
  - (3) Partial jurisdiction. Both State and Federal authorities have some legislative authority, but neither one has absolute power.
  - (4) Proprietary jurisdiction. The United States has only a possessory interest in the property it occupies.

*b. On Army installations or reservations.* The Army has jurisdiction when the installation has been identified as Exclusive Jurisdiction. The AFMES is notified of all active duty personnel deaths. A civil death certificate, however, is required for all deaths occurring on a U.S. military installation or reservation within the United States. A transit or burial permit is required before remains can be removed from an Army installation or reservation for shipment or interment.

*c. Outside an Army installation.* Approval of civil authorities will be obtained before moving remains from scene of death when death occurs at a place other than on a military installation or reservation.

#### **8-5. Jurisdiction of civil authorities outside the United States**

When deaths occur outside the United States, procedures followed should be under local laws and, if applicable, status of forces agreements.

#### **8-6. Recovering remains from scene of incident**

*a.* The procedures and authorities are different for recovery of remains in a joint operations area during conflicts and recovery on a military installation. The responsible U.S. Army Criminal Investigation Command (USACIDC) office will be contacted concerning all deaths which occurred on exclusive, concurrent, or partial jurisdictions where USACIDC maintains the investigative authority and responsibility.

(1) *Military installation in the continental United States.*

*(a)* The installation commander under exclusive jurisdiction will ensure the appropriate law enforcement is immediately dispatched in order to preserve evidence and secure access. When mass fatality incidents occur, the commander will notify higher HQ and request AFMES assistance. The notification and request will provide the number of decedents and the circumstances of the event. As required, the AFME assigned by the Office of the Secretary of Defense will dispatch personnel to the scene to assist the Criminal Investigation Division (CID) in the conduct of the investigation, the installation commander will provide support to CID and law enforcement conducting the investigation and recovery.

*(b)* The installation commander, under concurrent or partial jurisdiction, will immediately contact law enforcement who will dispatch appropriate personnel and equipment to secure and preserve evidence at the incident site. For all deaths, the commander will contact the local law enforcement who will immediately contact the appropriate CID office and medical examiner or coroner who has legislative with authority concerning disposition of the deceased's body. In accordance with DODI 5505.03, CID has investigative primacy over noncombat death investigation.

(2) *Joint operations area.* The unit commander is responsible for the recovery and transport of remains from the incident site to the closest Mortuary Affairs facility. When the incident appears noncombat related investigative agencies will be notified. In those instances, the commander will secure the scene until investigative agency personnel assume responsibility. For additional information refer to JP 4-06.

*b.* Recovery and removal of remains at the scene of an incident will be accomplished by authorized law enforcement in conduction with the medical examiner or coroner to ensure forensic information and evidence is preserved.

*c.* The incident site will be well secured, to ensure that only authorized personnel have access.

*d.* JP 4-06 provides the procedures for conducting search and recovery, processing, and evacuation in joint operations.

#### **8-7. Facilities for processing remains**

When multiple remains are present, facilities will be adequate to allow for simultaneous processing as near to the site of the incident as possible. In most cases, this will require improvising. Garages, warehouses, large tents, screened areas, and similar enclosures may be used. Arrangements must be made for refrigeration equipment to inhibit decomposition of the remains.

#### **8-8. Processing remains for identification**

Processing remains for identification is the responsibility of the AFME or local medical examiner or coroner in accordance with current guidance, regulations, and applicable laws and statutes. Any additional data needed to effect individual identification of remains should be requested from CDR, HRC (AHRC-PDC), by telephone at 1-800-626-3317 or Defense Switched Network (DSN) 983-9504, or by the fastest means of communication available. Policies shown below will be carried out.

*a.* Deceased personnel must be identified as quickly as possible by employing all well-known means and scientific resources.

*b.* Multiple remains from a single incident will be processed for identification simultaneously (when resources are available).

*c.* Commingled remains will be handled in accordance with AFMES or local medical examiner or coroner guidance.

*d.* Remains will not be classified as unidentifiable until identification recommendations are reviewed by the Casualty and Mortuary Affairs Board of Officers (CMABO) and approved by CDR, HRC (AHRC-PDC) (see para 8-15).



- e.* Methods and means used to establish identification will be documented carefully and accurately (see para 8–13).
- f.* Information concerning identification or shipment of remains will not be released to news media before—
  - (1) Establishment of a final identification determination for all remains.
  - (2) Notification has been made to the PADD.

### **8–9. Deoxyribonucleic (DNA) acid identification**

Since DNA testing or remains is consumptive, no specimens may be taken for DNA testing prior to the scientific identification of remains by the AFME. Independent DNA tests at the request of the PNOK/PADD or any other authorized person will not be at U.S. Government expense.

### **8–10. Incomplete remains and portions of remains**

*a.* Multiple casualty incidents such as aircraft crashes and destruction of crew-served vehicles create severely traumatized and incomplete remains. In such cases, a report of incident will be necessary. This report will include the following:

- (1) Time and date of incident.
- (2) Location of incident by grid coordinates and city, state, and country, with any other data that would help to locate the place; this would include firebase, landing zone, river, or village, if possible.
- (3) Name, rank, and DOD identification (ID) number of each person involved directly in the incident and a statement that they were the only persons involved.
- (4) Status of each individual involved; including those who were killed, those who are missing, and what happened to the survivors (for example, admitted to 95th Evacuation Hospital; treated and released at 18<sup>th</sup> Surgical Hospital; returned to duty with minor injuries; or returned to duty with no injuries).
- (5) Statement by witnesses who saw individuals enter vehicle or aircraft before the incident.
- (6) Statement by survivors.
- (7) Whether the person being written about is confirmed dead and that it could not be anyone else.
- (8) That a muster was or was not held; whether or not anyone is missing.
- (9) Narrative describing the incident.
- (10) Description of any vehicle or aircraft, if one was involved, giving type, identifying numbers, and unit to which the vehicle or aircraft was assigned.
- (11) Statement that a thorough search has been made of the area if remains recovered are missing major portions or if they are so incomplete that the person to whom they belonged could still be alive.
- (12) Name, rank, DOD ID number, and organization of the person making the statement.

*b.* Before identification of remains with major portions missing, especially when recovered portions are not vital to life, a statement will be made as to—

- (1) Completeness of recovery efforts.
- (2) Subsequent search of the site or why a subsequent search could not be made. Every effort will be made to recover all portions of remains at the time of search to avoid recovery of additional portions after partial remains have been shipped to destination. In general, needed documentation increases as the amount of recovered remains decreases.

*c.* When remains involved in a multiple casualty incident are processed for identification, the disposition of remains and non-associable portions, if any, will be accomplished per table 8–1.

*d.* When remains are processed for identification, either a single death or from a multiple casualty incident, disposition instructions for incomplete remains will not be requested from the PADD without the express approval of CDR, HRC (AHRC–PDC). The PADD has two options for currently recovered partial remains:

- (1) Receive the partial remains that have been identified at this time for disposition.
- (2) Have the partial remains temporarily held until other subsequent remains believed to be the deceased are identified.

*e.* When additional portions of remains are recovered after the principal remains have been released to the PADD, the CDR, HRC (AHRC–PDC), will be immediately notified and provided all factual information. After normal duty hours, initial notification will be made through the CDR, HRC (AHRC–PDC), CMAOC (AHRC–PDC) (manned 24 hours a day), by telephone, commercial (502) 613–8036, or DSN 983–8036. Under no circumstances will information concerning the recovery of additional portions be released to other than CDR, HRC (AHRC–PDC). When additional portions are identified as those of a specific individual, CDR, HRC (AHRC–PDC) will provide the PADD all factual data and present the PADD the options available for disposition of the portions. CDR, HRC (AHRC–PDC) will coordinate with the CAC and the CAO, as required.

**Table 8–1****Disposition of remains and portions, multiple death incident**

Identification made of remains in an incident	Disposition authorized for identified remains	Disposition to be made of non-associable portions of unidentified remains
1. There are individually identified complete or incomplete remains for each person killed in the incident. No non-associable portions were recovered.	Inter individually as directed by the NOK.	Not applicable.
2. There are individually identified remains for each person killed in the incident. Minimal non-associable portions exist.	Inter individually as directed by the NOK.	Cremate and dispose of locally.
3. There are individually identified remains for all but one person killed in the incident. The portions that anatomically duplicate the identified remains will be declared the recoverable remains of the person killed in the incident whose remains have not been accounted for.	Inter individually as directed by the NOK.	Cremate and dispose of locally.
4. There are individually identified remains for each person killed in the incident. The identified remains consist of a small percentage of the recovered remains (for example, teeth and adjoining bone).	Inter individually as directed by the NOK.	Inter in U.S. Government cemetery with marker containing names of all members of the group.
5. There are not individually identified remains for each person killed in the incident. The individually identified remains consist of minimal portions (for example, teeth and adjoining bone).		
a. It can be forensically established that the number of remains is equal to the number of persons in the incident. b. It cannot be forensically established that the number of remains is equal to the number of persons killed in the incident. 6. No individual identification(s) can be made from remains recovered. The material evidence and/or reliable circumstantial information clearly identifies the specific incident.	Inter individually or inter as part of the group as directed by the NOK.  Inter individually or inter as part of the group as directed by the NOK.	Inter in U.S. Government cemetery with marker containing names of all members of the group.  Inter in U.S. Government cemetery with marker containing names of all members of the group.
a. It can be forensically established that the number of remains is equal to the number of persons in the incident. b. It cannot be forensically established that the number of remains is equal to the number of persons killed in the incident. 7. No individual identification(s) can be made from remains recovered. Remains cannot be associated with any known deceased. Material evidence and/or circumstantial information indicates remains are American military.	Not applicable.  Not applicable.  Not applicable.	Inter in U.S. Government cemetery with marker containing names of all members of the group.  Inter in U.S. Government cemetery. Names may be omitted from marker at request of NOK.  Inter in U.S. Government cemetery as Unknowns.

**8–11. Disposition of additional portions**

The PADD may select one of the following options for disposition of subsequently identified portions at U.S. Government expense. This selection is made at the time of initial notification of identified partial remains. Selection by the PADD of an option does not entitle the PADD to an additional honors ceremony.

- a. To be notified and given the choice of accepting subsequent portions for disposition.
- b. Not to be notified. The Army will make appropriate disposition of all subsequent remains.

**8–12. Telephonic status reports**

Army commanders taking part in recovery, identification, processing, and shipment of remains and related activities will telephone all actions taken and status of the situation to the supervising command and CDR, HRC (AHRC–PDC), at 1–800–626–3317 (commercial) or 983–9501 (DSN), as developments occur.

### 8–13. Statement of identification

The CAC completes the DA Form 2773 (Statement of Identification) after notification by the AFME or civilian medical examiner or coroner of the positive identification of the deceased. The CAC indicates on the form the condition of the remains and all means used to establish the identity of the remains. The name, address, and telephone number of the AFME and/or medical examiner or coroner identifying the remains will be entered in the “Narrative and Summary” portion of the form.

a. The importance of proper identification processing documentation cannot be overemphasized. The Army representative processing remains will fill out all prescribed forms completely and accurately. These forms and the conditions under which they will be used are discussed in paragraphs 8–13a(1), (2), and (3). The original DA Form 2773 and related documents are forwarded to CDR, HRC (AHRC–PDC) for inclusion in the official IDPF. The following documents, as applicable, will be attached to the DA Form 2773:

(1) When no question exists of identity of remains and the remains are viewable, or viewable for identification purposes, the following forms will be completed:

- (a) DD Form 565 (Statement of Recognition of Deceased).
- (b) DD Form 891 (Record of Identification Processing; Dental Chart).
- (c) DD Form 893 (Record of Identification Processing; Anatomical Chart).
- (d) DD Form 894 (Record of Identification Processing; Fingerprint Chart).

(2) When remains are non-viewable, the following forms will be completed:

- (a) DA Form 2273.
- (b) DD Form 565.
- (c) DD Form 890 (Record of Identification Processing; Effects and Physical Data).
- (d) DD Form 891.
- (e) DD Form 892 (Record of Identification Processing; Skeletal Chart) or DD Form 893, as applicable.
- (f) DD Form 894.
- (g) DA Form 5520 (Physical and Dental Comparison Chart).

(3) When remains are non-viewable (para 8–13a(2), above) the forms shown below will be obtained from the Soldier’s records if available, and forwarded by the CAC to the AFME and/or medical examiner or coroner to aid in the identification process.

- (a) DD Form 369 (Police Record Check).
- (b) FBI Form FD 258 (Applicant Fingerprint Card).
- (c) Other record fingerprints.
- (d) Military identification card (common access card). This ID will be forwarded with processing papers (or as soon as possible under separate cover) to Commander, U.S. Army Human Resources Command, (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400.
- (e) Medical and dental records.
- (f) Duplicate panoramic dental x-ray if original is not available.

b. If tentative identification processing is accomplished by other than Army identification specialists (such as identification specialists from the AFME or hospital pathologists), a copy of the identification data used to establish identification will be obtained.

c. DA Form 5520, DA Form 2773, DD Form 565, DD Form 890, DD Form 891, DD Form 892, DD Form 893, and DD Form 894 are prescribed by this regulation. (Instructions for DD Form 565 and DD Form 890 are in ATP 4–46 and for DA Form 2773 are in DA Pam 638–2.)

### 8–14. Findings and conclusions

a. The identification findings and conclusions must be well-documented based on sound evidence that would justify the identification as established. Requests to defend identification are received frequently by CDR, HRC (AHRC–PDC). Therefore, well-documented conclusions and supporting statements that completely defend the case are necessary.

b. After an 15–6, findings and recommendations will be submitted for approval by the responsible officer who is appointed president of the board to the CMABO (see para 8–15). Each completed case will fall into one of the categories shown below.

(1) *Individually identified remains.* When it is definitely concluded that the post-mortem identification data compares favorably with the ante-mortem records of a named individual.

(2) *Individually unidentified remains.* When the conclusion shows that the identification data does not compare favorably with any known deceased or missing individuals.

(3) *Group identified remains-known.* When the conclusion shows that remains are those of two or more known deceased that cannot be individually identified.

(4) *Group identified remains-unknown*. When two or more remains cannot be individually identified and cannot be associated with any known deceased or missing individuals.

*c. Documentation requirements.*

(1) Supporting documents, to include all original processing forms, x-rays, record fingerprints, dental records, and copies of medical records, will be sent to Commander, U.S. Army Human Resources Command, (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400; they will become part of the decedent's IDPF. For deaths OCONUS documents must accompany all remains shipped to the United States.

(2) For deaths of other military Servicemembers, originals of all documents will be sent to the HQ of the parent Service (see para 3-8) of the decedent. A copy of the DD Form 2062 only will be sent to Commander, U.S. Army Human Resources Command, (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400.

### **8-15. Casualty and Mortuary Affairs Board of Officers**

*a.* The CMABO is established to assist the CDR, HRC (AHRC-PDC) in the resolution of special cases that involve the identification, non-identifiability, or non-recoverability of the remains of deceased persons. The CMABO is not involved in the resolution of cases from the Vietnam conflict.

*b.* The CMABO function is unrecoverable remains of persons—

- (1) For whom presumptive findings of death have been issued.
- (2) Known to be deceased, whose remains, because of the circumstances of death, are determined to be unrecoverable.
- (3) Whose remains are officially reported lost at sea.
- (4) For whom presumptive findings of death have been issued.
- (5) Whose remains are officially reported lost at sea.

### **8-16. Destruction of remains from Vietnam conflict**

*a.* Remains and portions of remains associated with the Vietnam conflict received by the JPAC from any source, regardless of size, number, or quality of the skeletal fragments and the likelihood of their ever being identified, will not be destroyed.

*b.* Unidentified portions of remains from the Vietnam conflict, including those designated “Central Identification Laboratory (CIL) Portions,” currently on hand at JPAC and those so designated in the future will not be destroyed. Unidentifiable portions of remains may continue to be designated “CIL Portions” by JPAC and approved by the Armed Forces Identification Review Board (AFIRB) as “CIL Portions.”

## **Chapter 9**

### **Cremation and Urns**

#### **9-1. When cremation is authorized**

Cremation will no longer be performed in a mortuary operated by a military Service or through a funeral home or crematory under contract with a military Service.

#### **9-2. Where and by whom cremation may be accomplished**

Cremation may be accomplished only by the PADD's receiving funeral home after arrival at final destination. At no time may cremation of remains, defined as a whole body or a non-intact torso be performed in a mortuary operated by a military Service or through a funeral home or crematory under contract with a military Service. It does not apply to body fragments and/or whole organs, defined as specimens. A PADD or decedent's representative may direct specimens be cremated in a mortuary operated by a military Service or through a funeral home or crematory under contract with a military Service.

#### **9-3. Arrangements for cremation**

*a.* When arrangements for cremation are made by Army authorities, the following will apply:

- (1) Cremation will be arranged through requirements contract, if one is in effect that includes cremation, or by a one-time purchase order.
- (2) The contractor will follow procedures in the Armed Services specifications for mortuary services for preparation or reprocessing of remains and cremation (see app B and C). The casket provided for cremation by the contractor may be an industry standard cremation container or casket. The urn provided by the contractor will meet or exceed the applicable urn specification.
- (3) The commercial crematory will be required to give a receipt for remains; on completion of cremation, the commercial crematory will be required to provide a release that states that the cremated remains were placed in the receptacle, the

name of the Army representative to whom the cremated remains were delivered, and the date of delivery. The original receipt and release statement will be attached to DD Form 2062 or DD Form 2063 (Record of Preparation and Disposition of Remains (Within CONUS) and sent to Commander, U.S. Army Human Resources Command, (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400.

(4) If the PADD requests the cremated remains be held by the Army until shipment at a later date, the cremated remains will be stored at the port mortuary or contractor's facility, as applicable. When the port mortuary's operational oversight is through the Army the CDR, HRC (AHRC-PDC) may authorize cremated remains be held up to 1 year. If the mortuary operational oversight is from another service, a request to store remains must be submitted through mortuary affairs office of that mortuary and the CDR, HRC for permission to store.

(5) When the PADD desires release of cremated remains before shipment to final destination, Army authorities will obtain a signed statement from the PADD releasing the Army of any responsibility for the cremated remains and later shipment at U.S. Government expense.

*b.* When arrangements for cremation are made by the PADD the following will apply:

(1) When the PADD elects an Army-arranged preparation of remains disposition option, and the PADD desires cremation at final destination, remains will be prepared in the normal manner and shipped in a casket that meets or exceeds the Armed Services casket specification. The PADD will be reimbursed for transporting the remains to the crematory, actual crematory charges, and suitable urn, including engraving. These expenses will not be counted against the primary care or interment allowances.

(2) When the PADD assumes responsibility for the preparation of remains and elects cremation, the PADD will be reimbursed for transporting the remains to the crematory, actual crematory charges, and suitable urn, including engraving. These expenses will be counted against the primary care allowance.

(3) If the PADD of the remains or the decedent's representative indicates an intent to direct cremation, the respective military Service will support such a request by casketing the deceased in a hardwood cremation casket in accordance with DOD specifications. The cremation will be accomplished by the PADD or decedent's representative's selected receiving funeral home and paid for by the respective military Service in accordance with applicable statutory provisions. The military Service will ship an urn with the deceased for placement of the cremated remains by the PADD or decedent's representative's receiving funeral home.

#### **9-4. Transportation of cremated remains**

*a.* Cremated remains of Soldiers will be transported by air or surface transportation with an escort to the designated consignee (the PADD or designee of the PADD). Cremated remains will be hand-carried at all times. One ticket only will be required for the escort's common carrier travel to destination. Return travel of the escort will be effected under paragraphs 12-5 and 12-7.

*b.* Cremated remains of other than Soldiers may be mailed by registered mail or shipped by air express. No escort is authorized.

*c.* A receipt will be obtained from whomever assumes custody of the cremated remains. A copy of this receipt will be sent to the Commander, U.S. Army Human Resources Command (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400.

#### **9-5. Procurement of urns by Army**

The type of urn specified in the Armed Services specifications for solid bronze urns or solid hardwood urns (see app D and E) will be procured. When the specified type of urn is not available, a temporary container may be purchased for shipment to a port mortuary or another command where a suitable urn may be purchased by the contracting officer.

#### **9-6. Arrangements for engraving urns**

To promote identification continuity, the urn will be engraved before the cremated remains are placed in it. The CAC will verify the required information is correct before passing the information to the activity engraving the urn and the wooden interment flag case.

*a.* The inscription for non-theater deaths will be completed on three lines and will include first name, middle initial, last name, rank, service, date of birth, and date of death below the Army seal. The first line is the decedent's first name, middle initial, and last name; second line is rank (will be spelled out) and service; and the third line is date of birth and date of death for example:

John A. Doe  
Sergeant, U.S. Army  
27 Dec 1930 - 12 Dec 1960.



*b.* The inscription for theater deaths will be completed on four lines and will include first name, middle initial, last name, conflict of operation, rank, service, date of birth, and date of death below the Army seal. The first line is the decedent's first name, middle initial, and last name; second line is conflict of operation; third line is rank (will be spelled out) and service; and the fourth line is date of birth and date of death for example:

John A. Doe  
 Operation Enduring Freedom  
 Rank, U.S. Army  
 27 Dec 1960 - 12 Dec 2005.

## **Chapter 10**

### **Group Remains and Group Interments for Current Deaths**

#### **10-1. Identification processing of group remains**

Before remains are designated as group remains and considered for a group interment, the remains will be processed for identification and thoroughly documented per chapter 8 (see the glossary for explanation of group interment.) The identification findings will be submitted to the CMABO for review and approval (see para 8-15).

#### **10-2. Selection of a U.S. Government cemetery for group interment**

Group interments will be in a U.S. Government cemetery designated by CDR, HRC (AHRC-PDC). When other than Army dead are included in the group, CDR, HRC (AHRC-PDC) will coordinate selection of the cemetery with other Services and agencies involved.

#### **10-3. Coordinating agency for group interments**

The CDR, HRC (AHRC-PDC) will be the Army coordinating agency for necessary actions to effect a group interment. The CDR, HRC (AHRC-PDC) will request assistance from Army installations when needed.

#### **10-4. Advising the person authorized to direct disposition of remains of each decedent included in the group interment**

- a.* The PADD of each decedent in the group will be notified of the group interment as soon as possible—
  - (1) After determination that remains are not individually identifiable and are determined to be group remains.
  - (2) When a U.S. Government cemetery has been selected for interment of the group.
- b.* Notification will be made by a personal visit and/or letter depending on circumstances and as directed by CDR, HRC (AHRC-PDC). The CNO's travel expenses may be charged to the Casualty and Mortuary Affairs Specific Allotment.

#### **10-5. Travel of persons authorized transportation to attend group interment**

See paragraphs 11-2, 11-3, and 11-4, for travel entitlements.

#### **10-6. Escorts for group remains**

The number of escorts to be used for remains in a group interment will be determined by CDR, HRC (AHRC-PDC). The rank of the escort will be at least equivalent to that of the highest ranking decedent (see chap 12).

#### **10-7. Shipment of group remains to a U.S. Government cemetery**

- a.* The CDR, HRC (AHRC-PDC) will coordinate with the superintendent of the respective cemetery and arrange with the shipping installation to schedule shipment of the group remains to arrive on the date specified.
- b.* The commander of the installation responsible for shipment of remains to the cemetery will send a message to the superintendent of the cemetery as an action addressee and to Commander, U.S. Army Human Resources Command (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400, as an information addressee with the following information:
  - (1) Names and grades of deceased comprised by the group.
  - (2) Name and grade of escort(s).
  - (3) Scheduled time of departure.



- (4) Routing.
- (5) Scheduled time of arrival at the commercial airport or cemetery.

#### **10–8. Visitation**

The CAC responsible for the place of interment will contract a funeral home or other suitable facility to provide an appropriate place for the PADDs to receive other Family members and friends. One visitation, not to exceed 2 hours, is authorized. The CAC arranging the visitation will ensure that all PADDs of the decedent are advised of the visitation period in sufficient time to attend. Opening the casket or unwrapping the remains is not permitted without the prior approval of CDR, HRC (AHRC–PDC).

#### **10–9. Authorized interment allowance**

The PADD of each Soldier in the group interment is authorized an interment allowance not to exceed the current maximum allowance for interment of individually identified remains directly consigned to a U.S. Government cemetery. This allowance is submitted on a completed DD Form 1375 with itemized bills attached to the CAC with responsibility for the place of interment.

#### **10–10. Payment to funeral director**

Funeral directors who provide services (including funeral coach service) for group remains will be paid by the U.S. Government on the basis of the number of caskets handled rather than number of individuals or remains involved.

#### **10–11. Flags with cases and group interment marker**

Flags with cases will be provided as prescribed in paragraph 15–1. Group interment marker will be provided as prescribed in paragraph 16–4.

#### **10–12. Recovery and identification of remains in support of the Missing Service Personnel Act (10 USC Sections 1501 through 1513)**

Previously designated group remains will not be disinterred for the sole purpose of individually identifying or segregating the group remains. A group remains may be disinterred for additional identification processing when:

- a.* Subsequent portions have been recovered from the site of the casualty incident and an individual identification has not been previously made for every U.S. person involved in the incident, from either the remains originally recovered or from the subsequently recovered portions; or
- b.* Sufficient evidence indicates that the original group interment included individually identified remains without the PADD's consent or knowledge or was otherwise erroneous.
- c.* The Army funds the disinterment and transportation of the remains to the JPAC and, when necessary, to the original place of interment. The military department concerned funds expenses after the identification process is completed.

## **Chapter 11**

### **Transportation and Travel**

#### **Section I**

#### **Funeral Travel**

##### **11–1. Funeral travel**

Federal statutes, 37 USC 481f authorize the Army to provide funeral travel to enable certain persons to attend the funerals of Soldiers who die while on active duty or inactive duty for training. The travelers entitled to a travel benefit, and the authorized travel benefit, vary by statute. Order issuing authorities must verify each traveler's entitlement and benefit before issuing funeral travel ITAs (see paras 11–2 through 11–6 for specific entitlement and benefit information). Funeral travel is not provided for re-interments when the remains are disinterred and moved at the PADD's or other person's discretion.

*a.* Only one statute may be applied when determining travel entitlement and benefits for a single interment. The CAC providing casualty assistance to the PADD must ensure funeral travel entitlement and benefits are adequately explained to the PADD as part of the mortuary affairs benefits briefing. Funeral travel entitlements and benefits may affect the PADD's disposition of remains decisions.

*b.* Funeral travel will be provided for each authorized interment of a decedent. Under certain conditions a Soldier may be interred in two or more places at two or more different times.

(1) If there are individually identifiable portions for a Soldier and the Soldier is also included in a group remains (see chap 8), then the Army will provide funeral travel to both the interment of the individually identified portions arranged by the PADD and the group interment arranged by the Army.

(2) If a Soldier's remains are individually identified and interred and additional portions of the Soldier's remains are subsequently recovered and identified, then the Army will not provide funeral travel to the subsequent interment.

#### **11–2. Travel of relatives for individual funeral services (37 USC 481f)**

*a.* The Joint Travel Regulations (JTR) contains detailed entitlement rules.

*b.* Funeral travel and per diem are authorized for relatives listed in paragraph 11–2*c*, below to attend the funeral service of a Soldier who has been on active duty or inactive duty.

*c.* Persons authorized to travel at U.S. Government expense are as follows:

- (1) The deceased's surviving spouse (including a remarried surviving spouse).
- (2) The deceased's children (including stepchildren, adopted children, and illegitimate children regardless of age).
- (3) The deceased member's parent or parents as defined in 37 USC 401(b)(2).
- (4) The deceased member's siblings (one of two or more individuals having one or both parents in common).

*d.* PADD of the deceased Soldier's remains. When the deceased Soldier's remains are commingled and buried in a common grave in a national cemetery, the person who would have been designated to direct the disposition of the remains if individual identification had been made.

*e.* If no one person described in paragraph 11–2*c*(1) through (5) is provided travel and transportation allowances, the travel and transportation allowances may be provided to no more than two other persons closely related to the deceased Soldier and who are selected by the PADD. An attendant or escort may be provided travel and transportation allowances for travel to the interment ceremony if:

- (1) The accompanied eligible traveler is unable to travel unattended or unescorted because of age, physical condition, or other justifiable reason acceptable to the approving officer; and
- (2) There is no other eligible traveler of the deceased Soldier, traveling to the interment ceremony, eligible for travel and transportation allowances under paragraph JTR.

*f.* Additional travel entitlements see JTR.

#### **11–3. Travel of relatives for group interment (10 USC 1482)**

*a.* The JTR contains detailed entitlement rules.

*b.* Transportation is authorized for the following persons to attend interment services at a group interment:

- (1) The person who would have been the PADD if individual identification had been made.
- (2) Two other close relatives of the decedent selected by the PADD. Categories of persons and their spouses considered close relatives are children (to include adopted and stepchildren), parents (to include step-parents), siblings, grandparents, and other blood relatives.

*c.* Per diem is authorized.

*d.* The CDR, HRC (AHRC–PDC) will issue ITAs to the persons authorized the transportation and make transportation arrangements, as required.

#### **11–4. Unit memorial service**

Authorized eligible relatives of a deceased Soldier are authorized round-trip travel and transportation allowances to a memorial event that occurs at a location other than the interment site. In addition, the eligible surviving Family members will attend only one unit memorial event that is conducted at the home station within 2 years of the Soldier's death. The memorial service must be in CONUS, a non-foreign OCONUS area, or the deceased Soldier's last permanent duty station or home port; and may not be in a theater of combat operations. Travel and transportation allowances include travel to and from the memorial service location plus 2 days of per diem at the memorial site. Therefore, ITAs will not exceed authorization for 2 days of per diem and the time necessary to travel to and from the event. An eligible relative is defined as:

*a.* The deceased Soldier's surviving spouse (including a remarried surviving spouse).

*b.* The deceased Soldier's children (including stepchildren, adopted children and illegitimate children), regardless of age.

*c.* The deceased Soldier's parent or parents as defined in 37 USC 401(B)(2). The term "parent" means:

- (1) A natural parent of the Soldier.
- (2) A stepparent of the Soldier.
- (3) A parent of the Soldier by adoption.

(4) Any other person, including a former stepparent, who has stood in loco parentis to the Soldier at any time for a continuous period of at least 5 years before the Servicemember became age 21.

- (5) A parent, stepparent, or adopted parent of the spouse of the Soldier.
- d. The deceased Soldier's siblings.
- e. The spouse's parents.
- f. The person who directs the disposition of the deceased Soldier's remains under 10 USC Section 1482(c) or, in the case of a deceased Servicemember whose remains are commingled and interred in a common grave in a national cemetery, the person who would have been designated under 10 USC Section 1482(c) to direct the disposition of the remains if individual identification had been made. 10 USC Section 1482(c) states: Only the following persons may be designated to direct disposition of the remains of a decedent covered by this chapter:
  - (1) The surviving spouse of the decedent.
  - (2) Blood relatives of the decedent.
  - (3) Adoptive relatives of the decedent.
  - (4) If no person covered by paragraphs 11-4f(1) through (3), above can be found, a person standing in loco parentis to the decedent.
- g. If no person described in paragraphs 11-4a through fis provided travel and transportation allowances, then no more than two persons, closely related to the deceased Soldier, who are selected by the PADD. A person provided travel and transportation under this paragraph is in addition to the PADD.

#### **11-5. Transportation to transfer ceremony of members of the Armed Forces who die overseas**

Authorized eligible relatives of a deceased Soldier are authorized round-trip to travel at DAFB to attend the dignified transfer of remains of a Soldier who died while in a theater of combat operations. The PNOK and two additional Family members of the deceased Soldier may travel to DAFB on ITAs. Travel and transportation allowances include travel and per diem for one day to attend the dignified transfer of remains at DAFB for the PNOK and two other Family members. The PNOK may designate another Family member to serve as the PNOK's representative, in addition to the two Family members authorized to attend in his or her place in the event that the PNOK is unable to travel. The services may fund the travel of additional Family members on a case-by-case basis subject approval of the CMAOC Director.

#### **11-6. Transportation and travel allowances of attendants for persons authorized funeral travel**

Transportation and travel allowances for attendants of persons authorized funeral travel in paragraphs 11-2 through 11-4 are chargeable to the Casualty and Mortuary Affairs Specific Allotment. An attendant is authorized when the person authorized funeral travel is a minor, infirm, or requires medical attention. The attendant's travel must be performed under competent orders in accordance with JTR.

#### **11-7. Payment of funeral travel reimbursement**

The CAC issuing the ITA will assist the traveler in processing a travel voucher for reimbursement of travel and per diem expenses. The CAC will monitor the payment action to ensure the travel voucher is submitted in Defense Travel System within 30 days after the travel is completed. The CAC will ensure that funeral travel expenses are promptly entered into DCIPS.

## **Section II**

### **Shipment of Remains**

#### **11-8. Point of contact for shipment of remains**

The preparing CAC (within the United States) or the Director, Mortuary Affairs (outside the United States) will determine the best method of shipment and be responsible for the following:

- a. Strict compliance with sanitary laws and regulations of all countries and States to or through which remains are to be shipped.
- b. Coordination with the applicable CAC for the issuance of travel orders covering travel of escort as authorized in chapter 12.
- c. Ensuring that prompt notification of shipment of remains is made as prescribed in paragraph 11-25.
- d. Ensuring that proper records accompany the remains (see para 11-24).
- e. Collection of transportation cost on reimbursable cases OCONUS (see para 6-13).
- f. Ensuring the remains are expeditiously moved and not unnecessarily delayed as the result of administrative procedures or non-availability of U.S. Government or contract personnel to complete mortuary affairs or transportation actions.

**11–9. Modes of transportation authorized for shipment of remains and escorts**

*a. Within the United States.* From place of death to place of interment, from place of death to a port mortuary within the United States, from a port mortuary in the United States to place of interment, and from a port mortuary in the United States to another port for reshipment, one of the following methods or combinations of methods may be used:

- (1) Commercial air.
- (2) Funeral coach or service car. Provided by a funeral director, provided that the following apply:
  - (a) Cost of such transportation is not in excess of cost of common carrier transportation.
  - (b) Common carrier service is not available, or its use is impracticable.
  - (c) The PADD requests this service, and the PADD defrays costs in excess of what the cost would have been if the U.S. Government transported the remains by common carrier.

*b. Outside the United States.* The director of the Army mortuary OCONUS will use the most expeditious and cost effective means for moving remains either between two points outside the United States or between points outside the United States and ports in the United States

- (1) Use of military aircraft will not delay the arrival of the remains at the place designated by the PADD and must be more cost effective than commercial air carriers.
- (2) Commercial transportation is the preferred method except when impractical, not available, or cost prohibitive.

*c. Between the United States and outside the continental United States.* The mortuary affairs officer in the United States will use the most expeditious and cost effective means for moving the remains to another location OCONUS.

- (1) When military aircraft will not delay the arrival of the remains at the place designated by the PADD and will be more cost effective than commercial air carriers.
- (2) Commercial transportation is the preferred method except when impractical, not available, or cost prohibitive.

**11–10. Unauthorized transportation by military aircraft in the United States**

Shipment of remains by military aircraft within the United States is not authorized, except as follows:

*a.* Recovery of remains for autopsy or accident investigation purposes from accident site to nearest adequate military installation.

*b.* Movement of remains originating OCONUS by AMC from the aerial port of debarkation of the first landing in the United States to a port where mortuary facilities are located, using AMC positioning and repositioning aircraft.

**11–11. When transportation costs are not authorized**

Transportation costs are not authorized for shipment of remains—

- a.* After disinterment when the PADD initially directed disposition (see para 4–22).
- b.* Beyond port mortuary in the United States on reimbursable cases.

**11–12. Transportation of remains of Soldiers on active duty**

Deceased Soldiers (see paras 2–2, 2–3, and 2–4) may be transported to decedent’s home, or any other place determined to be the appropriate place of interment. The shipment of remains is arranged by the preparing CAC’s contract funeral home (within the United States) or the preparing Director, Mortuary Affairs (OCONUS) when the PADD selects the Army-arranged disposition option.

*a.* When ground transportation is the sole method used to transfer the remains from the preparing mortuary to the receiving funeral home, ground transportation arrangements will be made by the preparing CAC (within the United States) or the Director, Mortuary Affairs (outside the United States) Transportation will be paid by the CAC to the contractor.

*b.* When commercial air transportation is used to deliver the remains to the commercial airport serving the receiving funeral home with subsequent ground transportation to the receiving funeral home—

(1) Commercial air transportation arrangements will be made by the preparing CAC (within the United States) or the Director, Mortuary Affairs (OCONUS) Transportation expenses will be prepaid by the CAC.

(2) Ground transportation arrangements from the commercial airport to the receiving funeral will be made by the receiving funeral home. The preparing CAC (within the United States) or the Director, Mortuary Affairs (OCONUS) must coordinate commercial air carrier schedules with the receiving funeral home. Transportation expenses will be reimbursed to the PADD as part of the funeral and interment claim.

**11–13. Transportation of remains of dependents of military personnel**

The remains of dependents of Soldiers (see para 2–14) may be transported to decedent’s home, or any other place determined to be the appropriate place of interment. The shipment of remains of dependents of Soldiers is arranged as follows:

*a. Within the United States.* All transportation arrangements will be made by the PADD's contracted funeral home. The CAC will not arrange transportation of remains using Casualty and Mortuary Affairs Specific Allotment funds without the prior approval of CDR, HRC (AHRC-PDC).

*b. Outside the United States.*

(1) When ground transportation is the sole method used to transfer the remains from the preparing mortuary to the receiving funeral home, ground transportation arrangements will be made by the Director, Mortuary Affairs. Transportation will be paid by the mortuary to the contractor.

(2) When commercial air transportation is used to deliver the remains to the commercial airport serving the receiving funeral home with subsequent ground transportation to the receiving funeral home—

*(a)* Commercial air transportation arrangements will be made by the Director, Mortuary Affairs preparing the remains. Transportation will be paid by the mortuary to the commercial carrier.

*(b)* Ground transportation arrangements from the commercial airport to the receiving funeral will be made by the receiving funeral home. The Director, Mortuary Affairs preparing the remains must coordinate commercial air carrier schedules with the receiving funeral home and the CAC responsible for the geographic area of the receiving funeral home. Transportation expenses will be reimbursed to the PADD as part of the funeral and interment claim.

#### **11-14. Payment of transportation of remains of deceased dependents of active duty Soldiers**

*a.* The CAC will initiate a DD Form 1375 and provide the form to the Soldier, or other interested person when the Soldier is not available, to submit with the claim for reimbursement of transportation of remains expenses.

(1) The CAC completes items 1, 2, 3, 4, 6, 7, 8, 9, and 10.

(2) The Soldier completes items 12, 13, 16, and 18.

(3) Items 5, 11, 14, 15, and 17 are left blank.

*b.* The Soldier will submit the DD Form 1375 with a copy of the signed service contract with the funeral home, general price list, casket price list (as appropriate), a certificate of death, and DA Form 5327.

*c.* The claim will be submitted to either the CAC providing assistance to the Soldier at home station or place of interment. Prior to paying the claim, the CAC must verify the claim has not been previously paid. Claim payment information can be obtained from DCIPS.

#### **11-15. Remains of retired military and their dependents**

*a. Retired military personnel, continuously hospitalized.* The transportation of remains for retired military personnel who are continuously hospitalized from the date of retirement until the date of death (see para 2-8) are arranged in the same manner as Soldiers who die on active duty.

*b. Within the United States.* Remains of military retirees and their dependents (see paras 2-8 and 2-16) may be transported to a place of interment that is no further distance than the decedent's last place of residence, nearest U.S. Government cemetery accepting new interments, or U.S. Government cemetery where the retiree or dependent of a retiree has an interment agreement. Amount paid for transportation may not exceed cost of transportation from place of death to decedent's last place of residence unless the remains are transported to the nearest U.S. Government cemetery accepting new interments, or U.S. Government cemetery where the retiree or dependent of a retiree has an interment agreement. When place of death and place of interment are local to the residence, transportation is authorized for removal of remains from place of death to a local funeral home and from a local funeral home to a local cemetery. Transportation may not be to a place OCONUS.

(1) All transportation arrangements will be made by the PADD's contracted funeral home. The CAC will not arrange transportation of remains or prepay transportation expenses with Casualty and Mortuary Affairs Specific Allotment funds without the prior approval of CDR, HRC (AHRC-PDC).

(2) When retiree qualifies for transportation by the VA under 38 USC, Chapter 23, the retiree's VA program will take precedence, and the PADD will not be paid under the Mortuary Affairs Program. The mortuary affairs officer will check each case to determine whether payment has been, or will be, paid by the VA prior to paying transportation costs.

*c. Outside the continental United States.*

(1) When ground transportation is the sole method used to transfer the remains from the preparing mortuary to the receiving funeral home, ground transportation arrangements will be made by the preparing Director, Mortuary Affairs. Transportation charges will be paid by the PADD to the Director, Mortuary Affairs in advance.

(2) When commercial air transportation is used to deliver the remains to the commercial airport serving the receiving funeral home with subsequent ground transportation to the receiving funeral home—

*(a)* Commercial air transportation arrangements will be made by the preparing Director, Mortuary Affairs. Transportation charges will be paid by the PADD to the Director, Mortuary Affairs in advance.



(b) Ground transportation arrangements from the commercial airport to the receiving funeral home will be made by the receiving funeral home. The preparing Director, Mortuary Affairs must coordinate commercial air carrier schedules with the receiving funeral home.

#### **11–16. Payment of transportation of remains of retirees and dependents of retirees**

Payment of transportation for retirees cited in table 2–1, as reimbursable cases, will be contingent on receipt of a completed DD Form 1375 with a copy of the signed service contract with the funeral home, general price list, casket price list (as appropriate), a certificate of death, DA Form 5327, and a statement signed by an official of the respective military MTF that decedent was properly admitted to the facility at time of death. This statement will be prepared on hospital stationery and will include date and time of admission and date of death.

#### **11–17. Other United States citizens (outside the continental United States)**

Transportation of remains for other United States citizens and their dependents (see para 2–17) is authorized on a reimbursable basis for shipment from place of death to a port mortuary in the United States. The remains may not be shipped aboard DOD aircraft unless a request is made by the Department of State and is approved by the Secretary of Defense. Reimbursement costs for U.S. Government transportation provided under this paragraph will be collected from the sponsor by the command in which the remains were prepared. Amounts collected will be credited to the current appropriations available for such costs.

#### **11–18. Military prisoners, prisoners of war, and interned enemy aliens**

Military prisoners, POWs, and interned enemy aliens (see paras 2–11 and 2–12) will be transported at Army expense to a cemetery or other place designated by CDR, HRC (AHRC–PDC).

#### **11–19. Pensioners and indigents**

Pensioners and indigents (see para 2–12) will be transported, by the most economical means, at Army expense to a cemetery designated by CDR, HRC (AHRC–PDC).

#### **11–20. Civilian employees**

Transportation of remains of civilian employees (see para 2–13) to the decedent’s actual place of residence, official station, or place of interment within the 50 States and the District of Columbia is authorized; movement of remains to a foreign country at U.S. Government expense is authorized. The cost of transportation to the place of interment may not exceed the cost to the official station or place of residence, whichever is more distant.

a. When the employee dies while temporarily away from their temporary duty (TDY) travel or official duty station during non-workdays or for the purpose of taking leave, allowable transportation costs for transportation of remains to the place of preparation will not exceed the amount that would have been allowed if death had occurred at the TDY station or official station.

b. When ground transportation is the sole method used to transfer the remains from the preparing mortuary to the receiving funeral, ground transportation arrangements will be made by the preparing CAC (within the United States) or the Director, Mortuary Affairs (OCONUS) Transportation will be paid by the CAC to the contractor.

c. When commercial air transportation is used to deliver the remains to the commercial airport serving the receiving funeral home with subsequent ground transportation to the receiving funeral home—

(1) Commercial air transportation arrangements will be made by the preparing CAC (within the United States) or the Director, Mortuary Affairs (outside the United States) Transportation expenses will be prepaid by the CAC.

(2) Ground transportation arrangements from the commercial airport to the receiving funeral will be made by the receiving funeral home. The preparing CAC (within the United States) or the Director, Mortuary Affairs (outside the United States) must coordinate commercial air carrier schedules with the receiving funeral home. Transportation expenses will be reimbursed to the PADD as part of the transportation claim.

#### **11–21. Dependents of civilian employees**

Transportation of remains of dependents of civilian employees (see para 2–15) to the decedent’s actual place of residence, official station, or place of interment within the 50 States and the District of Columbia. Movement of remains to a foreign country at U.S. Government expense is not authorized. The cost of transportation to place of interment may not exceed the cost to the official station or place of residence, whichever is more distant.

a. When the dependent of the civilian employee dies OCONUS while temporarily away from the employee’s official duty station, allowable transportation costs for transportation of remains to the place of preparation will not exceed the amount that would have been allowed if death had occurred at the official station.



*b.* When ground transportation is the sole method used to transfer the remains from the preparing mortuary to the receiving funeral home, ground transportation arrangements will be made by the preparing CAC (within the United States) or the Director, Mortuary Affairs (outside the United States). Transportation will be paid by the CAC to the contractor.

*c.* When commercial air transportation is used to deliver the remains to the commercial airport serving the receiving funeral home with subsequent ground transportation to the receiving funeral home—

(1) Commercial air transportation arrangements will be made by the preparing CAC (within the United States) or the Director, Mortuary Affairs (outside the United States). Transportation expenses will be prepaid by the CAC.

(2) Ground transportation arrangements from the commercial airport to the receiving funeral will be made by the receiving funeral home. The preparing CAC (CONUS) or the Director, Mortuary Affairs (OCONUS) must coordinate commercial air carrier schedules with the receiving funeral home. Transportation expenses will be reimbursed to the PADD as part of the transportation claim.

#### **11–22. Shipping processed remains from outside the continental United States**

Remains will be shipped in a casket with air tray from an Army mortuary OCONUS.

#### **11–23. Stopover of remains en route to final destination**

*a.* One stopover (either direct or indirect routing) may be approved by the CDR, HRC (AHRC–PDC) if specifically requested by the PADD only for a bona fide reason such as an invalid close relative (parents, spouse, sibling, or child) who cannot travel to the interment and have documentation supporting an authorized stopover that has been signed by a physician).

*b.* The PADD will be advised that transportation of remains from point of origin to cemetery will be at U.S. Government expense. The PADD also will be advised that he or she will defray all costs incurred at the stopover point. (Such expenses may be applied toward the authorized interment allowance, providing the maximum is not exceeded.)

*c.* The PADD will be advised that no more than 72 hours will be allowed at the stopover point.

*d.* Escort will accompany remains from point of origin to stopover point and then on to final destination.

#### **11–24. Documents necessary for shipping remains**

Documents listed below are necessary for shipping remains. These documents will accompany each remains shipped by Army authorities. In addition, the shipper will work with transportation officials to meet any other transportation requirements.

*a.* For shipment of remains in the United States:

(1) Transit permit.

(2) Certificate of death, if required. This requirement may vary from State to State. As a practice, the certificate of death will be included if it is available, whether or not it is required.

*b.* DD Form 2064 for shipment of remains from OCONUS to port mortuary in the United States

*c.* For shipment of remains from the United States to an area OCONUS or from one area OCONUS to another, contact the consulate or embassy of the countries involved to find out what documents are necessary to ship remains.

#### **11–25. Notification of shipment of remains**

The shipping activity will notify persons concerned of shipment of remains.

*a.* When remains OCONUS are delivered to the flight line for shipment, the shipping mortuary officer will contact each of the following:

(1) The departmental HQ of the deceased.

(2) The consignee.

(3) The CAC in which the PADD resides.

(4) The CAC to which the remains are being shipped.

*b.* When remains are shipped from place of death within the United States to final destination in the United States, the shipping mortuary officer will contact each of the following:

(1) The CAC in which the PADD resides.

(2) The CAC to which remains are being shipped.

(3) Any other person who has requested notification of arrival time of remains; include U.S. Government cemetery, when applicable.

(4) The CDR, HRC (AHRC–PDC).

(5) The consignee.

*c.* When remains are shipped from place of death in the United States to a destination OCONUS, the shipping mortuary officer will contact each of the following:

- (1) The CAC in which the PADD resides.
- (2) The CDR, HRC (AHRC–PDC).
- (3) The CAC OCONUS.
- (4) The consignee.

*d.* When remains are shipped from place of death OCONUS to final destination OCONUS (not involving shipment through port mortuary in the United States), send a priority message to each of the following:

- (1) Port or command OCONUS responsible for onward movement.
- (2) The CDR, HRC (AHRC–PDC).

*e.* When remains are shipped from a port in the United States to final destination in the United States, send a priority message to each of the following:

- (1) The CAC in which the PADD resides.
- (2) The CAC to which remains are being shipped.

(3) Any other person who has requested notification of arrival time of remains; include the U.S. Government cemetery, when applicable.

- (4) The CDR, HRC (AHRC–PDC).

*f.* When remains are shipped from Army installation in the United States directly to final destination OCONUS (such as Mexico or Canada), send an immediate message to each of the following:

- (1) The PADD if OCONUS.
- (2) The consignee.
- (3) The CDR, HRC (AHRC–PDC).

*g.* The PADD and consignee will be advised by telephone of date and estimated time of arrival of remains at final destination, except for paragraph 11–25*f*, above. Others concerned will be notified by message as outlined in paragraphs 11–25*c* through *f*, above. All messages will include the following data: name, rank, social security number, branch of Service, consignee, escort information if applicable, date and hour of estimated time of departure and estimated time of arrival, race, religion, and statement that the PADD and consignee have been notified of shipment.

#### **11–26. Transportation, storage, and billing for remains consigned directly to a U.S. Government cemetery**

See paragraph 13–6 for direct consignment of remains to a U.S. Government cemetery.

#### **11–27. Transportation for escorts of deceased Soldiers**

A separate transportation request will be drawn for travel of the escort; this request will specify class of ticket and accommodations to which the individual is entitled. The transportation request will be annotated “Escort for Remains.” The escort will be issued a round-trip ticket or return transportation request (see para 12–5).

## **Chapter 12**

### **Escorts**

#### **12–1. Decedents for whom an escort is authorized**

*a.* One escort is authorized to accompany remains (including cremated remains) of an eligible deceased Soldier in table 2–1 and DA Civilian employees who die while in a travel status, assigned OCONUS, or deployed in support of contingency operations. One or more escorts may be provided for group remains as prescribed in chapter 10.

*b.* The CDR, HRC (AHRC–PDC) may direct only one escort to accompany multiple remains to the same destination when appropriate.

*c.* An escort is authorized when the PADD has elected to make all arrangements for the preparation and transportation of the remains, unless PADD specifically requests no escort.

#### **12–2. Selection and assignment of escorts**

Escorts generally are selected by the responsible commander at the preparing mortuary. Escorts normally should be selected from the decedent’s unit of assignment. However, in view of qualifications prescribed below and the question of availability, assignment of an escort may be requested from another unit, installation, or nearby command.

*a.* An escort must be—

- (1) Neat in appearance. Military escorts will not have medical profiles restricting wear of uniform or waiving personal appearance standards.
- (2) Of good character.

- (3) Sober and drug free.
- (4) Tactful in speech and pleasant in personality.
- (5) Capable of taking appropriate action in an emergency.
- b.* If practical, the military escort will be of a status corresponding to the former status of the deceased. That is, be—
  - (1) Of the same branch of Service.
  - (2) Of a grade at least equal to that of the decedent.
  - (3) From the same unit when practicable.
  - (4) Able to speak the language spoken by the PADD.

### 12-3. Special escorts

- a.* Soldier death. A close relative (parent, sibling, or child) of the deceased or the PADD, who is a Servicemember of the U.S. Armed Forces, specifically requested by the PADD to escort the remains to final destination.
- b.* Department of Defense or Department of Army Civilian death. A close relative (parent, sibling, or child) of the deceased or the PADD, specifically requested by the PADD to escort the remains to final destination.
- c.* A special escort request will not be approved when—
  - (1) The requested person does not meet the qualifications of paragraphs 12-2*a* and 12-3*a*.
  - (2) The requested person is deployed with an Armed Force, unless approved by the Army commander of the deployed force.
- d.* Remains will be held in the Army contracted mortuary facility or Service mortuary facility OCONUS—
  - (1) Pending approval of a properly submitted special escort request.
  - (2) Awaiting the arrival of the approved special escort.

### 12-4. When an escort is used

- a.* *Escort duty assumed.* Escorts accompany remains (casketed or cremated) from the preparing mortuary to the final destination. Escorts assume their duties after processing and preparation of remains are completed and the remains are released by the CAC. Remains are not escorted through recovery or evacuation channels.
- b.* *Non-cremated remains.*
  - (1) *Within the United States.* During shipment in the United States, an escort will be assigned to accompany the remains from preparing mortuary to final destination in the United States.
    - (*a*) A separate U.S. Government transportation request will be issued to the escort for transportation required to accompany remains.
    - (*b*) When remains are shipped by air, return travel of the escort will be affected by use of common carrier transportation that is economically advantageous to the U.S. Government.
    - (2) *From the United States to a place outside the United States.*
      - (*a*) When remains are consigned to a place OCONUS, an escort will be detailed to accompany remains from preparing mortuary to the final destination.
      - (*b*) When remains are shipped by Military Sealift Command or by AMC without an escort, custody of the remains is delegated to the ship commander or aircraft commander. The shipping port in the United States will arrange, if possible, with a U.S. Armed Forces representative or a State Department representative located at or near the aerial port of debarkation OCONUS to provide an escort from debarkation point to final destination. If such arrangements cannot be made, an escort will be assigned in the United States for the entire distance.
      - (3) *From outside the continental United States to the United States.* When remains are being returned to the United States from OCONUS (to include Alaska and Hawaii) by military air or military-contract air, the aircraft commander will serve as the official escort until arrival at the CONUS port mortuary for final processing. If remains are processed at an OCONUS location and are ready for transport to the destination identified by the PADD, an escort, other than then aircraft commander, will be provided from the preparing mortuary to the final destination.
      - (4) *Between commands outside the United States.* When remains are shipped between two points outside the United States (not involving shipment through the United States) an escort may be assigned to accompany remains during shipment.

### 12-5. Authority for escort travel

Round-trip transportation expenses are authorized for one person to escort remains to final destination. Escort duty will be performed on a per diem basis. Per diem allowances will be paid in accordance with JTR. Expenses in connection with all escort duties, including approved special escorts cited in paragraph 12-3*b*, will be charged to Casualty and Mortuary Affairs Specific Allotment.

- a.* *Military escorts.*

(1) Military escort duty will be in a TDY status. Allowances for military escorts are authorized at rates prescribed in the JTR for TDY. Transportation will be provided to cover travel from duty station to place where custody of remains is assumed and onward to destination and return to duty station, if applicable.

(2) Payment of a per diem allowance to a Soldier performing TDY as an escort within the limits of his or her permanent duty station is not authorized. JTR defines a permanent station as the post to which a Soldier is attached for duty, other than TDY, the limits of which are the corporate limits of the city or town in which the Soldier is stationed. Travel expenses within and adjacent to a permanent duty station may be reimbursed in accordance with JTR. When escort duty is to be performed within the limits of the Soldier's permanent duty station and the escort is precluded from traveling from funeral site to location of his or her quarters and messing facilities, lodgings and subsistence will be obtained for the escort under local procurement procedures.

(3) When permanent change of station (PCS) is involved in conjunction with escort duties, TDY en route to PCS will be authorized from permanent duty station of escort to the point where escort accepts custody of remains, from point of acceptance of custody of remains to and including point and date of interment (or to point at which remains are delivered to proper authority or to a relative). At 0001 of the day following the date remains arrive at final destination, the escort will, for the purpose of charging correct appropriated funds, revert to PCS. All PCS costs will be charged to military personnel, Army funds (DFAS-IN Manual 37-100).

(4) Direct communication between the escort's unit of assignment and the CAC responsible for shipment of remains is authorized. The CAC is responsible for proper coordination concerning reporting dates.

(5) When request is made for Servicemembers of U.S. Navy, U.S. Marine Corps, or U.S. Air Force to act as escorts for deceased Soldiers, the Service to which the escort is assigned will be advised that TDY expenses can be borne by the Army, but that PCS travel for escorts from other Services is not chargeable to Army funds.

(6) When a request is made for a Soldier to escort a deceased Servicemember of the U.S. Navy, U.S. Marine Corps, or U.S. Air Force, the individual may be made available, provided that he or she meets criteria set forth in paragraph 12-2a and that all costs of travel except PCS travel are borne from funds of the Service to which the deceased was assigned. PCS costs will be charged to military personnel, Army funds (DFAS-IN Manual 37-100).

(7) Escorts are authorized to obtain a rental car when approved by CDR, HRC (AHRC-PDC), when necessary, at the funeral home's location with a one-way drop off at home station or at the airport for the return flight. However, the escort will not obtain a rental car until after the remains arrive at the receiving funeral home.

*b. Civilian escorts.* Allowances for civilian escorts are authorized as prescribed in paragraph 12-7.

*c. Business class air travel (one-way) for escorts of deceased military personnel.* CDR, HRC (AHRC-PDC) may permit the use of first-class air travel for the escort on a telephonic request from the shipping mortuary officer. (After duty hours, contact can be established with CDR, HRC (AHRC-PDC) by calling the casualty operations center (AHRC-PDC) at commercial 1-800-626-3317 or DSN 983-9501). The use of such travel will be requested only if—

(1) Coach-class air travel is not available for the escort.

(2) A delay in delivery of remains to the care of the PADD in time to meet funeral home or interment commitments can be assumed.

*d. Shipping message.* The shipping mortuary officer will telephone CDR, HRC (AHRC-PDC) at commercial 1-800-626-3317 or DSN 983-9501 with the following information and repeat it in the shipping message:

(1) Name, grade, SSN, and position title of the escort.

(2) Name, grade, and DCIPS case number of the deceased.

(3) Date of travel, itinerary, additional cost incurred over coach travel, and name of foreign carrier, if any.

## **12-6. Duties and responsibilities of military escorts**

The mortuary affairs officer at the CAC arranging for transportation of remains will instruct the escort in duties and conduct. Special instructions should be provided in writing when deemed appropriate. The escort will be provided some information about the deceased that might be of comfort and consolation to the relatives; however, the escort will be cautioned not to deviate from casualty information that already has been provided to the Family. The escort will—

*a.* Not attempt to answer specific questions on circumstances surrounding or cause of death and such subjects as insurance, gratuities, arrears in pay, awards, decorations, or personal property. If asked such questions, the escort will advise that this information may be obtained by asking the CAO.

*b.* Wear appropriate clothing.

(1) Military personnel will wear ASU. The commander selecting a Soldier who is deployed without the ASU will coordinate delivery of the escort's uniform to the preparing mortuary. The preparing CAC will not hold remains pending arrival of the escort's uniform. The preparing CAC will assign another Soldier to escort the remains and return the Soldier without the ASU to the unit.

(2) Civilian personnel will wear comparable business attire.

c. Complete DA Form 5329. Instructions for completing the DA Form 5329 and required distribution are shown on the form.

d. Follow the detailed procedures in DA Pam 638–2 for the escort while en route and upon arrival at the place designated by the PADD.

### **12–7. Civilians accompanying remains as an escort and or special escort**

a. Civilian escorts will not be expected to perform the same duties as military escorts. When a civilian is selected as a special escort for a Soldier, a military escort will also be provided.

b. A civilian who is not a Federal Government employee will be issued ITAs. The orders will cite 10 USC 1482 as authority. These orders will state that the escort is entitled to—

(1) Travel, sleeping accommodations en route, and per diem (at rates prescribed for Soldiers (in accordance with JTR)) while actually accompanying remains from the place where custody of remains is accepted to the final destination.

(2) Return travel, sleeping accommodations, and per diem (at rates indicated in para 12–7b(1)) to the location where custody of remains was accepted, if required.

c. If a civilian accompanying remains as an escort also is entitled to transportation as a dependent in accordance with JTR, orders may provide for one of the following, as applicable, in view of circumstances of the individual case:

(1) Return travel to place where escort accepted custody of remains payable from Casualty and Mortuary Affairs Specific Allotment.

(2) Onward travel from place where remains were delivered payable from Casualty and Mortuary Affairs Specific Allotment in an amount not to exceed cost of return travel as indicated in paragraph 12–7c(1). Travel as authorized by JTR. Except for valid reasons, a dependent who accompanies remains as an escort will not be provided return transportation and then subsequently provided travel in accordance with JTR that duplicates travel performed as an escort.

## **Chapter 13**

### **Interment and Interment Allowances**

#### **Section I**

#### **Interment**

##### **13–1. Place of interment**

Soldiers and certain dependents are eligible to be interred in a national or post cemetery at U.S. Government expense (national and post cemeteries hereafter are referred to as U.S. Government cemeteries). They also may be eligible to be interred in a State veterans' cemetery. The PADD may elect to have remains interred in a private cemetery. Army interment allowance will help to defray costs.

##### **13–2. Multiple interments**

Under certain circumstances the remains of an individual may be interred more than once. Multiple interments of an individual may occur when—

a. There is recovery of additional portions subsequent to the first interment. The PADD may elect to have the subsequently recovered portions placed in a separate container and interred in the same grave space as the initially interred portions, or casketed and interred in a different grave space. Transportation and interment allowances are authorized for the interment of subsequently recovered portions.

b. There are individually identified portions and group remains. The PADD may elect to have the individually identified portions included in the group interment or have a separate interment. Transportation, funeral and interment allowances, funeral travel and military honors are authorized for both the interment of the individually identified portions and group remains.

c. Remains are disinterred and re-interred at the direction of CDR, HRC (AHRC–PDC). The CDR, HRC (AHRC–PDC) may authorize the disinterment of remains when required to confirm the identification of interred remains. Cost of the disinterment and re-interment are paid from the Casualty and Mortuary Affairs Specific Allotment.

##### **13–3. Eligibility for interment in U.S. Government cemeteries**

a. *U.S. Government cemeteries.* Information regarding eligibility criteria is contained in publications listed below. No commitment should be made to the PADD until eligibility of the decedent for interment in a U.S. Government cemetery has been established and the cemetery has available grave space.

(1) AR 290–5 for Arlington National Cemetery (ANC) and the U.S. Soldiers' and Airmen's Home National Cemetery.



(2) VA–NCA–IS–1 for interments in national cemeteries.

*b. State Veterans' cemeteries.* Numerous State veterans' cemeteries are located throughout the U.S. If the PADD is interested, more information can be obtained by contacting the superintendent at the State Veterans' Cemetery, the Office of Veterans' Cemeteries program manager, or the executive director of the State Veterans' Commission.

#### **13–4. Arranging funeral and interment services**

*a.* The PADD is responsible for arranging and contracting for funeral and interment services for remains that are individually identified. The PADD's contracted funeral home should make all funeral and interment arrangements to include coordinating interment in a U.S. Government cemetery. The CAO should assist the PADD and the funeral home, as requested.

*b.* The Army is responsible for arranging and contracting for funeral and interment services for group remains, the unclaimed remains of a person who dies on an Army installation, and when the PADD selects the direct consignment to a U.S. Government cemetery Army-arranged option.

*c.* CAC personnel will not enter into a funeral or interment contract for the disposition of individually identified remains without prior approval of CDR, HRC (AHRC–PDC).

#### **13–5. Request for authority to inter in a U.S. Government cemetery**

*a.* Request for authority to inter remains in a U.S. Government cemetery will be directed to the director or superintendent of the cemetery in which interment is desired. The request may be by telephone and confirmed by letter or by message. Data normally required by cemetery officials are stated below:

(1) Active duty Soldiers: name, rank, SSN, date and place entered active duty, date of birth, and that the individual was serving in an active, honorable status at time of death.

(2) Spouse and minor dependents (dependents who are unmarried and under the age of 21 years) of active duty Soldiers: information in paragraph 13–5a(1) plus name, date of birth, and date of death of the dependent. (For ANC, DA Form 2386 (Agreement for Interment) will be used.) DA Form 2386 is available in the back of DA Pam 290–5.

(3) Unmarried adult children of active duty Soldiers who, after attaining the age of 21 years and until completion of education or training (but not after attaining the age of 23 years) are pursuing a course of instruction at an approved educational institution; same data as required in paragraph 13–5a(2).

(4) Unmarried adult children of active duty Soldiers who have become permanently incapable of self-support because of a physical or mental disability incurred before attaining the age of 21 years: name of decedent, date and place of birth, date of death, relationship to the sponsor, statement of the decedent's marital status, statement of degree of dependency, and statement of an attending physician about the nature and duration of the physical or mental disability. Sponsor information: name, rank, SSN or Service number, branch of Service, and date and place entered active duty.

(5) Civilian employees who are former Servicemembers of the Armed Forces: name, rank, SSN or Service number, branch of Service, VA claim number, date and place of birth, date of death, and date and place of enlistment and separation from the Service. Information about qualifying awards received is needed for ANC only. Proof of type of discharge will be required by cemetery officials.

(6) Spouse and minor dependents (dependents who are unmarried and under the age of 21 years) of veterans: Information in paragraph 13–5a(5), plus name, date of birth and date of death of dependent. (For ANC, DA Form 2386 will be used.)

(7) Unmarried adult children of veterans who, after attaining the age of 21 years and until completion of education or training (but not after attaining the age of 23 years) are pursuing a course of instruction at an approved educational institution; same data will be submitted as required in paragraph 13–5a(6).

(8) Unmarried adult children of veterans indicated in paragraph 13–5a(5) who have become permanently incapable of self-support because of a physical or mental disability incurred before attaining the age of 21 years: name of decedent, date and place of birth, date of death, relationship to the sponsor, statement of the decedent's marital status, statement of degree of dependency, and statement by an attending physician about the nature and duration of the physical or mental disability. Sponsor information: name, rank, SSN or service number, branch of Service, VA claim number, and date and place of enlistment and separation from the Service. Information on qualifying awards received is needed for ANC only.

*b.* Required supporting documents stated above will accompany remains to the respective cemetery or will be provided by the PADD.

*c.* Verification of eligibility for interment in a U.S. Government cemetery must be accomplished before remains are shipped when remains will be directly consigned to a U.S. Government cemetery.

*d.* Proposed date and time for interment should not be set until cemetery officials have confirmed the interment schedule and authorized shipment or delivery of remains to the cemetery.



*e.* Remains of personnel in paragraphs 13–5a(1) through (8) will not be held by the Army mortuary OCONUS area pending approval to inter in a U.S. Government cemetery unless the PADD so directs. If approval has not been received by the mortuary officer OCONUS by the time of shipment of remains, a follow up of the interment request will be made by CDR, HRC (AHRC–PDC).

*f.* Questions concerning eligibility for interment in ANC will be addressed to Superintendent, Arlington National Cemetery, Arlington, VA 22211–5003.

### **13–6. Direct consignment of remains to a U.S. Government cemetery**

When remains are consigned directly to a U.S. Government cemetery the installation effecting shipment will coordinate shipment with cemetery officials to ensure the cemetery will accept direct consignments and the scheduled arrival date is acceptable. The CAC will coordinate delivery of remains from common carrier terminal to cemetery, storage of remains, and committal services at graveside with cemetery officials. U.S. Government facilities will be used for storage if available.

*a.* A funeral director transporting and storing remains as mentioned in this paragraph must submit a properly certified, itemized invoice and general price list to the CAC concerned.

*b.* The PADD may arrange for additional items or services but must pay costs of those services. Facilities for viewing remains are not available in U.S. Government cemeteries.

### **13–7. Religious services in a U.S. Government cemetery**

Chapel facilities where religious services may be conducted are available at ANC and some post cemeteries located on military installations. In ANC and post cemeteries, religious services also may be held at gravesite. In VA national cemeteries, however, religious services are normally held in committal shelter areas. In special circumstances, the cemetery director may permit a gravesite service. Sufficient time should be given to the cemetery director to make necessary preparations.

*a.* The PADD may arrange for a civilian clergyman or request the services of a military chaplain to officiate at the committal service. (In some cases, however, the PADD may not want any religious services.)

*b.* When the PADD will not be attending funeral services and has not indicated that religious services are not desired, the CAC will arrange, if possible, for a military chaplain of the same faith as the deceased to officiate. If a military chaplain is not available for deceased active duty Soldiers, gratuitous services of a civilian clergyman may be accepted or a civilian clergyman may be engaged. This cost is chargeable to Casualty and Mortuary Affairs Specific Allotment.

## **Section II**

### **Funeral and Interment Allowances**

#### **13–8. Maximum reimbursable allowance**

A separate maximum reimbursable amount has been established for primary care and interment. These maximum allowances cannot be combined into a single benefit allowance nor can unused balances be carried forward to increase another allowance. For example, unused interment allowances cannot be applied toward primary care expenses that exceed the maximum reimbursable amount for primary care expenses.

#### **13–9. Maximum interment allowances authorized**

Interment allowances are authorized to help defray interment expenses incurred by the PADD of eligible deceased Soldiers and certain DA and DOD civilian employees cited in table 2–1. The CDR, HRC (AHRC–PDC) publishes the maximum reimbursable allowances annually by memorandum.

#### **13–10. Payment of interment allowance**

*a. Army interment allowance.* The Army interment allowance may include usual and customary services and items of interment. Items authorized as allowable for reimbursement are located in table 1–2. Funeral and interment expenses must be directly related to a funeral product. Mortuary affairs officers will refer questionable products and services to CDR, HRC (AHRC–PDC) for determination of reimbursement authorization.

*b. Maximum amounts payable.* Under no circumstances will the amount paid for interment allowance exceed the maximum specified in the annual memorandum, regardless of the amount expended. Any expense in excess of the applicable maximum must be borne from private funds.

*c. Who will file claim.* The CAC responsible for the place where the receiving funeral home (casketed remains) or the consignee (cremated remains) or PADD's contracted funeral home (Family-arranged preparation) is located will file the claim on behalf of the claimant for the authorized allowances.

**13–11. Payment of interment allowance for Servicemembers of other military Services**

Payment of interment allowance to the PADD will be made by the parent Service of the decedent (see chap 3).

**13–12. Claim submission**

*a.* Claims must be submitted on a DD Form 1375. The claim must be signed by the claimant and include all documents required to adjudicate the claim. Claims that are submitted for reimbursement without a properly completed and signed DD Form 1375 will be returned to the claimant.

*b.* The DD Form 1375 is the form on which payment of interment allowance will be requested. Items 1 through 11 of DD Form 1375 will be completed by military authorities; the partially completed form will be provided by the CAO to the PADD. The CAO will instruct the PADD on how to complete the form and to attach the funeral contract and the general price list to the claim form. The CAO will submit the completed form to the CAC responsible for the place of interment. When this is not possible, the PADD will be instructed to mail the completed form with itemized bills to the CAC indicated in item 2 on DD Form 1375.

**13–13. Monitor claims status**

*a.* The CAC responsible for the place where the receiving funeral home (casketed remains) or the consignee (cremated remains) is located will monitor the status of the claim from the date of final disposition until payment is received by the claimant.

*b.* The CAC responsible for the place where the memorial service is held will monitor the status of the claim for a memorial service when the remains have been determined to be non-recoverable.

**13–14. Claims processing time**

*a. Claim submission.* The claim should be submitted to the CAC within 10 calendar days of the date of the funeral. If not submitted by that date, the mortuary affairs representative or CAO, as appropriate, will contact the PADD on the 11th calendar day to determine if the PADD requires assistance in submitting the claim.

*b. Claims adjudication.* The CAC must adjudicate the claim and submit payment authorization to the CMAOC within 5 calendar days from the date the claim is received from claimant. CMAOC will examine, validate, and submit claim to for payment via the General Fund Enterprise Business System. Incorrect claims and/or missing substantiating documents may delay payments.

*c. Claims payment.* Claim will be monitored by CDR, HRC (AHRC–PDC) for prompt payment. Claimants should be encouraged to elect electronic funds transfer as a method of payment. However, checks can be issued but may increase payment time.

*d. Claims settlement.* In accordance with 31 USC 3702, known as the Barring Act, all claims against the U.S. Government for the following items shall be:

- (1) Soldier's pay.
- (2) Soldier's allowances.
- (3) Soldier's travel.
- (4) Soldier's transportation.
- (5) Survivor benefits.

*e. The Barring Act.* A claim against the U.S. Government presented under 31 USC 3702 must contain the signature and address of the claimant or an authorized representative. The claim must be received by the CAC responsible under 31 USC 3702(d) for settling the claim or by the agency that conducts the activity from which the claim arises within 6 years after the claim accrues except—

- (1) As provided in this chapter or another law; or
- (2) A claim of a State, the District of Columbia, or a Territory or possession of the United States.

**13–15. Claim adjudication procedures**

Procedures to adjudicate funeral and interment claims are found in DA Pam 638–2.

## Chapter 14

### Non-Recovered Remains

#### 14-1. Mortuary benefits when remains have not been recovered

A memorial service is authorized for an eligible Soldier (see table 2-1 and para 14-2) after official determinations have been made by the CDR, HRC (AHRC-PDC) that the status of the Soldier is deceased and that the remains are non-recoverable. Once these determinations have been made, the PADD is authorized—

- a. Memorial services. (This can be a variation of a funeral service without pallbearers as outlined in TC 3-21.5, chap 14.)
- b. Flag with case (see chap 15).
- c. Memorial marker (see para 16-3 for information on the memorial marker).

#### 14-2. Determination that remains are non-recoverable

a. If circumstances warrant, determination will be made by the CMABO (see para 8-15) that remains are “non-recoverable.” This determination will be based on circumstances of death, findings of the Board of Inquiry for Missing Persons, and other pertinent data.

b. However, the case is never considered permanently closed. When evidence is presented that shows that remains, in fact, are present at a specific location, the Army will reopen the case. All inquiries on non-recoverable remains will be directed to the Commander, U.S. Army Human Resources Command, (AHRC-PDC), 1600 Spearhead Division, Fort Knox, KY 40122-5400.

#### 14-3. Non-recovered remains record

The CDR, HRC (AHRC-PDC) will maintain records on personnel whose remains have not been recovered. When necessary, CDR, HRC (AHRC-PDC) will request information regarding search and recovery efforts and the possibility of future recovery.

#### 14-4. Reimbursement of memorial service expenses

The PADD of those declared dead and determined to be non-recoverable after 1 January 1961 may be reimbursed for expenses incurred in conducting a memorial service. Reimbursement allowance will not exceed the amount actually expended; under no circumstances will payment exceed the maximum interment allowance stated in the annual memorandum. A claim for reimbursement will be allowed only if presented within 2 years after the PADD is officially notified that the person is dead. The PADD will submit a claim for processing and payment. The claim will be submitted on a DD Form 1375 with the memorial service contract, general price list, and any other receipts for expenditures attached.

## Chapter 15

### Interment Flag

#### 15-1. Persons authorized an interment flag

Interment flags are provided by the Army for RA Soldiers, retirees, and veterans who are continuously hospitalized as an inpatient from the date of retirement or discharged until the date of death (retired and retained or discharged and retained), veterans who are Medal of Honor recipients, cadets assigned to USMA, cadets of ROTC who are entitled to mortuary benefits, USAR, and ARNG who are entitled to mortuary benefits, applicants for enlistment, and DA civilian employees who die during contingency operations (see chap 2 for details when mortuary benefits are authorized).

#### 15-2. Interment flag for deceased Reservists not authorized mortuary benefits

a. *Interment flag.* An interment flag is authorized at U.S. Government expense (see 10 USC 1482(e)(2)) for issuance to the PADD of a Soldier of the Reserve components who dies under honorable conditions and who is not covered under table 2-1 if, at the time of that Soldier’s death, he or she—

- (1) Was a Soldier of the Ready Reserve (of either USAR or ARNG).
- (2) Had performed at least 20 years of service computed under 10 USC 12732, and was not yet entitled to receive retired pay under 10 USC 12731.

b. *Determining eligibility of Reservists.*

(1) *Army National Guard.* The installation commander at the place of death or the State Adjutant General will determine eligibility of deceased Soldiers of the ARNG under criteria in paragraph 15-3a.

(2) *U.S. Army Reserve*. The installation commander at the place of death, the Commanding General, Forces Command or the CDR, HRC, as appropriate, will determine eligibility of deceased Soldiers of the USAR under criteria in paragraph 15–3a, above.

*c. Flag expenses*. Expenses for presentation or issuance of the flag for eligible deceased Soldiers other than those cited in table 2–1 will be paid from the appropriations of the ARNG or USAR.

*d. Stocking and requisitioning flags*.

(1) For ARNG, the U.S. property and fiscal officer will maintain a minimum stock of flags to be issued, as required.

(2) Flags for USAR deceased will be requisitioned on manually prepared, unfunded requisitions; they will be mailed to Defense Supply Center, 700 Robbins Avenue, Philadelphia, PA 19111–8419.

*e. Responsibility for issuing flag*. The flag will be issued or mailed by the commander designated in paragraph 15–2b on request of the PADD.

### 15–3. Eligible interment flag and flag case recipients

*a*. Eligible interment flag recipients are established by 10 USC 1482, and eligibility was further expanded by The Duncan Hunter National Defense Authorizations Act for Fiscal Year 2009 (NDAA) (PL 93–257), signed into law on 14 October 2008. The statute further gives precedence to receive a flag to the persons who exercised a parental relationship at the time of, or most nearly before, the time of death. Effective 15 December 2008, the Secretary can now present flags to the following Family members with no plan for retroactive awarding: the PADD, parent(s) (if other than the PADD,) an unremarried surviving spouse (if other than the PADD), and each child. Eligible parents are the natural, step, or adoptive parents and persons who, for a period of not less than 1 year before the death of the Soldier stood in loco parentis to the Soldier (see 10 USC 1482(e)(5)(A)). Preference shall be given to the persons who exercised a parental relationship at the time of, or most nearly before, the death of the decedent. Eligible children, regardless of their age at death of the Soldier, are legitimate children, stepchildren, adopted children, or illegitimate children, per 10 USC 1477.

*b*. If the decedent’s parents are married, they are authorized only one interment flag. If the decedent’s parents are legally separated or divorced, each parent is authorized an interment flag.

*c*. Other relatives of the Soldier, to include the Soldier’s brothers and sisters, former spouses, and friends are not authorized an interment flag unless determined to be the PADD. As recipients are established by Federal statute, exceptions to present flags and flag cases to other persons cannot be approved.

*d*. The surviving spouse of the Soldier (including a surviving spouse who remarries after the Soldier’s death) is authorized an interment flag, if the PADD is other than the surviving spouse.

*e*. The Duncan Hunter National Defense Authorization Act for Fiscal Year 2009 (NDAA), section 581, amends 10 USC 1482, to present a burial flag to the surviving spouse, if other than the PADD, of a deceased Servicemember and to each surviving child. This applies to a surviving spouse who remarries after the Soldier’s death (prior conflicts) and to each child of the Soldier, without regard to age or marital status, or whether the PADD is a child of the Soldier.

#### *Note*.

The term ‘child’ includes: legitimate children; adopted children; stepchildren; illegitimate children of a female Soldier; and illegitimate children of a male Soldier (1) who have been acknowledged in writing signed by the Soldier; (2) who have been judicially determined, before the Soldier’s death, to be his or her children; (3) who have been otherwise proved, by evidence satisfactory to the Secretary of Veterans Affairs, to be children of the Soldier; or (4) to whose support the Soldier had been judicially ordered to contribute.

*f*. PL 110–417, Section 581, the NDAA 2009, Duncan Hunter National Defense Authorization Act, was signed into law, it implicitly amended 10 USC 1482, section 10 (Expenses incident to death). This expansion of authority applies to Servicemembers who die while in an active duty status covered by an order. It does not apply to Reservists and National Guardsmen who die while in an inactive status, veterans, or retirees; they are governed by 38 USC 2301 through 2308 and the VA.

### 15–4. Casualty Assistance Center to provide flag and flag case

*a. Casualty Assistance Center responsibility*. The CAC is responsible for preparing and presenting the flags and the cases. The preparing CAC is responsible for providing the flag draping the casket for the funeral service. The interment CAC will ensure additional pre-folded flags are available for presentation to NOK, if required. The interment CAC will have clear vinyl casings for presentation to all eligible recipients following the service. Accordingly, the supporting CAC(s) is responsible for presenting each eligible NOK who was not present at the funeral with a U.S. flag. Wooden flag cases will be presented to all flag recipients at a later date by the NOK’s CAO with coordination by the appropriate CAC.

*b. Casualty and Mortuary Affairs Operations Center responsibility.* CMAOC case manager will confirm with the CAO and document the wooden flag case recipients in the Casualty Document Tracking in DCIPS. The case manager will also confirm that the “flag received” box is complete in the NOK checklist tab in DCIPS prior to checking the “review box” in the honors tab.

*c. Interment flags.* The CAC preparing the remains will send one flag with the remains. Other authorized flags will be provided by the CAC providing military burial honors.

*d. Flag cases.* The CAC providing military burial honors will provide all of the authorized flag cases.

#### **15-5. Procedures**

Procedures for the procurement, preparation, and presentation of interment flags and cases are found in DA Pam 638-2.

#### **15-6. Care and display of the flag**

*a. During shipment of remains.* The transfer case or outer shipping container will not be draped with the flag during shipment of remains by common carrier or military aircraft.

*b. On arrival at destination air terminal.* The casket will be removed from shipping container at destination air terminal. The casket will be checked for damage. The flag will then be draped over the casketed remains for movement of the remains to destination.

*c. Casket display.* When the closed casket is exposed to public view the flag will be draped lengthwise over the casket with the union (blue field) at the head over the left shoulder of the deceased. The flag in the shipping container will be used to drape the casket at the funeral home and during interment services.

*d. Closed casket.* When a flag is used to drape a closed casket, it will be displayed on the casket as in paragraph 15-6c, above. The flag will not be lowered into the grave or allowed to touch the ground. For further instructions on how to display the flag on the casket and how to fold the flag in a cocked hat design, see DA Pam 638-2.

*e. More than one flag.* When more than one flag is to be presented, each flag should drape the casket at some time. Sentimental value of the flag is increased when it has draped the casket of the deceased.

#### **15-7. Presenting flag at interment services**

*a.* Based on legal review of the applicable statutes, the designated recipient of the flag draping the casket will be the PADD. If the PADD is not the spouse, the spouse will receive the flag. In addition, during the service, pre-folded flags can be presented to other authorized recipients. Clear vinyl flag casings will be presented to all flag recipients following the service. Wooden flag cases will be presented to all flag recipients at a later date by their supportive CAC. Eligible Family members who were not present at the funeral service will be presented a U.S. flag and a wooden flag case at a later date by their CAC.

*b.* After interment services the flag draping the casket will be folded and presented to the person authorized to direct disposition by the officer in charge (OIC) and/or noncommissioned officer in charge (NCOIC) of the honors detail, CAO, chaplain or clergyman, superintendent of the national cemetery, or other person selected by the PADD.

*c.* In the event the OIC and/or NCOIC must present the flag during off-post funerals and funerals without a military chaplain, the OIC and/or NCOIC will accept the flag from the present man and wait for the casket team to depart. Once the casket team departs the mockup and is out of sight of the designated recipient, the OIC and/or NCOIC rotates the flag so that the pointed side is closest to him. The OIC and/or NCOIC approaches the designated recipient in a direct route. The OIC and/or NCOIC will halt and bend down at the waist and take half a step towards the NOK, placing the flag in the designated recipient’s hands. While still holding the flag, the OIC and/or NCOIC will make eye contact with the designated recipient and say, in a tone that is in keeping with the solemnity of the service: "Sir and/or Ma’am, on behalf of the President of the United States, the United States Army, and a grateful Nation, please accept this flag as a symbol of our appreciation for your loved one's honorable and faithful service." The OIC and/or NCOIC will speak in a natural tone, with feeling, and not sound rote or memorized. After presenting the flag, the OIC and/or NCOIC returns to the position of attention and renders a hand salute, holding the salute for 3 seconds. The OIC and/or NCOIC will move back to the head of the grave and wait for the departure of the designated recipient.

*Note.*

The OIC and/or NCOIC must be prepared to make this presentation and will use his or her own discretion and tact while performing this very sensitive portion of the service.

*d.* When advised that a second flag or multiple flags will be presented, military funeral honors coordinators will ensure that additional flag bearers are tasked and additional pre-folded flags are at gravesite. The flag bearers will secure the pre-folded flags from the CAC representative and move to the head of the grave out of the way of the clergy and OIC and/or



NCOIC. The flag bearers will hold the flag “point facing out” if they are performing the duties of flag presenter, and “point in” if they are passing the flag off to the OIC and/or NCOIC. Once the flag draping the casket has been presented to the designated recipient, the flag bearer will move behind the OIC and/or NCOIC, give him or her the pre-folded flag, and move back to his or her initial position. The OIC and/or NCOIC will face about, take one step toward the casket, lean forward at the waist, touch the point of the flag to the casket and/or urn, and return to the position of attention. The OIC and/or NCOIC will face about and present the flag to the chaplain or present the flag to the NOK, ensuring that the flat edge is closest to the NOK. If the OIC and/or NCOIC presents directly to the NOK, it will require the OIC and/or NCOIC to rotate the flag clockwise in order to ensure that he or she does not “stick” the NOK with the point of the flag. Additional flag bearers will present the pre-folded flags to the OIC and/or NCOIC in the same manner as described above.

*e.* The CAC or the CAO will contact the parents regarding their desires for presentation of a flag at interment services. If the parents are not present at interment services, the flag designated for them will be returned to the CAC providing honors. The CAC will arrange for subsequent presentation or delivery.

*f.* The flag draping the casket of group remains during the interment service is not presented to the PADD or parent of any decedent included in the group remains. This flag is retained by the U.S. Government cemetery superintendent for display or use on special occasions (such as Memorial Day or Veterans’ Day) or special places (such as the Tomb of the Unknown Soldier). Flags that have draped the casket prior to the interment service will be presented to authorized flag recipients during the interment service.

*Note.*

Group interments will be handled individually on a case-by-case basis, depending on the number of remains and number of pre-folded flags. Generally, group interments involving two or more sets of remains will incorporate the flag bearer as “flag presenter.” The flag presenter is required to know the proper condolences (see para 15–7c).

*g.* The interment flag, flag cases, and (including the clear vinyl casings) are authorized purchasable items under the Casualty and Mortuary Affairs Specific Allotment and should be ordered through the supply system under this provision. It is imperative that all NOK or eligible recipients are listed in DCIPS. Accordingly, CACs will annotate which NOKs were presented a flag in the NOK checklist in DCIPS, to include the name of the CAC that provided the flag. The CAC should document the delivery of the wooden flag case in a DCIPS journal entry.

#### **15–8. Record of recipients receiving interment flags**

The CAC providing honors will report the names and relationships of persons to whom flags were presented. If one of the authorized recipients is not presented the flag for any reason, this will be stated on the report.

#### **15–9. Flags for sea burials and non-recovered remains**

*a. Burial at sea.* When remains of Soldiers are buried at sea, a flag with case will be provided as stated in paragraph 15–1.

*b. Non-recovered remains.* The flag for memorial purposes is authorized for those Soldiers declared dead and carried in a non-recovered status after 1 January 1961 (see chap 14).

### **Chapter 16**

#### **U.S. Government Headstones, Markers, and Medallions**

##### **16–1. Persons eligible for U.S. Government headstone or marker**

The VA will provide a headstone or marker at U.S. Government expense for those listed below (see the glossary for explanation of the terms headstone and marker.)

- a.* Any person buried in a U.S. Government cemetery or State veterans’ cemetery.
- b.* Eligible Soldiers (see table 2–1) who die on active duty and who are buried in non-U.S. Government cemeteries.
- c.* Any veteran not dishonorably discharged.

##### **16–2. Application for headstone or marker**

*a. Non-U.S. Government cemetery.* If interment is in a non-U.S. Government cemetery, the PADD (or an interested individual) may obtain a regulation U.S. Government headstone or marker, without cost, to mark the grave of an eligible deceased person by submitting a completed VA Form 40–1330 (Claim for Standard U.S. Government Headstone or Marker) to Director, Monument Services (42–A), Veterans’ Affairs Central Office, 810 Vermont Avenue NW, Washington DC 20420–0001. Blank forms will be provided to the PADD by the CAO or the local funeral director. Blank forms are available at VA offices. For any other information on requirements and criteria, refer to <http://www.va.gov>.



*b. U.S. Government cemetery.* If interment is in a U.S. Government cemetery, the director or superintendent of the cemetery or the post commander will prepare the necessary form for the headstone or marker.

### **16-3. Memorial headstone, marker, and medallion**

*a. Persons eligible for a memorial marker.* The memorial marker is authorized for a Soldier whose remains—

- (1) Have been determined non-recoverable.
- (2) Were buried at sea, whether by choice of the PADD or otherwise.
- (3) Were donated to science.
- (4) Were cremated and the ashes scattered without interment of any portion of the ashes.

*b. Inscription on memorial marker.* Memorial markers will contain the inscription “In Memory of...”

*c. Obtaining a memorial marker.* The PADD may obtain, without cost, a memorial headstone or marker for eligible decedents by submitting a completed VA Form 40-1330. This form will be addressed to the VA as in paragraph 16-2a.

*d. Obtaining a medallion.* The Department of Veterans Affairs provides a medallion, by request, to be affixed to an existing privately purchased headstone or marker whose death while on active duty occurred on or after 1 November 1990. Eligible veterans are entitled to either a traditional U.S. Government-furnished headstone or marker, or the medallion, but not both. Family members of eligible veterans who would like to apply for the medallion must submit a claim by completing VA Form 40-1330M (Claim for Government Medallion for Placement in a Private Cemetery). This claim will be mailed to Memorial Programs Service (41B), Department of Veterans Affairs, 5109 Russell Road, Quantico, VA 22134-3903.

### **16-4. Group interment marker**

A group marker containing names of the decedents in the group will be erected by the U.S. Government in the U.S. Government cemetery utilized for the group interment. Restrictions may apply on erecting the memorial marker in the same cemetery as the group interment marker. The superintendent of the cemetery where the group interment was accomplished should be contacted concerning erection of a memorial marker in the same cemetery. The marker can be erected by the PADD in another cemetery (U.S. Government or private) at the PADD’s own expense.

### **16-5. Shipment and erection costs for headstones or markers**

*a. Non-U.S. Government cemetery.* The U.S. Government will prepay shipping charges on the headstone or marker for delivery to the consignee (normally the cemetery where the headstone or marker will be erected). Costs for erecting the headstone or marker in the cemetery are reimbursable expenses under the interment allowance.

*b. U.S. Government cemetery.* All expenses are borne by the U.S. Government.

## **Part Two**

## **Disposition of Personal Effects of Deceased and Missing Personnel**

### **Chapter 17**

### **Personal Effects**

#### **17-1. Scope**

*a.* The provisions of this chapter apply to all PE in the custody, control, or under the jurisdiction of the Army except for the PE of enemy POWs and civilian internees (see AR 190-8/OPNAVINST 3461.6/AFJI 31-304/MCO 3461.1).

*b.* The provisions of this chapter do not apply to—

- (1) Disposition of PE of Armed Forces personnel other than Army. These PE will be processed as prescribed by pertinent Service directives or as directed by the responsible commander.
- (2) PE in the custody of the legal representative or spouse of deceased and missing personnel. Transportation of this property is governed by the JTR.
- (3) Transportation (as distinguished from recovery and disposition) of PE.
- (4) Disposal of abandoned or unclaimed property. Disposition of this property will be made through Defense Reutilization and Marketing Service channels.
- (5) PE of enemy POWs and civilian internees; disposition of their property is governed by AR 190-8/OPNAVINST 3461.6/AFJI 31-304/MCO 3461.1.
- (6) PE of Soldiers who are prisoners, AWOL, or deserters (see AR 700-84).

(7) PE of Soldiers who are patients in MTFs and not deceased (see AR 40–400).

## 17–2. Statutory authority

*a. Deceased Soldier.* The law governing the disposition of a deceased Soldier’s PE is codified at 10 USC 4712.

*b. Missing Soldier.* The law governing the disposition of a missing Soldier’s PE is codified at 37 USC 484.

*c. Deceased civilian employee of the U.S. Government.* The law governing the disposition of a deceased U.S. Government employee’s PE is codified at 5 USC 5742.

*d. Missing civilian employee of the U.S. Government.* The law governing the disposition of a missing U.S. Government employee’s PE is codified at 5 USC 5564.

*e. Contract employee of the U.S. Government.* The law governing the disposition of a contract employee’s PE is codified at 10 USC 1486.

*f. Other civilians not subject to military law.* The law governing the disposition of PE belonging to other civilians not subject to military law is codified at 22 USC 5507.

*g. Retired military personnel.*

(1) *Within the United States.* The Army does not have the authority to collect or ship the PE of deceased retired military personnel except when the PE is located on a military installation or under military control (temporary storage).

(2) *Outside the United States.* The Army does not have the legal authority or obligation to collect and transport the PE of retirees who die OCONUS except when the PE is located on a military installation or under military control (temporary storage). The Department of State is the appropriate U.S. Government agency for the disposition of PE belonging to persons OCONUS who are not sponsored by the Army.

(3) *Death within 1 year of retirement.* The Army may ship a deceased retiree’s PE if the retiree was authorized to ship household goods (HHG) at the time of retirement, did not ship HHG, and the shipment will be picked up by the contract mover within 1 year from the date of retirement. Extensions may be granted on a case-by-case basis.

(4) *Dual status.* Some retirees have dual personnel status (such as a military retiree employed by the Federal Government). The Army will provide the entitlements and benefits authorized for each status, to include a SCMO for disposition of PE.

## 17–3. Statutory jurisdiction

The Army’s authority to collect the PE of deceased or missing persons is restricted by 10 USC 4712 to PE found “in camp or quarters.” In camp and quarters are those places under the Army’s control such as Army installations, Army leased buildings, cantonment areas, and unit areas in theaters of operations. Army officials and representatives are not authorized or permitted to collect or secure PE not found in camp or quarters. Accordingly, the status of the place where the PE are located must be determined before taking any action relating to the PE.

*a. U.S. Government-owned housing.* The SCMO has the authority to enter U.S. Government-owned housing without permission from the PERE. The purpose of this entry is to inventory, safeguard, and ship the PE. U.S. Government-owned housing includes Family quarters, bachelor officer quarters, bachelor enlisted quarters, barracks, guest houses, and lodges.

*b. U.S. Government contract facilities and housing.* The SCMO has the authority to secure the PE located in U.S. Government contract housing. A U.S. Government-leased facility is a military installation for the purposes of military jurisdiction. By virtue of its lease, the U.S. Government has sufficient proprietary interest in the premises to provide the requisite jurisdiction.

*c. U.S. Government contract funeral home.* The SCMO has the authority to secure PE removed from the remains by the Army’s contract funeral home. As the Army’s agent for primary care of the remains, the PE removed from the remains by the contract funeral home is considered to be in the custody of the Army. Accordingly, the SCMO will inventory, secure, and make disposition of such PE. The contract funeral home does not have the authority to release PE to any other person or agency without prior approval of the CAC.

*d. Private off-post housing.*

(1) *Within the United States.* 10 USC 4712 does not authorize the SCMO to collect or secure PE located in privately owned or leased off-post housing. Accordingly, the SCMO must not collect, secure, or assume responsibility for PE located in privately owned or leased off-post property. The PERE must provide a power of attorney authorizing the SCMO or other person to enter the off-post housing and to arrange shipment of the PE.

(2) *Outside the continental United States.* The SCMO is authorized to secure PE located in privately owned or leased off-post housing OCONUS. Off-post housing OCONUS is an area under Army jurisdiction and is construed as in camp and quarters.

*e. Criminal investigation.* In the event of a criminal investigation and the location is still under the control of the law enforcement authorities, the SCMO will not enter the location without the permission and direction of the USACIDC or

other appropriate law enforcement. The SCMO will coordinate with the USACIDC or other appropriate law enforcement for permission to enter the location.

#### **17-4. Personal effects**

PE are the movable personal property of the deceased or missing person.

*a.* PE include—

- (1) Jewelry (for example, watch, rings, bracelets, ear rings).
- (2) Personal clothing.
- (3) Personal papers (for example, letters, receipts).
- (4) Books and stationary items (for example, religious publications, reference volumes, magazines, paperbacks, pens and pencils).
- (5) Personal hygiene articles (for example, shaving cream, razor, toothbrush, cosmetics).
- (6) Electronic appliances and accessories (for example, personal computer and related equipment, radio, televisions, compact discs, video and audio tapes).
- (7) Tools.
- (8) HHG (for example, furniture, major appliances, food, lawn care equipment, children's toys).
- (9) Personal vehicles (for example, automobiles and trucks).
- (10) Hobby material, craft supplies, collections.
- (11) Religious items (for example, Bibles, Torahs, Korans, rosaries, menorahs).
- (12) Sporting equipment.
- (13) Money.

*b.* PE do not include—

- (1) Money on deposit with financial institutions.
- (2) Investment accounts with brokerage agency.
- (3) Real estate, improved or unimproved.
- (4) Commercial business equipment, inventories, supplies, and vehicles.
- (5) U.S. Government property issued, loaned, or leased to the deceased or missing person.
- (6) Items commercially leased by the deceased or missing person.
- (7) Pets, livestock, or other animals.

#### **17-5. Ownership of personal effects**

Neither Federal statute nor Army regulations purport to vest title to the PE in the PERE. Only the custody of the PE is transferred from the Army to the PERE by the SCMO. Any question of title or ownership must be determined by agreement among the interested parties or, if necessary, the civil courts in the State of the domicile of the deceased or missing person.

#### **17-6. Shipment of personal effects**

The Army is responsible for providing transportation of PE as authorized by the JTR. The personal category and duty status of the decedent and the location of the PE determines whether or not the PE can be transported at U.S. Government expense. For example, if a USAR Soldier died while on annual training, active duty for training, or IDT, the decedent's clothing, luggage, jewelry, and so forth found on the Army installation or facility could be transported from the installation or facility to the PERE's residence at U.S. Government expense.

#### **17-7. Inquiries concerning lost or missing personal effects**

*a.* Inquiries received by the SCMO from the PERE regarding lost or missing PE will be thoroughly investigated by the SCMO. Upon completion of the investigation, the PERE will be provided a summary of the findings together with information, if applicable, that a claim for the lost or missing PE may be filed with the nearest military claims office or referred directly to Commander, U.S. Army Claims Service, Fort George G. Meade, MD 20755-5360 (see DA Pam 638-2). Copies of the complete report of all actions taken in an effort to locate the PE and information provided the eligible recipient will be sent to Commander, U.S. Army Human Resources Command, (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400.

*b.* Inquiries received by CDR, HRC (AHRC-PDC) from the PERE regarding lost or missing PE will be sent to the battalion commander SCM appointing authority for investigation. The appointing authority will direct an appropriate investigation and provide the results to Commander, U.S. Army Human Resources Command, (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400.

**17–8. Disposition of personal effect files**

Disposition of PE case files generated at all echelons will be conducted per AR 25–400–2. When retired to the records holding areas or records centers, these files will be clearly identified as PE and property case files of deceased or missing personnel, as applicable.

**Chapter 18****Summary Courts-Martial Officer****18–1. Summary courts-martial officer**

A SCMO for the disposition of PE is required by 10 USC 4712. This statute provides the Army's authority to collect and dispose of a deceased or missing person's PE. A SCMO is required for—

- a. A deceased Soldier.
- b. A Soldier missing or captured and not expected to return to the unit of assignment.
- c. A deceased or missing Army civilian or Army contract employee who is subject to military law.
- d. A civilian not subject to military law who dies at a place under military control.

**18–2. Summary courts-martial officer criteria**

The composition of a SCM is established by 10 USC 816 and Manual for Courts-Martial Rule 1301(a). A SCM is composed of one commissioned officer appointed on orders. Accordingly, a SCMO appointed for the disposition of PE must be a commissioned officer.

**18–3. Summary courts-martial officer appointing authority**

a. *Military personnel.* The appointing authority for a SCMO for the disposition of PE for a Soldier is the commander who has SCM convening authority for the Soldier's unit. In the event the Soldier has PE located on more than one military installation, the commander exercising SCM convening authority for each installation where PE are located will appoint a SCMO.

b. *Civilian personnel.* The commander who exercises SCM convening authority for the installation where a civilian's PE are located will appoint a SCMO. In the event the civilian has PE located on more than one military installation, the commander exercising SCM convening authority for each installation where PE are located will appoint a SCMO.

c. *Appointment.* A SCMO must be appointed within 48 hours of the date of death or determination of status.

**18–4. Multiple summary courts-martial officers**

When PE are located at two or more locations, the commander with SCM convening authority at each location will appoint a SCMO to care for the PE. The SCMO appointed by the commander with SCM convening authority for the Soldier's unit of assignment is the primary SCMO for all the PE. The SCMOs appointed by the commander with SCM convening authority at other installations where PE are located are supporting SCMOs to the primary SCMO.

**18–5. Prescribed duties of the summary courts-martial officer**

The SCMO's mandatory duties consist of collecting and safeguarding PE, determining the PERE within 24 to 48 hours of SCMO briefing by the CAC. Exceptions will be made when 45-day letters are required (see para 19–6) and delivering or shipping the PE to the PERE. The SCMO's discretionary duties are identification of local debts. The SCMO should make every effort to avoid becoming involved with collection and payment of the deceased or missing person's debts. The SCMO must not enter into any civil or legal actions in an effort to collect or pay disputed debts.

**18–6. Limitations**

The applicable Federal statutes do not pertain to the distribution or administration of estates and, therefore, do not confer upon the SCMO the authority to act as the legal representative of the estate or convey title of any PE collected. Accordingly, the SCMO is not an executor or administrator of the estate and need not comply with State or local civil procedures regarding notification of debtors or creditors. The SCMO should not make any statement or take any action that conveys or implies any authority to act as the legal representative of the estate.

**18–7. Jurisdiction**

The SCMO's authority to collect the deceased or missing person's PE extends only to PE found in places under Army jurisdiction or control (see para 17–3). The SCMO is not authorized or permitted to secure PE not found in places under Army jurisdiction or control. The SCMO does not have jurisdiction or authority over PE in the custody or control of the



PERE or spouse. Accordingly, the status of the place where the PE is located must be determined by the SCMO before taking any action relating to the PE.

#### **18–8. Submission of summary courts-martial officer’s report**

*a. Final report.* After review and approval by the appointing authority, the original of the SCMO report will be sent through the CAC to Commander, U.S. Army Human Resources Command, (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400. The report will be sent using a transmittal memorandum. The report will be completed and forwarded within 30 days of the person’s death or the date the person is reported as missing.

*b. Interim report.* If circumstances prevent completion of the SCMO duties and submission of the final SCMO report within the time prescribed, an interim report will be forwarded through the CAC to Commander, U.S. Army Human Resources Command (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400, within the time specified above, giving the reason for delay and the approximate date the final report will be forwarded. A sample memorandum is found in DA Pam 638–2.

*c. Late reports.* The SCM convening authority will submit, with the SCMO report, a memorandum explaining the reason final and interim SCMO reports were not submitted within the prescribed period (see paras 18–8a and b).

#### **18–9. Format**

The SCMO report will be prepared in memorandum format. A sample memorandum is found in DA Pam 638–2. The report will include—

*a. Person eligible to receive personal effects information.* The name, address, and relationship (to the deceased or missing person) of the PERE.

*b. Collection and payment of debts.* The means used to determine existence of local debtors or creditors and the amount of money, if any, collected and disbursed.

*c. Cash accounting.* The total amount of cash received from the sale of PE and the authority therein.

*d. Claims for the personal effects.* Any written claim received and a summary of any verbal claim received by the SCMO from persons other than the PERE.

#### **18–10. Required documents**

The SCMO will attach to the original report the following documents, as applicable:

*a. Appointing order.* Copy of order appointing the SCMO.

*b. Transportation order.* Copy of order authorizing shipment of PE to or from OCONUS.

*c. Letters to the person eligible to receive personal effects.* A copy of each letter sent to the PERE concerning the disposition of PE:

(1) The SCMO’s summary letter to the PERE.

(2) Letters concerning non-shippable items. A copy of the letter advising the PERE of any items that cannot be shipped at U.S. Government expense (such as more than one motor vehicle).

(3) Shipment notification letter. A copy of the letter advising PERE of the date PE were shipped, the method of shipment, and the anticipated date of arrival.

*d. Will.* A certified true copy of any will(s) or testamentary letters found in the PE.

*e. Documents of sale of personal effects.* A copy of each bill of sale for items sold and the authority for the sale (powers of attorney, letters to the eligible recipient, and so forth).

*f. Bulletins.* Copies of means used (such as daily bulletins) to determine the existence of local debtors or creditors.

*g. Receipts.* A copy of each receipt signed by debtors or creditors for amounts of money, if any, collected or disbursed.

*h. Letters to creditors.* A copy of each letter sent to creditors advising them of insufficient funds to cover debt and to communicate directly with the PERE for settlement of any outstanding accounts.

*i. Letters to other interested parties.* A copy of each letter sent to other interested parties.

*j. Certificate of destruction or withdrawal.* Certificates of destruction or withdrawal for any PE destroyed or withdrawn to include a copy of the DA Form 3645 (Organizational Clothing and Individual Equipment Record) showing turn-in of organizational clothing and individual equipment (OCIE) to supply channels.

*k. Inventory of personal effects held by civil or military law enforcement authorities.* A copy of each receipt for PE being held as evidence by military or civil police, criminal investigators, or other authorities.

*l. Inventory of personal effects shipped.* Copy of DA Form 54 (Record of Personal Effects) annotated verifying contents of packages and attesting to the sealing of packages sent to the PERE by the SCMO.

*m. Shipping documents.* Copy of documents showing shipment of PE. Such documents include postal receipts, application for shipment of HHG, inventories of HHG, and bills of lading.

## Chapter 19

### Person Eligible to Receive Effects

#### 19–1. Person eligible to receive effects

The PERE is the person to whom the Army will deliver or ship the deceased or missing person's PE. Only one person at a time may be the PERE. The PERE order of precedence is found in paragraph 19–5.

#### 19–2. Determine the person eligible to receive effects

The SCMO appointed at the home station determines the PERE using available personnel records, the order of precedence in paragraph 19–5, and the procedures found in DA Pam 638–2. The PADD is not necessarily the PERE. When a question arises as to who the PERE is, assistance from the CDR, HRC (AHRC–PDC) should be requested in making the determination.

#### 19–3. Relinquishment of person eligible to receive effects authority

The PERE may relinquish the rights to receive the deceased or missing person's PE. The relinquishment must be written, dated, and signed by the PERE, and witnessed by an Army representative (a sample is located in DA Pam 638–2). The relinquishing PERE may not name the successor PERE. The successor PERE will be the next person in the order of priority.

#### 19–4. Challenges and disqualifications of the person eligible to receive effects

Other relatives of the decedent or interested persons may challenge the PERE's qualification based upon Family relationship, the PERE's incompetence, or civil law. The burden of proof to establish that the PERE is not qualified generally rests with the person alleging the PERE is unqualified. Accordingly, the person challenging the PERE's qualification will obtain and submit the documents required to disqualify the PERE.

*a. Spouse not properly married.* A person listed as the deceased or missing person's spouse in the official military or civilian personnel record and verified by information in DEERS is presumed to be prima facie valid. Final divorce or annulment decrees issued by a civil court are required to disqualify a spouse as the PERE. Separation agreements are not final divorce or annulment decrees and are insufficient to disqualify a spouse.

*b. Criminal allegations.* Allegations, pending criminal charges, or indictments that the PERE murdered or otherwise caused the death of the decedent are insufficient to disqualify the PERE. A civil or military court conviction is required to disqualify the PERE.

*Note.*

Only a conviction in criminal court or a finding of liability in a civilian court will disqualify the PERE.

*c. Age.* Allegations that the PERE has misrepresented his or her age are resolved by the PERE verifying his or her age by presenting an official civil document, such as a State issued birth certificate, State issued driver's license, U.S. immigration and naturalization documents, and so forth. Documents issued by activities other than Federal or State governmental agencies are insufficient to establish a person's proper age.

*d. Mental, medical, or physical incompetence.* Allegations that the PERE is mentally, medically, or physically incompetent to receive the PE must be proved by civil court decree or medical certificate of incompetence issued by Federal or State licensed physicians or State licensed mental health practitioner. The PE should not be delivered knowingly to a recipient who has been declared incompetent if there is another person eligible within the same class who is eligible to receive the PE. When no other eligible recipient exists within the same class and a legal representative has not been appointed, the PE must be delivered to an incompetent person. However, the PE will be delivered in care of the guardian of that person.

*e. Legal custody while the decedent was still a minor.* Allegations that the PERE did not have legal custody while the decedent was a minor must be proved by a civil court decree terminating the PERE's parental rights or a civil court decree awarding legal custody to another person.

*f. Civil court order.* The Army will comply with a civil court order providing control or custody of the PE to a person other than the PERE for the purpose of disposition.

#### 19–5. Order of precedence

The order of precedence of persons to be designated as the PERE of deceased or missing personnel:

- a.* Legal representative has first precedence (see para 19–6).
- b.* Spouse has second precedence (see para 19–7).
- c.* Child(ren) in order of birth (eldest first) has third precedence (see para 19–8).



- d. Parent has fourth precedence (see para 19–9).
- e. Sibling(s) in order of birth (eldest first) has fifth precedence (see para 19–10).
- f. Other blood relative has sixth precedence (see para 19–11).
- g. A person standing in loco parentis, not less than 1 year per 10 USC 1482(e)5(A), has seventh precedence (see para 19–12).
- h. A person named as a beneficiary in the will has eighth precedence (see para 19–13).

#### **19–6. Legal representative**

Legal representative means a duly appointed executor or administrator to the deceased or missing person’s estate. Forty-five-day letters are required when an executor(s) has been named. If the executor(s) fails to get the will probated within the 45-day time period, the next person eligible in the order of precedence (according to para 19–5) is the PERE (sample letters are found in DA Pam 638–2).

a. *Qualification.* To qualify as a legal representative, an individual must present duly certified copies of letters testamentary, letters of administration, or other evidence of final qualification, issued by a proper court of competent jurisdiction. The SCMO need not inquire into the jurisdiction of the appointing court; the letters are prima facie evidence of the holder’s qualification. An individual to whom the deceased or missing person gave a power of attorney before his or her death is not a legal representative within the meanings of the statute and regulation, and such person has no right to delivery of the PE.

b. *More than one legal representative.* When there are two legal representatives, both appointments being prima facie valid, the SCMO should deliver the PE to the first one submitting a claim. The SCMO should advise both legal representatives that the delivery merely transfers possession of, and not title to, such PE, and is not a recognition or determination by the Army as to the ownership of the PE.

#### **19–7. Spouse**

a. The SCMO is not required to verify a spouse’s claim for the PE when the spouse is listed in the deceased or missing person’s official military or civilian personnel record. When the spouse’s relationship is challenged, the law of the deceased or missing person’s domicile is used to determine the surviving spouse’s status. Accordingly, questions as to the continued existence of a marital relationship while a divorce is pending, or while the parties are legally or otherwise separated are determined by the law of the parties’ domicile. The SCMO should consult with the legal assistance officer for guidance as to which State’s law to apply and its provisions. Additionally, the validity of a common law marriage is also determined by law.

b. In the event the surviving spouse is charged with murdering the decedent, delivery should be made to the legal representative. If a legal representative has not been appointed, the SCMO must refer to the law of the State where the decedent was domiciled. If the applicable law imposes no disqualification on the spouse because of the pending charges, delivery must be made to the spouse. If that spouse is disqualified by the applicable civil law and no legal representative has been appointed, delivery may be made to the next highest person in the order of precedence.

c. In the event of the simultaneous death of Soldier and spouse, or both are missing and there are no children, the SCMO will deliver each person’s PE to the legal representative of each decedent’s estate. If no legal representative is identified, the SCMO will request disposition instructions from CDR, HRC (AHRC–PDC).

#### **19–8. Eldest child**

A child (born in or out of wedlock) of the deceased or missing person includes biological and adopted children. A stepchild is not a child of the deceased or missing person for disposition of PE purposes. Additionally, a child for whom the deceased or missing person has lost parental rights and privileges through a civil court proceeding (such as adoption) is not a child of the deceased or missing person for disposition of PE purpose.

a. Often the eldest child is a minor child who lives with the child’s other biological parent. Thus, the child’s other biological parent will gain effective control of the PE. The SCMO may be caught in the middle of a bitter dispute between the other biological parent and the deceased or missing person’s parents. The SCMO should not become involved in Family disputes and strictly follow the procedures in this paragraph.

b. The SCMO will send a PE determination letter (a sample letter is found in DA Pam 638–2, with a copy of the PE inventory to the child’s other biological parent and/or legal guardian and the deceased or missing person’s parents (a sample letter is found in DA Pam 638–2). If the deceased or missing person’s parents are not married, both parents will receive a PE determination letter. This letter will advise that the SCMO is required to deliver the PE to the oldest child of the deceased, unless a legal representative submits a claim for the PE by a specified date (normally the 45<sup>th</sup> day from the date of notification). Sample PE determination letters when the PERE is a child are in DA Pam 638–2.

*c.* The SCMO will hold the PE for a reasonable period of time, but not less than 45 days, for the interested parties to act. The SCMO will, upon receipt of a claim by the legal representative, release the PE to the legal representative. If the SCMO does not receive a response by the established date, the SCMO will release the PE to the eldest child in care of the other biological parent.

*d.* If PE have been delivered to the eldest child and a legal representative is subsequently appointed, any further distributions of PE will be made to the legal representative. However, the SCMO has no authority to retrieve the items sent to the eldest child prior to the appointment of a legal representative.

### **19–9. Parent of the deceased**

A parent of the deceased refers to the biological parents of the deceased or missing person unless parental rights have been terminated by a civil court. As an adoption terminates parental rights, adoptive parents of the deceased or missing person replace the biological parents in the order of precedence. Accordingly, the rules that apply to biological parents also apply to adoptive parents. Stepparents are not biological or adoptive parents and have eligibility to the PE only as a person standing in loco parentis.

*a.* If the parents are married, the elder parent is given preference unless that parent abandoned the support of the Family at a time when the deceased or missing person was still a minor. Unless there is evidence indicating that the elder parent deserted or abandoned the Family, the burden is on the younger parent to establish such abandonment and the right to priority. No 45-day letter is required.

*b.* If the parents were divorced after the deceased or missing person reached the age of majority, the elder parent is given preference unless that parent abandoned the support of the Family at a time when the deceased or missing person was still a minor. Unless there is evidence indicating that the elder parent deserted or abandoned the Family, the burden is on the younger parent to establish such abandonment and the right to priority. No 45-day letter is required.

*c.* If the parents were divorced before the deceased or missing person reached the age of majority, and the parents awarded joint legal custody, the parent awarded primary physical custody is the PERE (sample letters are found in DA Pam 638–2).

*d.* If the parents were divorced before the deceased or missing person reached the age of majority, and one parent was awarded sole legal custody, that parent will be the PERE. No 45-day letter is needed.

*e.* If the parents were never married, the parent who had primary physical custody of the deceased or missing person at the time of entry into the Army is the PERE. Forty-five day letters are required (sample letters are found in DA Pam 638–2).

*f.* As there is often friction, or even antagonism, between separated, divorced, or unmarried parents, this type of situation can become a bitter dispute with the SCMO caught in the middle. The SCMO should not become involved in the Family dispute and strictly should follow the procedure in this paragraph.

(1) The SCMO will send 45-day letters (sample letters are found in DA Pam 638–2) with a copy of the PE inventory to each parent. This letter will advise that the SCMO is required to deliver the PE to the designated PERE, unless a legal representative submits a claim for the PE by a specified date (normally the 45th day from the date of notification). Sample PERE determination letter for parents are found in DA Pam 638–2.

(2) The SCMO will hold the PE for a reasonable period of time, but not less than 45 days, for the interested parties to act. The SCMO will, upon receipt of a claim by the legal representative, release the PE to the legal representative as prescribed by statute. If the SCMO does not receive a response by the established date, the SCMO will release the PE to the designated PERE.

(3) If PE have been delivered to a parent and a legal representative is subsequently appointed, any further distributions of PE will be made to the legal representative. However, the SCMO does not have the authority to retrieve the items sent prior to the appointment of a legal representative.

### **19–10. Eldest sibling**

When the deceased or missing person has full siblings and half-siblings or step-siblings; the order of precedence is the full siblings by seniority then the half-siblings by seniority. Step-siblings are not eligible to receive PE. Adopted siblings are treated the same as full siblings when adopted by both the deceased or missing person's biological parents. Adopted siblings are considered as half-siblings when adopted by only one of the deceased or missing person's parents.

### **19–11. Other blood relative**

The PE may be sent to a blood relative when the deceased or missing person is not survived by a spouse, children, parents, or siblings and no legal representative has been appointed. In order of priority, the blood relative is grandparents, in order of seniority; aunts and uncles, in order of seniority; and cousins, in order of seniority. Persons who are related only by marriage are not eligible to receive PE.

**19–12. Loco parentis**

A person standing in loco parentis, not less than 1 year per 10 USC 1482(e)(5 (A), to the decedent has seventh precedence to receive the PE. A person standing in loco parentis (for example, foster parents and stepparents) to the deceased or missing person is eligible to receive the PE after the blood relatives.

**19–13. Beneficiary named in will**

Beneficiaries named in the will are the lowest category of PERE. If the will is available to the SCMO, then an interested party can request a copy of the will from the SCMO to petition a civil court for appointment as the legal representative. Accordingly, the SCMO will not be responsible for distributing the PE.

**19–14. No recipient can be identified**

When the SCMO cannot locate any persons in any of the designated categories, the SCMO may sell by public sale all PE except sabers, insignia, decorations, medals, watches, trinkets, manuscripts, and other keepsakes. These items are forwarded to the Commander, U.S. Army Human Resources Command (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400.

**Chapter 20****Care and Disposition of Personal Effects****20–1. Responsibility for personal effects**

Commanders are responsible for the care and disposition of PE under their control or jurisdiction. The prompt delivery or shipment of the deceased or missing person's PE is an important command function. Delays in collecting, delivering, or shipping the PE increase the probability the PE will be damaged, lost, or stolen while in the Army's care. As PE may have both monetary and sentimental value, it is important commanders quickly appoint SCMOs and provide them sufficient resources and time to discharge their duties.

**20–2. Collection of personal effects**

*a. Outside theaters of operations.* The SCMO appointed by the home station CAC will collect and dispose of PE as prescribed by paragraphs 20–12, 20–13, and 20–14. In the event the decedent or missing person had PE at more than one location, the following procedure should be followed: The PE should be collected and inventoried by the SCMO appointed at the location of the PE. However, only the home station SCMO should direct shipment to the PERE. SCMOs should work together to accomplish this task.

*b. Within theaters of operations.* Many deployed Soldiers have PE located at home station in addition to the PE in the operational area. The PE in both locations must be disposed of properly and required documentation completed and forwarded to the CDR, HRC (AHRC–PDC).

(1) *When a personal effects depot is not established.* The PE on remains will be evacuated with the remains through theater mortuary evacuation channels to the preparing mortuary. The PE may provide clues to the identity of the remains. At the preparing mortuary, the PE on the remains will be separated and given to the mortuary PE section. The PE section will inventory the PE and forward it to the SCMO appointed by the home station CAC. The PE of a deceased or missing person found in the unit area within the operational area are collected, inventoried, and sent to the SCMO appointed within theater and forwarded to SCMO appointed by the home station CAC. The PE will be sent by the most expeditious manner while maintaining strict accountability. The SCMO at the home station will dispose of the PE as prescribed by paragraphs 20–12, 20–13, and 20–14.

(2) *When a personal effects depot is established.* When a PE depot is established, PE on remains will be inventoried and evacuated with the remains through theater mortuary affairs evacuation channels to the preparing mortuary. The PE on the remains will be separated from the remains and turned over to the PE depot. The PE of deceased and missing persons found in the unit's area in the operational area will be inventoried by a SCMO appointed within theater and forwarded to the TPED for disposition and when securing PE from an Army MTF prepared by an Army MTF the SCMO may attach the DA Form 4160 (Patient's Personal Effects and Clothing Record). The PE found by the SCMO at home station will be shipped or delivered to the PERE for disposition as prescribed by paragraphs 20–12, 20–13, and 20–14.

(3) *When a depot has been established within the United States and within the theater of operation.* When a depot has been established within the United States and within the theater of operation, the PE will be transferred from the TPED to the Joint personal effects depot (JPED) in the United States for processing.

**20–3. Safeguarding personal effects**

Extreme care will be taken to safeguard the PE of deceased and missing personnel. Every effort must be made to prevent pilferage, damage, or loss. Instances of pilferage, tampering, or theft will be reported to the military police for appropriate investigation at the time of discovery.

**20–4. Inventory of personal effects**

The SCMO will make a written inventory of all PE recovered and secured. Outside theaters of operation, the inventory will be recorded on DA Form 54, and within theaters of operations, it will be recorded on the DD Form 1076 (Military Operations Record of Personal Effects of Deceased Personnel). The SCMO may attach the DA Form 4160 (Patient's Personal Effects and Clothing Record) prepared by an Army MTF when securing PE from an Army MTF. The information on the DA Form 4160 should not be copied to the DA Form 54 or DD Form 1076. Procedures for completing the DA Form 54 are located in DA Pam 638–2. Procedures for completing DD Form 1076 are located in JP 4–06 and FM 4–20.64.

**20–5. Mail**

Unopened letters, packages, or other correspondence sent to the deceased or missing person will be returned unopened to the sender as prescribed by U.S. Postal Service regulations.

**20–6. Safeguarding military information**

All documents and any sealed material in the PE will be reviewed to ensure proper safeguarding of military information. Classified material and material warranting classification will be withdrawn and submitted to the intelligence officer for review and proper disposition. Material suitable for release will be returned by the intelligence officer for disposition as PE.

**20–7. Personal effects retained by law enforcement authorities**

PE may be retained as evidence by law enforcement or investigative authorities until no longer needed.

*a. Civil law enforcement agency.* Civil law enforcement agencies have their own policies and procedures for disposing of evidence, to include PE. The SCMO should advise the PERE that queries concerning PE held by a nonmilitary law enforcement agency should be sent to that agency. The SCMO will provide the PERE with the law enforcement agency's physical evidence custodian's name, mailing address, and telephone number. The SCMO will not request or accept PE from civil law enforcement agencies.

*b. Military law enforcement agency.* The SCMO will contact the physical evidence custodian of the military law enforcement agency and advise the custodian that when PE is released as evidence, the PE will be turned over to the SCMO for disposition as prescribed by Federal statute and Army regulations.

**20–8. Sentimental personal effects**

If requested by the PADD, and the PERE consents, sentimental items (such as wedding bands, religious medals, and locket) that are absolutely associated to the individual will be released by the SCMO in time to be available for the viewing, funeral, interment, or cremation of the remains. Coordination will be made with medical personnel who have custody of PE of persons who die in a MTF to locate sentimental items.

**20–9. Cleaning and laundering of items**

All articles of clothing designated for shipment to the PERE will be clean, and damaged items will be made presentable. Dry cleaning or laundering of items of clothing is authorized at U.S. Government expense (see AR 210–130). Items that cannot be made presentable, for example, blood-stained clothing, will be destroyed.

**20–10. Withdrawal of U.S. Government property**

*a. U.S. Government property.* All OCIE and other U.S. Government property to which the Soldier is not entitled will be withdrawn from the PE and turned in to supply channels. Credit entries for the items withdrawn will be made on the Soldier's DA Form 3645.

*b. Personal military clothing.* Personal military clothing in the PE of deceased Soldiers, other than items required for interment, will be sent to the PERE. Personal military clothing in the PE of missing and captured Soldiers will be sent to the PERE.

**20–11. Methods of disposing of personal effects**

There are three proper methods for the disposition of PE: delivery to the PERE (see para 20–12), public sale (see para 20–13), and destruction (see para 20–14).



**20–12. Delivery of personal effects**

Delivery of the PE to the PERE ends the Army's and the SCMO's responsibility for the PE. Once the PE are delivered, there is no legal basis for the Army to retrieve and/or ship the PE, even if the PE were incorrectly delivered to someone other than the PERE. Custody and ownership of the PE are civil matters to be settled between the interested parties or by the estate's legal representative in the civil courts.

*a. Delivery or shipment of personal effects.* The PE will be delivered to the PERE, if present, or shipped to the PERE in the order of precedence indicated in paragraph 19–5.

*b. Notification to the person eligible to receive effects.* Upon delivery or shipment of PE, a memorandum will be delivered or mailed to the PERE. The memorandum will state that delivery or shipment does not in any way vest title in the recipient, but that the property is delivered or forwarded for retention or disposition to the PERE as custodian in accordance with the laws of the State (Territory, possession, or country) of the decedent's legal residence. In case of shipment, the memorandum will also state the date and method of shipment and the anticipated date of arrival. Sample memorandums are located in DA Pam 638–2.

*c. Shipment of personal effects.* The SCMO will ship the PE, funds, and commercial papers belonging to the deceased, notarized copies of original bills of sale, receipt for cash transactions, and a copy of DA Form 54 to the PERE. Shipments of PE will be made on U.S. Government bill of lading or by certified or insured mail. Shipments may also be made by commercial courier or delivery service within the United States. The DA Form 54 will be fully annotated relative to the method of shipment (U.S. Government bill of lading number, air movement designator, and registered, certified, or insured number) in order to facilitate tracking PE in delays or non-receipt of shipments. Shipments will be accomplished as soon as possible after the death of the decedent. In the event a complete shipment of PE cannot be made due to delay (for example, a delay caused by the sale of a motor vehicle), partial shipment will be accomplished. The recipient should be advised of actions pending and provided an approximate completion date.

*d. Packing personal effects for shipment.* The PE will be packaged, boxed, or crated securely for shipment. When packaged for mailing, appropriate cartons and packaging materials will be obtained through supply channels. Each package, box, or crate will be marked plainly "Effects of Deceased Person" and will bear the full name, grade, and organization of the person to whom the PE belonged. The contents of the packages will be verified against inventory by the CDR or SCMO. A copy of the inventory will be put inside the package (or package number one). The package will be sealed by the person verifying the contents. The copy of the inventory attached to the report of the SCMO will be annotated attesting to the verification of the contents of the package(s) against the inventory and sealing of the package(s).

*e. Shipment of motor vehicle.* Two privately owned motor vehicle are authorized shipment at U.S. Government expense in accordance with JTR to the approved destination, provided—

- (1) The member's home of record.
- (2) The dependents' residence.
- (3) NOK, or other person authorized to receive custody of PE; or
- (4) Such other place(s) as determined in accordance with Service regulations.

*Note.* a. The motor vehicle was lawfully procured by the sponsor or involved, or his or her lawful dependent prior to the date the individual died or became missing or captured. b. It can be legally established that the vehicle was the property of the sponsor involved, without regard to pay grade, or his or her lawful dependent prior to the date of the official report of casualty. c. The vehicle is in a usable condition or of sufficient value to warrant the expenditure of U.S. Government transportation funds. When the vehicle is non-operational, the PERE must make arrangements for the necessary repairs before shipment, or arrange transportation. The vehicle will be considered as abandoned 90 days after the SCMO sends the PERE notification that the car cannot be shipped under transportation regulations.

*f. Shipment of mobile home.* In accordance with JTR, trailer allowance for shipment of a mobile home is authorized within the prescribed cost ceiling provided—

- (1) The mobile home is to be used by the dependent as a residence at destination.
- (2) The transportation of the mobile home by the dependent is completed with the prescribed time limitation, and
- (3) The mobile home is turned over to a transportation officer within the prescribed time limitation when transportation is to be arranged by the U.S. Government.

*g. Agent for delivery of personal effects.* In some instances, political or other restrictions may prevent delivery or shipment directly to the PERE. The SCMO should request the recipient arrange for a consular representative to receive the PE. The acceptance by the consular representative to receive the PE must be in writing. The consular representative will be requested to receipt for the PE and return the signed receipt to the SCMO. The designation of the consular representative and signed receipt for the PE will be attached to the SCMO report.

*h. Customs clearance.* When PE are to be shipped across an international boundary, the shipper or shipping agency will obtain necessary customs clearance. Additional customs clearance required by the country of final destination is the responsibility of the PERE.

### **20–13. Sale of personal effects**

The SCMO should avoid becoming responsible for the sale or disposal of PE. The decision to sell PE and the actual sale of PE is the responsibility of the estate's legal representative. The SCMO could be criticized for the sale of specific items that the PERE or other person had intended to keep or the estate's legal representative may allege the SCMO sold an item at less than its actual or fair market value.

#### *a. Criteria for sale.*

- (1) The sale is in the interest of both the PERE and the U.S. Government; and
- (2) The PERE has been notified of the proposed sale; and
- (3) A power of attorney to sell the PE by public sale has been obtained.
- (4) When the PERE cannot be located. However, this provision does not authorize the SCMO to sell swords, medals, manuscripts, or trinkets. These items will be sent to the Commander, U.S. Army Human Resources Command, (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400, for disposition as directed by Federal statute.
- (5) Examples of items that usually meet the criteria are electrical transformers and other electrical appliances used OCONUS that are not designed to work with standard United States electrical currents and automobiles that are inoperable or cannot be shipped to the United States.

#### *b. Method of sale.* The SCMO will conduct public sales of PE to preclude any appearance of impropriety.

*c. Documentation of sale.* The PE that are sold through public sale are listed on DA Form 54 and listed on the certificate of PE sold. The certificate is attached to the SCMO report. The certificate of PE sold will be prepared on bond or letterhead paper. A sample is located in DA Pam 638–2.

### **20–14. Destruction of personal effects**

The SCMO will use discretion and common sense in deciding which items should be forwarded and which should be destroyed. The SCM appointing authority has the final authority for destruction of PE.

*a.* Inappropriate items that may cause embarrassment or added sorrow if forwarded to the PERE will be withdrawn and destroyed. Categories include, but are not limited to, items that are mutilated, burned, bloodstained, damaged beyond repair, obnoxious, obscene, or unsanitary. Correspondence (opened mail), papers, photographs, videos, laptops, cell phones, IPODs, and other such media must be screened for suitability. Exposed, but unprocessed, film and/or digital media must be processed to permit screening. Processing of exposed film to permit screening is authorized at U.S. Government expense using a DA Form 3903 (Multi-Media/Visual Information (M/VI) Work Order). Unsuitable items will be removed and destroyed.

*b.* Items of no value or items that could damage other PE (for example, used toothpaste, soap, deodorant, opened food items, liquid shoe dyes, corrosives, flammables, or oils) will be removed and destroyed.

*c.* Items prohibited for shipment will be disposed of in accordance with directives issued by the major commander or major subordinate commander. However, privately owned firearms and ammunition may be shipped to the PERE provided they meet customs entry requirements.

*d.* A certificate of destruction listing all items withdrawn and their disposition will be prepared by the SCMO. A sample certificate is located in DA Pam 638–2. The SCM appointing authority will review the certificate of destruction prior to authorizing physical destruction of the PE.

### **20–15. Methods of destruction**

The SCMO may destroy and dispose of appropriate items by incineration, shredding, or mangling. In determining which method to use, consideration must be given to the possibility of other persons recovering or salvaging the items designated for destruction. Destruction must be absolute; obliterating all evidence of the prior owner or any other person's identity. Destruction should render the item useless and without any value.

### **20–16. Documentation of destroyed personal effects**

Items found in the PE that are withdrawn or destroyed will not be listed on DA Form 54. Such items will be listed on certificate of destruction or certificate of items withdrawn, as appropriate, and attached to the SCMO report. The certificate of destruction will be prepared on bond or letterhead paper. A sample is located in DA Pam 638–2. The SCM appointing authority will have final approval authority over the items identified for destruction.



**20–17. Person eligible to receive personal effects not known or cannot be contacted**

*a.* Disposition instructions will be issued by CDR, HRC (AHRC–PDC) when the PERE is not known or cannot be located, or cannot be contacted due to political barriers or other valid reasons.

*b.* When a PERE cannot be found, located, or contacted, the SCMO will—

(1) Collect, safeguard, and process PE in the normal manner except as directed in this paragraph.

(2) Inventory PE on DA Form 54. Record currencies, checks, and all monies found in the PE, including currency or checks received from debtors and amounts received from local bank accounts, in block 9b, DA Form 54. The total of all monies will be exchanged for a money order to be mailed to the CAO of the designated PERE (money order is not to be made out to the PERE; it is to be left blank).

(3) Securely package and seal PE and place in temporary storage at installation.

(4) Prepare an interim report similar to the format illustrated in DA Pam 638–2. Appropriately modify the report to indicate that PERE is not known or cannot be located and the PE are being held at (name of installation) pending disposition instructions from CDR, HRC (AHRC–PDC).

*c.* After review and approval by the appointing authority, send the interim report with supporting documents to Commander, U.S. Army Human Resources Command (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400, within 30 days of date of death if CONUS or 45 days after death OCONUS. The report will be sent using the memorandum of transmittal. A sample memorandum is found in DA Pam 638–2.

*d.* The CDR, HRC (AHRC–PDC) will utilize all available resources to locate a PERE. When a PERE cannot be found, the SCMO will be authorized by CDR, HRC (AHRC–PDC) to dispose of the PE as follows:

(1) Sell by public sale all PE except sabers, insignia, decorations, medals, watches, trinkets, and manuscripts per 10 USC 4712. A complete record of all sales will be included in the final SCMO report. Notarized copies of original bills of sale will be attached to the report. Proceeds from the sale will be deposited with the servicing finance and accounting office and a receipt obtained.

(2) The SCMO will prepare a final SCMO report similar to the format illustrated in DA Pam 638–2.

(3) After review and approval by the appointing authority, send the final report with supporting documents, including DA Form 54, to the Commander, U.S. Army Human Resources Command (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400. The report will be sent using the memorandum of transmittal found in DA Pam 638–2. All commercial papers such as stocks and bonds, evidence of bank accounts or deposits not local to the installation, and articles valuable as keepsakes, including sabers, insignia, decorations, medals, watches, trinkets, and manuscripts will be sent to the Commander, U.S. Army Human Resources Command (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400, for transmission to the Armed Forces Retirement Home per 10 USC 4712f and 24 USC 420. When a PERE is found after the PE have been disposed of, the PERE will be advised by CDR, HRC (AHRC–PDC) of the disposition of the PE and to file a claim with the General Accounting Office for funds deposited in paragraphs 20–17b(2) and d(1).

**Chapter 21****Personal Effects of Deceased Civilians, Foreign Nationals, and Armed Forces Retired Personnel****21–1. General**

This chapter applies to the disposition of effects (under U.S. Army control) of deceased civilians who are not subject to military law, of foreign nationals training in the United States, of foreign civilian employees, and Armed Forces retired personnel. It does not apply to civilian Family members of Armed Forces personnel who die in Army hospitals.

**21–2. Deceased civilians not subject to military law**

*a.* In cases of U.S. Government employees who are in this category, the Army commander under whom the decedent was serving or a representative, designated by the commander of the Service in which the decedent was employed, will secure the effects and deliver them to the PERE. In determining the PERE, the order of precedence cited in paragraph 17–3a will be followed.

*b.* If the deceased was not an employee of the Army, the Army commander of the installation where death occurred, or an officer designated by him or her, will secure the decedent's effects and deliver them to the PERE. The processing and disposition of the effects should be coordinated with the installation civilian personnel office.

*c.* If the PE cannot be delivered or are not claimed within a reasonable period of time, the responsible officer will deliver the PE, with all available information concerning the decedent, to the person designated by the judicial officer of the local civil government who has jurisdiction over the estates of deceased persons.

**21–3. Deceased foreign nationals**

*a. Foreign nationals training in the United States.* The commander of the installation under which the decedent was serving will collect, inventory, and deliver the effects, unless otherwise directed, to the appropriate security assistance organization for disposition under the provisions of AR 12–15/SECNAVINST 4950.B/AFI 16–105.

*b. Foreign civilian employees.* The commander under whom the decedent was assigned will deliver the effects to the PERE, determined by the order of precedence cited in paragraph 17–3a. If the PE cannot be delivered or are not claimed within a reasonable period of time, they will be delivered, together with all available information concerning the decedent, to the person designated by the judicial officer of the local civil government who has jurisdiction over the estates of deceased persons.

*c. Record of personal effects.* Recipients will be given DA Form 54, in duplicate, and requested to sign and return the original.

**21–4. Deceased Armed Forces retired personnel**

*a. Within the United States.* The Army does not have the authority to collect or ship the PE of deceased retired military personnel except when the PE are located on a military installation or under military control such as in a MTF or in temporary storage. If the PE cannot be delivered or are not claimed within a reasonable period of time, the responsible officer will deliver them, with all available information concerning the decedent, to the person designated by the judicial officer of the local civil government who has jurisdiction over the estates of deceased persons, or as noted in paragraph 21–4c.

*b. Outside the United States.* The Army does not have the legal authority or obligation to collect and transport the PE of retirees who die OCONUS except when the PE are located on a military installation or under military control (temporary storage). The Department of State is the appropriate U.S. Government agency for the disposition of the PE belonging to persons not sponsored by the Army OCONUS.

*c. Death within 1 year of retirement.* The Army will ship a deceased retiree's PE if the retiree was authorized to ship HHG at the time of retirement, did not ship HHG, and the shipment will be picked up by the contract mover within 1 year from the date of retirement. Extensions may be granted on a case-by-case basis.

*d. Dual status.* Some retirees have dual personnel status (such as a military retiree employed by the Federal Government). The Army will provide the entitlements and benefits authorized for each status, to include a SCMO for disposition of PE.

**21–5. Inventories and receipts**

*a.* These papers will be retained at the installation at which death occurred in order that any inquiries received within a reasonable time may be answered by the installation concerned.

*b.* Copies of inventories or receipts for the PE of persons in paragraphs 21–2 through 21–4 will be forwarded to CDR, HRC (AHRC–PDC).

**Chapter 22****Disposition of Personal Effects in Theaters of Operation****22–1. General**

The recovery, safeguarding, and proper disposition of PE and baggage are command responsibilities.

*a.* The greatest care will be exercised at all times to ensure against the loss of PE and baggage because—

(1) They represent a portion of the assets of the individual; therefore, they are prime requisites in connection with the settlement of affairs of persons who are deceased or missing.

(2) PE found on the remains or at the place of recovery may provide evidence to assist in the establishment of identification.

(3) They are of sentimental value.

*b.* The PE of medically evacuated personnel will be processed in PE channels only under the circumstances described in paragraphs 22–6.

**22–2. Collection and evacuation of personal effects**

*a.* The unit commander of deceased, missing, and captured Soldiers has operational responsibility to recover, safeguard, and make further disposition of the PE of Servicemembers of his or her command.

*b.* PE found on the remains will be evacuated with the remains to the mortuary affairs collection point. Classified material in the PE will be handled per paragraph 20–6.

c. PE located in unit rear areas in the theater will be collected, inventoried, packaged, and delivered by the unit to points established in the theater for the evacuation of PE to the TPED.

### **22-3. Personal effects recovered from remains**

a. PE found on the remains will be inventoried at the first mortuary affairs collection point to which the remains are delivered. Upon inventory, the PE will be placed in a PE bag or other suitable container with the original copy of DD Form 1076. To prevent damage from body fluids, the effects and inventory should be placed inside a plastic bag. The PE will be associated with the remains from which they were removed by name and Service number of the deceased and/or evacuation number placed on the inventory. Money and other negotiable instruments will not be separated from the other PE (nor exchanged or converted), but will be evacuated intact with the other PE.

b. When emergency interments are required, the PE will be examined for identification purposes. Normally, they will not be separated from the remains unless they contain information of a classified nature. The report of emergency interment will contain a list of any PE removed from the remains and their disposition and a description of PE interred with the remains.

c. When remains are evacuated to a collection point, temporary cemetery, or mortuary, the PE will be evacuated with the remains. PE may be examined for identification purposes at any point in the channel of evacuation. While awaiting evacuation to the next point in the channel of evacuation to the TPED, the PE may be separated from the remains and kept in a secure container to protect them from loss or damage. When the remains are evacuated, the PE will be removed from the secure container and evacuated with the remains.

d. At the temporary cemetery or mortuary, the PE will be examined and recorded for identification value. When no longer required for identification purposes, the PE will be evacuated to the JPED.

e. Identification tags are not PE and will not be removed from the remains except by personnel at the temporary cemetery or mortuary if required for the processing of remains.

f. Armed Forces identification cards are not PE but provide valuable evidence to support the identification of the deceased. Identification cards found on the remains will accompany the remains through the channels of evacuation to the temporary cemetery or mortuary. The identification card of deceased personnel will be sent with the record of interment or mortuary identification processing documents to the Commander, U.S. Army Human Resources Command (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400.

### **22-4. Personal effects recovered from unit rear areas**

a. PE of persons deceased, missing, or captured by the enemy may be found in unit rear areas, storage points, hospitals, and other locations. These PE will be collected, safeguarded, inventoried, and evacuated to the PE depot. The inventory will show the status of the individual as deceased, missing, missing in action (MIA), or captured, as appropriate.

b. When the PE are collected and inventoried, they will be securely packaged for shipment to the PE depot. A copy of the inventory will be placed inside the package with the PE. The outside of each package will be clearly marked with the grade, name, and DCIPS case number of the Soldier whose PE are in the package. The package will also be marked "Personal effects of deceased (or missing or captured) Soldier."

c. When PE of the type usually found with the person (for example, a wallet, ring, or watch) are recovered other than from remains, the source of the PE will be clearly stated on the inventory. (Examples of such sources may be: left in unit area; left with a friend (name and rank) for safekeeping; found in hospital (designation and location); or at a location (specify coordinates) other than with remains.)

d. All OCIE and other U.S. Government property to which the individual is not entitled will be withdrawn at unit level and turned in to the appropriate supply officer. Personal military clothing, as defined in AR 700-84, will not be withdrawn.

e. Ammunition, explosives, flammables, alcoholic beverages, and liquids that may damage the other PE will be withdrawn at unit level from the PE.

f. Items withdrawn from the PE in paragraphs 22-4d and e, above will not be listed on the inventory of PE. A separate listing of the items withdrawn will be made and placed in the package with the PE.

### **22-5. Inventory**

a. The DD Form 1076 will be used to inventory PE recovered from remains and recovered from unit rear areas in theaters of operation.

b. The original DD Form 1076 will accompany the PE in the channels of evacuation. Additional copies will be prepared and distributed as required by local regulations. After processing of the PE at the PE depot, the original inventory will be attached to the SCMO's report.

(1) DD Form 1076 for PE recovered from unidentified remains will have “Unidentified” entered in the name block on the inventory. When the remains are identified, the name and Service number of the deceased will be added to the original and, when practicable, to copies of the inventory.

(2) The DD Form 1076 for PE recovered from group remains, identified and unidentified, will contain appropriate notations to cross-reference the inventory and PE to all members of the group. The PE from group remains will be concurrently evacuated through the channels of evacuation to the PE depot.

#### **22-6. Property of persons hospitalized or medically evacuated**

*a.* The collection, inventory, safeguarding, and disposition of the personal property of persons hospitalized or medically evacuated is a command responsibility.

*b.* Personal property on the person, or accompanying persons entering a MTF, is collected and safeguarded by medical personnel. When the patient is medically evacuated, the patient’s personal property located at the MTF is evacuated with the patient.

*c.* When a patient dies in medical channels in the theater, the PE are evacuated with the remains (see para 22-3) to the servicing mortuary affairs collection point. The PE located in the individual’s unit are collected, inventoried, and evacuated (see para 22-4) to the PE depot.

*d.* When a patient dies in medical channels en route to CONUS or in CONUS, the PE will be processed per the instructions in paragraphs 22-3, or chapter 17, as appropriate.

#### **22-7. Property of persons deceased or missing aboard vessels**

*a.* When a Soldier who is a passenger aboard a vessel dies or is missing (washed overboard and/or drowned) while en route to a combat area, the Soldier’s PE will be collected, safeguarded, and inventoried on DD Form 1076 by the Soldier’s unit commander, or if appropriate, the commander of troops.

*b.* PE found on the remains (see para 22-3) will be evacuated with the remains to the mortuary affairs collection point. Other PE located aboard ship will be processed in the same manner as PE found in unit rear areas (see para 22-4).

*c.* When a Soldier who is a passenger aboard a vessel dies or is missing while en route to CONUS, the Soldier’s PE will be collected, safeguarded, and inventoried on DD Form 1076 by the Soldier’s unit commander, or if appropriate, the commander of troops. Upon arrival in CONUS, all PE will be turned over to the commander of the most convenient Army installation. The installation commander will dispose of the effects per chapter 18.

#### **22-8. Property of persons deceased aboard aircraft**

*a.* When a Soldier who is a passenger aboard an aircraft dies while en route to a combat area, the Soldier’s PE will be collected, safeguarded, and inventoried on DD Form 1076 by the Soldier’s unit commander, or if appropriate, the troop commander aboard the aircraft.

*b.* PE found on the remains (see para 22-3) will be evacuated with the remains to the servicing mortuary affairs collection point. Other effects aboard the aircraft will be processed in the same manner as effects found in unit rear areas (see para 22-4).

*c.* When a Soldier who is a passenger aboard an aircraft dies while en route to CONUS, the Soldier’s PE will be collected, safeguarded, and inventoried on DD Form 1076 by the Soldier’s unit commander, or if appropriate, the troop commander aboard the aircraft. Upon arrival in CONUS where the remains are off loaded, all effects will be delivered to the commander of the most convenient Army installation. The installation commander will dispose of the effects per chapter 18.

#### **22-9. Personal effects of prisoners of war, civilian internees, allied and enemy dead**

*a.* The PE of enemy POWs and civilian internees will be disposed of per AR 190-8/OPNAVINST 3461.6/AFJI 31-304/MCO 3461.1.

*b.* The PE of allied and enemy dead that may come into custody of U.S. Forces will be temporarily stored in the theater at locations designated by the theater commander. PE will be returned to representatives of the U.S. Governments concerned as soon as practicable. When a JPED is established in CONUS, PE of POWs, civilian internees, and allied and enemy dead will not be sent to the JPED for storage or disposition.

#### **22-10. Disposition of miscellaneous personal effects**

*a. Prisoners and persons absent without leave.* The shipment at U.S. Government expense of the property of military prisoners and persons AWOL is not authorized. Such property will be disposed of per AR 190-47 and AR 630-10.

*b. Property for which ownership has not been determined.* This property will be disposed of through Defense Reutilization and Marketing Service channels.

## Chapter 23 Past Conflicts and Repatriation

### 23–1. General

*a.* Nearly all procedures and authorities used for repatriation cases are the same as those for current death. This chapter highlights only those procedures which are different.

*b.* All identification briefings for repatriation cases are made by the Past Conflict Repatriations Branch (PCRB), CMAOC (AHRC–PDC–R). These briefings are coordinated with the PADD CAC, are generally done in person, and are attended by the assigned CAO.

*c.* Repatriation cases fall under the Current Death Program. All repatriation cases are eligible for professional mortuary services.

*d.* PE is shipped by the JPAC to PCRB and presented to the PERE during the identification briefing, if applicable.

*e.* Responsibility for repatriation cases is often shared between CACs and PCRB.

(1) The Hawaii CAC is responsible for care, disposition, and shipping of remains in coordination with the PADD CAC and PCRB.

(2) The PADD CAC is responsible for individual interments. PCRB is responsible for coordinating group interments.

(3) PCRB will validate and coordinate authorized travelers for individual and group interments with supporting CACs.

(4) Direct communication is authorized between PCRB (AHRC–PDC–R), CACs, and ANC.

*f.* Authorized expenditures include all elements shown in table 1–1 except:

(1) Embalming.

(2) Restorative art.

(3) Special handling for contagious disease.

(4) Cosmetology.

(5) Hair styling and dressing.

(6) Removal of remains.

(7) Death certificate.

(8) Medical examiner's cremation authorization.

### 23–2. Eligible decedents and scope of mortuary benefits

*a.* All repatriation cases are eligible for mortuary affairs benefits due to their prior status of unaccounted-for, presumed deceased.

*b.* Death benefits have already been paid for all WWI, WWII, Korea, Cold War, Southeast Asia, and Persian Gulf War cases.

*c.* Hawaii CAC is normally responsible for the preparation, clothing, and remains transportation for repatriation cases, although this can be accomplished by DAFB Port Mortuary.

*d.* Memorial service allowances are not authorized for unidentified Servicemembers.

*e.* Military funeral honors are authorized for interment of all Soldiers and Army Air Corps Airmen carried as unidentified.

*f.* All repatriation remains are considered non-viewable (see para 2–20).

### 23–3. Disposition of remains

*a.* Official findings of death have been issued for all repatriation cases and are available in the Soldier's IDPF.

*b.* Disposition instructions are briefed to the PADD during the identification briefing. Responsibility for completion of the request is based on the type of interment:

(1) Individual disposition instructions, mortuary entitlements and benefits, and group mortuary and entitlement benefits are completed by the PADD or authorized traveler's CAC.

(2) Group disposition instructions are completed by PCRB.

(3) DA Form 7302 will be expeditiously completed and posted to DCIPS by the responsible organization.

*c.* Procedures for notification of recovery, identification, and disposition of remains to remarried spouses will be followed for all repatriation cases (see para 4–28).

### 23–4. Search, recovery, and identification

*a.* JPAC is normally responsible for the search, recovery, and identification of all repatriation cases. Departmental HQ and field commanders involved will cooperate to the fullest extent in providing information and help for recovery and identification of remains. In exceptional circumstances where remains may be lost or destroyed without immediate action,



departmental HQ and field commanders may conduct recovery operations. CMAOC, PCRB (AHRC-PDC-R) will be notified when departmental HQ and field commanders conduct these missions.

*b.* AFMES/Armed Forces DNA Identification Laboratory may use various types of DNA in the identification process, including Mitochondrial deoxyribonucleic acid (mtDNA), Y chromosome DNA (yDNA), and autosomal DNA are utilized in the identification of repatriated remains. PCRB's goal is to collect at least 2x mtDNA, and if available, yDNA and autosomal (nuclear) DNA from eligible donors of each unaccounted-for Soldier.

*c.* Additional portions of remains are often recovered after the identification and interment of a repatriation case. PCRB will receive an identification packet from JPAC similar to that received for primary remains. PCRB will receive an identification packet from JPAC similar to that received for primary remains. Normal procedures are to use phone, email, and mail to contact the PADD and determine disposition. PCRB will conduct an in-person briefing to the PADD when specifically requested. If necessary, PCRB will coordinate with the PADD CAC to have a CAO assigned to the PADD to assist with coordinating disposition of additional portion remains.

*d.* Identification of remains is normally completed and approved by JPAC and documented in the identification packet created for each case. All challenges to individual identifications by the PADD, regardless of conflict, will be considered and reviewed by the AFIRB in accordance with DODI 3001.03. Group identification determinations cannot be challenged by the PADD. The Army will honor a request by the PADD to have a Soldier's or Army Corps Airman's name withheld from the marker on a group grave.

*e.* Remains and portions of remains from all conflicts received by JPAC, from any source, regardless of size, number, or quality of the skeletal fragments and the likelihood of their ever being identified, will not be destroyed.

*f.* Unidentified portions of remains from all past conflicts, including those designated "CIL Portions," currently on hand at JPAC, and those so designated in the future will not be destroyed.

*g.* Unidentifiable portions of remains may continue to be designated "CIL Portions" by JPAC and approved by the AFIRB as "CIL Portions."

### **23-5. Group remains and group interments**

*a.* Group identification determinations cannot be challenged by the PADD.

*b.* JPAC determines group remains status for repatriation cases.

*c.* A U.S. Government cemetery will be utilized as the interment location of all repatriation group remains. PCRB will coordinate all group interments. PCRB will request assistance from CACs as appropriate.

*d.* PCRB will coordinate with the superintendent of the respective cemetery and arrange with the Hawaii CAC to schedule shipment of the group remains to arrive on the date specified.

*e.* The Hawaii CAC will send a message to the superintendent of the U.S. Government cemetery as an action addressee and to CDR HRC FORT KNOX KY//AHRC-PDC-R//as an information addressee with the following information. In addition, this information will be input into DCIPS:

- (1) Names, grades, and CIL accession number of deceased comprised by the group.
- (2) Name, grade, and SSN of escort(s).
- (3) Scheduled time of departure.
- (4) Routing.
- (5) Scheduled time of arrival at the commercial airport or cemetery.

*f.* Internment CAC will contract with a funeral home or other suitable facility to provide an appropriate place for the PADDs to receive other Family members and friends. One visitation not to exceed 2 hours is authorized. The internment CAC will ensure that all PADDs of the decedents are advised of the visitation period in sufficient time to attend. Opening the casket or unwrapping the remains is not permitted without the prior approval of CDR, HRC (AHRC-PDC-R).

### **23-6. Transportation and travel**

*a.* Travel of relatives to funerals for all repatriation cases is identical for all conflicts and current death rules outlined in this regulation.

*b.* Travel of relatives to attend funeral services for former POWs, MIA, or killed in action Soldiers (PL 93-257):

- (1) See JTR for authorized travelers and detailed entitlement rules.
- (2) Funeral travel and per diem are authorized for Family members to attend the funeral service of a Soldier who died while a prisoner of war (POW), MIA, or killed in action and whose remains are returned to the United States.

*c.* PCRB will identify eligible travelers and coordinate with the appropriate CACs to issue ITAs and make travel arrangements for all repatriation cases, both individual and group.

*d.* The Hawaii CAC will notify the following persons concerned regarding shipment of remains:

- (1) The CAC in which the PADD resides.
- (2) The CAC to which remains are being shipped.

(3) Any other person who has requested notification of arrival time of remains; include U.S. Government cemetery when applicable.

(4) The CDR, HRC (AHRC-PDC-R).

(5) The consignee.

(6) The PADD CAO and consignee will be advised by telephone of date and time of arrival of remains at final destination. Others concerned will be notified by message. All messages will include the following data: name, rank, branch of Service, consignee, escort information, date and hour of estimate time delivered and estimate time arrival, religion, and statement that the PADD CAO and consignee have been notified of shipment.

#### **23-7. Escorts**

*a.* One uniformed escort is authorized to accompany remains (including cremated remains) of all repatriated Soldiers.

*b.* One or more escorts may be provided for group remains as prescribed in chapter 10.

#### **23-8. Responsibility for personal effects**

*a.* JPAC maintains PE for all Soldiers from past conflicts whose remains are classified as deceased, body not recovered. Upon identification of remains, PCRFB will request the associated PE from JPAC that has been requested by the Family. JPAC will ship all requested PE to PCRFB for presentation to the PERE.

*b.* There is no SCMO for repatriation cases. These responsibilities were carried out at the time of loss and are documented in the Soldier's IDPF.

## Appendix A

### References

Unless otherwise stated, all publications are available at the Army Publishing Web site at <http://www.apd.army.mil/>. Department of Defense regulations are available at: <http://www.dtic.mil/>. The U.S. Code and the Code of Federal Regulations are available at (<http://www.gpoaccess.gov/fdsys/>.)

### Section I

#### Required Publications

**AR 12–15/SECNAVINST 4950.B/AFI 16–105**

Joint Security Cooperation Education and Training (Cited in para 3–9*a*.)

**AR 25–400–2**

The Army Records Information Management System (ARIMS) (Cited in para 1–24*b*.)

**AR 27–20**

Claims (Cited in para 1–22.)

**AR 600–25**

Salutes, Honors, and Visits of Courtesy (Cited in para 1–6*k*.)

**AR 630–10**

Absence Without Leave, Desertion, and Administration of Personnel Involved in Civilian Court Proceedings (Cited in para 22–10*a*.)

**AR 638–8**

Army Casualty Program (Cited in para 1–6*l*.)

**DA Pam 638–2**

Procedures for the Army Mortuary Affairs Program (Cited in para 1–6*g*.)

**DODD 4500.09E**

Transportation and Traffic Management (Cited in table 2–1, note 5.)

**PL 93–257**

Duncan Hunter National Defense Authorization Act for Fiscal Year 2009 (NDAA) (Cited in para 15–3*a*.) (Available at [http://www.dod.mil/dodgc/olc/docs/2009ndaa\\_pl1110–417](http://www.dod.mil/dodgc/olc/docs/2009ndaa_pl1110–417).)

**TC 3–21.5**

Drill and Ceremonies (Cited in para 14–1*a*.)

**16 CFR FTC Rule 453**

Federal Trade Commission Funeral Industry Rule (Cited in table 1–1.)

**5 USC 5561**

Payment to Missing (Government (Civilian)) Employees (Cited in para 2–13.)

**5 USC 5564**

Travel and Transportation (Government Employees (Civilian)) (Cited in para 17–2*d*.)

**5 USC 5742**

Transportation of Remains (Government Employees (Civilian)) (Cited in para 17–2*c*.)

**10 USC 274**

Reserve Components (Uniformed Employees) (Cited in para 2–8.)

**10 USC 816**

Courts-Martial (Uniformed Employees) (Cited in para 18–2.)

**10 USC 1477**

Death Gratuity (Uniformed Employees) (Cited in para 15–3*a*.)

**10 USC 1482**

Expenses Incident to Death (Uniformed Employees) (Cited in para 4–4*a*(5).)

**10 USC 1486**

Other Citizens of the United States (Cited in para 17–2e.)

**10 USC 4712**

Disposition of Effects of Deceased Persons by SCM (Uniformed Services) (Cited in para 17–2a.)

**22 USC 5507**

Recovery and Disposition of Remains and PE (Other U.S. Citizens) (Cited in para 17–2f.)

**24 USC 420**

Disposition of effects of deceased persons; unclaimed property (Cited in para 20–17d(3).)

**31 USC 3702**

Authority to settle claims (31 USC 3702 also known as The Barring Act) (Cited in para 13–14d.)

**Section II**

**Related Publications**

A related publication is a source of additional information. The user does not have to read a related publication to understand this regulation. Unless otherwise stated, all publications are available at: <http://www.apd.army.mil/>. Department of Defense regulations are available at: <http://www.dtic.mil/>. The U.S. Code and the Code of Federal Regulations are available at <http://www.gpoaccess.gov/fdsys/>.

**AR 11–2**

Managers' Internal Control Program

**AR 15–1**

Committee Management

**AR 25–1**

Army Information Technology

**AR 25–30**

The Army Publishing Program

**AR 25–50**

Preparing and Managing Correspondence

**AR 40–4**

Army Medical Department Facilities Activities

**AR 40–400**

Patient Administration

**AR 40–562**

Immunizations and Chemoprophylaxis for the Prevention of Infectious Diseases

**AR 190–8/OPNAVINST 3461.6/AFJI 31–304/MCO 3461.1**

Enemy Prisoners of War, Retained Personnel, Civilian Internees and Other Detainees

**AR 190–47**

The Army Corrections System

**AR 190–55**

U.S. Army Corrections System: Procedures for Military Executions

**AR 210–130**

Laundry and Dry Cleaning Operations

**AR 385–10**

The Army Safety Program

**AR 600–8–22**

Military Awards

**AR 600–8–104**

Army Military Human Resource Records Management

**AR 600–110**

Identification, Surveillance, and Administration of Personnel Infected with Human Immunodeficiency Virus

**AR 700–84**

Issue and Sale of Personal Clothing

**ATP 4–46**

Contingency Fatality Operations

**DA Pam 40–11**

Preventive Medicine

**DA Pam 40–21**

Ergonomics Program

**DA Pam 290–5**

Administration, Operation, and Maintenance of Army Cemeteries

**DA Pam 600–8**

Military Human Resources Management Administrative Procedures

**DFAR Supplement**

(Available at <http://farsite.hill.af.mil/vdfara.htm>.)

**DFAS–IN Regulation 37–1**

Finance and Accounting Policy Implementation (Available at <http://asafm.army.mil/offices/bu/dfas371.aspx>.)

**DFAS–IN Manual 37–100**

The Army Management Structure-Fiscal Year XX (Available at <http://asafm.army.mil/offices/bu/dfas37100.aspx>.)

**DODI 3001.02**

Personnel Accountability in Conjunction with Natural or Manmade Disasters

**DODI 5505.03**

Initiation of Investigations by Defense Criminal Investigative Organizations

**FAR**

Federal Acquisition Regulation (Available at [www.acquisition.gov/far](http://www.acquisition.gov/far).)

**Geneva Convention (III) Relative to the Protection of Civilian Persons in Time of War, 12 August 1949**

(Available at <https://www.icrc.org/>.)

**JP 1–02**

DOD Dictionary of Military Terms (Available at <http://www.dtic.mil/doctrine/>.)

**JP 4–06**

Mortuary Affairs in Joint Operations (Available at <http://www.dtic.mil/doctrine/>.)

**JTR**

Uniformed Service Members and DOD Civilian Employees (Available at <http://www.defensetravel.dod.mil/site/travelreg.cfm>.)

**NGR 350–1**

ARNG Training (Available at <http://www.ngbpdc.ngb.army.mil/arngseries.htm>.)

**NGR 614–1**

Inactive National Guard (Available at <http://www.ngbpdc.ngb.army.mil/arngseries.htm>.)

**MCM**

Manual for Courts-Martial Rule 1301(a)

**PL 110–417**

Duncan Hunter National Defense Authorization Act for Fiscal Year 2009

**TT–C–490**

Cleaning Methods for Ferrous Surfaces and Pretreatments for Organic Coatings (Available at [http://everyspec.com/fed\\_specs/](http://everyspec.com/fed_specs/).)



**VA–NCA–IS–1**

Interments in Department of Veterans Affairs (VA) (Available at [http://www.cem.va.gov/burial\\_benefits/](http://www.cem.va.gov/burial_benefits/).)

**29 CFR 1910.134**

Respiratory Protection

**29 CFR 1910.1030**

Bloodborne Pathogens

**29 CFR 1910.1048**

Formaldehyde

**29 CFR 1910.1200**

Hazard Communication

**42 CFR 50**

Regulations of the U.S. Public Health Service

**48 CFR 237.70**

Mortuary Services

**10 USC, Chapter 61**

Retirement or separation for physical disability

**10 USC 1072**

Definitions

**10 USC 1331**

Non-Regular Service (Uniformed Employees)

**10 USC 1475**

Death gratuity: death of members on active duty or inactive duty training and of certain other

**10 USC 1476**

Death gratuity: death after discharge or release from duty or training

**10 USC 1478**

Death gratuity: amount

**10 USC 1479**

Death gratuity: delegation of determinations, payments

**10 USC 1480**

Death gratuity: miscellaneous provisions

**10 USC 1481**

Recovery, care, and disposition of remains: decedents covered

**10 USC 1482a**

Expenses incident to death: civilian employees serving with an armed force

**10 USC 1483**

Prisoners of war and interned enemy aliens

**10 USC 1484**

Pensioners, indigent patients, and persons who die on military reservations

**10 USC 1485**

Dependents of members of armed forces

**10 USC 1487**

Temporary interment

**10 USC 1488**

Removal of remains

**10 USC 1489**

Death gratuity: members and employees dying outside the United States while assigned to intelligence duties

**10 USC 1490**

Transportation of remains: certain retired members and dependents who die in military medical facilities

**10 USC 1501**

System for accounting for missing persons

**10 USC 1502**

Missing persons: initial report

**10 USC 1503**

Actions of Secretary concerned: initial board inquiry

**10 USC 1504**

Subsequent board of inquiry

**10 USC 1505**

Further review

**10 USC 1506**

Personnel files

**10 USC 1507**

Recommendation of status of death

**10 USC 1508**

Judicial review

**10 USC 1509**

Program to resolve missing person case

**10 USC 1510**

Applicability to Coast Guard

**10 USC 1511**

Return alive of person declared missing or dead

**10 USC 1512**

Effect on State law

**10 USC 1513**

Definitions (Missing persons)

**10 USC 10142**

Ready Reserve

**10 USC 10151**

Standby Reserve: composition

**10 USC 12301**

Reserve components generally

**10 USC 12302**

Ready Reserve

**10 USC 12401**

Army and Air National Guard of the United States: status

**10 USC 12402**

Army and Air National Guard of the United States: commissioned officers; duty in National Guard Bureau

**10 USC 12403**

Army and Air National Guard of the United States: members; status in which ordered into Federal Service

**10 USC 12404**

Army and Air National Guard of the United States: mobilization; maintenance of organization

**10 USC 12405**

National Guard in Federal service: status

**10 USC 12406**

National Guard in Federal service: call

**10 USC 12407**

National Guard in Federal service: period of service; apportionment

**10 USC 12408**

National Guard in Federal service: physical examination

**10 USC 12731**

Age and service requirements

**10 USC 12732**

Entitlement to retired pay: computation of years of service

**32 USC 316**

Detail of members of Army National Guard for rifle instruction of civilians

**32 USC 502**

Required drills and field exercises

**32 USC 503**

Participation in field exercises

**32 USC 504**

National Guard schools and small arms competitions

**32 USC 505**

Army and Air Force schools and field exercises

**37 USC 401(B)(2)**

Definitions (Pay and Allowances of the Uniformed Services)

**37 USC 481f**

Travel and transportation allowances: transportation for survivors of deceased member to attend member's burial ceremonies; transportation for survivors of member dying overseas to attend transfer ceremonies

**37 USC 484**

Travel and transportation; dependents; household and personal effects; trailers; additional movements; motor vehicles; sale of bulky items; claims for proceeds; appropriation chargeable

**38 USC 23**

Definitions (Veterans Benefits)

**38 USC 2301**

Flags

**38 USC 2302**

Funeral expenses

**38 USC 2303**

Death in Department facility; plot allowance

**38 USC 2304**

Claims for reimbursement

**38 USC 2305**

Persons eligible under prior law

**38 USC 2306**

Headstones, markers, and burial receptacles

**38 USC 2307**

Death from service-connected disability

**38 USC 2308**

Transportation of deceased veteran to a national cemetery

**Section III****Prescribed Forms**

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate Web site at <http://www.apd.army.mil/> and DD Forms are available on the Office of the Secretary of Defense Web site <http://www.dtic.mil/whs/directives/forms/index.htm>.

**DA Form 54**

Record of Personal Effects (Prescribed in para 18–10*l*.)

**DA Form 2773**

Statement of Identification (Prescribed in para 8–13.)

**DA Form 4339**

Mortuary Activity and Status Report (Overseas) (Prescribed in para 6–14*a*.)

**DA Form 5327**

Bona Fide Dependent Declaration -Military (Prescribed in para 6–12*b*(1).)

**DA Form 5328**

Bona Fide Dependent Declaration (Civilian) (Prescribed in para 6–12*b*(1).)

**DA Form 5329**

Escort Report (Prescribed in para 7–4*d*.)

**DA Form 5330**

Release of Remains for Local Disposition (OCONUS) (Prescribed in para 6–13*b*(2).)

**DA Form 5520**

Physical and Dental Comparison Chart (Prescribed in para 8–13*a*(2)(*g*).)

**DA Form 7302**

Disposition of Remains Statement (Prescribed in para 2–9*c*.)

**DD Form 565**

Statement of Recognition of Deceased (Prescribed in para 8–13*a*(1)(*a*).)

**DD Form 890**

Record of Identification Processing - Effects and Physical Data (Prescribed in para 8–13*a*(2)(*c*).)

**DD Form 891**

Record of Identification Processing - Dental Chart (Prescribed in para 8–13*a*(1)(*b*).)

**DD Form 892**

Record of Identification Processing - Skeletal Chart (Prescribed in para 8–13*a*(2)(*e*).)

**DD Form 893**

Record of Identification Processing - Anatomical Chart (Prescribed in para 8–13*a*(1)(*c*).)

**DD Form 894**

Record of Identification Processing - Fingerprint Chart (Prescribed in para 8–13*a*(1)(*d*).)

**DD Form 1375**

Request for Payment of Funeral and/or Interment Expenses (Prescribed in para 4–18*b*(3).)

**DD Form 2062**

Record of Preparation and Disposition of Remains (Outside CONUS) (Prescribed in para 6–7*e*.)

**DD Form 2063**

Record of Preparation and Disposition of Remains (Within CONUS) (Prescribed in para 9–3*a*(3).)

**DD Form 2064**

Certificate of Death (Overseas) (Prescribed in para 6–8*b*(1).) (This form is only available from the Commander, U.S. Human Resources Command (AHRC–PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122–5400.)

**DD Form 2065**

Disposition of Remains-Reimbursable Basis (Prescribed in para 6–8*b*(3).)

## Section IV

### Referenced Forms

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate Web site at <http://www.apd.army.mil/> and DD forms are available on the Office of the Secretary of Defense Web site at <http://www.dtic.mil/whs/directives/forms/index.htm>.

#### **DA Form 11-2**

Internal Control Evaluation Certification

#### **DA Form 2028**

Recommended Changes to Publications and Blank Forms

#### **DA Form 2386**

Agreement for Interment

#### **DA Form 3645**

Organizational Clothing and Individual Equipment Record

#### **DA Form 3903**

Multi-Media/Visual Information (M/VI) Work Order

#### **DA Form 4160**

Patient's Personal Effects and Clothing Record

#### **DD Form 93**

Record of Emergency Data

#### **DD Form 369**

Police Record Check

#### **DD Form 1076**

Military Operations Record of Personal Effects of Deceased Personnel

#### **DD Form 1131**

Cash Collection Voucher

#### **FBI Form FD 258**

Applicant Fingerprint Card (Available at through normal supply channels.)

#### **SGLV Form 8286**

Servicemembers' Group Life Insurance Election and Certificate (Available at <http://www.benefits.va.gov/insurance/forms/8286.htm>.)

#### **VA Form 40-1330**

Claim for Standard Government Headstone or Marker (in a Private or State Veteran's Cemetery) (Available at <http://www.va.gov/vaforms/va/pdf/va40-1330.pdf>.)

#### **VA Form 40-1330M**

Claim for Government Medallion for Placement in a Private Cemetery (Available at <http://www.va.gov/vaforms/va/pdf/va40-1330m.pdf>.)



## Appendix B

### Armed Services Specification for Mortuary Services (Care of Remains of Deceased Personnel and Port of Entry Requirements for Caskets and Shipping Cases)

This specification (in two parts) establishes minimum standards for the care and handling of deceased personnel. It encompasses professional services and requirements, caskets and shipping cases, transportation, and hygienic practices. This specification is applicable to regular and port of entry requirements.

#### Section I

#### Remains

##### B–1. Classification

*a. Remains defined.* Autopsied (partial or complete) or unautopsied remains are defined as one of the following types:

(1) *Non-viewable full body wrap.* Remains are not intact; with extreme trauma, edema, dehydration, discoloration, or decomposition. Remains may not be restored to an appearance suitable for visual recognition. Condition of remains does not allow for dressing in uniform or other clothing selected by the PADD.

(2) *Viewable.* Remains are intact; with face and hands having minor or no trauma, edema, dehydration, or discoloration. Remains may be fully restored to a natural appearance. Condition of remains allows for dressing in uniform or other clothing selected by the PADD.

(3) *Viewable for identification.* Remains may or may not be fully intact; with face and hands having moderate to severe trauma, edema, dehydration, or discoloration. Remains may be restored to an appearance suitable for visual recognition. Condition of remains allows for dressing in uniform or other clothing selected by the PADD.

(4) *Non-viewable.* Remains may or may not be fully intact; and may manifest extreme trauma, edema, dehydration, discoloration, or decomposition. Remains may not be restored to an appearance suitable for visual recognition. Condition of remains may not allow for dressing in uniform or other clothing selected by the PADD.

(5) *Head wrap.* Certain conditions such as severe trauma, edema, dehydration or discolorations of the face or head may not enable tissue to be restored to an appearance suitable for viewing, but the condition of the remainder of the body allows for dressing in a uniform or other clothing selected by the PADD. The contractor or U.S. Government embalmers will accomplish the processes contained herein and preclude the requirement for a full body wrap.

(6) *Partial head wrap.* Remains that have a specific area with such severe trauma, edema, dehydration, or discolorations on the head that it may not enable tissue to be restored to an appearance suitable for viewing, but the condition of the remainder of the body allows for dressing in a uniform or other clothing selected by the PADD. The embalmer will ensure the tissue is firm, dry, and thoroughly preserved and will accomplish the processes contained herein and preclude requirement for a full head wrap, but will be limited to covering the affected area of trauma providing the possibility of viewing if desired by the PADD.

*b. Casket.* The standard and oversize 18 gauge metal, sealer, cut-top casket must be used for viewable and nonviewable adult remains.

##### B–2. Applicable documents

There are no applicable documents to this part of this specification.

##### B–3. Services

*a. General.* The contractor will be responsible for providing professional services of the highest quality to assure viewing of the remains under optimal conditions. The contractor must practice hygienic measures that will assure complete and satisfactory disinfection and sanitation of the funeral establishment.

*b. Processing of remains.* The complete preservation (embalming) and disinfection, application of restorative art techniques and/or cosmetics, dressing and/or wrapping, casketing, and transportation of remains as directed by the contracting officer or his designee.

*c. Reprocessing of remains.* The inspection and correction of all discrepancies noted in preservation (embalming). Application of restorative art techniques and cosmetics, dressing and wrapping, casketing, and transportation of remains as directed by the contracting officer or his designee.

*d. Unidentified remains.* If identification of the remains is not officially established, the remains must be placed under refrigeration at 34 to 40 degrees Fahrenheit (1.1 to 4.4 degrees Celsius) or according to State standards. If mechanical refrigeration is not available within a reasonable distance, ice chests or ice packs must be used in lieu of the mechanical

refrigeration. Processing (embalming) must not be accomplished until the remains are released by a responsible official as identified.

*e. Restorative art.* Major restorative art is an integral part of the processing and/or reprocessing of remains. It must include, but not be limited to, rebuilding a large wound; rebuilding of facial features such as ear, nose, eye, mouth, chin, and so forth; removal of damaged tissue followed by restoration; restoration of scalp hair; and the application of cosmetics to render restored surfaces undetectable. Restorative art must be accomplished in accordance with the highest professional standards.

*f. Chemical preservative preparations.* Under this Armed Services specification, arterial, cavity, and other embalming chemicals used in the treatment of all remains must effect the maximum preservation and disinfection of all body tissue, including that associated with body cavities (organs).

*g. Standards and techniques.* The contractor must provide high quality service and a sufficient number of licensed embalmers to process (embalm) or reprocess any remains under this Armed Services specification on a timely basis. Interns (apprentices) may be used to assist the licensed embalmer in accordance with applicable State regulations. All supplies and technical procedures must conform to standards and professional techniques acceptable to the funeral service industry. Embalmers must utilize any and all optional techniques available to assure complete and adequate treatment of remains.

#### **B-4. Treatment of remains**

*a. General.* Frequently, final disposition of processed or reprocessed remains may not be effected for a period of 10 days or more; remains may be transported over long distances or subjected to hot, humid conditions. At all times the remains must be free of putrefaction and infectious agents. This requires the thorough disinfection and uniform preservation of all body tissues. Employment of continuous injection and intermittent drainage will enhance chemical distribution and penetration. Use of humectants (moisture retention chemicals) in the arterial injection solution will help to achieve greater tissue penetration and to restore normal body moisture content.

*b. Pre-embalming procedures.* The following basic steps must be accomplished in the course of processing or reprocessing of all viewable remains and, to the extent possible, non-viewable remains.

*c. Washing and grooming.* When possible, remains must be bathed; male facial and scalp hair must be washed and groomed to conform to military standards. (Suitable hair preparations must be accomplished on females.) Fingernails must be cleaned and trimmed. The mouth must be securely closed to form a natural expression and proper attention given to the eyes to prevent wrinkling of the eyelids and a sunken appearance of the eyes. Cosmetics should be applied only in the amount necessary to produce natural color and texture.

*d. Wounds and stains.* All lacerations, abrasions, incisions, excisions and burn wounds must be sutured or sealed to prevent leakage. Swollen or distorted features must be reduced to the normal contours enjoyed during life. Postmortem stains must be chemically bleached by applying packs and/or needle injection. On viewable areas, further treatment must consist of the use of masking cosmetics to render stains nondetectable.

*e. Body orifices and injured tissue.* All body orifices must be treated with a disinfectant non-astringent chemical (generic categories such as phenylphenols and iodophors) and then packed with cotton. Bedsores and ulcerated, burned, and necrotic tissue must be treated either by hypodermic injection or pack application of a deodorizing and preserving chemical.

*f. Insecticide treatment.* Maggots and other insect larvae must be destroyed and their breeding sites in or on the remains thoroughly treated with an insecticide chemical.

*g. Contractor's performance.* The contractor's performance must be such that all remains are effectively disinfected and uniformly preserved and that all offensive odors are eliminated before the remains are casketed.

#### **B-5. Preparation of remains**

*a. General.* The military Services require that all remains be processed or reprocessed in a manner reflecting the highest standards of the funeral service profession. Each remains, viewable and non-viewable, requires variation in the embalming treatment to accomplish the optimum results. A recommended procedure to achieve these goals is the injection of the solution at a moderate rate. The addition of a humectant to the solutions is also helpful in reducing overdehydration effects.

*b. Processing non-viewable remains.* To obtain optimum results, a thorough pre-embalming case analysis must be made in order to determine the best embalming techniques to be used. The technique of arterial injection and venous drainage is of utmost importance. A six-point arterial injection with multisite drainage is optimal, but in all instances multisite injection and drainage technique must be attempted. When arterial injection is possible, each gallon of arterial fluid must contain a minimum 10 percent concentration, by volume, of aldehyde or aldehyde derivative preservative agent(s). The total volume of arterial solution injected must not be less than 1 gallon per 50 pounds of body weight. All body areas must be further treated by means of a hypodermic injection using undiluted cavity chemicals having a 30-index (percent) or greater. In addition, packs, special gels and/or dry sanitizers must be used, as required, to assure preservation,

prevent leakage, and eliminate all offensive odors. Cranial, thoracic, and abdominal cavities, when present, must be aspirated to relieve gasses and possible distention. A minimum of 16 ounces of cavity chemical must be injected into the thoracic, a minimum of 16 ounces in the abdominal cavity, and an amount of cavity chemical to ensure preservation of contents of the cranial cavity, having a 30-index (percent) or greater. When arterial injection and/or cavity treatment is not possible, all articulated and disarticulated anatomical portions must be thoroughly disinfected and preserved via hypodermic injection and accessory chemical embalming techniques. Immersion and/or hypodermic injection with a trocar and/or syringe and needle, using full-strength cavity chemicals 30-index (percent) or greater, is acceptable. Surface application of liquid, gel, or dry sanitizers and preservatives is also required to supplement primary needle and/or hypodermic injection techniques.

*c. Processing viewable remains.* To obtain optimum results, a thorough pre-embalming case analysis must be made in order to determine the best embalming techniques to be used. The technique of arterial injection and venous drainage is of utmost importance. Whenever possible, a six-point arterial injection with multisite drainage must be accomplished. The arterial chemical solution injected into the remains must contain a minimum 5 percent concentration, by volume, of aldehyde or aldehyde derivative preservative agent(s). The total volume of arterial solution injected must not be less than one gallon per 50 pounds of body weight. Additionally, a humectant must be added in equal volume to the arterial chemical, in the total fluid solution injected into the head and arms. It is permissible for a humectant-based arterial chemical to be used in lieu of humectant additive being incorporated into the total fluid solution. The thoracic, abdominal, and cranial cavities must be thoroughly aspirated and injected with full-strength cavity chemicals having a 30-index (percent) or greater. A minimum of 16 ounces of cavity chemical must be injected into the thoracic cavity, a minimum of 16 ounces in the abdominal cavity, and an amount of cavity chemical to ensure preservation of contents of the cranial cavity, having a 30-index (percent) or greater. Hypodermic injections, packs, or other special treatments must be accomplished, as required, to assure the disinfection and preservation of all body tissues, including those associated with body cavities (viscera or internal organs). A lanolin-based (or comparable) massage cream must be applied on the face and hands to prevent dehydration.

*d. Autopsied remains.* If a partial or complete autopsy is performed, a six-point injection with multisite drainage must be accomplished, using the arterial chemical solutions requirements as specified in paragraphs B-5b or c. Hypodermic injection of the thoracic and abdominal walls; back, buttocks, shoulders, vertebral column and scalp with an undiluted cavity chemical having a 30-index (percent) or greater is required. The internal organs (viscera) from remains that have had a thoracic and/or abdominal examination, must be removed, cut into 2 by 2 inch sections, and immersed in a undiluted cavity chemical having a 30-index (percent) or greater. The inner surfaces of the body cavities must be given a liberal application of gel preservative. The preserved organs are to be placed into the thoracic or abdominal cavities and liberally coated with a preservative and drying compound (hardening compound). When a cranial autopsy is performed, the vertebral and internal carotid arteries must be sealed, the cranial cavity must be packed, and the calvarium secured by an industry approved method. The scalp must be replaced over the calvarium, with the incision tightly and neatly sutured to avoid an unnatural appearance. The color of the suture cord should blend with the deceased hair to not be noticeable after placement in the casket.

*e. Complete head wrap.* Certain conditions such as severe trauma, edema, dehydration, or discolorations of the face or head may not enable tissue to be restored to an appearance suitable for viewing, but the condition of the remainder of the body allows for dressing in a uniform or other clothing selected by the PADD. The contractor or U.S. Government embalmers will accomplish the processes contained herein and preclude the requirement for a full body wrap.

(1) Remains will be prepared in accordance with paragraph B-5c. During the embalming process, the tissue should be prepared to present as natural a head shape as possible once the complete head wrap process is complete. Required materials to accomplish the head wrap process include: two clear or semi-transparent plastic (.78 mil or greater) liner bags approximately 24 by 23 inches; 2 inches white surgical tape or 2 inches clear strapping tape; 12 yards of 4 1/2 inches (sterile or non-sterile) gauze bandage (approximately 3 rolls); cotton prep towels; (sterile or non-sterile) absorbent cotton or absorbent sheet product; and modeling wax if necessary to construct facial features.

(2) Prior to beginning the wrapping process, all tissue and hair must be rendered as dry as possible. Wrapping must be accomplished as follows: The embalmer will place one clear or semi-transparent bag over the head and tuck down into the unionalls, as required in paragraph B-5c. Ensure all air is removed from the bag before it is secured at the base of the neck with tape. Taping the bags around the forehead, over the nose and over the chin may provide a more aesthetically pleasing shape. The embalmer will place a second clear or semi-transparent bag over the head and repeat above steps taking care not to lose shape of the facial features, if present. A minimum of three strips of gauze bandage will be prepared side by side, overlapping 25 inches and centered over the crown of the head extending to the base of the skull and the base of the chin. The bandage will be tightly stretched and unobtrusively secured by tape. Beginning at the natural hairline on the left side of the head, the embalmer will secure the end of gauze bandage roll. Once secure, the gauze bandage will be wrapped around the head, overlapping the previous row of bandage by one-half the width of the gauze bandage. This is done to

ensure no visibility of the underlying plastic bag or and to present a neat and professional appearance. The gauze bandage will continue to be wrapped around the head, down the neck until it reaches the base of the neck and will be secured with white surgical tape. The remains should then be dressed in accordance with paragraph B-5c, ensuring no tape is visible above the collar of the shirt or blouse.

*f. Mutilated hands viewable remains.* When the hands are mutilated so that restoration is not possible, the hands should be treated in a manner that must render all tissue firm, dry, and thoroughly preserved. The hands will then be covered with opaque, leak proof gloves followed by white (military) gloves.

*g. Dressing remains.* The PADD will be consulted and provided the opportunity to determine the clothing the deceased is to be dressed in, or which is to be displayed upon the top of wrapped remains, as the situation dictates. The contract funeral home or mortuary will be provided the clothing selected.

(1) *Viewable.* Remains that have been processed or reprocessed as outlined in paragraph B-5c must be dressed in the clothing provided by the PADD. White, opaque, or clear leak proof protective full length undergarments (unionalls) will be placed on all remains prior to dressing.

(2) *Non-viewable.* Remains that have been processed or reprocessed as outlined in paragraph B-5b must be dressed, whenever possible, in the clothing provided by the PADD. Trauma that is isolated to a specific area will be wrapped with gauze or equivalent in a neat and professional manner (for example, in severe head trauma, the head will be sealed to ensure no leakage occurs, and then wrapped). For further instruction on head wrap, see paragraph B-5e. White, opaque, or clear leak proof protective full length undergarments (unionalls) will be placed on all remains prior to dressing.

(3) Remains that have been processed or reprocessed as outlined in paragraphs B-5b or c and are so badly traumatized that the remains cannot be dressed, must be wrapped. Wrapping must be accomplished as follows:

(a) Polyethylene sheeting (5 mil or greater) and a wool blanket must be furnished by the contractor officer or designee. The wool blanket must be spread on the dressing table with opposing corners at the head and foot ends of the table. The blanket then is covered with a white cotton sheet followed by a sheet of polyethylene. Cotton strips are laid down the center of the plastic sheet and liberally coated with a preservative/drying compound (hardening compound). Remains must be coated with a gel preservative and then laid on top of the prepared wrapping material on the dressing table. The ventral side of the remains must be liberally coated with a preservative/drying compound (hardening compound). Additional cotton strips must be placed over the remains, completely covering them. The polyethylene sheet is then folded in around the remains. The folding of the polyethylene sheeting, white cotton sheet and wool blanket must be uniform, with the head and foot ends folded in first.

(b) The wrapping material on the left side of the remains must be folded to the right and then the right side folded to the left side of the remains, to be secured with tape or pins, as applicable and described below. All seams in the polyethylene sheeting must be sealed with nylon filament packing tape, to ensure no odor and/or fluid is emitted from the wrapping. When necessary, in extreme cases, duplicate layers of polyethylene sheets will be used. The white cotton sheet is then wrapped around the polyethylene-sheathed remains, secured with large safety pins placed no more than 4 inches apart. The wool blanket is then wrapped around the white cotton sheet, which should have as few creases as possible, and secured with large safety pins placed no more than 4 inches apart. All pins should be of the same size. A tag identifying the deceased must be attached to the foot end of the wrapped remains bearing the deceased's name, rank, SSN, and date of death.

*h. Embalmer evaluation.* The embalmer (contractor's agent) processing or reprocessing the remains must critically evaluate the completed treatment to ensure that any remains cared for under this contract are effectively disinfected, uniformly preserved, and must arrive at destination in a satisfactory condition. The contracting officer or designee will authorize delivery or shipment of remains when he or she is assured that the services and supplies furnished by the contractor meet this specification. The contractor must state on a certificate (preparation room history) furnished by the contracting officer that the services and supplies meet this specification in its entirety.

*i. Placement in casket.* Remains must be placed in the casket in a manner that will create an appearance of rest and composure and to ensure maintenance of position during transit. When remains are to be shipped, pads will be placed around the remains to prevent shifting. The pillow should be turned over and a clean piece of cloth placed over the face. The casket must be of sufficient size to prevent the appearance of crowding and cramping the remains.

*j. Quality assurance evaluation.* Failure to pass inspector's evaluation after placement of remains in a casket and before delivery will require the contractor to remove remains from the casket and perform one or more of the following services as directed by the contracting officer or his or her designee: additional disinfective, or preservative treatment, re-dressing, change or add decorations or insignia, place remains in new casket. When services under this paragraph are performed, services as set forth above must be performed by the contractor again.

*k. Encasing casket.* The casket must be carefully and professionally placed in the protective outer container, as directed by the contracting officer. All shipping documents will be affixed or enclosed.

*l. Loading remains.* The remains must be carefully and professionally placed in the type of vehicle designated by the contracting officer for the delivery of remains.



**B-6. Transportation of remains**

*a. Removal of remains.* Transport remains in a suitable funeral coach, ambulance, or service car to the place where processing or reprocessing is performed. This transportation must include calling at the place where death occurs or remains are located when such place is on the activity(ies) or any place designated by the contracting officer or his or her designee.

*b. Escorted delivery.* Delivery of remains, including escort, in—

(1) Contractor's funeral coach to a place of religious service and then to a common carrier, another funeral home, or to a U.S. Government or non-U.S. Government cemetery.

(2) Contractor's funeral coach must arrive at any location at the time specified by the contracting officer.

*c. Rail or air delivery.* Remains being shipped by common carrier must be delivered to airport or rail terminal not later than 2 hours before scheduled departure of aircraft or train.

*d. Escort attire.* Personnel used in transportation of the remains or escort, off the installation, must be dressed in a seasonal suit with shirt and tie. Other vehicle operators may wear clean cotton twill matching shirt and trousers in dark or neutral colors.

**B-7. Cremation**

*a. Cremation.* Cremation of subsequently identified portions of remains directed by the PADD. This identifies services, supplies and transportation requirements for cremations when directed by the PADD. The alternative cremation container will be utilized for the cremation of all subsequent portions. A tag identifying the deceased will be attached to the top of the blanket. The tag will bear the deceased's name or name of the group destination, rank, last four numbers of the SSN, and date of death. The PADD will specify whether a solid bronze urn or a solid walnut urn will be utilized. The preparing facility representative will provide an urn that meets the applicable specification. The bronze urn will be engraved with the name, rank, date of birth and date of death. However, on a solid walnut urn, the information will be inscribed on an engraving plate. The preparing facility representative will ensure all the cremated remains recovered from retort are placed in the urn for delivery to the location designated by the PADD

*Note.*

Cremation charges will be paid by the U.S. Government directly to the crematory engaged by the U.S. Government. Cremations will only be provided for subsequent remains or retained organs when done by U.S. Government mortuary facility.

*b. Processing procedure.* Immediately prior to being placed within the cremation chamber, the cremation authority will assign a cremation number that will correspond to the number on a metal ID disk, ceramic tile, or similar device. The numbered metal ID disk, ceramic tile, or similar device will be placed in the chamber with the remains being cremated. The numbered metal ID disk, ceramic tile, or similar device will be maintained with the cremated remains from the retort until the cremated remains are placed in the urn. The numbered metal ID disk, ceramic tile, or similar device will then be affixed to the packaged cremated remains inside the urn. After processing, the cremated remains will be placed in an urn with the ID disk, ceramic tile, or similar device affixed to the top of the packaged cremated remains inside the urn. If the cremains do not fill the urn, the extra space will be filled with clean absorbent cotton. If the cremains exceed the capacity of the urn provided, the U.S. Government mortuary service representative will be notified to authorize an urn of adequate capacity to hold the cremains.

**B-8. Occupational safety and health**

Develop and implement an effective safety and health program that identifies and manages risks associated with workplace hazards that include, but are not limited to: bloodborne pathogens and other potentially infectious materials (29 CFR 1910.1030), hazardous chemicals (29 CFR 1910.1200), musculoskeletal injuries (DA Pam 40-21), and stress associated with handling human remains.

**B-9. Hygienic practices**

*a. Concurrent and terminal disinfection and decontamination.* The contractor must employ protective, precautionary hygienic measures and techniques designed to accomplish concurrent and terminal disinfection and decontamination of the entire funeral service establishment or port of entry mortuary preparation room and shipping area environment. The application of appropriate in-use concentrations of chemical disinfectants, a requirement that is specified as an Environmental Protection Agency-approved disinfectants, (such as generic categories as phenyphenols or iodophors) to body surfaces and orifices, instruments, preparation room, floor, walls, and equipment surfaces and general sanitation of public visitation areas (as applicable) will help prevent the transmission of actual and potential pathogens to personnel.

*b. Inhalation protection.* Also recommended is the wearing of a protective surgical-type oral-nasal mask designed to prevent the inhalation of infectious particles originating from the surface, orifices, and cavities of human remains.

#### **B-10. Additional requirements-port of entry mortuary**

*a. Processed remains (embalmed).* The contractor (responsible licensed embalmer) must remove remains from the transfer case or casket and, with the contracting officer or designated representative, determine—

- (1) Whether remains are viewable or non-viewable.
- (2) Effectiveness of disinfection, uniformity of preservation, and any additional disinfective and preservative treatment, and restorative art work and cosmetic work required.
- (3) Size casket to be used.

*b. Unembalmed remains.* The contractor (responsible licensed embalmer) must remove the remains from the transfer case or casket and, with the contracting officer or designated representative, determine—

- (1) Whether the remains are viewable or non-viewable.
- (2) The treatment to effectively disinfect and uniformly preserve the remains and also eliminate all offensive odors emanating from the remains.
- (3) Restorative art and cosmetic work required.
- (4) Size casket to be used.

*c. Reprocessing viewable remains.* Tissue areas requiring further or special attention must be treated to assure that the remains are effectively disinfected and uniformly preserved. The treatment must be accomplished by one or more of the following: trocar or hypodermic injection and external pack application using full-strength cavity chemicals having a 30-index (percent) or greater. Thoracic, abdominal, and pelvic cavities must be relieved of gases and distention and reinjected with a minimum of 32 ounces of concentrated cavity chemical having a 30-index (percent) or greater.

*d. Reprocessing non-viewable remains.* Those tissues requiring further or special attention must be treated to assure the remains are effectively disinfected and uniformly preserved. This treatment must be accomplished by means of one or more of the following: trocar or hypodermic injection and external pack application using full-strength cavity chemicals having a 30-index (percent) or greater. Thoracic and abdominal cavities, when present, must be relieved of gases and distention and reinjected with a minimum of 32 ounces of concentrated cavity chemicals having a 30-index (percent) or greater.

*e. Processing unembalmed adult remains.* The contractor must perform those requirements enunciated in paragraph B-5 for preparation of remains.

*f. Infant and child remains.* Treatment of infant and child remains (neonatal, infant, and child remains (birth through 60 months)) follows.

*g. Viewable and injectable remains.* Arterial injection must be accomplished by injecting intact arterial pathways, the abdominal aorta, or left ventricle, as applicable and agreed to by the contracting officer or designated representative. Drainage must be taken from appropriate venous sites. The arterial injection solution must have a concentration of 2 percent to 3 percent (as required) by volume aldehyde or aldehyde derivative preservative agent(s). The cranial, thoracic, abdominal, and pelvic cavities must be thoroughly aspirated. The cavities must then be injected by means of a trocar with sufficient amount of cavity fluid (having a 30-index (percent) or greater) to thoroughly saturate the organs and contents.

*h. Non-viewable and non-injectable remains.* Non-viewable and non-injectable remains must be disinfected and preserved by means of accessory embalming techniques. Superficial and deep tissue must be injected by infant trocar or syringe and needle. The arterial injection solution must have a minimum concentration of 3 percent by volume aldehyde or aldehyde derivative preservative agents. The supplemental use of liquid (packs), gel, or dry sanitizers for the confirmed disinfection and preservation of superficial tissue must also be accomplished. The cranial, thoracic, abdominal, and pelvic cavities must be thoroughly aspirated. The cavities must then be injected by means of trocar with sufficient amount of cavity fluid (having a 30-index (percent) or greater) to thoroughly saturate the organs and contents.

*i. Autopsied remains.* If a partial or complete autopsy has been performed, a six-point arterial injection with multi-site drainage must be accomplished. The arterial chemical injection concentration solution requirements indicated in paragraph B-10g, as applicable, must also apply. Following the arterial injection, the thoracic and abdominal walls must be hypo-injected by means of a trocar or syringe with an arterial solution of the same strength as injected arterially. Treatment for organs or portions of organs that have become separated during autopsy investigation must be removed from the cavities and immersed in concentrated cavity chemical having a 30-index (percent) or greater. Inner surfaces of body cavities must be treated with a liberal application of a gel preservative, then the organs or portions of organs returned to the cavities in their normal anatomical location and covered with hardening compound. The calvarium must be replaced, scalp sutured, and hair treated as indicated for adult autopsied remains.

*j. Treatment of scalp (viewable).* If the scalp was shaved because of medical treatment or surgery, processing or reprocessing must be accomplished as specified for viewable remains, after which the cranium must be wrapped with gauze or



equivalent in a neat and professional manner. The Services retain the ability to use an authorized uniform hat or beret, in lieu of gauze wrap.

*k. Mutilated hands (viewable).* When the hands are mutilated, to the point that restoration is not possible, the hands should be treated in a manner; which must render all tissue firm, dry, and thoroughly preserved. The hands will then be covered with opaque, leak proof gloves followed by white (military) cloth gloves. If restoration of the hand is not required, gloves are not required.

*l. Dressing remains.* The PADD will be consulted and provided the opportunity to determine the clothing the deceased is to be dressed in, or which is to be displayed upon the top of wrapped remains, as the situation dictates. The contract funeral home or mortuary will be provided the clothing selected.

*m. Embalmer evaluation.* The embalmer (contractor's agent) processing or reprocessing the remains must critically evaluate the completed treatment to ensure all remains are effectively disinfected, uniformly preserved, and arrive at its destination in satisfactory condition. The U.S. Government service mortuary representative will authorize delivery or shipment of remains when assured that the services and supplies furnished by the contractor, including the signed DD Form 2063 meets this specification in its entirety.

*n. Placement in casket.* Remains must be placed in the casket in a manner that will create appearance of rest and repose. Positions of remains must be maintained during transit. When remains are prepared for shipping, body positioning pads will be placed around the remains to prevent shifting. Only industry approved positioning devices are authorized. The pillow must be turned over and a piece of plastic placed between the decedent's head and pillow. A piece of plastic should be placed under the hands, for transit, to ensure cosmetics are not transferred onto the uniform or clothing, except when white gloves are utilized on the decedent's hands. A clean piece of tissue will be placed over the face. The casket must be of sufficient size to prevent the appearance of crowding and cramping.

*o. Quality assurance.* Failure to pass the inspector's evaluation after embalming, dressing, or placement of remains in a casket and before delivery will require the contractor to remove the remains from the casket and perform one or more of the following services as directed by the U.S. Government service mortuary representative; additional disinfectant or preservative treatment, re-dressing or rewrapping, or to place remains in new casket when the original casket is defective.

*p. Encasing casket.* The casket must be carefully and professionally placed in the protective outer shipping container (air tray), as directed by the U.S. Government service mortuary representative. All shipping documents will be affixed or enclosed. The casket will be draped prior to being placed in the air tray. When the casket is not placed in an air tray, the casket will be flag draped during the movement in the funeral coach (hearse).

*q. Loading remains.* The remains must be carefully and professionally placed in the type of vehicle designated by the contracting officer for the delivery of the remains.

## **B-11. Transportation of remains**

*a. Removal of remains.* Transport remains in a suitable covered vehicle (funeral coach, ambulance, covered truck) that prevents exposure of the shipping container to public view, from a place designated by the contracting officer or his or her designee to the place where processing or reprocessing is to be performed. More than one remains may be moved in said vehicle at a time, but stacking of one container on top of another is prohibited.

*b. Delivery of remains.* Delivery of remains, to include the escort and the escort's return from a crematory or a U.S. Government cemetery (when interment is immediate), will be in a suitable covered vehicle (as indicated above) from place where processing or reprocessing is performed, to any place designated by the contracting officer or his or her designee, to include delivery to the flight line at the aerial port of embarkation. Stacking of one casket or outer case on top of another is prohibited.

(1) Remains moving by common carrier must be delivered to the airport or rail terminal not later than 2 hours before scheduled departure time.

(2) Remains to be moved by air from aerial port of embarkation will be delivered to flight line at the time designated by the contracting officer or the contracting officer's designated representative.

(3) A funeral coach must be required when remains are delivered direct to a U.S. Government cemetery, a funeral home or residence, or a crematory. The funeral coach will be clean, highly polished, and in good mechanical condition.

(4) Remains moved to a U.S. Government cemetery, crematory, funeral home or residence will arrive at destination at the time specified by the contracting officer or the contracting officer's designated representative.

(5) The personnel dress code indicated in AR 600-25 will apply.

(6) The reusable metal transfer case must be returned to a location as directed by the contracting officer or the contracting officer's designated representative. The contractor will clean and sanitize the transfer case each time after removing remains from the case.

**B-12. Cremation**

Cremation procedures contained in paragraph B-7 will apply.

**B-13. Hygienic practices**

Hygienic procedures contained in paragraphs B-9 will apply.

**Section II****Caskets****B-14. Scope and classification**

- a. This specification establishes minimum standards for caskets and shipping cases.
- b. Interment caskets covered by this specification must be the following type and sizes:
  - (1) *Standard size 18-gauge metal sealer cut-top casket.* The inside dimensions must not be less than 78 inches in length, measured between the inner surfaces of the end panels, and 23 inches in width, measured between the inner surfaces of the side panels.
  - (2) *Oversize 18-gauge metal sealer cut-top casket.* The inside dimensions must not be less than 81 inches in length, measured between the inner surfaces of the end panels, and 25 inches in width, measured between the inner surfaces of the side panels.

**B-15. Applicable documents**

- a. *Federal specifications and military standards documents.* The following documents, of the issue in effect on the date of the invitation for bids or requests for proposals, form a part of the Armed Services specification to the extent specified herein:
  - (1) Specifications (Federal). See TT-C-490.
  - (2) Standards (military). See MIL-STD-1916.
- b. *Copies required by bidder.* Copies of specifications and standards required by a bidder in connection with specific procurement functions should be obtained from the procuring agency or as directed by the contracting officer.

**B-16. Requirements**

- a. *Sample casket.* When specified, a sample completed casket or sample casket without upholstery should be made available to the contracting officer or the contracting officer's authorized designated representative for quality assurance inspection in accordance with paragraph B-5. The approval of the sample is acceptance of the casket, but does not relieve the contractor of responsibility for compliance with all applicable provisions of this specification. The pre-furnished samples should be manufactured in the same facilities to be used for the manufacture of caskets to be furnished under contract.
- b. *Materials.* Materials must conform, as a minimum, conform to the applicable specifications and requirements specified as follows. Unless otherwise specified here, tolerances for materials must conform, as a minimum, conform to this specification.
- c. *Steel.* Steel sheet must be common or standard to that used within the metal casket industry.
- d. *Fabric (lining).* The construction of this cloth must be, as a minimum, as follows: warp, 92 ends-100 denier dull acetate yarn; filling, 52 picks-150 denier dull acetate yarn. The acetate taffeta fabric's finish must be flat or embossed. The color must be white (ivory).
- e. *Nonwoven fabric material tissue.* The nonwoven material for backing the fabric of the lining assemblies must be scrim laminate consisting of 3 by 2 1/2 nylon scrim with two plies of tissue adhesively bonded to each side of scrim and white in color.
- f. *Pillow and body pocket.* The pillow and body pocket must be a minimum of 40 percent cotton and 60 percent linters or synthetic equivalent.
- g. *Welding.* All component parts to be welded must be properly aligned into position prior to welding. Resistance, arc, or gas welds must be sound and free from pits, holes, or fissures. Welding must be accomplished without burning through the welded metals. After any flash welding, outside exposed flash must be removed entirely and no trace of the joint must be visible after finishing. All arc or gas welds must have sufficient penetration to form a joint of strength equal to that of the parent metal. Exposed welds must be finished flush to the original surface and must be undetectable after finishing. Repair of welds will be accepted, provided such repaired welds meet the requirements of this specification.
- h. *Upholstering.* See the following paragraphs:
  - (1) *Lining assemblies.* The lining assemblies for the interior of the head panel lid, sides and ends of casket, overlay, mattress spread, pillowcase, two-piece top (lid) supports (one-piece top (lid) supports must be finished to compliment the

casket), and the sides of the casket body must be as specified in paragraph B-16*d*, backed with fabric specified in 48 CFR 237.70. The head top must be lined with interior styling. The foot top must be lined with fabric and backing as specified in paragraph B-16*d* and *e*, or may be upholstered by applying a rigid one-piece insert, simulating fabric finish. The assemblies for the lid or head panel (as applicable), top of the pillowcase, outside exposed body lining, and top side of overthrow must be “Wave Crushed,” tufted, or shirred either by hand or machine. The interior assemblies for the sides and ends of casket must be tailored or shirred by hand or machine. Before lining the casket, the inside of the shell must be cleaned of all foreign material.

(2) *Pillow*. The pillow should be made of nonwoven material specified in paragraph B-16*e* and filled with a minimum of 2 1/4 pounds of the specified filling material. The pillow should then be encased in an outer fabric cover. The pillow should be sized to properly fit the casket.

(3) *Mattress*. The mattress should be made of fabric specified in paragraph B-16*e* and *f* or polyethylene (.004) film and filled with cotton or synthetic filling in one piece, such as polyester or fiberglass, excluding all foam type and excelsior materials. The quantity of mattress fill, if cotton or similar, must be 16 pounds, plus or minus 1 pound. Should the casket be equipped with an adjustable inner spring, the mattress fill must render a minimum uniform thickness of 2 inches. In either case, the mattress must be sized to properly fit the casket.

(4) *Side panels*. Side panels of the casket body should have padding in the skirting or apron area.

*i. Finish*. The color of the casket’s painted finish should be within the range of silver-tone to grey. The painted finish may be achieved through one of two methods.

(1) *Synthetic enamel, baked*. All surfaces of metal components, including the outside of the bottom and the inside of the shell, must be thoroughly cleaned and given a phosphate coating conforming to TT-C-490. A primer must be applied to all exposed surfaces and must be sanded to a smooth finish. A primer must be applied to the outside of the bottom and the inside of the shell. All exterior metal surfaces exposed to view, including surfaces that are exposed when the casket is opened (not applicable to the bottom), must be coated with the appropriate color synthetic gloss enamel, in a quantity not less than 2.0 mil dry film thickness. The exposed heads of screws or bolts used for assembling the casket must be appropriately finished (plated or painted) to correspond or complement the parent metal finish. The finish coat must level out to produce a smooth and uniform flow without orange peel, runs, wrinkles, drops, streaks, or areas of thin film or no film.

(2) *Nitrocellulose lacquer (air dry or flash dry)*. All surfaces of metal components must be thoroughly cleaned and given a phosphate coating conforming to TT-C-490. A primer must be applied to all exposed surfaces and edges. A primer must be applied to the outside of bottom and inside of shell. The primer must be scuff sanded in all exposed view areas. Forced drying may be used, if desired. All exterior metal surfaces exposed to view, including surfaces that are exposed when casket is opened (not applicable to the bottom), must be given an adequate coating of the appropriate color lacquer. All surfaces then must then be coated with a clear lacquer to achieve at least the required 2 mil dry film thickness. The exposed heads of screws used for assembling the casket must be appropriately finished (plated or painted) to correspond or complement the parent metal finish. The finish coat must level out to produce a smooth and uniform flow without orange peel, runs, wrinkles, drops, streaks, or areas of thin film or no film. The casket must be well finished, smooth, clear, and free from defects that may affect the appearance or serviceability.

*j. Casket protective cover (paper or plastic)*. A casket protective cover common to the casket industry must be placed over each casket.

## **B-17. Construction design**

*a. Sealer casket*. The casket must be of steel, 18-gauge, U.S. standard, with square or round ends with top and bottom molding with and a painted finish. The casket may have appropriate shading effect. The handle assembly must be a continuous fixed bar or swing out type handle. Applied lugs and corners must be plated in finish. The casket must be furnished in the sizes specified. The casket must be constructed to yield an airtight seal when closed, which must prevent the escape of odors and leakage. Air tightness compliance must be determined in accordance with paragraph B-18*h*(1).

*b. Construction details*. See the following paragraphs:

(1) *Body*. The casket must be fabricated from steel, 18-gauge in thickness. The top flange must be of the same material and thickness as the body and must be reinforced to provide sufficient bearing to support the lid assemblies. The full length of all miters must be welded.

(2) *Bottom panel*. The bottom panel must be constructed from one piece of metal, 18-gauge or better, with reinforcing ridges. The construction details of the bottom follow. The bottom panel must withstand, as a minimum, 350 pounds load with deformation not to exceed one-quarter inch when tested in accordance with paragraph B-18*h*(2).

(3) *Bottom thickness and reinforcing*. The one-piece bottom must be constructed of steel, 18-gauge or better thickness, with adequate reinforcing ridges extending lengthwise or crosswise to the bottom. The bottom panel must be appropriately reinforced to meet weight and stress requirements. The entire length and width of the bottom seams must be (continuous) welded as specified in paragraph B-16*g*.

(4) *Lid*. The casket must consist of a two-pieced (stamped from one piece of metal) cut-top lid with traditional oval panel and top frame. The lid must be fabricated of steel, 18-gauge in thickness. The bridge between the lids to accommodate the bridge or cross gasket must be a full header.

(5) *Shell hardware*. Each lid must be hinged with two hinges each for proper support and to effect a positive seal. Lids must be provided with locking supports for retaining the lids in an open position. Each lid must have two sealer locks (opposing each hinge), lever-operated with non-detachable lever operating handle, or be equipped with a crank-type positive locking system with two locking device engagements on each lid opposing the hinges.

(6) *Handle assembly*. The handle assembly must be 3 feet by 1 foot or 4 feet by 1 foot continuous fixed bar or a swing out handle assembly. The entire handle assembly, bars, lugs, and corners must be fabricated of metal or a combination of metals standard to the metal casket industry. The entire handle assembly must be fastened to the casket body in a manner that will ensure that the handle assembly must not rupture or show deformation when tested in accordance with paragraph B-18h(3). The finish applied to the handle assembly's lugs and corners must be plated in a manner common to the metal casket industry. The fixed bar or swing out handles must be painted or finished in a manner to compliment the casket.

(7) *Perimeter and bridge or cross gasket system*. The gaskets must be fabricated from natural rubber, neoprene, ethylene vinyl acetate, or closed cell polyvinyl chloride, or any equivalent of the aforementioned. Gasket corners must be mitered and molded and either vulcanized (if rubber) or heat sealed (if ethylene vinyl acetate or polyvinyl chloride). The gasket systems with the lids in a closed, locked position must yield an airtight seal when tested in accordance with paragraph B-18h(1).

*c. Workmanship*. The casket must be produced by the best means employed by those skilled in the art of metal fabrication and upholstering. All parts must be accurately formed and properly assembled into the finished article, and each casket must be of the quality and grade of product established by this specification.

## **B-18. Quality assurance provisions**

*a. Responsibility for inspection*. Unless otherwise specified in the contract or purchase order, the contractor is responsible for the performance of all inspection requirements as specified herein. Except as otherwise specified in the contract or order, the contractor may use his or her own or any other facilities suitable for the performance of the inspection requirements specified herein. The U.S. Government reserves the right to perform any of the inspections set forth in the specification where such inspections are called for to assure supplies and services conform to prescribed requirements.

*b. Quality conformance inspection*. When called for, sampling for inspection and acceptance must be performed in accordance with the provisions set forth in MIL-STD-1916, when called for.

*c. Inspection of materials and components*. In accordance with paragraph B-18a, components and materials must be inspected and tested in accordance with all the requirements of this specification and standards unless otherwise excluded, amended, modified, or qualified in this specification or applicable purchase document.

*d. End item inspection*. The lot must be all caskets offered for inspection at one time. The sample unit for this inspection must be one complete casket.

*e. Visual examination*. Examination of the caskets must be in accordance with the classification of defects set forth in table C-1.

*f. Dimensional examination*. Inspection must be made of the finished caskets for dimensions specified. Any noncompliance with specified requirements must constitute a defect.

*g. End item testing*. Testing must be performed in accordance with paragraph B-18h(1) and (2).

*h. Test methods*. See the following paragraphs:

(1) *Air tightness*. The halogen leak test must be used by the U.S. Government or the supplier. Conduct the test as follows: A generous portion of freon refrigerant gas must be released into the casket, and the casket lids closed and locked for 5 minutes. Then, a Halide Gas Leak Detector Model LP 777 or equivalent must be applied to all joints, bottom, gasket and sealing system, and handle assembly for the purpose of detecting leaks on the casket. The test results will be used to determine compliance with paragraphs B-17a and B-17b(7).

(2) *Bottom deformation test*. The casket must be loaded with a uniformly distributed weight of 350 pounds, and the lids closed and locked. The casket must then be attached to a rectangular suspension frame by metal straps at six evenly spaced points along each side handle, as close to hardware attachment points as possible, and should be so arranged so as to produce uniform weight distribution by means of adjusting wedges. The width of the strap around the handle must be 3 inches. The suspension frame must be lifted until the bottom of the casket has cleared the floor 4 inches. Bottom deformation must be measured by placing a straight edge under the casket from the front side to the back side at the casket midpoint. The extent of deformation must be the average of two measurement readings taken simultaneously at the edge of the front side and back side of the casket. The readings must be determined by measuring the distance from the bottom of the casket to the top of the straight edge. The casket must remain suspended for a period of 15 minutes and examined for compliance with paragraph B-17b(2).



(3) *Handle bend test, static loading.* The test must be in accordance with paragraph B-18h(2), except that the casket must be suspended at two points on each side. These points must be located midway between the lugs toward the ends of the casket. The same test must be performed on the end handles; each end must be lifted separately using two points of suspension on the end handle. Handles must then be examined for compliance with paragraph B-17b(6).

### B-19. Casket certification

The contractor must be required to provide a statement that the casket to be furnished for use under the terms of the contract conforms in all details to the minimum specifications contained therein. Extra copies of the specification may be obtained from the contracting officer.

## Section III

### Outer Shipping Containers for Caskets (Air Tray or Equivalent)

#### B-20. Authorization

Outer shipping containers are authorized for shipment of standard and oversized caskets.

#### B-21. Specifications

Outer shipping containers furnished by contractors will conform to the performance test specifications of the air carriers and subsequent connecting carriers.

#### B-22. Overseas shipment requirements

For overseas shipment, the contractor will provide an outer shipping container for caskets that meets the requirements of the air carriers and countries involved.

<b>Table B-1 Standards of grade</b>		
Examine	Defect	Classification Major or minor
<b>Primer</b>		
Outside of bottom and inside of shell	No primer on outside of bottom or inside of shell.	Major
<b>Finish</b>		
All exterior metal surfaces exposed to view, including surfaces that are exposed when casket is opened (not applicable to bottom)	Not within specified range of color.	Major
	Orange peel or texture.	Major
	Area of no film.	Major
	Gritty surface or overspray that is rough to touch.	Minor
	Wet or tacky surface.	Major
	Any permanent stain or blemish.	Major
	Paint on gasket.	Minor
	Finish dirty, for example, oil, glue, or other nonpermanent stain.	Minor
<b>Construction and workmanship</b>		
All metal, rubber, and vinyl components, general (unless otherwise classified herein)	Any functioning assembly that is inoperative, for example, lid locks will not operate as intended.	Major
	Any loose part, for example, fixed bar is loose fit to lug or corner, but bar is adequately retained, or swing out bar bent or fails to swing out smoothly.	
	Any functioning assembly that requires abnormal pressure to operate.	
<b>Welding</b>		
	Not welded where required or not specified type of welding.	
	Weld burned through, not free from pits, holes, or fissures.	
	Outside flash not stripped.	
	Exposed welded joints not ground and sanded flush to original surface.	



<b>Table B-1 Standards of grade—Continued</b>		
Examine	Defect	Classification Major or minor
<b>Metal fasteners</b>		
Screws, bolts, nuts, and so forth	Any missing, stripped, or otherwise damaged.	
	Any fastener cocked.	
	Not specified type fastener.	
<b>Upholstery</b>		
	Any component missing or stained.	
	Any open seam, tear, or material defect.	
	Waving or pleating crushed or matted down.	
<b>Assembly</b>		
	Lid not properly centered on body, that is, no clearance between top molding and lid angle (check with lid secured in place).	
	Evidence of no gasket compression when lids are securely fastened to body.	
	Any part perceptibly out of square or not symmetrical.	

## Appendix C

### Armed Services Specification for Hardwood Caskets for Continental of the United States Base and Port of Entry Requirements

#### C-1. Classification

*Standard size perfection cut half-couch hardwood casket.* The inside dimensions must not be less than 77 1/2 inches in length, measured between the inner surfaces of the end panels, and 22 1/2 inches in width, measured between the inner surfaces of the side panels.

#### C-2. Applicable documents

*Military standards.* MIL-STD-1916 the issue in effect on the date of invitation for bids or requests for proposals, forms a part of this Armed Services specification to the extent specified herein.

#### C-3. Requirements

*a. Sample casket.* When specified, a sample completed casket or sample casket without upholstery must be made available to the contracting officer or his or her authorized representatives for quality assurance inspection in accordance with paragraph C-5. The approval of the sample is acceptance of the casket, but does not relieve the contractor of responsibility for compliance with all applicable provisions of this specification. The prefurnished samples should be manufactured in the same facilities to be used for the manufacture of caskets to be furnished under contract.

*b. Materials.* Materials must conform, as a minimum, conform to the applicable specifications and requirements specified hereinafter. Unless otherwise specified herein, tolerances for materials must conform, as a minimum, conform to this specification.

*c. Woods.* Select hardwoods must be used throughout the caskets. The hardwood used in fabricating or constructing the caskets must be one of the following: poplar, salix (willow), or cottonwood.

*d. Thickness.* Thickness of the rough lumber used in hardwood caskets must not be less than 4/4 (1 inch) stock.

*e. Fabric (lining).* The construction of this cloth should be, as a minimum, be as follows: warp, 92 ends-100 denier dull acetate yarn; filling, 52 picks-150 denier dull acetate yarn. The acetate taffeta fabric's finish must be flat or embossed. The color should be rosetan.

*f. Nonwoven fabric material tissue.* The nonwoven material for backing the fabric of the lining assemblies must be scrim laminate consisting of 3 feet by 2 1/2 feet nylon scrim with two plies of tissue adhesively bonded to each side of scrim and white in color.

*g. Pillow and body pocket.* The pillow and body pocket must be a minimum of 40 percent cotton and 60 percent lintners or synthetic equivalent.

*h. Upholstering.* See the following paragraphs.

*i. Lining assemblies.* The lining assemblies for the interior of the head panel lid, sides and ends of casket, overlay, mattress spread, pillowcase, two-piece top (lid) supports (one-piece top (lid) supports must be finished to complement the casket), and the sides of the casket body must be as specified in paragraph C-3e, backed with fabric specified in paragraph C-3f. The head top must be lined with interior styling. The foot top must be lined with fabric and backing as specified in paragraphs C-3f and g or may be upholstered by applying a rigid one-piece insert, simulating fabric finish. The assemblies for the lid or head panel (as applicable), top of the pillowcase, outside exposed body lining, and top side of overthrow must be "Wave Crushed," tufted, tailored, or Shirred either by hand or machine. The puffing may be Shirred or tailored. The interior assemblies for the sides and ends of casket must be tailored or Shirred by hand or machine. Before lining the casket, the inside of the shell must be cleaned of all foreign material.

*j. Pillow.* The pillow should be made of nonwoven material specified in paragraph C-3g and filled with a minimum of 2 1/4 pounds of the specified filling material. The pillow then must be encased in an outer fabric cover as specified in paragraph C-4e. The pillow must be sized to properly fit the casket.

*k. Mattress.* The casket must be equipped with an adjustable inner spring. The mattress should be made of fabric specified in paragraph C-3g or polyethylene (.004) film and filled with cotton or synthetic filling in one piece, such as polyester, excluding all foam type, excelsior materials, and fiberglass. The mattress fill must render a minimum uniform thickness of 2 inches. The mattress also must also be sized to properly fit the casket.

*l. Side panels.* Side panels of the casket body must have padding in the skirting or apron area.

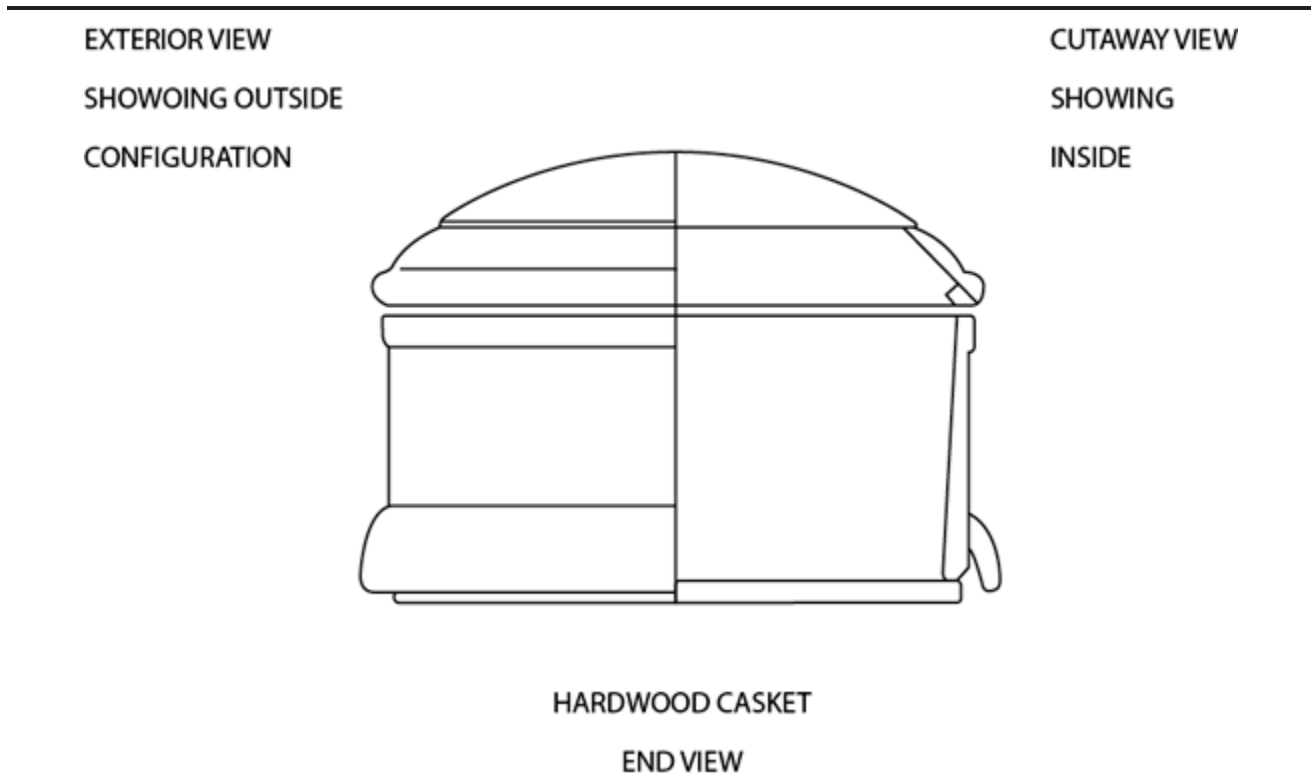
*m. Finish.* All exposed surfaces of wood components must be thoroughly sanded. A walnut color stain and sealer must be applied to all exposed surfaces and edges. A walnut color stain should be applied to the outside edge of the bottom of the hardwood casket. Exterior wood surfaces, exposed to view, including surfaces that are exposed when the casket is opened (not applicable to the bottom), must be given an adequate coating of the appropriate finish. The casket should have

either a satin or high-gloss appearance following final finishing process. The sealer must be scuff sanded in all exposed view areas. Forced drying may be used, if desired. The exposed heads of screws used for assembling the casket must be appropriately finished (plated or painted) to correspond or complement the parent finish. The finish coat must level out to produce a smooth and uniform flow without orange peel, runs, wrinkles, drops, streaks, or areas of thin coating or no coating. The casket must be well finished, smooth, clear, and free from defects that may affect appearance or serviceability.

*n. Casket protective cover.* A cover common to the casket industry must be placed over each casket.

**C-4. Construction design**

*a. Hardwood casket.* The casket must be of hardwood, 4/4 (1 inch) stock. The casket must have a ledge and base molds (also commonly known within the hardwood casket industry as a “Stateside” design), as illustrated in figure C-1. The handle assembly must be a swing out type. Applied lugs and corners must be either plated in finish if metal or finished in the same manner according to paragraph C-3*m*.



**Figure C-1. Sample hardwood casket design**

*b. Construction details.* See the following paragraphs:

(1) *Body.* The casket must be fabricated or constructed from not less than 4/4 (1 inch) stock hardwood. The ledge should be of the same material as the body and must be reinforced to provide sufficient bearing to support the lid assemblies.

(2) *Bottom panel.* The bottom panel must be constructed from hardwood lumber not less than 4/4 (1 inch) rough hardwood stock. The construction details of the bottom follow. The bottom panel must withstand, as a minimum, 350 pounds load with no deformation when tested according to paragraph C-5*h*(1). The bottom panel must be appropriately reinforced to meet weight and stress requirements.

(3) *Lid.* The casket must consist of a two-pieced cut-top lid with traditional oval panel, top frame, and header.

(4) *Assembly.* Accurate, tightly mitered joints must be assembled, using joint locks, nails, and glue common to standard industry practices. Exterior surfaces must be sanded to a uniform condition to accept exterior finishing materials. Bottoms must be installed in accordance with industry practices. Top and base moldings before milling must have been at least 4/4 (1 inch) stock. No trace of screw or nail heads must be visible after finishing.

(5) *Shell hardware.* Each lid must be hinged with two hinges each for proper support. Lids must be provided with locking support for retaining the lids in an open position. Each lid must have a positive lock.

(6) *Handle assembly.* The handle assembly must be 3 feet by 1 foot or 4 feet by 1 foot continuous swing out. The entire handle assembly must be fastened to the casket body in a manner that will ensure that the handle assembly must not rupture or show deformation when tested in accordance with paragraph C-5h(2). The finish applied to the handle assembly must be painted or plated in finish (if metal) or finished in the same manner specified in paragraph m (if hardwood) common to the hardwood casket industry.

*c. Workmanship.* The casket must be produced by the best means employed by those skilled in hardwood casket fabrication and upholstery. All parts must be accurately machined and properly assembled into the finished article, and each casket must be of the quality and grade of the product established by this specification.

### C-5. Quality assurance provisions

*a. Responsibility for inspection.* Unless otherwise specified in the contract or purchase order, the contractor is responsible for the performance of all inspection requirements as specified herein. Except as otherwise specified in the contract or order, the contractor may use his or her own or any other facilities suitable for the performance of the inspection requirements specified herein. The U.S. Government reserves the right to perform any of the inspections set forth in the specification where such inspections are called for to assure supplies and services conform to prescribed requirements.

*b. Quality conformance inspection.* When called for, sampling for inspection and acceptance must be performed in accordance with provisions set forth in MIL-STD-1916, when called for.

*c. Inspection of materials and components.* Per paragraph C-5a, components and materials must be inspected and tested in accordance with all the requirements of this specification and standards unless otherwise excluded, amended, modified, or qualified in this specification or applicable purchase document.

*d. End item inspection.* The lot should be all caskets offered for inspection at one time. The sample unit for this inspection must be one complete casket.

*e. Visual examination.* Examination of the caskets must be in accordance with the classification of defects set forth in table C-1.

*f. Dimensional examination.* Inspection must be made of the finished caskets for dimensions specified. Any noncompliance with specified requirements must constitute a defect.

*g. End item testing.* Testing must be performed in accordance with paragraph C-5h.

*h. Test methods.* See the following paragraphs:

(1) *Bottom test.* The casket must be loaded with a uniformly distributed weight of 350 pounds, and the lids closed and locked. The casket must then be attached to a rectangular suspension frame by metal straps at six evenly spaced points along each side handle, as close to hardware attachment points as possible, and should be so arranged so as to produce uniform weight distribution by means of adjusting wedges. The width of the strap around the handle must be 3 inches. The suspension frame must be lifted until the bottom of the casket has cleared the floor 4 inches. There must be no deformation when loading the casket. Loading of the casket should not produce any separation between the bottom boards and the sides of the casket.

(2) *Handle bend test, static loading.* The test must be in accordance with paragraph C-5h(1), except that the casket must be suspended at two points on each side. These points should be located midway between the lugs toward the ends of the casket. The same test must be performed on the end handles; each end must be lifted separately using two points of suspension on the end handle. Handles must then be examined for compliance with paragraph C-4b(3).

### C-6. Casket certification

The contractor must be required to provide a statement that the casket to be furnished for use under the terms of the contract conforms in all details to the minimum specifications contained therein. Extra copies of the specification may be obtained from the contracting officer.

Table C-1 Classification of casket defects		
Examine	Defect	Classification Major or minor
Color		
All exposed surfaces and outside of bottom.	No color on outside or edge of bottom.	Major
Finish		
All exterior wood surfaces exposed to view, including surfaces that are exposed when casket is opened (not applicable to bottom).	Not uniform range of color.	Major

<b>Table C-1</b>		
<b>Classification of casket defects—Continued</b>		
Examine	Defect	Classification Major or minor
	Orange peel or texture.	Major
	Area of no film.	Major
	Gritty surface or overspray that is rough to touch.	Minor
	Wet or tacky surface.	Major
	Any permanent stain or blemish.	Major
<b>Construction and workmanship</b>		
	Any functioning assembly that is inoperative, for example, lid locks will not operate as intended.	Major
	Any part loose, for example, swing out bar is loose fit to lug or corner, but bar is adequately retained, or swing out bar bent or fails to swing out smoothly.	Minor
	Any functioning assembly that requires abnormal pressure to operate.	Minor
<b>Assembly</b>		
	Split or open joints.	Major
	End grain visible on miters.	Minor
	Open miter.	Major
	Splits or openings in wood surface.	Major
	Lid not properly centered on body, that is, no clearance between top molding with lid angle (check with lid secured in place).	Major
	Any part perceptibly out of square or not symmetrical.	Major
	Casket rocks more than 1/2 inch when placed on a level surface (check with lid secured in place).	Major
<b>Metal Fasteners</b>		
Screws, nails, bolts, nuts, and so forth.	Any missing, stripped, or otherwise damaged.	Major
	Any fastener cocked.	Major
	Any screw or nail head visible.	Major
<b>Upholstery</b>		
	Any component missing or stained.	Major
	Any open seam, tear, or material defect.	Major
	Waving or pleating crushed or matted down.	Major
	Lining pulled away where it should be affixed.	Major



## Appendix D

### Armed Services Specification for Solid Bronze Urns

#### D-1. Classification

*a. Standard size.* The standard solid bronze urn must be a cube-like design. It must have no single dimension being less than one-half the length, width, or depth. It must have at least one dimension being no less than 5 1/2 inches. The inside capacity must be not less than 200 cubic inches.

*b. Oversize.* The oversize solid bronze urn must be a cube-like design. It must have no single dimension being less than one-half the length, width, or depth. It must have at least one dimension being no less than 6 inches. Inside capacity must be not less than 300 cubic inches.

#### D-2. Requirements

*a. Sample urn.* A sample completed urn with inner container must be made available to the contracting officer or authorized representative for quality assurance inspection in accordance with paragraph D-4. The approval of the sample is acceptance of the urn, but does not relieve the manufacturer of responsibility for compliance with all applicable provisions of this specification. The pre-furnished samples should be manufactured in the same facilities to be used for the manufacture of urns to be furnished under contract.

*b. Materials.* Materials must, as a minimum, conform to the applicable specifications and requirements specified hereinafter. Unless otherwise specified herein, tolerances for materials must conform, as a minimum, conform to this specification.

*c. Metal.* The metal must be a bronze or commercial bronze alloy with a minimum of 85 percent copper and the balance must be composed of tin, lead, and/or zinc, or any other commercially accepted alloying metals. The metal must be wrought and/or cast. The finished wrought metal must be not less than .090 thousandths of 1 inch. The finished cast metal must be not less than .125 thousandths of 1 inch.

*d. Welding.* All component parts to be welded must be properly aligned into position prior to welding. Resistance, arc, or gas welds must be sound and free from pits, holes, or fissures. Welding must be accomplished without burning through the welded metals. After any flash welding, outside exposed flash must be removed entirely and no trace of the joint must be visible after finishing. Exposed welds must be finished flush to the original surface and must not be readily detectable after finishing. Repair of welds will be accepted, provided such repaired welds meet the requirements of this specification. Silver and soft solder techniques are permitted as elective methods.

*e. Inner container.* The inner container that should receive the cremated remains for a standard size urn must be a polyethylene bag, 4 mm in thickness, with gusset, and of sufficient size (dimensions) to accommodate not less than 200 cubic inches of cremated remains and proper closure. The closure device must be a plastic pull-through tie. The same provisions apply for the oversize urn with the exception that the bag must accommodate not less than 300 cubic inches of cremated remains and proper closure.

*f. Military emblem.* The urn must have affixed a cast bronze military emblem. The emblem's finish must be satin for the raised portion, while the background must be a contrasting darker color. The emblem must be 3 inches in diameter. The emblem must be affixed to the face side of the urn with two threaded brass studs, washers, and nuts. The portions of the studs extending beyond the nuts inside the urn must be covered to prevent penetration and perforation of the urn's inner container. The emblem must be centered from left to right on the upper portion of the face side of the urn to allow a balanced space below for engraving. The military emblems to be provided are U.S. Air Force, U.S. Navy, U.S. Marine Corps, U.S. Army, and U.S. Coast Guard, as called for by the contracting officer or designated representative (see para E-3i for specific emblems).

*g. Finish.* For wrought urns, the exterior finish must be satin. The back or bottom panel may be painted if recessed in the body of the urn. For cast urns, the exterior finish must be matte natural bronze. The bottom panel may be painted if recessed in the body of the urn.

*h. Nitrocellulose lacquer (air dry or flash dry).* All surfaces of metal components must be thoroughly cleaned. All exterior metal surfaces exposed to view must be given an adequate coating of the appropriate color lacquer, or all surfaces must then be coated with a clear lacquer. This process must achieve at least the required more than 1.0 mil dry film thickness. The exposed heads of screws used for assembling the urn bottom must be appropriately finished to correspond or complement the parent metal finish. The finish coat must level out to produce a smooth and uniform flow without orange peel, runs, wrinkles, drops, streaks, or areas of thin film or no film. The urn must be well finished, smooth, clear, and free from defects that may affect the appearance or serviceability.

*i. Packaging.* The urn must be enveloped by one of the following prior to placement in the corrugated shipping carton: tissue, felt paper, foam material, or any other material that has equal or better protective characteristics.

**D–3. Construction design**

*a. Body.* Any and all seams and joints where two or more parts of the body are joined together during fabrication must be joined as one piece by a continuous metallic bead as specified in paragraph D–2*d*.

*b. Bottom or back panel.* The bottom or back panel must be separate from the body. A bronze plate must meet flush with all sides of the body of the urn or must fit recessed in an equally snug manner to all sides of the body of the urn.

*c. Closure.* The bottom or back panel must fasten to the body of the urn with a minimum of four brass screws with one screw placed in each corner of the panel. The brass screws must be not less than No. 6–32 by 3/8 inch flat head machine screws.

*d. Fabrication or manufacturing.* Urns must be fabricated or manufactured and assembled within the United States of America.

*e. Workmanship.* The urn must be produced by the best means employed by those skilled in the art of metal fabrication. All parts must be accurately formed and properly assembled into the finished article, and each urn must be of the quality and grade of product established by this specification.

**D–4. Quality assurance provisions**

*a. Responsibility for inspection.* Unless otherwise specified in the contract or purchase order, the contractor is responsible for the performance of all inspection requirements as specified herein. Except as otherwise specified in the contract or order, the contractor may use his or her own or any other facilities suitable for the performance of the inspection requirements specified herein. The U.S. Government reserves the right to perform any of the inspections set forth in the specifications where such inspections are called for to assure supplies and services conform to prescribed requirements.

*b. Quality conformance inspection.* When called for, sampling for inspection and acceptance must be performed in accordance with the provisions set forth herein when called for.

*c. Inspection of materials and components.* In accordance with paragraph D–4*a*, components and materials must be inspected and tested in accordance with all the requirements of this specification and standards unless otherwise excluded, amended, modified, or qualified in this specification or applicable purchase document.

*d. End item inspection.* The lot should be all urns offered for inspection at one time. The sample unit for this inspection must be one complete standard size and one oversize urn.

*e. Visual examination.* Visual examination of all urns to be procured must be in accordance with the classification of defects set forth in table D–1.

*f. Dimensional examination.* Inspection must be made of the finished urns for dimensions specified. Any noncompliance with specified requirements must constitute a defect.

*g. End item testing.* Testing must be performed for compliance with the provision of this specification.

**D–5. Urn certification**

The manufacturer must provide a letter of certification in each urn to be furnished for deceased Armed Services personnel, certifying the urn conforms to and meets or exceeds the Armed services specification.

Examine	Defect	Classification Major or minor
Size	No specified dimensions.	Major
Metal	No specified metal.	Major
Finish		
All exterior metal surfaces exposed to view	Not within specified color match.	Major
	Orange peel or texture.	Major
	Area of no film.	Major
	Gritty surface or overspray that is rough to touch.	Major
	Wet or tacky surface.	Major
	Any permanent stain or blemish.	Major
	Finish dirty, for example, oil, glue, or other nonpermanent stain.	Major
Construction and workmanship		
Metal, polyethylene components	Any functioning assembly that is inoperative, for example, screw will not loosen or tighten as intended.	Major

<b>Table D-1</b>		
<b>Classification of defects for solid bronze urns—Continued</b>		
Examine	Defect	Classification Major or minor
	Any part loose.	Major
	Any function in assembly that requires abnormal pressure to operate.	Minor
Welding and/or soldering		
	Not welded where required or not specified type of welding.	Major
	Weld burned through, not free from pits, holes, or fissures.	Major
	Outside flash not stripped.	Major
	Exposed welded joints not ground and sanded flush to original surface.	Minor
	Evidence of bleed out (a darkened area on the urn compared to the rest of the urn's colored surfaces).	Major
Metal fasteners (screws)		
	Any missing, stripped, or otherwise damaged.	Major
	No specified type fastener.	Major
Assembly		
	Any part perceptibly out of square or not symmetrical.	Major
	Urn rocks more than 1/16 of 1 inch when placed on a level surface.	Major
Inner container		
	Too small in size.	Major
	Plastic too thin.	Minor
Emblem		
	Not centered.	Minor
	Not in upper portion of urn.	Major
	Not affixed as specified.	Major
	Gap between emblem and urn.	Minor
	End of stud inside urn not properly covered.	Major

## Appendix E

### Armed Services Specification for Solid Hardwood Urns

#### E-1. Scope

This specification establishes the standards for hardwood urns.

#### E-2. Classification

*a. Standard size solid American black walnut (Juglans nigra) urn.* The design must be cube-like with flared base. It must have no single dimension being less than one-half the length, width or depth. It must have at least one dimension being no less than 6 inches. Inside capacity must be not less than 200 cubic inches.

*b. Oversize solid American black walnut (Juglans nigra) urn.* The design must be cube-like with flared base. It must have no single dimension being less than one-half the length, width or depth. It must have at least one dimension being no less than 7 1/2 inches. Inside capacity must be not less than 300 cubic inches.

#### E-3. Requirements

*a. Sample urn.* A sample completed urn must be made available to the contracting officer or authorized representative for quality assurance inspection in accordance with paragraph E-5. The approval of the sample is acceptance of the urn, but does not relieve the manufacturer of responsibility for compliance with all applicable provisions of this specification. The prefurnished samples should be manufactured in the same facilities to be used for the manufacture of urns to be furnished under contract.

*b. Materials.* Materials must conform, as a minimum, conform to the applicable specifications and requirements specified hereinafter. Unless otherwise specified herein, tolerances for materials must conform, as a minimum, conform to this specification.

*c. Woods.* The entire urn must be crafted exclusively from kiln-dried solid American black walnut (*Juglans nigra*), graded "First and Seconds" using the National Hardwood Lumber Association standards.

*d. Thickness.* The thickness of all lumber used in the urns must be not less than three-quarters of 1-inch stock.

*e. Inner container.* The inner container that should receive the cremated remains (cremated remains) for a standard size urn must be a polyethylene bag, 4 mm in thickness, with gusset, and of sufficient size (dimensions) to accommodate not less than 200 cubic inches of cremated remains and proper closure. The closure device must be a plastic pull-through tie. The same provisions apply for the oversize urn with the exception that the bag must accommodate not less than 300 cubic inches of cremated remains and proper closure.

*f. Inner surfaces.* All inner surfaces of the urns must be thoroughly sanded, removing all mill, machine, and cross-grain sanding marks. A filler stain, walnut in color, must be evenly applied to all interior surfaces followed by an adequate coat of lacquer.

*g. Hardware.* Any component other than wood specified in paragraph E-3c that is used in assembling the urn must be of solid brass metal.

*h. Engraving plate.* The urn must be provided with an engraving plate as described below. It must have a 2 1/2 by 5 inch under brass nameplate with a 2 by 4 1/2 inch black brass nameplate (the black brass nameplate engraves brass color). The black brass nameplate must have brass mounting screws in each corner of this plate. The plate must be centered from left to right on the lower portion of the face side of the urn.

*i. Military emblem.* The urn must have affixed a cast bronze military emblem. The emblem's finish must be satin for the raised portion while the background must be a contrasting darker color. The emblem must be 3 inches in diameter. The emblem must be affixed to the face side of the urn with two threaded brass studs, nuts, and washers. The portion of the studs extending beyond the nuts inside the urn must be covered to prevent penetration and perforation of the urn's inner container. The emblem must be centered from left to right on the upper portion of the face side of the urn to allow a balanced space below for the engraving plate. The military emblems to be provided are U.S. Air Force, U.S. Navy, U.S. Marine Corps, U.S. Army, and U.S. Coast Guard, as called for by the contracting officer or designated representative. Specific emblems to be provided are illustrated in figure E-1.

*j. Finish.* The urn's exterior finish must be satin. A filler stain, walnut in color, must be applied to all exterior surfaces, inner base edge, and bottom panel edges prior to finishing.

*k. Nitrocellulose lacquer.* Not less than four coats of clear nitrocellulose lacquer, either air dried or flash dried, must be applied to all exterior surfaces, the inner base edge of body, and edge of bottom panel. The finish coat must level out to produce a smooth and uniform flow without orange peel, runs, wrinkles, drops, streaks or areas of thin coating or no coating. The urn must be well finished, smooth, clear, and free from defects that may affect appearance or serviceability.

*l. Packaging.* The urn must be enveloped by one of the following prior to placement in the corrugated shipping carton: Styrofoam or equivalent or a soft protective cloth.





Figure E-1. Illustrations of military emblems

**E-4. Construction design**

*a. Body.* The urn's body must be crafted so that the wood's grain is horizontal and the outer or exterior surfaces must have the grain match or chase within 1/8 inch on three corners of the body. The body's top must have a molding edge applied or shaped design. The base of the body sides must also have an edge applied or shaped design to compliment the top of the body.

*b. Bottom panel.* The bottom panel may incorporate the shaped edge rather than the above configuration if preferred by the manufacturer. The bottom panel must be crafted in a manner that will either fit snugly and recessed into the body or flush tight fit to the body of the urn. The bottom panel must be affixed to the body of the standard size urn using not less than four brass screws of sufficient size to preclude accidental warping or separation and stripping when removing and replacing the bottom panel with body. The bottom panel must be affixed to the body of the oversize urn using not less than six brass screws of sufficient size to preclude accidental warping or separation and stripping when removing and replacing the bottom panel with body.

*c. Assembly.* All wood surfaces of the assembled urn must be thoroughly sanded before the finishing process. Final sanding must remove all mill, machine, and cross-grain sanding marks. The body corners must be of a standard 45 degree miter. The body sides and top must be joined together by resorcinol (waterproof) glue. All joints where two or more pieces of wood are joined together must be tight, accurate, and meet evenly.

*d. Workmanship.* The urn must be produced by the best means employed by those skilled in hardwood craftsmanship and fabrication. All parts must be accurately machined and properly assembled into the finished article and each urn must be of the quality and grade of the product established by this specification.

*e. Fabrication.* Urns must be crafted and assembled within the United States of America.

#### **E-5. Quality assurance provisions**

*a. Responsibility for inspection.* Unless otherwise specified in the contract or purchase order, the contractor is responsible for the performance of all inspection requirements as specified here. Except as otherwise specified in the contract or order, the contractor may use his or her own or any other facilities suitable for the performance of the inspection requirements specified herein. The U.S. Government reserves the right to perform any of the inspections set forth in the specification where such inspections are called for to assure supplies and services conform to prescribed requirements.

*b. Quality conformance inspection.* When called for, sampling for inspection and acceptance must be performed in accordance with the provisions set forth herein when called for.

*c. Inspection of materials and components.* Per paragraph E-5a components and materials must be inspected and tested in accordance with all the requirements of this specification and standards unless otherwise excluded, amended, modified, or qualified in this specification or applicable purchase document.

*d. End item inspection.* The lot should be all urns offered for inspection at one time. The sample unit for this inspection must be one complete standard size urn and one oversize urn.

*e. Visual examination.* Examination of all urns to be procured must be in accordance with the classification of defects set forth in table E-1.

*f. Dimensional examination.* Inspection must be made of the finished urns for dimensions specified. Any noncompliance with specified requirements must constitute a defect.

*g. End item testing.* Testing must be performed for compliance with the provisions of this specification.

#### **E-6. Urn certification**

The manufacturer must provide a letter of certification in each urn to be furnished for deceased Armed Services personnel, certifying the urn conforms to and meets or exceeds this Armed Services specification.

<b>Table E-1</b>		
<b>Classification of defects for solid hardwood urns</b>		
Examine	Defect	Classification Major or minor
Size		
	No specified design.	Major
	No specified capacity.	Major
Wood		
	Not solid American black walnut.	Major
Color (stain)		
All exposed surfaces and outside of bottom	No color on outside or bottom.	Major
Finish		
All exterior surfaces		
	Not uniform range of color.	Major
	Orange peel or texture.	Major
	Area of no film.	Minor
	Gritty surface or overspray that is rough to touch.	Minor

<b>Table E-1</b>		
<b>Classification of defects for solid hardwood urns—Continued</b>		
Examine	Defect	Classification Major or minor
	Wet or tacky surface.	Major
	Any permanent stain or blemish.	Major
	Finish dirty, for example, oil, glue, or other nonpermanent stain.	Minor
<b>Construction and workmanship</b>		
	Any functioning assembly that is inoperative (for example, bottom).	Major
	Any part loose (for example, loose fit to corner).	Major
	Any function in assembly that requires abnormal pressure to insert and remove.	Major
<b>Assembly</b>		
	Split or open joints.	Major
	End grain visible on miters.	Minor
	Open miter.	Major
	Splits or openings in wood surface.	Major
	Any part perceptibly out of square or not symmetrical.	Major
	Urn rocks more than 1/16 of 1 inch when placed on a level surface.	Major
<b>Metal fasteners (screws)</b>		
	Any missing, stripped, or otherwise damaged.	Major
<b>Inner surfaces</b>		
	Thin or bare areas.	Major
<b>Bottom panel</b>		
	Does not fit tightly against or into the body.	Major
	Has less than required number brass screws.	Minor
<b>Inner container</b>		
	Too small in size.	Major
	Plastic too thin.	Minor
<b>Emblem</b>		
	Not centered.	Minor
	Not in upper portion of urn.	Major
	Gap between emblem and urn.	Minor
	Not proper size.	Major
<b>Engraving plate</b>		
	Not centered.	Minor
	Not in lower portion of urn.	Major
	Slight gap between plate and urn.	Major

## Appendix F

### Armed Services Specification for Crematory and Cremation Procedures

This specification was adapted, in part, courtesy of the Cremation Association of North America.

#### F–1. Scope

This specification establishes crematory and cremation procedures for remains of members of the Armed Services.

#### F–2. Terminology definitions

- a. Authorizing agent(s) (see glossary).
- b. Hardwood casket (see glossary).
- c. Cremated remains (see glossary).
- d. Cremation (see glossary).
- e. Cremation chamber (see glossary).
- f. Crematory authority (see glossary).
- g. Crematory or crematorium (see glossary).
- h. Holding facility (see glossary).
- i. Human remains (see glossary).
- j. Processed remains (see glossary).
- k. Sealable container (see glossary).

#### F–3. Receipt and identification of remains at the crematory

a. *Cremation accomplishment.* Casketed (prepared, dressed, and cosmetized) remains must be received from the U.S. Government's contract funeral service establishment on the same day the cremation must be accomplished.

b. *Identification.* Identification of the casketed remains must be verified at the crematory by the crematory authority upon receipt as follows: A tag affixed to the casket handle at the head end of the casket must bear the decedent's name, rank, DCIPS case number, and date of death. Additionally, this information must be verified with the information contained on the documentation accompanying the remains. This verification must constitute adequate identification of the remains by the crematory authority. In the event the information exhibited on the tag is not in agreement with the documentation accompanying the remains, no cremation must be accomplished until the identification discrepancy is resolved with the authorizing agent.

c. *Holding human remains for cremation.*

(1) *Holding facility.* When the crematory authority is unable to cremate the human remains immediately upon taking custody thereof, the crematory authority must place the remains in the holding facility.

(2) *Non-acceptance for holding.* A crematory authority must not accept for holding a casketed remains from which there is any evidence of leakage of fluids through the clothing or military blanket or mattress and any other interior aspect of the casket from the human remains therein.

(3) *Secure holding facilities.* Holding facilities must be secure from access by anyone other than crematory authority personnel.

d. *Cremation of human remains.*

(1) *Simultaneous cremation.* The simultaneous cremation of more than one human remains within the same cremation chamber is specifically forbidden.

(2) *Identification.* Immediately prior to being placed within the cremation chamber, the identification of the human remains must again be verified by the crematory authority. Upon verification, the identification from the outside of the hardwood casket must be removed and placed near the cremation chamber control panel where it must remain in place until the cremation process is complete.

e. *Processing of cremated remains.*

(1) *Removal from cremation chamber.* Upon completion of the cremation, insofar as is humanly possible, all residual of the cremation process must be removed from the cremation chamber and the chamber swept clean. The residual must be placed within a container or tray that will ensure against commingling with other cremated remains. The identification must be removed from the control panel area and attached to the container or tray to await final processing.

(2) *Final processing.* All residual of the cremation process must undergo final processing. The residual must be manually cleaned of anything other than bone fragments and the fragments must then be processed so as to reduce them to unidentifiable dimension, less than 1/8 inch in size.

(3) *Prostheses, bridgework, or similar items.* All body prostheses, bridgework, or similar items removed from the cremated remains must be destroyed by the crematory authority unless authorization to do otherwise is specifically granted in writing by the authorizing agent.

*f. Packaging of cremated remains.*

(1) *Sealable container.* The entire processed remains must be placed in a sealable container. The sealable container contents must not be contaminated with any other object.

(2) *Temporary sealable container.* The sealable container together with the identification of the cremated remains must be placed within a temporary sealable container. Should the cremated remains within the sealable container not completely fill the container, the extra space must be filled with clean absorbent cotton and the lid or top then securely closed.

(3) *Second sealable container.* If the entire processed remains will not fit within the sealable container, the remainder must be placed in a second, separate sealable container.

(4) *Boxed sealable container.* When a sealable container is used to return the processed remains, the container must be placed within a corrugated box and all box seams must be taped closed to increase the security and integrity of that container. The outside of the container must be clearly identified with the name, rank, and DCIPS case number of the deceased person whose processed remains are contained therein.

(5) *Release authority of cremated remains.* The crematory authority must release and give the containerized cremated remains to the contract funeral service establishment and escort the same day the processed cremated remains are containerized.

## Appendix G

### Checklist for Inspection of Funeral Homes Before Award of Contract for Care of Remains

#### **G–1. Appearance and location**

Investigate establishment as to appropriate appearance and location.

#### **G–2. Business and financial reputation**

Investigate the business and financial reputation of the firm as well as its community standing.

#### **G–3. Facilities, equipment, and supplies**

Investigate facilities, equipment, and supplies to ascertain the following:

- a.* External appearance of the building gives the impression of being well maintained. It does not need to be pretentious or imposing.
- b.* Furniture and furnishings present a clean and well-kept appearance. Decorating is in good taste and well maintained.
- c.* Preparation room is clean, sanitary, and well ventilated, and proper equipment is available. (This equipment will include instruments, embalming supplies, stationary operating table, hot and cold running water, waste disposal facilities, cosmetics, and so forth.)
- d.* Establishment has an adequate chapel, reposing room or rooms, storage facilities, music equipment, office facilities, and equipment necessary for religious services.
- e.* Embalmers are licensed.
- f.* Firm has sufficient employees to care for the normal workload and can obtain sufficient assistance from other local firms in an emergency.
- g.* Caskets and the outer shipping container the contractor proposes to provide conform to Armed Services specifications.
- h.* Establishment has, either through outright ownership or rental agreement, suitable rolling stock (funeral coach, passenger car, and so forth) to satisfy contract requirements. Vehicles are to be clean and in good condition.
- i.* Bidder understands minimum requirements of the contract for care of remains, especially Armed Services specifications.



## Appendix H

### Armed Forces Public Health Guidelines

#### H-1. Purpose

*a.* The purpose of this appendix is to provide procedural guidelines in the areas of public health, personal hygiene, and safety, as they pertain to the practices of personal and environmental disinfection and decontamination by practitioners of mortuary services. Prevention of the following is a reasonable expectation of the proper practice of these guidelines:

- (1) Transmission of actual (recognized) or opportunistic pathogens from human remains to the embalmer.
- (2) Transmission of pathogens from embalmer to susceptible hosts within the mortuary facility environment or to members of the embalmer's Family.
- (3) Transmission of pathogens from preparation room environment to Family and friends of the deceased or to other visitors to the mortuary.
- (4) Over exposure to chemical contaminants via inhalation/skin contact.

*b.* An initial risk assessment for the operation should be conducted to identify hazards (to include chemical and biological hazards) and determine what control measures are most appropriate. The control measures chosen (for example, engineering controls, administrative controls, personal protective equipment, and so forth) should be conveyed to the employees through training and documented in standing operating procedures per AR 385-10. When evaluating chemicals in the workplace, chemical sampling may be required to determine employee exposure levels.

*Note.*

Occupational Safety and Health Administration standards apply to certain chemicals (for example, formaldehyde in 29 CFR 1910.1048) and personal protective equipment (for example, respirators in 29 CFR 1910.134).

#### H-2. Occupational safety and health

Develop and implement an effective safety and health program that identifies and manages risks associated with workplace hazards that include, but are not limited to: blood borne pathogens and other potentially infectious materials (29 CFR 1910.1030), hazardous chemicals (29 CFR 1910.1200), musculoskeletal injuries (DA Pam 40-21), and stress associated with handling human remains.

#### H-3. Premise

*a.* Many infectious agents associated with medical and paramedical environments are classified as "opportunistic" pathogens or microbial agents normally considered to be of low virulence. Such organisms commonly are associated with human remains and environmental areas adjacent to the storage of these remains.

*b.* Postmortem anatomic translocation and multiplication of these "opportunists," together with the necessary handling and manipulation during transfer, pathologic examination, and embalming may enhance the exiting of the contaminants from natural body orifices or body openings resulting from routine postmortem handling.

#### H-4. Concurrent disinfection and decontamination

*a. Human remains.*

(1) Thoroughly cleanse and disinfect body surface and orifices with a suitable generic category of chemical disinfectant (for example, 100-105 parts per million (ppm) of an iodophor or a 1:200 (0.5 percent) use-concentration of a phenyphenol). Case evaluation or analysis may be performed during this sanitation procedure, with special emphasis on observation for puncture or missile wounds, neoplasms, necrotic lesions, gas gangrene, and so forth.

(2) Thoroughly rinse sanitized surfaces, especially if remains have been exposed to accidental or therapeutic radiation.

(3) Injection and drainage protocol should include the following recommended guidelines when applicable.

*(a)* Multipoint or multisite injection and drainage.

*(b)* Continuous injection and intermittent (interrupted) drainage to enhance chemical distribution and penetration.

*(c)* Use of minimum of a 2.0 percent by volume concentration of an aldehyde or aldehyde derivative preservative for arterial injection.

*(d)* Each primary cavity (thoracic and abdominal) should be treated with a minimum of 16 ounces of concentrated cavity chemical, or a minimum of 32 ounces per adult case.

*b. Embalmer.*

(1) Always wear an outer protective garment, preferably one that is impervious to penetration of liquids and aerosols (for example, a rubber or plastic wrap-around apron or gown).

(2) Always wear rubber or plastic gloves during handling of human remains. The gloves should be discarded after each use, especially in cases of known reportable infectious diseases or in cases of gangrene.

(3) Wear protective head and shoe coverings, especially in handling of autopsied cases or infectious disease cases.

(4) Rinse gloved hands in appropriate dilution of chemical disinfectant periodically during preparation of the remains to minimize transfer of contaminants to skin surfaces of the embalmer.

(5) Concurrently immerse instruments in separate pan or container of chemical disinfectant between actual use during preparation of remains.

(6) Wear splash-resistant safety glasses or goggles, a surgical mask, and full face shield where there is potential for splashing or splattering of blood or other potentially infectious materials.

(7) Wear appropriate respiratory protection where exposure to airborne, pathogens, like Mycobacterium Tuberculosis, and chemicals pose a health hazard. Where workers are required to wear respirators, comply with 29 CFR 1910.134 and AR 11–34.

*c. Air handling in preparation room.*

(1) An efficient air exhaust system or air purification system is highly recommended to be in operation during preparation of human remains; this system will maintain a nonhazardous level of airborne contamination. Respirable contaminants usually include microbial agents measuring 5.0 microns or less in diameter.

(2) The air handling system also should prevent accumulation of formaldehyde vapor, or paraformaldehyde vapor or paraformaldehyde aerosol concentrations in the preparation room environment by creating 12 to 15 complete air changes per hour. Aldehyde concentrations exceeding 5.0 ppm constitute a potential health hazard to the embalmer.

## **H–5. Terminal disinfection and decontamination**

*a. Preparation room.*

(1) Cleanse and disinfect all instruments, operating table surfaces, aspirating equipment and appurtenances, preparation room floor and wall surfaces, sinks, water faucet handles, door knobs, waste receptacles, and so forth. In known cases of reportable infectious disease or in cases of gas gangrene, all instruments, including trocars, should either be steam sterilized under pressure (autoclaved) or immersed in either of the following for a period of 45 minutes or more:

(a) A disinfectant solution, a requirement that is specified as an Environmental Protection Agency-approved disinfectants (8.0 percent by volume formaldehyde in 70 percent ethanol or isopropanol) or equivalent.

(b) A solution of 200 to 300 ppm of an iodophor.

(2) Incinerate all disposable fabric or plastic body covering, bandages, dressings, sheet, towels, or other items coming into direct or indirect contact with the remains.

*b. Funeral coach or service car.*

(1) Cleanse and disinfect the mortuary cot or tray. Use fresh, clean cot or tray covers on each case.

(2) Cleanse and disinfect inside surfaces of the funeral coach or service car.

*c. Embalmer.*

(1) Remove and dispose of gloves; scrub hands and forearms with a suitable medicated soap or 100 ppm of an Iodophor.

(2) Shower-cleanse entire body surface, including shampooing of the hair.

## **H–6. General guidelines**

*a. Vacuum breakers.* Potential infectious and toxic chemical hazards associated with the network of plumbing cross-connections in the preparation room must be controlled. Vacuum breakers must be installed in all involved water supply lines to prevent back-siphonage of contamination into potable water supply lines.

*b. Standard medical surveillance practices.* Mortuary personnel should receive periodic, hazard-based surveillance examinations through their medical treatment facility occupational health service; screening for Mycobacterium Tuberculosis per DA Pam 40–11; periodic screening for human immunodeficiency virus per AR 600–110; periodic review of immunization status; evaluation and clearance to wear respiratory protection; and periodic history and physical exam.

*c. Immunization.* Mortuary personnel should maintain required immunizations and consult a physician if exposed to known cases of infectious disease (for example, Hepatitis A, Hepatitis B, Bacterial Meningitis) at a minimum: Immunizations specified for active duty personnel in AR 40–562, Hepatitis A, Hepatitis B, and tetanus.

(1) Embalmers assigned within CONUS, for example, should follow booster periodicity for typhoid, tetanus, smallpox, influenza, and so forth, and the sensitivity periodicity for tuberculin.

(2) Embalmers assigned OCONUS should receive those immunizations related to the endemicity of infectious diseases in the geographic area involved.

*d. Viral hepatitis.* Mortuary personnel exposed to known cases of viral hepatitis (type A or type unknown) should contact a physician for administration of immune globulin. Mortuary personnel should be immunized against hepatitis (type B) as part of the occupational health program.

*e. Bacterial meningitis.* Mortuary personnel involved in handling known cases of bacterial meningitis (cerebrospinal fever or meningococcal meningitis) immediately should contact a physician for administration of prophylactic antibiotics.

*f. Systemic fungal infections.* Mortuary personnel involved in handling of known cases of systemic (deep) fungal infections (such as blastomycosis, coccidioidomycosis, histoplasmosis, and so forth) always should take the precaution of wearing an oral-nasal mask designed to trap particles with a diameter of 0.1 micron or above.

## Appendix I

### Internal Control Evaluation

#### I-1. Function

The function covered by this evaluation is the use of the disposition of remains Specific Allotment for procuring supplies and services and issuing travel orders.

#### I-2. Purpose

The purpose of this evaluation is to assist CACs and supervisors of installation mortuary officers in evaluating the key internal controls listed. It is intended as a guide and does not cover all controls.

#### I-3. Instructions

Answers must be based on the actual testing of key internal controls such as document analysis, direct observations, interviewing, sampling, and simulation. Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These internal controls must be evaluated at least once every year. Certification that this evaluation has been conducted must be done on the DA Form 11-2 (Internal Control Evaluation Certification).

#### I-4. Test questions

*a. General.* Has the local CAC developed and implemented local internal management and control procedures to prevent fraud, waste, and abuse of the Specific Allotment? Do you have a copy of the procedures on hand?

*b. Contracts and purchasing.*

(1) Have only CAC authorized, by memoranda, activities contracted or made purchases through the Specific Allotment?  
 (2) Does the person(s) submitting requisitions have the appropriate references to determine the propriety of charging contracts and purchases to the Specific Allotment? Do you have a list of references on hand?

(3) If you purchase supplies by the Specific Allotment funds were they laterally transferred or diverted to another activity?

(4) If the supplies were purchase by the Specific Allotment funds how were they documented and tracked?

(5) Have procedures been established for the designated CAC activity to reconcile all contracting and purchasing disbursements that used a Specific Allotment fund citation?

*c. Travel orders.*

(1) Have only CAC authorized, by memoranda, activities and units used the Specific Allotment fund cites to issue travel orders? Can you list activities and/or units and date of memoranda?

(2) Have procedures been established for the designated CAC activity to reconcile all disbursements that used an Specific Allotment fund citation? Do you have a copy of the procedures on hand?

(3) Does the person approving travel orders have the appropriate references to determine the propriety of using the Specific Allotment? Do you have a list of references on hand for approval of travel orders?

#### I-5. Comments

Help make this a better tool for evaluating internal controls. Submit comments to the Commander, U.S. Army Human Resources Command (AHRC-PDC), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5400.

## **Glossary**

### **Section I**

#### **Abbreviations**

**AFI**

Air Force Instruction

**AFIRB**

Armed Forces Identification Review Board

**AFJI**

Air Force Joint Instruction

**AFME**

Armed Force medical examiner

**AFMES**

Armed Forces Medical Examiner System

**AGR**

Active Guard Reserve

**AMC**

Air Mobility Command

**ANC**

Arlington National Cemetery

**AOR**

area of responsibility

**AR**

Army regulation

**ARNG**

U.S. Army National Guard

**ASU**

Army Service uniform

**AWOL**

absent without leave

**CAC**

Casualty Assistance Center

**CAO**

casualty assistance officer

**CDR**

Commander

**CID**

Criminal Investigation Division

**CIL**

Central Identification Laboratory

**CMABO**

Casualty and Mortuary Affairs Board of Officers

**CMAOC**

Casualty and Mortuary Affairs Operations Center

**CNO**

casualty notification officer

**CONUS**

continental United States

**DA**

Department of the Army

**DA Pam**

Department of the Army Pamphlet

**DAFB**

Dover Air Force Base

**DCIPS**

Defense Casualty Information Processing System

**DCS**

Deputy Chief of Staff

**DD**

Department of Defense [forms]

**DEERS**

Defense Eligibility Enrollment System

**DFAS**

Defense Finance and Accounting Service

**DOD**

Department of Defense

**DODD**

Department of Defense directive

**DODI**

Department of Defense instruction

**DSN**

Defense Switched Network

**DT**

dignified transfer of remains

**EPW**

enemy prisoner of war

**FBI**

Federal Bureau of Investigation

**FMT**

foreign military trainee

**FTC**

Federal Trade Commission

**HHG**

household goods

**HQ**

headquarters

**HRC**

Human Resources Command

**ID**

identification

**IDPF**

individual deceased personnel file



**IDT**

inactive duty training

**IMET**

International Military Education and Training

**ITA**

invitational travel authorization

**JP**

Joint Publication

**JPAC**

Joint POW/MIA Accounting Command

**JPED**

Joint personal effects depot

**JTR**

Joint Travel Regulations

**MCO**

Marine Corps Order (publication title)

**MIA**

missing in action

**MIL-STD**

military standard

**mtDNA**

mitochondrial deoxyribonucleic acid

**MTF**

medical treatment facility

**NCOIC**

noncommissioned officer in charge

**NDA**

National Defense Authorizations Act

**NGB**

National Guard Bureau

**NGR**

National Guard regulation

**NOK**

next of kin

**NSN**

national stock number

**OCIE**

organizational clothing and individual equipment

**OCONUS**

outside the continental United States

**OIC**

officer in charge

**OPNAVINST**

Operational Naval instruction

**PADD**

person authorized to direct disposition of remains

**PCRB**

Past Conflict Repatriations Branch

**PCS**

permanent change of station

**PE**

personal effects

**PERE**

person eligible to receive effects

**PL**

public law

**PNOK**

primary next of kin

**POW**

prisoner of war

**ppm**

parts per million

**RA**

Regular Army

**RCS**

requirement control symbol

**ROTC**

Reserve Officers' Training Corps

**SATFA**

Security Assistance Training Field Activity

**SCM**

summary court-martial

**SCMO**

summary courts-martial officer

**SSN**

social security number

**TC**

training circular

**TDY**

temporary duty

**TPED**

Theater personal effects depot

**USAR**

U.S. Army Reserve

**USC**

United States Code

**USMA**

U.S. Military Academy

**VA**

Veterans Affairs

**yDNA**

Y chromosome deoxyribonucleic acid

## Section II

### Terms

#### Active duty

Full-time duty in the active military Services of the United States. A general term applied to all active military Service with the active force without regard to duration or purpose. The term “active duty” also applies to ROTC applicants, cadets, and midshipmen participating in practical military training. The term also applies to Service academy cadets, midshipmen and Servicemembers of the USAR and ARNG serving on active duty, annual training, active duty for training, or active duty for operational support.

#### Active duty for operational support

Authorized for projects supporting Active or Reserve Component programs when such duties are essential to the organization. Projects supporting study groups, training sites and exercises, short-term mission projects, and administrative support functions also are included. However, active duty for operational support should be categorized using both Title 10 and Title 32. Title 10 active duty for operational support is an authorized voluntary tour of active duty performed pursuant to 10 USC 12301(d) (other than AGR duty), and it includes active duty for training performed at the request of an organizational or operational commander; normally applies to functions to be performed OCONUS or in situations requiring a Soldier to perform in states other than his or her assigned state. Title 32 active duty for operational support is an authorized voluntary tour of full-time National Guard duty for operational support performed pursuant to 32 USC 502(f)(2) (other than AGR, drug interdiction, and counter-drug duties), and it includes full-time National Guard duty for operational support for training performed at the request of an organizational or operational commander; normally applies to functions performed by the Soldier within his or her assigned state. The 180-day rule of strength accounting has been eliminated and it has been replaced by the 3-year and 3-out-of-4 year rules, which essentially provide that Soldiers performing operational support duties will count toward either active duty or AGR end strength limits if their operational support orders specify a period greater than 3 years, or if their operational support service exceeds 3 cumulative years within the previous 4-year period (1,095 cumulative days out of the previous 1,460 days) in accordance with ASA (M&RA) memorandum dated February 2008. Active duty for operational support is authorized for ARNG per NGR 350-1. USAR uses the term active duty for special work.

#### Active Guard and Reserve

Active duty performed by a Servicemember of a Reserve Component of the Army, U.S. Navy, U.S. Air Force, or U.S. Marine Corps, or full-time National Guard duty performed by a Servicemember of the National Guard pursuant to an order to full-time National Guard duty, for a period of 180 consecutive days or more for the purpose of organizing, administering, recruiting, instructing, or training the Reserve Components.

#### Active service

Service on active duty or full-time National Guard duty.

#### Active status

The status of a Servicemember of a Reserve Component who is not in the inactive ARNG or inactive Air National Guard, on an inactive status list, or in the Retired Reserve.

#### Antemortem identification media

Records, samples, and photographs taken prior to death. These include, but are not limited to fingerprints, dental x-rays, body tissue samples, photographs of tattoos, or other identifying marks. These ‘predeath’ records would be compared against records completed after death to help establish a positive identification of remains.

#### Apprentice (intern, resident, provisional licensee)

A person registered for instruction in embalming and/or funeral directing under the supervision of an authorized licensed embalmer and/or funeral director.

#### Apron

The lining attached to the undersurface of the foot panel and/or a component part of the overlay that extends downward into the body of the casket.

#### Area of responsibility

The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations. (See JP 1-02.)

#### Arm

That part of the casket handle that attaches the bar to the lug.

**Authorizing agent (s).**

Mortuary officer of the military installation caring for the remains.

**Autopsy (postmortem examination, necropsy)**

The dissecting of a remains for the purpose of ascertaining the cause of death.

**Bar**

That part of the casket handle, attached to the lug or the arm, that is grasped by the casket bearers.

**Base molding**

That part of the casket shell that is the molding along the lower-most edge of the body panels.

**Bed**

That portion of the casket upon which remains are placed.

**Believed to be identification**

The status of a name association with any remains until a positive identification has been made by competent authority. The name association is based upon unscientific evaluation of the casualty incident, certain physical evidence, and witness statements. Used interchangeably with tentative identification. (See tentative identification.)

**Beneficiary**

The person (or persons) who, according to law or written designation of the Soldier, is entitled to receive certain benefits. A beneficiary may be one person for the death gratuity, while another person may receive the decedent's unpaid pay and allowances. The designation of beneficiaries for death gratuity and unpaid pay and allowances does not affect the designation of beneficiaries of life insurance, either commercial or U.S. Government-sponsored, or benefits administered by agencies outside the Army. Beneficiaries for life insurance are as designated by the insured person on the policies.

**Body**

That portion of the casket shell containing the top body molding, the body panel, the base molding, and casket bottom.

**Body lining**

Material that drapes the inside perimeter of the body of the casket.

**Body not recovered**

The remains of a deceased person have not been recovered by U.S. military authorities.

**Body recovered**

The remains of a deceased person have been recovered by U.S. military authorities.

**Broadcloth**

A fabric with a nap exceeding 1/8 inch in length.

**Bronze**

A metal alloy consisting of 90 percent copper with tin and sometimes zinc comprising the remaining 10 percent.

**Brushed**

Bare metal that has been scratched with an abrasive material and finished until a smooth high gloss is obtained.

**Burial**

The disposition of remains by placement underground (in a grave), a crypt, vault or tomb, or at sea. (See emergency interment, group interment, trench interment. See also, graves registration.)

**Burial certificate (burial permit)**

A legal paper issued by the local government authorizing disposition of deceased human bodies.

**Casket**

A container, usually constructed of wood, metal or fiberglass, designed to hold remains. Federal Trade Commission defines this as a case, or receptacle in which remains are placed for protection, practical utility, and a suitable memory picture; any box or container of one or more parts in which a deceased human body is placed prior to interment, entombment, or cremation, which may or may not be permanently interred, entombed, or cremated with the remains.

**Cast bronze**

Molten bronze poured into a mold and allowed to cool.

**Casualty**

Any person who is lost to the organization by having been declared dead, duty status whereabouts unknown, missing, ill, or injured. (See also, casualty category; casualty status; casualty type; duty status whereabouts unknown; hostile casualty; non-hostile casualty). (See JP 1–02.)

**Casualty Affairs**

Provides for the reporting, recording, and tracking of casualties for whom the Services are responsible by statutes or executive order. Also includes notification, casualty assistance, and other casualty matters as directed by DODI 1300.18 to Families for entitlements and benefits. For fatalities, provides for final disposition of IDPFs and archiving of case files.

**Casualty Assistance Center**

The organization assigned geographic responsibility for the area in which the casualty occurs; the NOK, PADD, PERE, or person authorized funeral travel resides; mortuary services are provided; the receiving funeral home is located; the interment will take place; or military burial honors will be performed.

*a. Home station Casualty Assistance Center.* The CAC with geographic responsibility for the location of the Soldier's assigned unit.

*b. Honors Casualty Assistance Center.* The CAC providing military burial honors support at the funeral, interment, or memorial service. Usually the CAC with geographic responsibility for the place where military burial honors will be performed.

*c. Preparing Casualty Assistance Center.* The CAC contracting for the preparation and transportation of remains when the Army-arranged disposition option is selected.

*d. Receiving Casualty Assistance Center.* The CAC having geographic responsibility for the location of the receiving funeral home.

*e. Reporting Casualty Assistance Center.* The CAC having geographic responsibility for submitting the initial casualty report to CDR, HRC (AHRC–PDC).

*f. Shipping Casualty Assistance Center.* The CAC having geographic responsibility for arranging transportation for the remains after preparation is completed. The shipping CAC is usually the preparing CAC, but not always.

**Casualty category**

Specifically classify a casualty for reporting purposes based upon the casualty type and the casualty status. Casualty categories include killed in action, died of wounds received in action, and wounded in action. (See also, casualty; casualty status; casualty type; duty status whereabouts unknown; or missing). (See JP 1–02).

**Casualty status**

Classifies a casualty for reporting purposes. There are seven casualty statuses: deceased, duty status whereabouts unknown, missing, very seriously ill or injured, seriously ill or injured, incapacitating illness or injury, and not seriously injured. (See also casualty; casualty category; casualty type; deceased; duty status whereabouts unknown; incapacitating illness or injury; missing; seriously injured; seriously ill or injured; very seriously ill or injured.) (See JP 1–02.)

**Casualty type**

Identifies a casualty for reporting purposes as either a hostile casualty or a non-hostile casualty. (See also, casualty; casualty category; casualty status; hostile casualty; non-hostile casualty). (See JP 1–02.)

**Cemetery**

An area of ground set aside and dedicated for final disposition of the deceased.

**Ceremony**

A formal or symbolic act or observance; similar to ritual, but it may or may not have symbolic content.

**Certified copy of death certificate**

A official, legal document and vital record, signed by a licensed physician or other designated authority, certifying date, location, and cause of death.

**Child**

With respect to a Servicemember or former Servicemember of a Uniformed Service, means the unmarried legitimate child, unmarried adopted child, unmarried stepchild, or unmarried person who is placed in the home of the Servicemember or former Servicemember by a placement agency (recognized by the Secretary of Defense) in anticipation of the legal adoption of the person by the Servicemember or former Servicemember; and who otherwise meets the requirements specified in 5 USC 5742.

**Cholera**

An illness characterized by diarrhea and/or vomiting; severity is variable.

**Civil law enforcement agency**

Nonmilitary law enforcement agency with authority to enforce the local, State, or Federal law.

**Civilian internee**

A civilian who is interned during armed conflict or occupation for security reasons or for protection or because he or she has committed an offense against the detaining power, or persons interned and protected in accordance with the Geneva Convention relative to the Protection of Civilian Persons in Time of War, 12 August 1949 (Geneva Convention). See also, "Prisoner of war."

**Columbarium**

A structure or room or other space in a building or structure of most durable and lasting fireproof construction, or a plot of earth, containing niches, used, or intended to be used to contain cremated remains.

**Commissioned officer**

Officer in any of the Armed Services who holds grade and office under a commission issued by the President.

**Committal service**

That portion of a funeral service that is conducted at the place of interment or other method of disposition of remains.

**Common carrier**

One who publicly undertakes to transport from place to place for a stated compensation, the property of any person who may request his or her services up to the capacity of his or her facilities.

**Conditional bill of sale**

A formal instrument for the conveyance or transfer of title to goods and chattels subject to one or more conditions.

**Consignee**

The person or business concern to whom a shipment is made.

**Consignment**

To give to an agent to be cared for or sold.

**Continuously hospitalized**

A time period beginning at the date of retirement, discharge, or release from active duty and ending with the Soldier's death. During this time period the Soldier must be carried inpatient by a MTF. Transfer between MTFs, or between types of patient care (inpatient, inpatient subsisting out, domiciliary care, or custodial care) does not interrupt the continuity of the hospitalization period.

**Contract**

A legally enforceable agreement between parties having capacity to contract whereby certain rights and obligations are created in both parties and for the breach of such duties a party may become liable in law for damages.

**Copper**

A malleable ductile, metallic element having a characteristic reddish brown color.

**Corner**

An optional part of the casket hardware that is attached to the four corners of the body panel.

**Coroner**

A public officer whose chief duty is to investigate death when the question of accident, suicide, or homicide may be evident or where there was no doctor in attendance. Also holds inquests and affixes blame and responsibility. A coroner is either an elected or appointed person for a county who is responsible for signing the death certificates, identifying the body, and notifying the NOK.

**Cost**

The price paid to acquire, produce, accomplish, or maintain anything.

**Cot**

A portable stretcher commonly employed in ambulance and service cars for removing sick, injured, or deceased persons.

**Cotton**

The soft, white, downy fibers of the cotton seed.

**Creditors**

A person or organization to whom money or goods are owed.



**Cremate (cremation)**

The reduction of a deceased human body to inorganic bone fragments by intense heat in a specifically designed retort or chamber.

**Cremated remains**

The remaining bone fragments after the cremation process is completed.

**Cremation**

The technical heating process that reduces human remains to bone fragments. The reduction takes place through combustion and evaporation.

**Cremation chamber**

The enclosed space within which the cremation process takes place. Cremation chambers covered by these procedures must be used exclusively for the cremation of human remains.

**Crematory (crematorium)**

A furnace or retort for cremating a deceased human body; a building that houses a retort. The building that houses the cremation chamber.

**Crematory authority**

The legal entity or the authorized representative of the legal entity who conducts the cremation.

**Custodial parent**

The parent who received legal custody of child from a civil court. Appropriate court documents have been completed and filed as required by the appropriate civil law.

**Death**

Cessation of physical life characterized by the absence of metabolism and a total lack of irritability.

**Death certificate**

A legal document showing vital statistical data pertaining to the deceased.

**Death notice (funeral notice)**

A classified notice publicizing the death of a person and giving those details of the funeral service that the survivors wish to have published.

**Debtors**

A person or organization that owes money or goods to another.

**Deceased**

A casualty status applicable to a person who is either known to have died, determined to have died on the basis of conclusive evidence, or declared to be dead on the basis of a presumptive finding of death. The recovery of remains is not a prerequisite to determining or declaring a person deceased. (See also, casualty status.)

**Decedent's legal residence and/or domicile**

A fixed, permanent, and principal home for legal purposes, and the place to which a person intends to return to live permanently.

**Detainee**

A term used to refer to any person captured or otherwise detained by an armed force.

**Died of wounds received in action**

A casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who dies of wounds or other injuries received in action after having reached a MTF. (See also, casualty category.) (See JP 1-02.)

**Directing (actuating)**

Regulating the activities or course of activities of an organization; to guide and/or supervise the activities of an organization.

**Disaster**

A sudden misfortune, resulting in the loss of life and/or property.

**Disease and non–battle injury casualty**

A person who is not a battle casualty but who is lost to the organization by reason of disease or injury, including persons dying of disease or injury, by reason of being missing where the absence does not appear to be voluntary, or due to enemy action or being interned. (See JP 1–02.)

**Disinter**

To remove from the grave or tomb.

**Disposition**

Temporary interment or temporary storage as directed by the Service or combatant commander and final or permanent disposition, including burial or cremation, as directed by the PADD.

**Duty status whereabouts unknown**

A transitory casualty status, applicable only to military personnel, that is used when the responsible commander suspects the Servicemember may be a casualty whose absence is involuntary, but does not feel sufficient evidence currently exists to make a definite determination of missing or deceased. (See also casualty status.) (See JP 1–02.)

**Embalmer**

One who is licensed by a state or states to disinfect, preserve and restore the deceased human body to a natural lifelike appearance.

**Emergency**

An unforeseen combination of circumstances that results in a need for immediate action.

**Emergency interment**

An interment, usually on the battlefield, when conditions do not permit either evacuation for interment in an interment site or interment according to national or international legal regulations. (See JP 1–02.)

**Estate**

The total extent of the real and personal property of a deceased person.

**Executor**

A person appointed by a testator to administer the will, ensuring that final wishes are respected (that is, that the will is properly executed).

**Exhumation**

An act of disinterring human remains.

**Eyes**

A special part on certain sealer caskets that attaches to the ogee flange and wedges in the locking device that engages the eyes and pulls the ogee flange downward on the rubber gasket, compressing it against the top body molding flange and forming a seal.

**Family car**

The car set aside for the use of the immediate Family of a deceased individual.

**Federal service**

A term applied to National Guard Servicemembers and units when called to active duty to serve the Federal Government under article 1, section 8 and article II, section 2 of the Constitution and 10 USC 12401 to 12408. (See also, active duty and Reserve Components.) (See JP 1–02.)

**Fiberglass**

A material consisting of extremely fine filaments of glass embedded in various resins.

**Financial institutions**

A bank, savings and loan organization, or other agency that circulates money, grants credit, makes investments, and handles the provisions of a banking facility.

**Flower car**

A vehicle used to transport floral tributes from the place of service to the place of disposition.

**Fold**

See gimp.

**Free on board**

Without charge for delivery to and placing on board a carrier at a specified point.

**Full couch casket**

A casket so designed as to display the deceased from head to foot.

**Full-time National Guard duty**

Training or other duty, other than inactive duty, performed by a Servicemember of the Army National Guard of the United States or the Air National Guard of the United States in the Servicemember's status as a Servicemember of the National Guard of a State or Territory, the Commonwealth of Puerto Rico, or the District of Columbia under 32 USC 316, 502, 503, 504, or 505, for which the Servicemember is entitled to pay from the United States or for which the Servicemember has waived pay from the United States.

**Funds**

A sum of money or other resources set aside for a specific objective.

**Funeral arrangements**

Completion of the service and financial details of a funeral at the time of need.

**Funeral coach**

A motor coach designed and used for the conveyance of the casketed remains from place to place.

**Funeral director**

An individual licensed by a state or states to prepare remains, other than by embalming, for interment or other means of disposition; the person who conducts funeral services and counsels with survivors.

**Funeral home (mortuary)**

A building used for the purpose of embalming, conducting funerals, and supplying funeral merchandise.

**Funeral service**

The rites held at the time of disposition of remains; rites with the body present.

**Gauge**

A measurement of thickness of metals; the number of sheets of metal necessary to equal approximately one inch of thickness.

**Gimp**

A strip of metal, plastic or cloth that is attached to the inside of the panel, covering the area at which point the roll (cove) is anchored.

**Grave**

An excavation in the earth as a place for interment.

**Grave liner**

An outer enclosure that offers protection from the earth load but without sealing qualities.

**Grave marker**

The method of identifying the occupant of a particular grave. Permanent grave markers are usually made of metal or stone and give such data as name, date of birth, and date of death.

**Group interment**

An interment in a common grave of two or more individually unidentified remains. (See also, emergency interment; mortuary affairs; temporary interment; trench interment.) (See JP 1-02.)

**Hardwood**

Any tough, heavy timber with a compact texture; any deciduous tree (any tree that loses its leaves annually).

**Hardwood casket**

A casket made of heavy, close-grained, resistant woods that are the ultimate in wood caskets and among the most expensive to purchase. A hardwood, perfection cut, half-couch casket, standard adult size or other size as appropriate, constructed of solid wood stock sides with a finished dimension of at least 3/4 inch thickness, in a satin or high gloss walnut finish.

**Head panel**

A component part of the casket interior that is inside the head portion of the cap; no distinction is made between the head panel and the foot panel in full couch caskets.

**Headstone**

Upright slab of white marble of approved design and specification, appropriately inscribed.

**Hermetically sealed**

Airtight; impervious to external influence, completely sealed by fusion or soldering.

**Holding facility**

An area designated for the retention of human remains prior to cremation within the crematory facilities that must—  
Comply with any applicable public health laws.

- a. Preserve the dignity of the human remains.
- b. Recognize the personal integrity and health of the crematory authority personnel operating the cremation chamber.

**Home**

A person's legal or permanent residence as distinguished from place of temporary abode.

**Home station**

The permanent location of Active and Reserve Component units (for example, location of armory or Reserve center). (See also active duty; Reserve Components.) (See JP 1-02.)

**Honorarium**

An unsolicited gift, usually an honorary payment for professional services.

**Honorary casket bearers (honorary pallbearers)**

Friends or members of a religious, social or fraternal organization who act as an escort or honor guard for the deceased but do not carry the casket.

**Hostile casualty**

A person who is the victim of a terrorist activity or who becomes a casualty "in action." "In action" characterizes the casualty as having been the direct result of hostile action, sustained in combat or relating thereto, or sustained going to or returning from a combat mission provided that the occurrence was related directly to hostile action. Included are persons killed or wounded mistakenly or accidentally by friendly fire directed at a hostile force or what is thought to be a hostile force. However, not to be considered as sustained in action and not to be interpreted as hostile casualties are injuries or death due to the elements, self-inflicted wounds, combat fatigue, and, except in unusual cases, wounds or death inflicted by a friendly force while the individual is in an AWOL, deserter, or dropped from rolls status or is voluntarily absent from a place of duty. (See also casualty; casualty type; and non-hostile casualty.) (See JP 1-02.)

**Household goods**

All personal property associated with the home and all PE belonging to a Servicemember and the Servicemember's Family members that legally can be accepted and transported by an authorized commercial carrier in accordance with the rules and regulations established or approved by an appropriate Federal or State regulatory authority.

**Human remains.**

The dead human body or portions thereof prior to cremation.

**ID hold**

Identification not released; pending further investigation to establish positive identification

**Immediate burial**

A disposition of remains by burial, without formal viewing, visitation, or ceremony with the body present, except for graveside services.

**Immediate disposition**

Any disposition of remains that is completely devoid of any form of funeral rite at the time of disposition.

**Immediate family**

Whether an individual other than a parent, spouse or child will be considered as a member of the employer's immediate family, for purposes of sections 3(e)(1) and 13(a)(6)(b), does not depend on the fact that he is related by blood or marriage. Other than a parent, spouse or child, only the following persons will be considered to qualify as part of the employer's immediate family: step-children, foster children, step-parents, and foster parents.

**In camp or quarters**

A military station, post, installation (to include leased facilities), unit areas in the field, or other place under the control or jurisdiction of a U.S. Armed Service.

**In loco parentis**

Legal doctrine describing a relationship similar to that of a parent to a child. It refers to an individual who assumes parental status and responsibilities for another individual, usually a young person, without formally adopting that person. For example, legal guardians are said to stand in loco parentis with respect to their wards, creating a relationship that has special implications

**Inactive duty training**

Authorized training performed by a Servicemember of a USAR or ARNG not on active duty or active duty for training and consisting of regularly scheduled unit training assemblies, additional training assemblies, periods of appropriate duty or equivalent training, and any special additional duties authorized for USAR or ARNG personnel by the Secretary concerned, and performed by them in connection with the prescribed activities of the organization in which they are assigned with or without pay. Does not include work or study associated with correspondence courses. (See also, active duty for training.) (See JP 1–02.)

**Inactive National Guard**

ARNG enlisted personnel in an inactive status not in the Selected Reserve who are attached to a specific National Guard unit but do not participate in training activities. Upon mobilization, they will mobilize with their units. In order for these personnel to remain Servicemembers of the inactive National Guard, they must muster once a year with their assigned unit. Like the Individual Ready Reserve, all Servicemembers of the inactive National Guard have legal, contractual obligations. Servicemembers of the inactive National Guard may not train for retirement credit or pay and are not eligible for promotion. (See also, Individual Ready Reserve and Selected Reserve.) (See NGR 614–1 and JP 1–02.)

**Inactive status**

Status of Reserve Servicemembers on an inactive status list of a Reserve Component or assigned to the inactive ARNG. Those in an inactive status may not train for points or pay, and may not be considered for promotion. (See JP 1–02.)

**Incapacitating illness or injury**

The casualty status of a person whose illness or injury requires hospitalization but medical authority does not classify as very seriously ill or injured or seriously ill, or who is injured and the illness or injury makes the person physically or mentally unable to communicate with the NOK. (See also, casualty status.) (See JP 1–02.)

**Incidents**

In information operations, an assessed event of attempted entry, unauthorized entry, or an information attack on an automated information system. It includes unauthorized probing and browsing; disruption or denial of service; altered or destroyed input, processing, storage, or output of information; or changes to information system hardware, firmware, or software characteristics with or without the users' knowledge, instruction, or intent. (See also, information operations.) (See JP 1–02.)

**Indigent**

Lack the necessities of life; needy; poor.

**Informant**

One who supplies the statistical data concerning the deceased.

**Initial active duty for training**

Includes basic military training and technical skill training. Is required for all USAR or ARNG; and all non-prior Service accessions.

**Injury**

Conditions such as fractures, wounds, sprains, strains, dislocations, concussions, and compressions. In addition, it includes conditions resulting from extremes of temperature or prolonged exposure. Acute poisonings, except those due to contaminated food, resulting from exposure to a toxic or poisonous substance are also classed as injuries. (See also, battle casualty; casualty; non-battle casualty; and wounded.) (See JP 1–02.)

**Inpatient status**

Any patient status in a MTF other than “carded for record only.”

**Inquest**

An official inquiry or examination to determine the cause of death.

**Inter (inhume)**

Bury in the ground.

**Interment (burial, inhumment)**

Act of placing a deceased human body in the ground.

**Joint mortuary affairs office**

Plans and executes all Mortuary Affairs Programs within a theater of operation. Provides guidance to facilitate the conduct of all mortuary programs and to maintain data (as required) pertaining to recovery, identification, and disposition of all U.S. dead and missing in the assigned theater. Serves as the central clearing point for all mortuary affairs and monitors the deceased and missing PE program.

**Killed in action**

A casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who is killed outright or who dies as a result of wounds or other injuries before reaching a MTF. (See also casualty category.) (See JP 1–02.)

**Legal representative**

An administrator or executor of a decedent's estate who has been duly appointed or approved by an appropriate court.

**Lien holder**

An individual who holds a charge upon real or personal property for the satisfaction of a debit.

**Louse-borne relapsing fever**

Is a vector-borne disease caused by infection with certain bacteria in the genus *Rickettsia* and *Borrelia*, which are transmitted through the bites of lice or soft-bodied ticks.

**Louse-borne typhus**

A rickettsial infection transmitted by the human body louse.

**Marker**

A flat slab of marble, granite, or bronze of approved design and specifications, appropriately inscribed.

**Mass casualty**

Any large number of casualties produced in a relatively short period of time, usually as the result of a single incident such as a military aircraft accident, hurricane, flood, earthquake, or armed attack that exceeds local logistical support capabilities. (See also casualty.) (See JP 1–02.)

**Medical examiner (a forensic pathologist)**

A forensic pathologist is a board certified pathologist (medical doctor or doctor of osteopathic medicine) who is a medically qualified U.S. Government officer State or local whose duty is to investigate deaths and injuries that occur under unusual or suspicious circumstances, to perform post-mortem examinations, and in some jurisdictions to initiate inquests.

**Memorial services**

Services conducted, with or without honors for deceased personnel, whose remains are non-recoverable.

**Missing**

A casualty status for which the United States Code provides statutory guidance concerning missing Servicemembers. Excluded are personnel who are in an AWOL, deserter, or dropped from rolls status. A person declared missing is categorized as follows:

*Beleaguered.* The casualty is a member of an organized element that has been surrounded by a hostile force to prevent escape of its members.

*a. Besieged.* The casualty is a member of an organized element that has been surrounded by a hostile force for compelling it to surrender.

*b. Captured.* The casualty has been seized as the result of action of an unfriendly military or paramilitary force in a foreign country.

*c. Detained.* The casualty is prevented from proceeding or is restrained in custody for alleged violation of international law or other reason claimed by the government or group under which the person is being held.

*d. Interned.* The casualty is definitely known to have been taken into custody of a nonbelligerent foreign power as the result of and for reasons arising out of any armed conflict in which the Armed Forces of the United States are engaged.

*e. Missing.* The casualty is not present at his or her duty location due to apparent involuntary reasons and whose location is unknown.

*f. Missing in action.* The casualty is a hostile casualty, other than the victim of a terrorist activity, who is not present at his or her duty location due to apparent involuntary reasons and whose location is unknown. (See also casualty category and casualty status.) (See JP 1–02.)



**Mortuary affairs**

Encompasses the search for, recovery, tentative identification, preparation, disposition of remains and assistance to eligible Family members of persons for whom the Services are responsible by statutes and executive order. This includes, but is not limited to, movement of remains for identification, preparations of remains, securing and shipment of PE and property, transportation of remains and escort, all entitled NOK and PADD travel, military funeral honors, and payment of reimbursement for all eligible funeral and/or travel expenses. (See also disposition).

**Multiple drill**

See multiple unit training assemblies. (See JP 1–02.)

**Multiple inactive duty training periods**

Two scheduled IDT periods performed in 1 calendar day, each at least 4 hours in duration. No more than two IDT periods may be performed in 1 day. (See JP 1–02.)

**Negotiable instruments**

Items of monetary exchange such as traveler’s checks, money orders, or U.S. bonds that can readily be transferred in ownership and negotiated at a later date. A formal legal document that is transferable from one person to another so that title passes to the transferee.

**Non–hostile casualty**

A person who becomes a casualty due to circumstances not directly attributable to hostile action or terrorist activity. Casualties due to the elements, self-inflicted wounds, and combat fatigue are non-hostile casualties. (See also casualty; casualty type; and hostile casualty.) (See JP 1–02.)

**Not seriously injured**

The casualty status of a person whose injury may or may not require hospitalization; medical authority does not classify as very seriously injured, seriously injured, or incapacitating illness or injury; and the person can communicate with the NOK. (See also casualty status.) (See JP 1–02.)

**Other preparation of remains**

The professional services performed by the preparing mortuary to prepare the remains when the remains are not embalmed (such as setting facial features, washing, disinfecting, and so forth) or those primary care services performed by the receiving funeral home to reprocess the remains for viewing purposes.

**Person eligible to receive effects**

The person authorized to receive the deceased or missing person’s PE as prescribed by this regulation.

**Personal effects**

All privately owned moveable, personal property of an individual such as items found on the deceased, HHG, jewelry, toiletries, clothing, motor vehicles, mobile homes, professional books, papers, and equipment, cash, stock and bond certificates, and negotiable instruments.

**Personnel category**

The person’s military component, type of U.S. Government civilian employment, sponsorship by the U.S. Government, or citizenship status.

**Personnel status**

The person’s duty status at the time of the incident; present for duty, AWOL, deserter, or undetermined.

**Plague**

Plague is transmitted to humans by fleas or by direct exposure to infected tissues or respiratory droplets.

**Presumptive finding of death**

A declaration by the Military Service Secretary or designee of the military Service concerned, based upon a recommendation by a board or other official body, that a person who was placed in a missing casualty status is dead.

**Prima facie valid**

Legally sufficient to establish a fact or a case.

**Prisoner of war**

A detained person as defined in Articles 4 and 5 of the Geneva Convention (III) relative to the Treatment of Prisoners of War, 12 August 1949. In particular, one who, while engaged in combat under orders of his or her government, is captured by the armed forces of the enemy. As such, he or she is entitled to the combatant’s privilege of immunity from the municipal law of the capturing state for warlike acts that do not amount to breaches of the law of armed conflict. For example, a

POW may be, but is not limited to, any person belonging to one of the following categories who has fallen into the power of the enemy: a Servicemember of the Armed Forces, organized militia or volunteer corps; a person who accompanies the Armed Forces without actually being a Servicemember; a member of a merchant marine or civilian aircraft crew not qualifying for more favorable treatment; or individuals who, on the approach of the enemy, spontaneously take up arms to resist the invading forces. (See JP 1–02.)

**Processed remains.**

The end result of pulverization, where the residual from the cremation process is cleaned leaving only bone fragments reduced to unidentifiable dimensions.

**Properly admitted patient**

A patient who has been admitted into a MTF in any status other than dead on arrival or carded for record only.

**Public sale**

A sale of property to the highest bidder of the general public.

**Ready Reserve**

The Selected Reserve, Individual Ready Reserve, and inactive National Guard liable for active duty as prescribed by law (10 USC 10142, 12301, and 12302). (See also, active duty; Inactive National Guard; Individual Ready Reserve; and Selected Reserve.) (See JP 1–02.)

**Receiving funeral home**

The commercial mortuary service provider engaged by the PADD to provide funeral and interment services.

**Reserve Component category**

Identifies an individual's status in a Reserve Component. The three Reserve Component categories are Ready Reserve, Standby Reserve, and Retired Reserve. Each Reservist is identified by a specific Reserve Component category designation. (See JP 1–02.)

**Reserve Components**

Reserve Components of the Armed Forces of the United States (see JP 1–02) are—  
Army National Guard of the United States.

- a. Army Reserve.
- b. Naval Reserve.
- c. Marine Corps Reserve.
- d. Air National Guard of the United States.
- e. Air Force Reserve.
- f. Coast Guard Reserve.

**Retired Reserve**

All Reserve Servicemembers who receive retirement pay on the basis of their active duty and/or Reserve Service; those Servicemembers who are otherwise eligible for retirement pay but have not reached age 60 and who have not elected discharge and are not voluntary Servicemembers of the Ready or Standby Reserve. (See also active duty; Ready Reserve; and Standby Reserve.) (See JP 1–02.)

**Sealable container**

Any container in which processed remains can be placed and sealed so as to prevent leakage of processed remains or the entrance of foreign materials.

**Selected Reserve**

Those units and individuals within the Ready Reserve designated by their respective Services and approved by the Joint Chiefs of Staff as so essential to initial wartime missions that they have priority over all other Reserves. All Selected Reservists are in an active status. The Selected Reserve also includes persons performing initial active duty for training. (See also Ready Reserve.) (See JP 1–02.)

**Service representative**

Any individual, either military or DA Civilian, duly appointed to represent the Department of the Army, for an assigned mission. Within the Casualty and Memorial Affairs areas, an individual appointed to represent the Army in dealings with the NOK of casualties.

**Smallpox**

Is a severe contagious viral rash illness that was eradicated in 1977.

**Standby Reserve**

Those units and Servicemembers of the Reserve Components (other than those in the Ready Reserve or Retired Reserve) who are liable for active duty only, as provided in 10 USC 10151, 12301, and 12306. (See also active duty; Ready Reserve; Reserve Components; and Retired Reserve.) (See JP 1–02.)

**Stop over**

Planned stop and delay in the onward movement of remains from point of origin to stopover point and then on to final destination.

**Summary courts–martial officer**

A SCM is comprised of one commissioned officer on active duty. Unless otherwise prescribed by the Secretary concerned, a SCMO must be of the same Armed Force as the deceased.

**Supporting installation**

Army installations located within a CAC AOR, but not an integral part of the CAC organization. Supporting installations provide local resources to the CAC.

**Temporary interment**

A site for the purpose of the interment of the remains if the circumstances permit, or the reburial of remains exhumed from an emergency interment. (See also emergency interment; group interment; mortuary affairs; and trench interment.) (See JP 4–06.)

**Tentative identification**

See believed to be.

**Training period**

An authorized and scheduled regular IDT period. A training period must be at least 2 hours for retirement point credit and 4 hours for pay. Previously used interchangeably with other common terms such as drills, drill period, assemblies, periods of instruction, and so forth. (See JP 1–02.)

**Trench interment**

A method of interment in which remains are placed head-to-toe. Used only for temporary multiple burials. (See also emergency interment; group interment; mortuary affairs; and temporary interment.) (See JP 4–06.)

**Unaccompanied baggage**

Suitcases, trunks, or luggage not in association or possession of the decedent.

**Unaccounted for**

An inclusive term (not a casualty status) applicable to personnel whose person or remains are not recovered or otherwise accounted for following hostile action. Commonly used when referring to personnel who are killed in action and whose bodies are not recovered. See also casualty; casualty category; casualty status; and casualty type. (See JP 1–02.)

**United States Army Reserve and Army National Guard overnight training rule**

Participating in, or traveling to or from approved IDT in Federal service at the time of death. This period includes overnight stays immediately before the commencement of IDT or remaining overnight, between successive periods of IDT, at or in the vicinity of the site of the IDT.

**United States civil authorities**

Those elected and appointed public officials and employees who constitute the U.S. Governments of the 50 States, District of Columbia, Commonwealth of Puerto Rico, United States possessions and territories, and their political subdivisions. (See JP 1–02.)

**Very seriously ill or injured**

The casualty status of a person whose illness or injury is classified by medical authority to be of such severity that life is imminently endangered. (See also casualty status.) (See JP 1–02.)

**Voluntary training**

Training in a non-pay status for individual Ready Reservists and active status Standby Reservists. Participation in voluntary training is for retirement points only and may be achieved by training with Selected Reserve or voluntary training units; by active duty for training; by completion of authorized military correspondence courses; by attendance at designated courses of instruction; by performing equivalent duty; by participation in special military and professional events designated by the Military Departments; or by participation in authorized Civil Defense activities. Retirees may voluntarily train with organizations to which they are pre-assigned by orders for recall to active duty in a national emergency or declaration

of war. Such training should be limited to that training made available within the resources authorized by the Secretary concerned. (See JP 1–02.)

**Will**

A written and signed statement, made by an individual, which provides for the disposition of his or her property when he or she dies. (See also codicil and probate.)

**Wounded**

See seriously wounded, slightly wounded, and see also battle casualty. (See JP 1–02.)

**Section III**

**Special Abbreviations and Terms**

**Abrasion**

Antemortem injuries resulting from friction of the skin against a firm object and causing removal of the epidermis.

**Accessory chemicals**

Chemicals used in addition to vascular (arterial) and cavity embalming fluids. Include, but are not limited to, hardening compounds, preservative powders, sealing agents, mold-preventive agents, and compress application agents.

**Acquired immunodeficiency syndrome**

Specific group of diseases or conditions that are indicative of severe immunosuppression related to infection with the human immunodeficiency virus. Persons who died with acquired immunodeficiency syndrome may exhibit conditions such as wasting syndrome, extrapulmonary tuberculosis, and Kaposi’s sarcoma.

**Aerobic**

In the presence of free oxygen.

**Anaerobic**

In the absence of free oxygen.

**Antemortem**

Before death.

**Anticoagulant fluid**

Ingredient of embalming fluids that retards the natural postmortem tendency of blood to become more viscous or prevents adverse reactions between blood and other embalming chemicals.

**Arterial (vascular) fluid**

Concentrated, preservative, embalming chemical that is diluted with water to form the arterial solution for injection into the arterial system during vascular embalming. Its purpose is to inactivate saprophytic bacteria and render the body tissues susceptible to decomposition.

**Arterial solution**

Mixture of arterial (vascular) fluid and water used for the arterial injection. May include supplemental fluids.

**Aspiration**

Withdrawal of gas, fluids, and semi-solids from body cavities and hollow viscera by means of suction with an aspirator and a trocar.

**Autopsy**

Postmortem examination of the organs and tissues of a body to determine cause of death or pathological condition.

**Biohazard**

Biological agent or condition that constitutes a hazard to humans.

**Blood**

Human blood, human blood components, and products made from human blood.

**Blood discoloration**

Discoloration resulting from changes in blood composition, content, or location, either in intravascularly or extravascularly.

**Bloodborne pathogens**

Pathogenic microorganisms that are present in human blood and can cause disease in humans. These pathogens include, but are not limited to, hepatitis B virus and human immunodeficiency virus.

**Cadaveric lividity**

Postmortem intravascular red-blue discoloration resulting from hypostasis of blood.

**Cavity fluid**

Embalming chemical that is injected into a body cavity following aspiration in cavity embalming. Cavity fluid can also be used as the chemical in hypodermic and surface embalming.

**Coagulating agents**

Chemical and physical agents that bring about coagulation.

**Communicable disease**

Disease that may be transmitted either directly or indirectly between individuals by an infectious agent.

**Contaminated**

Marked by the presence or reasonably anticipated presence of blood or other potentially infectious materials on an item or surface.

**Contaminated laundry**

Laundry that has been soiled with blood or other potentially infectious materials or may contain sharps.

**Contaminated sharps**

Any contaminated object that can penetrate the skin including, but not limited to, needles, scalpels, broken glass, and exposed ends of wires.

**Cosmetic fluid**

Embalming fluid that contains active dyes and coloring agents intended to restore a more natural skin tone through the embalming process.

**Coverall**

Plastic garment designed to cover the body from the chest down to the upper thigh.

**Cranial embalming**

Method used to embalm the contents of the cranial cavity through aspiration and injection of the cranial chamber by passage of a trocar through the cribriform plate.

**Cremated remains**

Those elements remaining after cremation of a deceased human body.

**Creutzfeldt–Jakob disease**

Disease of the central nervous system with unknown etiology, assumed to be a slow virus. Because etiology is unknown, caregivers using invasive procedures use extreme caution.

**Decomposition**

Separation of compounds into simpler substances by the action of microbial and/or autolytic enzymes.

**Dehydration**

Loss of moisture from body tissue that may occur antemortem or postmortem (antemortem: febrile disease, diarrhea, or emesis; postmortem: injection of embalming solution or through absorption by the air).

**Desiccation**

Process of drying out.

**Desquamation (skin–slip)**

Sloughing off of the epidermis, where there is a separation of the epidermis from the underlying dermis.

**Discoloration**

Any abnormal color in or on the human body.

**Edema**

Abnormal accumulation of fluids in tissue or body cavities.

**Embalming**

Process of chemically treating the deceased human body to reduce the presence and growth of microorganisms, to retard organic decomposition, and to restore an acceptable physical appearance. There are four types of embalming:

*a. Cavity embalming.* Direct treatment other than vascular (arterial) embalming of the contents of the body cavities and the lumina of the hollow viscera. Usually accomplished by aspiration and then injection of chemicals using a trocar.

*b. Hypodermic embalming.* Injection of embalming chemicals directly into the tissues through the use of a syringe and needle or a trocar.

*c. Surface embalming.* Direct contact of body tissues with embalming chemicals.

*d. Vascular (arterial) embalming.* Use of the blood vascular system of the body for temporary preservation, disinfection, and restoration. Usually accomplished through injection of embalming solutions into the arteries and drainage from the veins.

**Embalming analysis (case analysis)**

That consideration given to the deceased body prior to, during, and after the embalming procedure is completed. Documentation is recommended.

**Environmental Protection Agency**

U.S. Governmental agency with environmental protection regulatory and enforcement authority.

**Firming**

Rigidity of tissue due to chemical reaction.

**Fixation**

Act of making tissue rigid. Solidification of a compound.

**Formaldehyde**

Colorless, strong-smelling gas that when used in solution is a powerful preservative and disinfectant. Potential occupational carcinogen.

**Formaldehyde gray**

Gray discoloration of the body caused by the reaction of formaldehyde from the embalming process with hemoglobin to form methyhemoglobin.

**Hardening compound**

Chemical in powder form that has the ability to absorb and to disinfect. Often used in cavity treatment of autopsied cases.

**Hematoma**

A swelling or mass of clotted blood caused by a ruptured blood vessel and confined to an organ or space.

**Humectant**

Chemical that increases the ability of embalmed tissue to retain moisture.

**Hypodermic embalming**

See Embalming.

**Infant**

Child less than 1 year of age.

**Injection**

Act or instance of forcing a fluid into the vascular system or directly into tissues.

**Laceration**

Wound characterized by irregular tearing of tissue.

**Lesion**

Any change in structure produced during the course of a disease or injury.

**Maggot**

Larva of an insect, especially a flying insect.

**Masking agent**

See perfuming agents.

**Massage**

Manipulation of tissue in the course of preparation of the body.

**Modifying agents**

Chemicals for which there may be greatly varying demands predicated on the type of embalming, the environment, and the embalming fluid to be used.

**Moribund**

In a dying state. In the agonal period.



**Multiple-site (multipoint) injection**

Vascular injection from two or more arteries. A minimum of two sites are prescribed in the suggested minimum standard for embalming.

**Occupational Safety and Health Administration**

A U.S. Governmental agency with the responsibility for regulation and enforcement of safety and health matters for most U.S. employees. An individual state Occupational Safety and Health Administration agency may supersede the U.S. Department of Labor Occupational Safety and Health Administration regulations.

**One-point injection**

Injection and drainage from one location.

**Opaque cosmetic**

A cosmetic medium able to cover or hide skin discolorations.

**Palpate**

To examine by touch.

**Perfuming agents (masking agents)**

Chemicals found in embalming arterial formulations having the capability of displacing an unpleasant odor or of altering an unpleasant odor so that it is converted to a more pleasant one.

**Petechia**

Antemortem, pinpoint, extravascular blood discoloration visible as purplish hemorrhages of the skin.

**Postmortem**

Period that begins after somatic death.

**Postmortem examination**

See autopsy.

**Postmortem stain**

Extravascular color change that occurs when heme, released by hemolysis of red blood cells, seeps through the vessel walls and into the body tissues.

**Preinjection fluid**

Fluid injected primarily to prepare the vascular system and body tissues for the injection of the preservative vascular (arterial) solution. This solution is injected before the preservative vascular solution is injected.

**Preparation room**

That area or facility where embalming, dressing, cosmetizing, or other body preparation is affected.

**Preservation**

See Temporary preservation.

**Purge**

Postmortem evacuation of any substance from an external orifice of the body as a result of pressure.

**Putrefaction**

Decomposition of proteins by the action of enzymes from anaerobic bacteria.

**Restoration**

Treatment of the deceased in the attempt to recreate natural form and color.

**Restorative fluid (humectant)**

Supplemental fluid, used with the regular arterial solution, whose purpose is to retain body moisture and retard dehydration.

**Sealing agents**

Agents that provide a barrier or seal against any leakage of fluid or blood.

**Sign of death**

Manifestation of death in the body.

**Stillborn**

Dead at birth. A product of conception either expelled or extracted dead.

**Surface discoloration**

Discoloration due to the deposit of matter on the skin surface. These discolorations may occur antemortem or during or after embalming of the body. Examples are adhesive tape, ink, iodine, paint, and tobacco stains.

**Surface embalming**

See embalming.

**Temporary preservation**

Science of treating the body chemically so as to temporarily inhibit decomposition.

**Terminal disinfection**

Institution of disinfection and decontamination measures after preparation of the remains.

**Thanatology**

Study of death.

**Tissue gas**

Postmortem accumulation of gas in tissues or cavities.

**Universal precautions**

An approach to infection control in which all human blood and certain human body fluids are treated as if they are contaminated with human immunodeficiency virus, Hepatitis B virus, and other bloodborne pathogens.

**Yellow fever**

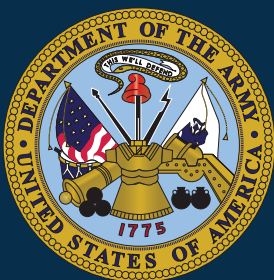
A mosquito-borne viral illness characterized by acute onset and constitutional symptoms followed by a brief remission, then a recurrence of fever with hepatitis and albuminuria.

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# Joint Publication 4-0



# Joint Logistics



4 February 2019





## PREFACE

### 1. Scope

This publication is the keystone document of the joint logistics series. It provides fundamental principles and guidance for logistics planning, execution, and assessment in support of joint operations. It also discusses logistics responsibilities, authorities, and control options available to a joint force commander (JFC) and offers precepts to influence the commander's decision-making process.

### 2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff (CJCS). It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the United States in joint operations, and it provides considerations for military interaction with governmental and nongovernmental agencies, multinational forces, and other interorganizational partners. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders, and prescribes joint doctrine for operations and training. It provides military guidance for use by the Armed Forces in preparing and executing their plans and orders. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the accomplishment of objectives.

### 3. Application

a. Joint doctrine established in this publication applies to the Joint Staff, commanders of combatant commands, subordinate unified commands, joint task forces, subordinate components of these commands, the Services, and combat support agencies.

b. This doctrine constitutes official advice concerning the enclosed subject matter; however, the judgment of the commander is paramount in all situations.

c. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence unless the CJCS, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with US law, regulations, and doctrine.



Preface

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#### 4. Cancellation

This publication cancels JP 4-06, *Mortuary Affairs*. Relevant material from JP 4-06, *Mortuary Affairs*, has been incorporated into the main body and an added appendix of this publication. Accordingly, JP 4-06, *Mortuary Affairs*, will be removed from the joint doctrine hierarchy.

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read "Daniel J. O'Donohue". The signature is fluid and cursive, with a large initial "D" and "O".

DANIEL J. O'DONOHUE  
Lieutenant General, USMC  
Director, Joint Force Development

**SUMMARY OF CHANGES  
REVISION OF JOINT PUBLICATION 4-0  
DATED 16 OCTOBER 2013**

- **Adds five joint logistics focus areas: warfighting readiness, competition below armed conflict, global integration, innovation, and strengthen alliance and partner networks. These focus areas will guide joint logisticians in the performance of the integrating functions needed for successful joint operations.**
- **Consolidates Joint Publication (JP) 4-06, *Mortuary Affairs*, into this revision of JP 4-0, *Joint Logistics*.**
- **Cancels JP 4-06, *Mortuary Affairs*, upon signing JP 4-0, *Joint Logistics*.**
- **Includes updated information regarding health services incorporated from JP 4-02, *Joint Health Services*.**
- **Updates the descriptions of the directive authority for logistics, operational contract support, and integrated planning.**
- **Revises lead Service/Department of Defense (DOD) agency and base operating support-integrator designations.**
- **Expounds on the roles of United States Transportation Command (USTRANSCOM) and combat support agencies, such as Defense Logistics Agency, within the joint logistics enterprise.**
- **Rewrites the Technology section to ensure currency of information.**
- **Updates Chapter IV, “Joint Logistics Planning,” to remain consistent with JP 5-0, *Joint Planning*.**
- **Adds USTRANSCOM sustainment distribution planning and management process.**
- **Adds the Defense Health Agency; Contingency Basing Executive Council; Global Posture Executive Council; Medical Logistics Division; and USTRANSCOM, Office of the Command Surgeon to the joint logistics staff organizations in Appendix C, “Logistics-Related Executive Agents.”**
- **Updates, adds, and removes terms and definitions from the various figures.**

Summary of Changes

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## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	ix
 CHAPTER I	
JOINT LOGISTICS OVERVIEW	
• Introduction.....	I-1
• Joint Logistics Environment .....	I-2
• Joint Logistics Enterprise.....	I-4
• Joint Logistics Imperatives .....	I-5
• Joint Logistics Focus Areas .....	I-7
• Logistics Integration .....	I-8
 CHAPTER II	
CORE LOGISTICS FUNCTIONS	
• Introduction.....	II-1
• Deployment and Distribution.....	II-1
• Supply .....	II-3
• Maintenance.....	II-7
• Logistics Services .....	II-8
• Operational Contract Support .....	II-10
• Engineering.....	II-11
• Joint Health Services.....	II-12
 CHAPTER III	
COORDINATING AND SYNCHRONIZING JOINT LOGISTICS	
• Introduction.....	III-1
• Logistics Authority .....	III-2
• Joint Logistics Roles and Responsibilities.....	III-4
• Combatant Commander’s Logistics Directorate.....	III-8
• Logistics Execution Organizations .....	III-10
• Logistics Control Options .....	III-16
• Technology .....	III-20
• Interorganizational Cooperation .....	III-21
• Special Operations .....	III-23
 CHAPTER IV	
JOINT LOGISTICS PLANNING	
• Introduction.....	IV-1
• Planning Functions.....	IV-2
• Joint Planning Process .....	IV-10
• Planning Levels.....	IV-12

Table of Contents

---

- Theater Logistics Analysis..... IV-13
- Theater Logistics Overview ..... IV-15
- Logistics Estimate..... IV-16
- Concept of Logistics Support..... IV-16
- Transition to Execution..... IV-17
- Sustainment Distribution Planning and Management Process ..... IV-17

CHAPTER V  
EXECUTING JOINT LOGISTICS

- Introduction..... V-1
- Joint Logistics Execution..... V-1
- Essential Elements for Joint Logistics Execution..... V-3
- Joint Logistics Assessment ..... V-5
- Terminating Joint Operations ..... V-5
- Joint Logistics Support to Special Operations ..... V-6

APPENDIX

A	Theater Logistics Overview Format.....	A-1
B	Joint Logistics Staff Organizations .....	B-1
C	Logistics-Related Executive Agents .....	C-1
D	Geographic Combatant Commander Logistics Control Factors and Tools Available.....	D-1
E	Defense Transportation System .....	E-1
F	Sealift Support to Joint Operations .....	F-1
G	Joint Terminal Operations.....	G-1
H	Joint Logistics Over-the-Shore.....	H-1
J	Joint Health Services.....	J-1
K	Joint Bulk Petroleum and Water Doctrine .....	K-1
L	Joint Mobilization Planning .....	L-1
M	Mortuary Affairs Planning .....	M-1
N	Logistics in Support of Multinational Operations.....	N-1
O	Distribution Operations.....	O-1
P	Operational Contract Support.....	P-1
Q	Points of Contact .....	Q-1
R	References .....	R-1
S	Administrative Instructions .....	S-1

GLOSSARY

Part I	Abbreviations, Acronyms, and Initialisms .....	GL-1
Part II	Terms and Definitions.....	GL-6

## FIGURE

I-1	Joint Logistics Environment Operating Framework .....	I-3
II-1	Core Logistics Functions.....	II-2
II-2	Classes, Subclasses of Supply, and Common-User Logistics Suitability .....	II-5
III-1	Potential Common-User Logistics Areas and Sustainability .....	III-18
III-2	Geographic Combatant Commander Option Selection and Design.....	III-20
IV-1	Strategic Guidance, Plans, and Operations—Logistics Planning Integration .....	IV-5
IV-2	Joint Logistics Considerations, Steps I-III (Strategic Guidance/ Concept Development/Plan Development).....	IV-6
IV-3	Joint Logistics Considerations, Step III-IV (Plan Development/ Plan Assessment).....	IV-7
IV-4	Likely Expected Logistics Outputs .....	IV-14
C-1	Department of Defense Logistics-Related Executive Agents .....	C-1



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## EXECUTIVE SUMMARY COMMANDER'S OVERVIEW

- **Describes the joint logistics environment and enterprise**
- **Describes the core logistics functions**
- **Discusses coordinating and synchronizing joint logistics**
- **Covers joint logistics planning and execution**

### Joint Logistics Overview

*Joint logistics is the coordinated use, synchronization, and often sharing of two or more combatant commands or Military Departments' logistics resources to support the joint force.*

Sustainment—one of the seven joint functions—is the provision of logistics and personnel services to maintain operations until mission accomplishment and redeployment of the force. Effective sustainment provides the joint force commander (JFC) the means to enable freedom of action and endurance and to extend operational reach. The relative combat power that military forces can generate against a threat is constrained by their capability to plan for, gain access to, and deliver forces and materiel to points of application.

#### *Joint Logistics Environment*

Military leaders conduct globally integrated logistics operations that involve the total force, which consists of the Active Component and the Reserve Component and Department of Defense (DOD) civilians and contracted support. Additional capabilities in the area of responsibility or joint operations area could also include a variety of military forces, other governmental organizations, nongovernmental organizations (NGOs), and multinational forces.

#### *Joint Logistics Enterprise*

The joint logistics enterprise (JLEnt) is a multitiered matrix of key global logistics providers cooperatively structured through an assortment of collaborative agreements, contracts, policy, legislation, or treaties utilized to provide the best possible support to the JFC or other supported organization. The key DOD organizations in the JLEnt include the Services, combatant commands (CCMDs), Defense Logistics Agency (DLA), Joint Staff J-3 [Operations Directorate], and Joint Staff J-4 [Logistics Directorate]. Other US Government departments and agencies, NGOs, and commercial partners also play a vital

## Executive Summary

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role in virtually all aspects of the JLEnt and function on a global scale providing comprehensive, end-to-end capabilities.

### *Joint Logistics Imperatives*

Joint logistics focuses on three imperatives to influence mission success: unity of effort, JLEnt visibility, and rapid and precise response. These imperatives define the desired attributes of a federation of systems, processes, and organizations that effectively adapt within a constantly changing operational environment (OE) to meet the emerging needs of the supported JFC.

### *Joint Logistics Focus Areas*

The joint logistics community must focus on the following five areas to influence mission success: warfighting readiness, competition below armed conflict, global integration, innovation, and the strengthening of alliance and partner networks. These areas discuss the desired attributes of a federation of systems, processes, and organizations that effectively adapt within a constantly changing OE to meet the emerging needs of the supported JFC.

### *Logistics Integration*

Commanders and staffs apply basic principles, control resources, and manage capabilities to provide sustained joint logistics. Logisticians can use the principles of logistics as a guideline to assess how effective logistics are integrated into plans and execution. To achieve full integration, commanders and their logisticians coordinate, synchronize, plan, execute, and assess logistics support to joint forces during all phases of the operation.

### **Core Logistics Functions**

*Core logistics functions are considered during the employment of US military forces.*

Core logistics functions provide a framework to facilitate integrated decision making, enable effective synchronization and allocation of resources, and optimize joint logistics processes. The core logistics functions are deployment and distribution, supply, maintenance, logistics services, operational contract support (OCS), engineering, and joint health services.

### *Deployment and Distribution*

The global dispersion of the threats, coupled with the necessity to rapidly deploy, execute, and sustain operations worldwide, makes the deployment and distribution capability the cornerstone of joint logistics. These operational factors necessitate a shift from a supply-based system to a system that is primarily distribution-based with

beginning-to-end synchronization to meet JFC requirements.

### *Supply*

The Services and DLA are primarily responsible for DOD supply chain operations and manage the supply processes to provide common commodities and services to joint forces. Planning for supply operations requires a collaborative environment to fully consider all major components of the JLEnt, to include the return and retrograde of equipment and supplies.

### *Maintenance*

The Services, as part of their Title 10, United States Code (USC), responsibilities, execute maintenance as a core logistics function. The Services employ a maintenance structure of depot- and field-level maintenance to improve the JFC's freedom of action and sustain the readiness and capabilities of assigned units. These levels of maintenance use various functional capabilities and processes to achieve objectives. Maintenance planning provides optimal availability of ready, reliable systems at best value.

### *Logistics Services*

Logistics services comprise the support capabilities that collectively enable the US to rapidly provide global sustainment for our military forces. Logistics services include many scalable and disparate capabilities. Included in this area are food service, water and ice service, contingency base services, hygiene services, and mortuary affairs.

### *Operational Contract Support*

OCS is a core logistics function and a critical component of total force readiness. DOD relies on contractors to perform many tasks. OCS provides the combatant commander (CCDR) flexibility and options to employ commercially sourced logistics solutions from JLEnt partners such as base operating support intra-theater transportation, logistics services, maintenance, storage, construction, security operations, and common-user commodities.

### *Engineering*

Engineer operations integrate combat, general, and geospatial engineering to meet national and JFC requirements. Joint engineer operations facilitate the mobility and survivability of friendly forces; counter the mobility of enemy forces; provide infrastructure to position, project, protect, and sustain the joint force;

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*Executive Summary*

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contribute to a clear understanding of the physical environment; and provide support to civilian authorities and other nations.

*Joint Health Services*

Joint health care services are conducted as part of an interrelated health system that shares medical services, capabilities, and specialists among the Service components and partners with multiple agencies and nations to implement a seamless unified health care effort in support of a joint force. Joint medical capabilities encompass both health service support and force health protection functions and are employed across the full range of military operations.

**Coordinating and Synchronizing Joint Logistics***Logistics Authority*

Directive authority for logistics (DAFL) is statutory authority contained in Title 10, USC, Section 164. The statute specifies that, included among the various authorities that comprise the command authority of CCDRs, “giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics” are integral elements of that command authority. DAFL cannot be delegated or transferred. However, the CCDR may delegate the responsibility for the planning, execution, and/or management of common support capabilities to a subordinate JFC or Service component commander to accomplish the subordinate JFC’s or Service component commander’s mission. The CCDR must formally delineate this delegated authority by function and scope to the subordinate JFC or Service component commander.

*Joint Logistics Roles and Responsibilities*

The **Secretary of Defense (SecDef)** is the principal advisor to the President on defense matters and serves as the leader and chief executive officer of DOD. The offices of SecDef most concerned with logistics matters are the Under Secretary of Defense for Policy, Under Secretary of Defense for Acquisition and Sustainment (USD[A&S]), and Assistant Secretary of Defense for Logistics and Materiel Readiness.

The **Military Departments** exercise authority to conduct all affairs of their departments, including to recruit, organize, supply, equip, train, service, mobilize,

demobilize, administer, and maintain forces; construct, outfit, and repair military equipment; adhere to environmental compliance; construct, maintain, and repair buildings, structures, and utilities; and acquire, manage, and dispose of real property or natural resources.

The **Services** are the primary force providers and executors of joint logistics, as well as the primary providers of logistics in support of their own Service organizations supporting the CCDR.

**Combat support agencies (CSAs)** perform support functions or provide supporting operational capabilities, consistent with their establishing directives and pertinent DOD planning guidance. The USD(A&S) is the principal staff assistant for DLA, the Defense Contract Management Agency, and the Defense Threat Reduction Agency.

*Combatant Commander's  
Logistics Directorate*

The logistics directorate of a joint staff (J-4) at the CCMD conducts logistics planning and execution in support of joint operations. They integrate, coordinate, and synchronize Service component and CSA logistics capabilities to support the joint force. The J-4 also advises the JFC on logistics support to optimize available resources. The J-4 staff supports the operations directorate of a joint staff in the planning and executing of requirements for the joint reception, staging, onward movement, and integration process, as well as contingency base planning and sustainment. The J-4 coordinates, synchronizes, plans, and executes core logistics functions in joint and multinational environments.

*Logistics Execution  
Organizations*

The fundamental role of joint logistics is to integrate and coordinate logistics capabilities from Service, agency, and other providers of logistics support and to facilitate execution of the Services' Title 10, USC, responsibilities while supporting the ever-changing needs of the JFC. Logistics may also be called upon to support the National Guard in Title 32, USC, status. It may also include special assignment airlift missions in addition to channel airlift, surface, and sealift movements. Joint logisticians should understand how each of the Services conducts logistics at the operational level.

*Logistics Control Options*

The CCDR's logistics authority enables use of all logistics capabilities of the forces assigned as necessary



## Executive Summary

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for the accomplishment of the mission. The CCDR may elect to control logistics through the J-4 staff tailored and augmented or may decide to control joint logistics by designating a subordinate logistics organization. In these instances, the CCDR will delineate the authorities and command relationships that will be used by the subordinate commander to control logistics.

### *Technology*

The rapid advance of technology, if leveraged effectively, can enable the JFC to effectively control logistics within the operational area. Technology, in the form of information systems, decision support tools, and communications capabilities, can improve visibility of logistics processes, resources, and requirements and provide the information necessary to make effective decisions.

### *Interorganizational Cooperation*

Interorganizational cooperation that results in operational arrangements regarding joint logistics are bound together by a web of relationships among global providers. These relationships are critical to joint logistics success because logistics capabilities, resources, and processes are vested in a myriad of organizations. Leveraging multinational logistics capabilities increases the CCDR's freedom of action. Additionally, many multinational challenges can be resolved or mitigated by having a thorough understanding of the capabilities and procedures of our multinational partners before operations begin.

Integration and coordination among military forces, NGOs, and international organizations are different from the coordination requirements of a purely military operation. NGO and international organization culture is different from that of the military. Their operating procedures will undoubtedly differ from one organization to another and with DOD. However, their similar needs (e.g., distribution, materials handling equipment, shelter, water, and power) in a contingency environment will add another requirement for resources that must be addressed early in any operation.

### *Special Operations*

Special operations forces (SOF) are dependent on Service and joint logistics support as the primary means of support. Support for SOF is derived from Title 10, USC, Section 165, which states: "the Secretary of a military department is responsible for the administration and support of forces assigned to a combatant command." The

supporting DOD component is subject to the authority, direction, and control of SecDef and the authority of the supported CCDR.

### **Joint Logistics Planning**

*Joint logistics planning is conducted under the construct of joint planning*

Joint logistics planning provides the process and the means to integrate, synchronize, and prioritize joint logistics capabilities toward achieving the supported commander's operational objectives during all phases of plan development.

### *Planning Functions*

Joint planning encompasses a number of elements, including four planning functions: strategic guidance, concept development, plan development, and plan assessment. Joint planning features detailed planning guidance and frequent dialogue between senior leaders and commanders to promote a common understanding of planning assumptions, considerations, risks, course of action (COA), implementing actions, and other key factors.

### *Joint Planning Process*

Joint planning is the overarching process that guides CCDRs in developing plans for the employment of military power within the context of national strategic objectives and national military strategy to shape events, meet contingencies, and respond to unforeseen crises. Logisticians provide key inputs, analysis, and assessments throughout the process. Logistics input is derived from mission analysis; COA development, analysis, and selection; and plan development, to include preparation and submission of logistics supportability analysis.

### *Theater Logistics Analysis*

The theater logistics analysis (TLA) is a supporting process facilitating development of the theater logistics overview (TLO) through examination, assessment, and codification of an understanding of current conditions of the OE. Analysis determines infrastructure, logistics assets/resources, and environmental factors in the OE that will optimize or adversely impact means for supporting and sustaining operations within the theater. The TLA provides the framework for conceptual planning, which involves understanding the OE and the problem, determining the operation's end state, and visualizing an operational approach.

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## Executive Summary

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### *Theater Logistics Overview*

The TLO is a segment of the iterative planning process which addresses identification, understanding, and framing the theater's mission at the campaign level, not for a specific operation. In developing the TLO, logistics planners, in coordination with intelligence and operations staff segments, identify opportunities/initiatives by anticipating events. This allows them to identify decision points to operate inside the threat's decision cycle or to react promptly to deteriorating situation advancing beyond shaping operations.

### *Logistics Estimate*

The logistics estimate is an analysis of how combat service support factors can affect mission accomplishment. It contains the logistics staff's comparison of requirements and capabilities, conclusions, and recommendations about the feasibility of supporting a specified COA. This estimate includes how the core logistics functions affect various COAs.

### *Concept of Logistics Support*

The concept of logistics support (COLS) establishes priorities of support across all phases of operations to support the JFC's concept of operations (CONOPS). Logistics staff elements' active participation within and across joint planning process activities at all echelons facilitates CONOPS and associated COLS development. COLS addresses the sustainment of forces, to include identification and status of contingency basing. Through exercising DAFL, the CDR may assign a component commander with the responsibility for conducting various theater logistics functions, as well as base support at designated theater locations.

## **Executing Joint Logistics**

### *Joint Logistics Execution*

JFCs adapt to evolving mission requirements and operate effectively across a range of military operations. The joint logistician must be aware of the characteristics and focus of these operations and tailor logistics support appropriately. US and multinational partners collaborate to expand mutual support and leverage capabilities to quickly respond to future contingencies.

### *Essential Elements for Joint Logistics Execution*

The CCMD J-4 monitors, assesses, plans, synchronizes, and directs logistics operations throughout the theater. This transition may occur through the directed expansion of the joint logistics operations center and/or the CDR's joint deployment and distribution operations center.

Logisticians use a variety of automated tools to assist in planning and execution. Effective execution of logistics plans requires a robust data communications architecture. Planning should anticipate communications in degraded environments at all levels and phases of operations and include considerations for alternate routing, redundant systems, use of other systems, protocols, and message standards.

***Terminating Joint Operations***

Terminating joint operations is an aspect of the CCDR's strategy that links to achievement of national strategic objectives. The termination criteria help define the desired military end state, which normally represents a period in time or set of conditions beyond which the President does not require the military instrument of national power as the primary means to achieve remaining national objectives.

***Joint Logistics Support to Special Operations***

The JLEnt should understand the unique characteristics of SOF activities which require nonstandard logistics. Nonstandard logistics involves SOF activities and missions that sometimes require logistics support conducted either overtly, with low visibility, or where legally authorized under clandestine conditions. This support could be to US or foreign personnel across a range of missions, beyond the abilities or authorities of standard logistics, and/or to locations not within the conventional DOD distribution network.

***Joint Publication 4-06, Mortuary Affairs, Cancellation***

This publication cancels Joint Publication 4-06, *Mortuary Affairs*, which will be removed from the joint doctrine hierarchy immediately. It will also be removed from the Joint Electronic Library.

**CONCLUSION**

This publication is the keystone document of the joint logistics series. It provides the doctrinal foundation for logistics planning, execution, and assessment in support of joint operations. It also discusses logistics responsibilities, authorities, and control options available to a JFC and offers precepts to influence the commander's decision-making process.

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## CHAPTER I

### JOINT LOGISTICS OVERVIEW

*“Logistics is the bridge between the economy of the Nation and the tactical operations of its combat forces. Obviously then, the logistics system must be in harmony, both with the economic system of the Nation and with the tactical concepts and environment of the combat forces.”*

Rear Admiral Henry E. Eccles, US Navy (1959)

#### 1. Introduction

a. Sustainment—one of the seven joint functions (command and control [C2], information, intelligence, fires, movement and maneuver, protection, and sustainment) described in Joint Publication (JP) 1, *Doctrine for the Armed Forces of the United States*—is the provision of logistics and personnel services to maintain operations until mission accomplishment and redeployment of the force. Joint force commanders (JFCs) are called upon to maintain persistent military engagement in an uncertain, complex, and rapidly changing environment to advance and defend US values and interests, achieve objectives consistent with national strategy, and conclude operations on terms favorable to the US. Effective sustainment provides the JFC the means to enable freedom of action and endurance and to extend operational reach. Sustainment determines the depth to which the joint force can conduct decisive operations, allowing the JFC to seize, retain, and exploit the initiative. Joint logistics supports sustained readiness for joint forces.

b. The relative combat power that military forces can generate against a threat is constrained by their capability to plan for, gain access to, and deliver forces and materiel to points of application. **Joint logistics** is the coordinated use, synchronization, and often sharing of two or more combatant commands (CCMDs) or Military Departments’ logistics resources to support the joint force. To meet the wide variety of global challenges, combatant commanders (CCDRs), subordinate commanders, and their staffs must develop a clear understanding of joint logistics, to include the relationship between logistic organizations, personnel, core functions, principles, imperatives, and the operational environment (OE). This publication provides logistics guidance essential to the operational capability and success of the joint force. It focuses on the integration of strategic, operational, and tactical support efforts while leveraging the global joint logistics enterprise (JLEnt) to affect the mobilization and movement of forces and materiel to sustain a JFC’s concept of operations (CONOPS). Additionally, it provides guidance for joint logistics; describes core logistics functions essential to success; and offers a framework for CCDRs and subordinate commanders to integrate capabilities from national, multinational, Services, and combat support agencies (CSAs) to provide forces properly equipped and trained, when and where required. The identification of established coordination frameworks, agreements, treaties, theater distribution, and posture plans creates an efficient and effective logistics network to support the JFC’s mission.

c. Joint logistics planning must account for the adversary’s threat to logistics. It must also identify and reduce logistics and operational risks. The challenge for future joint



## Chapter I

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logistics is to adequately support globally integrated operations given the combination of five ongoing trends:

- (1) Increasing logistics requirements caused by global demand for US joint forces and operations.
- (2) Constrained and degraded resources, both overall and within the logistics force structure.
- (3) The growing complexity of logistics operations.
- (4) The proliferation of advanced antiaccess/area denial capabilities by adversaries that would degrade logistics capabilities and capacities.
- (5) The increase of cyberspace threats to joint and partner logistics networks and mission systems.

d. Logistics integrates strategic, operational, and tactical support efforts to project and sustain military power across the globe at a chosen time and place, and represents a comparative advantage that provides multiple options to leadership and multiple dilemmas to potential adversaries. A relevant and resilient JLEnt remains essential to the pursuit of national interests through assurance, deterrence, and responding to a full range of contingencies.

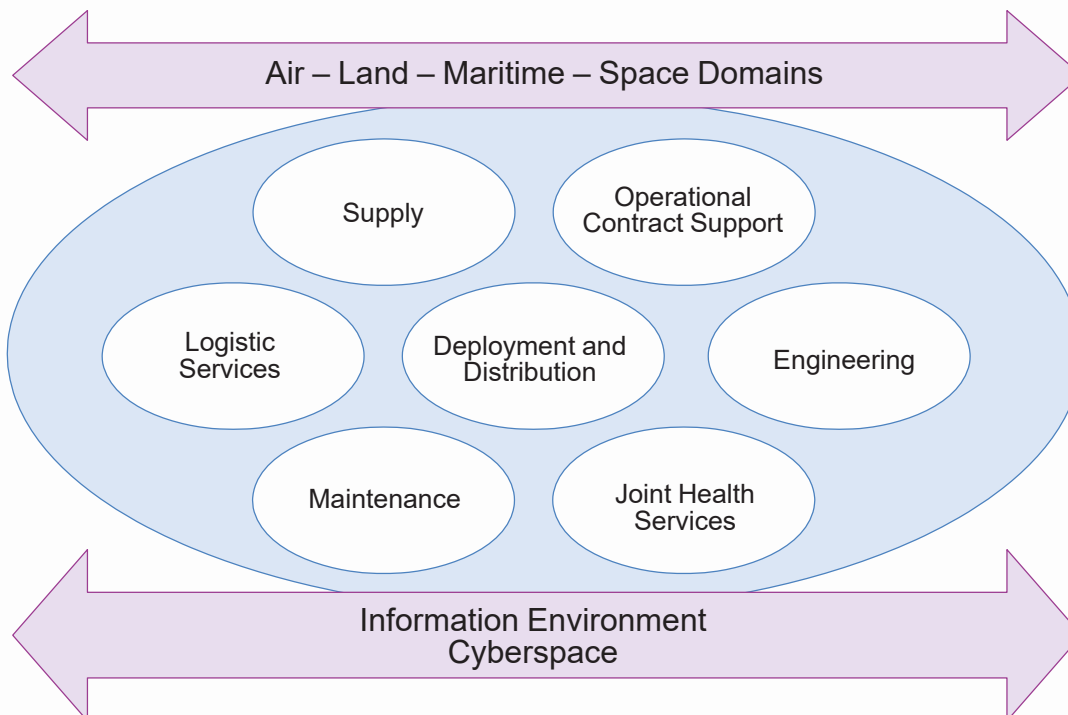
## 2. Joint Logistics Environment

a. Military leaders conduct globally integrated logistics operations in a complicated, interconnected, transregional environment (see Figure I-1). These operations involve the total force, which consists of the Active Component and the Reserve Component and Department of Defense (DOD) civilians and contracted support. Additional capabilities in the area of responsibility (AOR) or joint operations area (JOA) could also include a variety of military forces, other governmental organizations, nongovernmental organizations (NGOs), and multinational forces (MNFs). The joint logistics environment is the sum of conditions and circumstances that affect logistics. The joint logistics environment exists at the strategic, operational, and tactical levels. Globalization, technology advancements, antiaccess/area denial, and flexible threats create a complex, ever-changing OE. The essential challenge is to support unified action by meeting increasingly demanding logistics requirements with constrained resources in a potentially contested environment. Globally integrated logistics is the capability to allocate and adjudicate joint logistics support on a global scale to maximize effectiveness and responsiveness, and to reconcile competing demands for limited logistics resources based on strategic priorities. Understanding the global environment is essential to plan, execute, synchronize, assess, and coordinate logistics operations.

b. Joint logistics takes place throughout the OE. Service components and CSAs provide the forces, materials, and capabilities while the JFC's staff focuses on integrating the capabilities with operations. Access to secure networks is necessary to sustain joint

### Joint Logistics Environment Operating Framework

<u>Strategic Level</u>	<u>Operational Level</u>	<u>Tactical Level</u>
Campaign Quality	Coordinate, Integrate, and Synchronize	Effectiveness
<ul style="list-style-type: none"> <li>Industrial base capacity enables sustained operations</li> <li>End-to-end processes drive efficiencies across Services, agencies, and industry</li> <li>Effectiveness dependent upon optimizing processes against required outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Combatant commander integrates joint requirements with national systems</li> <li>Must optimize component, agency, and other partner nation capabilities to meet requirements</li> <li>Most significant impact for joint logistics and the joint force</li> </ul>	<ul style="list-style-type: none"> <li>Outcome is measured</li> <li>Operational readiness enables “freedom of action”</li> <li>Desired outcomes should drive optimization—from strategic to tactical</li> </ul>



**Figure I-1. Joint Logistics Environment Operating Framework**

force readiness. Effective networks are used to find and access relevant information, facilitate collaboration, distribute data to forward deployed areas, increase performance and reliability, ensure the enterprise infrastructure for evolving DOD systems is resilient, and leverage partner nations' (PNs') capabilities.

## Chapter I

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c. **Building Partnership Capacity (BPC).** Complicated supply lines, finite resources, the challenges of providing robust logistics in austere environments, and shared lines of communications (LOCs) require the ability to establish and foster nontraditional partnerships. For some operations, logistics forces may be employed in quantities disproportionate to their normal military roles and in nonstandard tasks. Further, logistics forces may precede other military forces or may be the only forces deployed. Logistics forces also may continue to support other military personnel and civilians after the departure of combat forces. BPC is important for sharing the costs and responsibilities, improving information flow, and establishing PN agreements. BPC includes coordination of resources with multinational partners, international organizations, and NGOs. BPC improves unity of effort within the entire JLEnt. BPC is an essential component of joint operations because the Services seldom have sufficient capability to support a joint force independently. BPC is an ongoing, long-term relationship development process that may not yield immediate results. The earlier the BPC efforts begin, the better the chance of success for securing partner logistics support when needed. By combining capabilities, commanders can provide maximum effectiveness and flexibility to the joint force focused on objectives that deliver sustained logistics support.

### 3. Joint Logistics Enterprise

a. The purpose of the JLEnt is to protect and sustain military power across the globe at a time and place of our choosing and represents a US comparative advantage that provides multiple options to our nation's leadership and multiple dilemmas to potential adversaries. The JLEnt is a multitiered matrix of key global logistics providers cooperatively structured through an assortment of collaborative agreements, contracts, policy, legislation, or treaties utilized to provide the best possible support to the JFC or other supported organization. The key DOD organizations in the JLEnt include the Services, CCMDs, Defense Logistics Agency (DLA), Joint Staff J-3 [Operations Directorate], and Joint Staff J-4 [Logistics Directorate]. Other US Government departments and agencies, NGOs, and commercial partners also play a vital role in virtually all aspects of the JLEnt and function on a global scale, providing comprehensive, end-to-end capabilities. The JLEnt may also include multinational partners and international organizations. Participants operate across the strategic, operational, and tactical levels—many are affiliated with either supported or supporting commands and operate under a variety of command relationships.

b. The JLEnt is interconnected among global logistics providers, supporting and supported organizations and units, and other entities. Knowing the roles, responsibilities, relationships, and authorities of JLEnt partners is essential to planning, executing, controlling, and assessing logistics operations. JLEnt partners must collaborate to ensure the coordinated employment and sharing of capabilities and resources. Global logistics providers manage end-to-end processes that provide capabilities to the supported CCDR to fulfill requirements. The transregional, multi-domain, and multifunctional nature of future threats, combined with budgetary pressures, require enterprise-wide tradeoffs; these tradeoffs can be mitigated through persistent responsiveness.

#### 4. Joint Logistics Imperatives

Joint logistics focuses on three imperatives to influence mission success: unity of effort, JLEnt visibility, and rapid and precise response. These imperatives define the desired attributes of a federation of systems, processes, and organizations that effectively adapt within a constantly changing OE to meet the emerging needs of the supported JFC. The joint logistics imperatives support operations, which is the primary purpose of logistics. Successfully meeting the needs of operational forces will build trust in the logistics process and between organizations during joint operations. These imperatives guide joint logisticians in the performance of the integrating functions needed for successful joint logistics operations.

a. **Unity of Effort.** Unity of effort is the coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization. Unity of effort is the product of successful unified action. For joint logisticians, unified action synchronizes and integrates logistics capabilities focused on the commander's intent. Unified action is critical to joint logistics objectives. To achieve unity of effort, joint logisticians must develop a clear understanding of how joint and multinational logistics (MNL) processes work, know the roles and responsibilities of the providers executing tasks in those processes, build agreement around common measures of performance, and ensure appropriate members of the JLEnt have visibility into the processes.

b. **JLEnt Visibility.** JLEnt visibility is access to logistics processes, resources, and requirements data to provide the information necessary to make effective decisions. JLEnt visibility is inclusive of the sub-components: in-transit visibility (ITV) and the Defense Transportation System (DTS).

(1) ITV is the ability to track the identity, status, and location of DOD units, non-unit cargo or supplies, passengers, patients, and personal property from origin to consignee or destination.

(2) DTS is that portion of the worldwide transportation infrastructure that supports DOD transportation needs in peace and war. It consists of three major sources of transportation resources and capabilities: military (organic), commercial (nonorganic), and host nation (HN). Resources include inland surface transportation (rail, road, and inland waterway), sea transportation (coastal and ocean), air transportation, and pipelines. DTS infrastructure and supporting services include seaports, aerial ports, railways, highways, pipeline pumping and terminal stations, automated information systems, ITV, customs, and traffic management. DTS is essential to the DOD transportation capability to project military power worldwide. Combining the capabilities of airlift, sealift, and land transportation with the integrated control networks of the DTS optimizes their effective use, provides greater visibility over movements, and contributes to the global agility required of the joint force. For more information on DTS, see Appendix E, "Defense Transportation System."

## Chapter I

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c. JLEnt visibility provides the means to share information and optimize logistics capabilities to achieve objectives, increase readiness, provide access to authoritative logistics information, and enable the user to respond quickly to the joint force's changing needs. Sharing data is essential to JLEnt visibility. Complete and timely information provides leaders and planners the ability to match available resources to operational demands. Visibility answers the commander's questions: What is it? Where is it? How and when will it arrive? To improve visibility and globally integrate operations, the JLEnt:

(1) Develops and enables common processes, methods, and language for JLEnt providers.

(2) Promotes policies that encourage transparency and the logistics community data owners to make their data accessible, interoperable, and secure.

(3) Cultivates global sourcing of resources among mission partners, across geographic boundaries, and among organizational affiliations through the development of operational requirements and the associated logistics requirements as early as possible to meet mission requirements.

(4) Pursues technology investments offering cost-effective methods to advance logistics visibility in an effort to improve operational effectiveness.

d. **Rapid and Precise Response.** Rapid and precise response is the ability of the core logistics functions, military and commercial, to meet the constantly changing needs of the joint force. The effectiveness of joint logistics can be measured by assessing the following attributes or key performance indicators.

(1) Velocity is at the core of responsiveness. Velocity does not mean everything moves at the same rate or fastest rate, but everything moves according to priority at the rate that produces a balance between efficiency and effectiveness to fully meet the CCDR's operational needs.

(2) Reliability is reflected in the dependability of the global providers and the development of a resilient distribution network able to deliver required support when promised. Reliability is characterized by a high degree of predictability or time-definite delivery of support. Time-definite delivery is the consistent delivery of requested logistics support at a time and destination specified by the requiring activity.

(3) Efficiency is related directly to the amount of resources required to achieve a specific objective. In the tactical and operational environments, inefficiency increases the logistics footprint, force protection requirements, and risk. At the strategic level, inefficiency increases the cost and risk for the operation.

(4) Effectiveness is the ability of the JLEnt to fully meet the CCDR's operational requirements within acceptable risk. Effectiveness is providing the right logistics solutions at the right time and place.

## 5. Joint Logistics Focus Areas

The joint logistics community must focus on the following five areas to influence mission success: warfighting readiness, competition below armed conflict, global integration, innovation, and the strengthening of alliance and partner networks. These areas discuss the desired attributes of a federation of systems, processes, and organizations that effectively adapt within a constantly changing OE to meet the emerging needs of the supported JFC. These focus areas will guide joint logisticians in the performance of the integrating functions needed for successful joint operations.

a. **Warfighting Readiness.** The Joint Staff will champion efforts to enhance and protect the JLEnt's capability, capacity, and comprehensive readiness to project/sustain military power globally at a chosen time and place. In particular, JFCs will assess and mitigate risk within operational planning activities to ensure the joint force is logistically positioned to support the range of military operations.

b. **Competition Below Armed Conflict.** Adversaries understand that strategic logistics is a comparative advantage of the US and will attempt to undermine its ability to project/sustain military power. These "supply chain wars" cut across all instruments of national power and include infiltration of traditional business systems. The joint force must understand this competition space, and our adversaries' capabilities/intentions in targeting the JLEnt, and pursue actions to protect mission assurance.

c. **Global Integration.** The JLEnt must be able to effectively allocate scarce resources to meet global priorities. Joint logisticians must have access to strategic logistics information and institute flexible processes that provide an accurate picture of the logistics environment to facilitate timely resource-informed decision making and enables operational success.

d. **Innovation.** A "data culture" improves the understanding of potential concepts like big data, artificial intelligence, machine learning, and modern computing power with regard to revolutionary improvements across the JLEnt. Adversaries will focus efforts on eroding the comparative competitive advantage in technology. Success in future conflicts may depend on the ability to expeditiously adopt and field new technologies that assure the continued ability to project and sustain power.

e. **Strengthen Alliance and Partner Networks.** Relationships with like-minded partners are essential to advancing US interests. It is critical to continue to advocate and support JLEnt efforts that increase joint force lethality, global agility, interoperability, and operational effectiveness through expanded access, visibility, and cooperation. Joint logisticians must understand the ability to project and sustain power is inextricably linked to the JLEnt, its array of partners and allies within DOD and broader US Government organizations, the industrial base, and aligned nations.



## 6. Logistics Integration

Commanders and staffs apply basic principles, control resources, and manage capabilities to provide sustained joint logistics. Logisticians can use the principles of logistics as a guideline to assess how effective logistics are integrated into plans and execution. To achieve full integration, commanders and their logisticians coordinate, synchronize, plan, execute, and assess logistics support to joint forces during all phases of the operation.

### a. Principles of Logistics

(1) **Responsiveness.** Responsiveness is providing the right support when and where it is needed. Characterized by the reliability of support and the speed of response to the needs of the joint force, responsiveness is achieved through the determination of operational requirements and associated logistics requirements as early as possible in the planning process. Clearly understood processes and well-developed decision support tools are key elements enabling responsiveness to emerging requirements. By monitoring the battle rhythm and the execution of the operation, the joint logistician can anticipate logistics issues and adjust to support emerging operational needs.

(2) **Simplicity.** Simplicity fosters efficiency in planning and execution, and allows for more effective control over logistics operations. Clarity of tasks, standardized and interoperable procedures, and clearly defined command relationships contribute to simplicity. Simplicity is a way to reduce the “fog of war” or the friction caused by combat. Clear objectives, relevant processes, and documented procedures assist unity of effort.

(3) **Flexibility.** Flexibility is the ability to improvise and adapt logistics requirements and procedures to changing situations, missions, and operational requirements. Flexibility is not only how well logistics operations can respond to unanticipated changes in a dynamic environment but also the diverse support options that should be made available to commanders. Where responsiveness is a commander’s view of logistics support, flexibility is a logistician’s view of being responsive. The logistician’s ability to anticipate requirements in an OE allows for the development of viable options able to support operational needs.

(4) **Economy.** Economy is the minimum amount of resources required to bring about or create a specific objective. Economy is achieved when support is provided using the fewest resources within acceptable levels of risk. At the tactical and operational levels, economy is reflected in the number of personnel, units, and equipment required to deliver support. Every individual or piece of equipment devoted to unneeded logistic capability is a direct drain on the resources needed by the joint force to complete its mission. Among the key elements of the logistics principle of economy is the identification and elimination of redundancy.

(5) **Attainability.** Attainability is the point at which the CCDR or subordinate JFC judges that sufficient supplies, support, distribution capabilities, and LOC capacity

exist to initiate operations at an acceptable level of risk. Some examples of minimal requirements are inventory on hand (days of supply), critical support and Service capabilities, theater distribution assets (surge capability), combat service support (CSS) sufficiency, and force reception throughput capabilities.

(6) **Sustainability.** Sustainability is the ability to maintain the necessary level and duration of logistics support to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support military action. Sustainability is focused on the long-term objectives and requirements of the supported forces. Sustainability provides the JFC with the means to enable freedom of action and extend operational reach.

(7) **Survivability.** Survivability is the capacity of an organization to prevail in spite of adverse impacts or potential threats. To provide continuity of support, critical logistics infrastructure must be identified and plans developed for its protection and/or to mitigate its loss. Survivability is directly affected by dispersion, design of operational logistics processes, and the allocation of forces to protect critical logistics infrastructure. Examples of critical logistics infrastructure include industrial centers, airfields, seaports, railheads, supply points, depots, LOCs, bridges, intersections, logistics centers, and military installations.

b. **Coordinating and Synchronizing.** Effective coordination of joint logistics includes choosing organizational options to execute effective joint logistics operations.

*Chapter III, “Coordinating and Synchronizing Joint Logistics,” provides additional details.*

c. **Planning.** Logistics planners at every level should set conditions for subordinate success. Timely, accurate, and responsive planning enables trade-offs, alternate courses of action (COAs), and, therefore, freedom of action for JFCs. Joint logistics planning links the mission and commander’s intent to core logistics functions, procedures, and organizations. This establishes the JFC’s ability to meet requirements in terms of forces, capabilities, movement, projection, sustainment, duration of operations, redeployment, and retrograde. Joint logistics operations overseas should be planned and conducted with appropriate consideration of their effect on the environment in accordance with applicable US and HN agreements, environmental laws, policies, and regulations. Joint logistics operations planned and conducted within the US and territories will be conducted in compliance with applicable federal, state, or local environmental laws and regulations. Early planning is essential to ensure all appropriate environmental reviews have been completed in accordance with Department of Defense Instruction (DODI) 4715.06, *Environmental Compliance in the United States*, and for installations outside the continental United States (CONUS), see DODI 4715.05, *Environmental Compliance at Installations Outside the United States*.

*See Chapter IV, “Joint Logistics Planning,” for additional details.*

Chapter I

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d. **Executing.** Executing joint logistics involves the employment of capabilities and resources to support joint and multinational operations.

*See Chapter V, “Executing Joint Logistics,” for additional details.*

e. **Assessing.** Assessing joint logistics facilitates future success through plan refinement and adaptation. The joint logistician must be able to assess and respond to requirements by monitoring dynamic situations and providing accurate feedback to subordinates and decision makers.

## CHAPTER II CORE LOGISTICS FUNCTIONS

*“Gentlemen, the officer who doesn’t know his communications and supply as well as his tactics is totally useless.”*

**General George S. Patton, US Army (1885-1945)**

### 1. Introduction

Core logistics functions provide a framework to facilitate integrated decision making, enable effective synchronization and allocation of resources, and optimize joint logistics processes. The challenges associated with support cut across all core logistics functions, especially when multiple joint task forces (JTFs) or multinational partners are involved. The core logistics functions are: deployment and distribution, supply, maintenance, logistics services, operational contract support (OCS), engineering, and joint health services. The core logistics functions are considered during the employment of US military forces in coordinated action toward a common objective and provide global force projection and sustainment (see Figure II-1).

### 2. Deployment and Distribution

The global dispersion of the threats, coupled with the necessity to rapidly deploy, execute, and sustain operations worldwide, makes the deployment and distribution capability the cornerstone of joint logistics. These operational factors necessitate a shift from a supply-based system to a system that is primarily distribution-based with beginning-to-end synchronization to meet JFC requirements. Through sharing critical information, it is possible to create unity of effort among diverse distribution organizations to satisfy deployment, execution, and sustainment operations. Reducing the joint logistics footprint provides JFCs with additional options to control the time and place of engagements; increased freedom to operate; and enhanced range, endurance, and agility of employed forces.

*See JP 3-35, Deployment and Redeployment Operations, and JP 4-09, Distribution Operations, for additional information.*

a. **Move the Force.** The Joint Staff J-3 is the DOD focal point to improve the joint deployment process by developing policy, procedures, and information technology in collaboration with other stakeholders. United States Transportation Command (USTRANSCOM) supports the deployment process during planning and execution by providing the strategic distribution capability to move forces and materiel in support of JFC operational requirements and to redeploy personnel, equipment, and materiel. As the Joint Deployment and Distribution Coordinator (JDDC), Commander, United States Transportation Command (CDRUSTRANSCOM), exercises coordinating authority for joint deployment and distribution enterprise (JDDE) operations and planning and will collaborate with other CCMDs, the Services, and, as directed, US Government departments and agencies. USTRANSCOM maintains the global capability for rapid and

## Chapter II

## Core Logistics Functions

Core Functions	Functional Capabilities
Deployment and Distribution	<ul style="list-style-type: none"> <li>• Move the force</li> <li>• Sustain the force</li> <li>• Operate the joint deployment and distribution enterprise</li> </ul>
Supply	<ul style="list-style-type: none"> <li>• Manage supplies and equipment</li> <li>• Inventory management</li> <li>• Manage global supplier networks</li> </ul>
Maintenance	<ul style="list-style-type: none"> <li>• Depot maintenance operations</li> <li>• Field maintenance operations</li> <li>• Equipment reset</li> </ul>
Logistics Services	<ul style="list-style-type: none"> <li>• Food service</li> <li>• Water and ice service</li> <li>• Contingency base services</li> <li>• Hygiene services</li> <li>• Mortuary affairs</li> </ul>
Operational Contract Support	<ul style="list-style-type: none"> <li>• Contract support integration</li> <li>• Contracting support</li> <li>• Contractor management</li> </ul>
Engineering	<ul style="list-style-type: none"> <li>• General engineering</li> <li>• Combat engineering</li> <li>• Geospatial engineering</li> </ul>
Joint Health Services	<ul style="list-style-type: none"> <li>• Force health protection</li> <li>• Health service support</li> </ul>

Figure II-1. Core Logistics Functions

decisive military force power projection and to coordinate, sustain, and improve DOD distribution processes. This includes coordinating the capability to transport units, equipment, and initial sustainment from the point of origin to the point of need and provides JDDE resources to augment or support operational movement requirements of the JFC.

b. **Sustain the Force.** Sustaining the force consists of delivering non-unit-related cargo and personnel. USTRANSCOM is responsible for planning and coordinating the DOD distribution system and collaborates with DLA and other logistics providers to move materiel through the distribution pipeline, from sourcing to the end user. Distribution planning requires the continuous cycle of requirements collection, workload forecasting, assessment of network design and performance, and development of actionable recommendations that achieve operational balance between readiness,

efficiency, and effectiveness. Additionally, USTRANSCOM supports retrograde actions by moving non-unit equipment and materiel from the forward locations to a reset program or another directed operational area (OA).

c. **Operate the JDDE.** The JDDE includes equipment, procedures, doctrine, leaders, technical connectivity, information, organizations, facilities, training, and materiel necessary to conduct joint deployment and distribution operations. The JDDE is a critical part of the JLEnt, and its governance is the primary responsibility of the JDDC in coordination with the Joint Staff J-4 and other members of the JDDE.

### 3. Supply

The joint logistician must understand the complexities of supply operations, the functions and processes that define them, and the organizations and personnel responsible for executing tasks to meet the JFC's requirements. The Services and DLA are primarily responsible for DOD supply chain operations and manage the supply processes to provide common commodities and services to joint forces. Planning for supply operations requires a collaborative environment to fully consider all major components of the JLEnt, to include the return and retrograde of equipment and supplies.

a. **Supply Chain.** The DOD supply chain is a global network that provides materiel, services, and equipment to the joint force. The fundamental objective of the supply chain is to understand the requirements, maximize force readiness, and optimize the allocation of joint resources. The functional capabilities that contribute to the DOD supply chain include management of supplies and equipment; inventory management; management of global supplier networks; and assessment of global (forward-deployed and pre-positioned) requirements, resources, capabilities, and risks. DOD's supply chain responsiveness, access to contingency support locations, and reliability affect the readiness and capabilities of US military forces and are critical to the overall success of globally integrated joint operations. The US military supply chain (to include the defense industrial base) represents a major competitive advantage that underpins deterrence and allows the US to project power. In a major conflict, where usage rates could exceed replenishment rates, or when faced with a requirement to rapidly reconstitute the joint force, it is essential mobilization planning and mobilization activities be able to surge to meet these additional needs; and that operational planning is informed by limitations in logistics capabilities, to include surge capabilities, ensuring operational objectives are realistic and achievable.

*For more information, see JP 4-05, Joint Mobilization Planning.*

b. **Supply Chain Management.** Supply chain management involves identifying and coordinating requirements, planning and synchronizing joint supply activities throughout DOD, and managing key global suppliers to support CCDR requirements. Critical elements of supply chain management include understanding and prioritizing requirements, monitoring forces as they maneuver and expend resources and supplies, identifying mission-essential weapon systems and equipment, watching materiel moving real-time through the distribution pipeline, accurately forecasting demands for



## Chapter II

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sustainment, diverting materials en route to meet new priorities as they arise, and prioritizing supply tasks in the AOR. Operational and logistics planners can optimize supply chain support and identify surge and sustainment requirements. Planners identify mission priorities, assess risks, and plan for the protection of the supply chain in the operational theater. Additional responsibilities include planning for disposition of hazardous materials, planning to retrograde material and equipment, establishing JLEnt visibility of materiel requirements, and recommending logistics resource allocation solutions.

c. **Supply Chain Areas.** Joint logisticians must integrate all three areas of the DOD supply chain: managing supplies and equipment, managing inventory, and managing global supplier networks to provide responsive supply operations.

(1) **Manage Supplies and Equipment.** Joint logisticians integrate supply operations and ensure that suppliers meet joint force demands. Logisticians collaborate with the Services to execute an effective interface between supply operations from acquisition to delivery. Figure II-2 lists the classes and subclasses of supply managed by joint logisticians and their common-user logistics (CUL) suitability.

(2) **Inventory Management.** Inventory management is the process of managing, cataloging, determining requirements, procuring, distributing, overhauling, and disposing of materiel. Logisticians use inventory management processes to balance materiel availability to meet the operational requirements of the end user. Managing inventory throughout the operation includes collaborating with the joint force and distribution providers to provide the most effective support. Materiel inventory management capitalizes on accurate, real-time, and widely visible information and performance trends to inform decisions about attributes of the materiel inventory throughout the supply chain.

*See DODI 3110.06, War Reserve Materiel (WRM) Policy, for additional information.*






(3) **Manage Global Supplier Networks.** A supply chain network is an engineered flow of information, funding, or materiel from its suppliers to customers. Deployment and distribution capabilities are linchpins in end-to-end supply chain management. Organizations provide data on the status of supplies and suppliers so logisticians can manage the JLEnt and adjust as necessary to the dynamics of operations.

*See JP 3-35, Deployment and Redeployment Operations; JP 4-01, The Defense Transportation System; and JP 4-09, Distribution Operations, for additional information.*

## 4. Maintenance

Maintenance supports system readiness for the JFC. The Services, as part of their Title 10, United States Code (USC), responsibilities, execute maintenance as a core logistics function. The Services employ a maintenance structure of depot- and field-level maintenance to improve the JFC's freedom of action and sustain the readiness and capabilities of assigned units. These levels of maintenance use various functional

## Classes, Subclasses of Supply, and Common-User Logistics Suitability

Class	Symbols	Subclass	Common-User Logistics (CUL) Capability
I. <b>Subsistence:</b> Food		A - Nonperishable dehydrated subsistence that requires organized dining facilities C - Combat rations includes meals, ready to eat that require no organized dining facility; used in combat and in-flight environments. Includes gratuitous health and welfare items R - Refrigerated subsistence S - Non-refrigerated subsistence (less other subclasses) W - Water	Fully suited to CUL
II. <b>General Support Items:</b> Clothing, individual equipment, tentage, organizational tool sets and tool kits, hand tools, material, administrative, and housekeeping supplies		A - Air B - Ground support material E - General supplies F - Clothing and textiles G - Electronics M - Weapons T - Industrial supplies (e.g., bearings, block and tackle, cable, chain, wire, rope, screws, bolts, studs, steel rods, plates, and bars)	Limited CUL suitability
III. <b>Petroleum, Oils, Lubricants (POL):</b> Petroleum (including packaged items), fuels, lubricants, hydraulic and insulating oils, preservatives, liquids and compressed gasses, coolants, deicing, and antifreeze compounds, plus components and additives of such products, including coal		A - Air W - Ground (surface) P - Packaged POL	Excellent CUL candidate (with some limitations)
IV. <b>Construction/Barrier:</b> Materials that support fortification, obstacle and barrier construction, and construction material for base development and general engineering		A - Construction B - Barrier materials	Fully suited for CUL
V. <b>Ammunition:</b> Ammunition of all types (including chemical, radiological, and special weapons), bombs, explosives, mines, fuses, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items		A - Air W - Ground	Limited, primarily to small arms, selected larger munitions






**Figure II-2. Classes, Subclasses of Supply, and Common-User Logistics Suitability**

capabilities and processes to achieve objectives. Maintenance planning provides optimal availability of ready, reliable systems at best value.

a. **Depot Maintenance.** Depot-level maintenance performs materiel maintenance requiring major overhaul or a complete rebuilding of parts, assemblies, subassemblies, and

## Chapter II

## Classes, Subclasses of Supply, and Common-User Logistics Suitability (continued)

Class	Symbols	Subclass	Common-User Logistics (CUL) Capability
VI. Personal Demand Items: Nonmilitary sales items		A - Personal demand items not packaged as ration supplement sundry packs (RSSP) M- Personal and official letter and packaged mail. Does not include items in other classes such as spare parts P - RSSP	Fully suited for CUL
VII. Major End-Items: A final combination of end-products ready for intended use (e.g., launchers, tanks, racks, adapters, pylons, mobile machine shops, and administrative and tracked vehicles)		A - Air B - Ground support material (includes power generators, fire-fighting, and mapping equipment) D - Administrative and general purpose vehicles (commercial vehicles used in administrative motor pools) G - Electronics J - Tanks, racks, adapters, and pylons (US Air Force only) K - Tactical and special purpose vehicles (includes trucks, truck-tractors, trailers, semi-trailers, etc.) L - Missiles M - Weapons N - Special weapons X - Aircraft engines	Not suitable for CUL
VIII. Medical Material/ Medical Repair		A - Medical material (including repair parts special to medical items) B - Blood and fluids	Fully suited for CUL
IX. Repair Parts (less medical special repair parts): All repair parts and components, including kits, assemblies, material power generators sub-assemblies (repairable and nonrepairable) required for all equipment; dry batteries		A - Air B - Ground support material, power generators, and bridging, fire-fighting, and mapping equipment D - Administrative vehicles (vehicles used in radio administrative motor pools) G - Electronics K - Tactical vehicles (including trucks, truck-tractors, trailers, semi-trailers, etc.) L - Missiles M - Weapons N - Special weapons T - Industrial supplies (e.g., bearings, block and tackle, cable, chain, wire, rope, screws, bolts, studs, steel rods, plates, and bars) X - Aircraft engines	Not suitable for CUL except for common items; requires special coordination to ensure proper support
X. (code as zero '0'): Material to support military programs, not included in classes I through IX		None	Fully suited for CUL

**Figure II-2. Classes, Subclasses of Supply, and Common-User Logistics Suitability (continued)**

end items. Depot maintenance includes the manufacture of parts, modifications, testing, and reclamation as required; provides a source of serviceable equipment; and supports field maintenance by providing technical assistance or performing maintenance tasks beyond their responsibility. Depot maintenance is the most complex and extensive level of maintenance work and is a significant tie between the nation's industrial base and military operations. Depot maintenance includes all aspects of software maintenance/sustainment, which are those activities after initial operating capability of fielding, necessary to:

(1) Correct defects and/or improve performance.

(2) Upgrade or modify to adapt and/or perfect the fielded software baseline to a changing/changed environment. Maintenance/sustainment can include the modifications or upgrades necessary to ensure safety and relevance in operations and interoperability with other systems.

b. **Field Maintenance.** The purpose of field-level maintenance is to return systems rapidly to users in a ready status. Field maintenance encompasses the organizational and on-system maintenance and repairs necessary for day-to-day operations, as well as the intermediate, off-system repair of components and end items for weapons systems and supply chains. Field maintenance is less complex than depot-level maintenance and serves as the link between strategic capabilities and tactical requirements.

c. **Maintenance Personnel.** Depot and field maintenance personnel must possess the training, technical skills, tools, equipment, facilities, and an established quality assurance (QA) program to maintain equipment readiness. The following maintenance functions are performed at both depot and field locations:

(1) **Inspect.** Determines faults and verifies repairs or determines conditions by comparing characteristics to serviceability standards.

(2) **Test.** Evaluates the operational condition of end items and subsystems against established performance parameters.

(3) **Service.** Includes preventive maintenance checks and services, monitoring equipment health and conditions, and predictive maintenance to anticipate failures and diagnose faults.

(4) **Repair.** Restores items to serviceable status.

(5) **Rebuild.** Returns items to standards as close as possible to original conditions in appearance, performance, and life expectancy. This is the highest degree of materiel maintenance applied to equipment.

(6) **Calibrate.** Compares, adjusts, and validates systems of unknown accuracy to standards of known accuracy. If necessary and possible, adjustments are made to bring systems back into compliance with established performance standards.

d. **Maintenance Responsibility.** Geographic combatant commanders (GCCs) coordinate Service maintenance operations within their AORs. Functional CCDRs coordinate Service maintenance operations within their functional areas. CCDR requirements must be clear, and Service maintenance capabilities must be synchronized to provide the most effective materiel available to the joint force. Where practical, facilities for joint or cross-Service maintenance should be established, and inter-Service use of capabilities should be emphasized over single Service support. Lead Service or agency

## Chapter II

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support, or in some cases multinational support, options may also provide more effective maintenance capabilities to support joint operations. These support options create greater synergy with systems common to two or more Services or multinational partners. Maintenance of ground systems, support equipment, communications electronics, and commercial systems can benefit from maintenance consolidation arrangements and can generate higher operational readiness, while reducing logistics footprint and cost.

e. **Equipment Reset.** Equipment deployed to a theater of operations must be periodically refurbished to meet current theater requirements. Equipment reset is a critical activity that restores a unit to a desired level of combat capability commensurate with its future mission. Equipment reset encompasses maintenance and supply activities that restore, reconstitute, and enhance the combat capability of unit and prepositioned equipment that has been destroyed, damaged, stressed, or worn out beyond economic repair due to operations. Equipment reset repairs or rebuilds the equipment to specified standards. When appropriate, it enhances existing equipment by inserting new technologies, restoring selected equipment to meet current or future operational demands, and/or procuring replacement equipment. Equipment reset is accomplished by both depot-level and field-level maintenance activities that perform major repairs, overhauls, and recapitalization (rebuilds or upgrade). Equipment reset is normally initiated with the rotation/return of equipment from an AOR. It may also be performed in theater when practical. Equipment reset of systems common to two or more Services may be performed under inter-Service arrangements when advantageous in terms of cost, logistics footprint, or operational readiness.

f. **Contractor Logistics Support (CLS) and Interim Contractor Support (ICS).** CLS/ICS are other sources of logistic support and are integral to providing service and material solutions to the warfighter for sustained operations. CLS is a method of obtaining commercially contracted logistics support for a product or service for a specified period of time. ICS provides temporary contractor support in lieu of organic capability for a predetermined time allowing a Service to defer investment in all or part of required support resources while an organic support capability is phased in. CLS/ICS can also include maintenance services and materiel provided under equipment warranty programs. In order to be effective, CLS/ICS must be planned and coordinated so that usage requirements are tracked, accountability is maintained, and tactical distribution requirements are met.

*See Department of Defense Directive (DODD) 4151.18, Maintenance of Military Materiel, for overall policy framework for the accomplishment of DOD maintenance.*

## 5. Logistics Services

Logistics services comprise the support capabilities that collectively enable the US to rapidly provide global sustainment for our military forces. Logistics services include many scalable and disparate capabilities. Included in this area are food service, water and ice service, contingency base services, hygiene services, and mortuary affairs (MA).

a. **Food Service.** Includes all aspects of dining facility management, subsistence procurement and storage, food preparation, food sanitation protection (food defense and food safety), and delivery to supported personnel.

b. **Water and Ice Service.** Includes capability to purify, test, store, and distribute bulk packaged and frozen water in a deployed environment. Water and ice for human consumption must meet potable water standards.

c. **Contingency Base Services.** Provides the assets, programs, and services necessary to support CCMD operations. This includes capabilities to operate, manage, and transition, transfer, or close contingency locations for force application. Contingency locations provide shelter, billeting, utilities, common-user life support management, force protection, and facility management (i.e., mayoral capability) in a deployed environment. The base operating support (BOS) functions of the personnel, equipment, services, activities, operational energy, and resources required to sustain operations at an installation are managed by a base operating support-integrator (BOS-I). A GCC may designate a Service component commander, subordinate unified commander, or JTF commander as the BOS-I at each contingency location.

*Refer to JP 4-04, Contingency Basing, for more information on how the GCC can manage the various functions of BOS between Service components or PNs within a theater of operations from one base to another and within a single contingency location.*

(1) **Real Property Life Cycle Management.** Provides acquisition, support, sustainment, recapitalization, disposal, and economic adjust activities for contingency location assets.

(2) **Support Services.** Deliver selected services to meet the requirements of the contingency location's population and mission. Support services provide security and emergency services, safety, base support vehicles and equipment, billeting services, airfield management, port services, range management, and space support services. These do not include services related to real property or personnel services.

d. **Hygiene Services.** Include both personal hygiene and textile services. Personal services provide adequate sinks, showers, and toilets to meet needs of both men and women. Textile services provide cleaning, repair, and return of clothing items and individual equipment.

e. **MA.** The DOD Mortuary Affairs Program is a broadly based military program that provides for the care and disposition of deceased personnel and the handling of their personal effects (PE). The DOD Mortuary Affairs Program covers the return of human remains across a conflict continuum ranging from peace through war. The CCMDs and Services provide MA support across the range of military operations to:

(1) Search; recover; evacuate; and provide temporary interment, disinterment, and contamination mitigation of deceased DOD-affiliated or -covered persons, consistent



## Chapter II

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with applicable laws and regulations, who die in military operations, training accidents, or other DOD-related fatality incidents.

(2) Operate MA processing points during military operations. MA processing points include mortuary affairs collection points (MACPs), theater mortuary evacuation points (TMEPs), mortuary affairs contaminated remains mitigation sites, temporary interment sites, and PE depots.

(3) Prepare and coordinate evacuation of human remains to the place designated by the person authorized to direct disposition of human remains.

(4) Operate DOD mortuaries and preparation points worldwide for the preparation of human remains and coordination of final disposition. Establishment of other port mortuaries, if so directed. Note: The Armed Forces Medical Examiner System may, for operational purposes, designate the use of a specific DOD mortuary.

(5) Collect, inventory, store, and process PE of deceased and missing DOD-affiliated or -covered persons; upon the request of the Department of State, when approved by the Secretary of Defense (SecDef), the PE of US citizens and others; and when directed, the effects of multinational partners, third-country, local national, and adversary personnel. The term PE is overarching and includes, for example, the effects found on the human remains, in the vicinity of an incident, in individual's billeting area, in the laundry, or in the vehicle in which the human remains were located.

*For more information, see Appendix M, "Mortuary Affairs Planning," and DODD 1300.22, Mortuary Affairs Policy.*

### **6. Operational Contract Support**

OCS is a core logistics function and a critical component of total force readiness. DOD relies on contractors to perform many tasks. OCS provides the CCDR flexibility and options to employ commercially sourced logistics solutions from JLEnt partners such as BOS intra-theater transportation, logistics services, maintenance, storage, construction, security operations, and common-user commodities. OCS is not simply a means to acquire logistics support when organic logistics is not available or feasible. When properly planned, OCS can be a significant capability that enables mission accomplishment.

a. Contract support integration is the planning, coordination, and synchronization of contracted support requirements combined with an understanding of the business environment executed in a designated OA in support of the joint force. Effective contract support integration by the JFC maintains visibility of contracted capabilities. Service logistics organizations also have a significant role to play in contract support integration when it comes to requirements development and post-award contract oversight.

b. Contracting support is the execution of contracting authority and coordination of contracting actions in support of joint force operations. Effective contracting support provides flexibility to the JFC.

c. Contractor management is an expansive and complex process. It is the oversight and integration of contractor personnel and associated equipment providing support to the joint force in a designated OA.

*For further guidance on OCS, refer to JP 4-10, Operational Contract Support; DODI 3020.41, Operational Contract Support (OCS); and Appendix P, “Operational Contract Support.”*

## 7. Engineering

Engineer capabilities enable joint operations by facilitating freedom of action necessary for the JFC to meet mission objectives. Engineer operations integrate combat, general, and geospatial engineering to meet national and JFC requirements. Joint engineer operations facilitate the mobility and survivability of friendly forces; counter the mobility of enemy forces; provide infrastructure to position, project, protect, and sustain the joint force; contribute to a clear understanding of the physical environment; and provide support to civilian authorities and other nations.

a. **General Engineering.** General engineering consists of those engineering capabilities and activities, other than combat engineering, that provide infrastructure and modify, maintain, or protect the physical environment. Examples include the planning, construction, repair, and maintenance of infrastructure, storage area requirements, LOCs and bases, protection of natural and cultural resources, terrain modification and repair, disaster preparedness, and selected explosive hazard activities. The general engineering requirements for an operation will often exceed the capacity of available military engineers, so JFCs may need to employ a combination of military engineers, civilians, contractors, and multinational and HN support to fulfill these requirements. Units characterized as combat engineer have limited capacity to execute construction tasks due to their limited training and equipment. JFCs should balance the engineer force between combat and general engineering.

b. **Combat Engineering.** Combat engineering consists of those engineer activities that directly support the maneuver of land combat forces and require close and integrated support to those forces. Combat engineering consists of three types of activities: mobility, countermobility, and survivability. Examples include combined arms breaching operations, assault gap crossing operations, and constructing and maintaining combat roads and trails; emplacing barriers and obstacles; and construction of fighting and protective positions. Combat engineering requires forces able to integrate their activities with the maneuver of land combat forces. Usually this requires combat engineers organic to most land combat forces at the brigade or regimental level or its equivalent. Only units characterized as combat engineer are organized, trained, and equipped to perform the range of combat engineering tasks required by land combat forces; to integrate their activities

## Chapter II

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with the fires and maneuver of those forces; and to operate as part of a combined arms team in close combat. Due to this consideration, JFCs do not routinely assign combat engineering tasks to units trained and equipped to execute general engineering tasks. Instead, the JFC ensures that engineering tasks are synchronized to maximize the effectiveness of combat engineering. For example, tactical bridges are programmed for replacement by more permanent, higher-capacity LOC bridges.

**c. Geospatial Engineering.** Geospatial engineering consists of those engineer capabilities and activities that portray and refine data pertaining to the geographic location and characteristics of natural and constructed features and boundaries to provide engineering services to commanders and staffs. Examples include terrain analysis, terrain visualization, digitized terrain products, nonstandard tailored map products, precision survey, geospatial data management, baseline survey data, identification of significant cultural sites and natural resources, facility support, and force beddown analysis. It can be used for identification and analysis of civilian support infrastructure such as roadways; railways; ports; distribution lines; hospitals; and petroleum, oils, and lubricants (POL) storage facilities. Geospatial engineering tasks require highly technical and specialized capabilities. These may include processing data from disparate sources such as remote sensed imagery, field reconnaissance, digital data, intelligence data, existing topographic products, and other collateral data. Geospatial engineers also perform digital manipulation of topographic, hydrographic, and aeronautical information by querying, viewing, evaluating, and downloading digital data. They support operational needs such as the production of tactical decision aids or time and spatial analysis to support the JFC's decision cycle. They can assist in predictive analysis of the impact that terrain and weather may have on transportation, communications, and intelligence systems. Geospatial engineers and intelligence personnel leverage data accessibility, exploitation, visualization, and distribution to create fused products.

*For more information on joint engineering, refer to JP 3-34, Joint Engineer Operations, and JP 3-15, Barriers, Obstacles, and Mine Warfare for Joint Operations; for geospatial engineering, refer to JP 3-34, Joint Engineer Operations, and JP 2-03, Geospatial Intelligence in Joint Operations.*

## 8. Joint Health Services

Joint health care services are conducted as part of an interrelated health system that shares medical services, capabilities, and specialists among the Service components and partners with multiple agencies and nations to implement a seamless unified health care effort in support of a joint force. Joint medical capabilities encompass both health service support (HSS) and force health protection (FHP) functions and are employed across the full range of military operations. These capabilities span the OA from prevention to point of injury/illness to definitive care, with an overall goal of treating all potentially survivable injuries, thus leading to a zero percent preventable death rate.

a. HSS is all support and services performed, provided, and arranged to promote, improve, conserve, or restore the behavioral and physical well-being of military personnel. This includes casualty care, which encompasses a number of HSS functions that occur at

all levels of command: casualty management, patient movement (PM), medical treatment (organic and area support), medical evacuation, hospitalization, medical logistics, blood management, and health information management.

b. FHP are measures to promote, improve, or conserve the behavioral and physical well-being of DOD personnel to enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards.

*For further guidance on joint health care services, refer to JP 4-02, Joint Health Services, and Appendix J, "Joint Health Services."*

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## CHAPTER III

### COORDINATING AND SYNCHRONIZING JOINT LOGISTICS

*“As we select our forces and plan our operations ... we must understand how logistics can impact on our concepts of operation... Commanders must base all their concepts of operations on what they know they can do logistically.”*

**General Alfred M. Gray, Jr.**  
**29th Commandant of the Marine Corps (July 1987-June 1991)**

#### 1. Introduction

a. This chapter describes the authorities, organizations, and controls that synchronize logistics in support of the JFC. JP 3-0, *Joint Operations*, identifies C2 as a joint function. Command includes both the authority and responsibility for effectively using available resources and the art of motivating and directing people and organizations to accomplish missions. Control is inherent in command. However, logistics assets will rarely fall under one command, which makes control, coordination, collaboration, synchronization, and management of joint logistics more challenging. To control joint logistics, commanders direct forces and functions consistent with a commander’s command authority. It involves organizing the joint logistics staff, operational-level logistics elements, CSAs, and their capabilities to assist in planning and executing joint logistics. Designating lead Service, assigning agency responsibilities, and developing procedures to execute the CCDR’s directive authority for logistics (DAFL) will assist in planning, integrating, synchronizing, and executing joint logistics support operations. While logistics remains a Service responsibility, there are other logistics organizations, processes, and tasks to consider when developing a concept of logistics support (COLS) to optimize joint logistics objectives.

b. **Personnel.** Joint logisticians are military personnel, civilians, and contractors who specialize in providing joint logistics support extending from the defense industrial base to the end user. Joint logisticians plan, supervise, execute, synchronize, and coordinate core joint logistics functions. They understand the tactical, operational, and strategic levels and synchronize efforts to effectively meet joint force requirements. Joint logisticians reach a level of proficiency through a combination of training, education, and operational experience created by Service, joint, and multinational duty assignments. Joint logisticians are exposed to logistics operations in a complex, diverse, and globally dispersed environment. Key attributes of a joint logistician include the ability to:

- (1) Understand operational priorities to apply limited resources and improve joint force readiness.
- (2) Plan logistics support and integrate the support into the CCDR’s plan.
- (3) Assist commanders in defining requirements and translating the commander’s intent into logistics-related tasks.



## Chapter III

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(4) Assess the operational situation to determine if joint logistics processes are established and working.

(5) Plan and execute joint logistics.

(6) Conduct logistics sustainability analysis (LSA) as part of operation plan (OPLAN) development.

(7) Coordinate Service, CSA, interagency, and MNL capabilities.

(8) Assist JFCs as they exercise authority and provide direction for the common support of forces.

(9) Leverage commercial logistics best practices and processes.

(10) Identify risks that must be assumed and actions required to mitigate those risks.

### 2. Logistics Authority

a. **DAFL.** DAFL is statutory authority contained in Title 10, USC, Section 164. The statute specifies that, included among the various authorities that comprise the command authority of CCDRs, “giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics” are integral elements of that command authority. DAFL cannot be delegated or transferred. However, the CCDR may delegate the responsibility for the planning, execution, and/or management of common support capabilities to a subordinate JFC or Service component commander to accomplish the subordinate JFC’s or Service component commander’s mission. The CCDR must formally delineate this delegated authority by function and scope to the subordinate JFC or Service component commander.

b. DAFL of a GCC applies to the entire AOR and affects all subordinate components, commands, and direct reporting units in the AOR. Some CCDR responsibilities include:

(1) Issuing directives to subordinate commanders, including peacetime measures necessary for the execution of military operations, in support of the following: execution of approved OPLANs, effectiveness and economy of operation, and prevention or elimination of unnecessary duplication of facilities and overlapping of functions among the Service component commands.

(2) Coordinating with USTRANSCOM to identify transportation-related requirements and initiatives (e.g., establishment of aerial port of debarkation [APOD]/seaport of debarkation [SPOD], determining transportation routes and infrastructure to support).

(3) Coordinating with DLA to identify logistics requirements and initiatives (e.g., establishing storage locations, identifying pre-positioned material and equipment, determining fuel requirements, providing contingency contracting solutions).

(4) Establishing host-nation support (HNS) (e.g., acquisition and cross-servicing agreements [ACSAs]/mutual logistics support agreements, status-of-forces agreements, cost-sharing agreements).

c. Unless otherwise directed by SecDef, the Military Departments and Services continue to have responsibility for the logistics support of their forces assigned or attached to joint commands, subject to the following guidance:

(1) Under peacetime conditions, the scope of the logistics authority exercised by the CCDR will be consistent with the peacetime limitations imposed by legislation, DOD policy or regulations, budgetary considerations, local conditions, and other specific conditions prescribed by SecDef or the Chairman of the Joint Chiefs of Staff (CJCS). Where these factors preclude execution of a CCDR's directive by component commanders, the comments and recommendations of the CCDR, together with the comments of the component commander concerned, normally will be referred to the appropriate Military Department for consideration. If the matter is not resolved in a timely manner with the appropriate Military Department, it will be referred by the CCDR, through the CJCS, to SecDef.

(2) Under crisis, wartime conditions, or where critical situations make diversion of the normal logistics process necessary, the logistics authority of CCDRs enables them to use all facilities and supplies of all forces assigned to their commands for the accomplishment of their missions. The President or SecDef may extend this authority to attached forces when transferring those forces for a specific mission and should specify this authority in the establishing directive or order. Joint logistics doctrine and policy developed by the CJCS establishes wartime logistics support guidance to assist the CCDR in conducting successful joint operations.

d. A CCDR's DAFL does not:

(1) Discontinue Service responsibility for logistics support.

(2) Discourage coordination by consultation and agreement.

(3) Disrupt effective procedures or efficient use of facilities or organizations.

(4) Include the ability to provide contracting authority or make binding contracts for the US Government.

e In exercising DAFL, CCDRs have an inherent obligation to ensure accountability of resources. This obligation is an acknowledgement of the Military Departments' Title 10, USC, responsibilities and recognizes that the Military Departments, with rare

### Chapter III

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exceptions, do not resource their forces to support other DOD forces. In that regard, CCDRs will coordinate with appropriate Service components before exercising DAFL or delegating authority for subordinate commanders to exercise common support capabilities to one of their components. In keeping with the Title 10, USC, roles of the Military Departments, CCDRs should maintain an accounting of resources taken from one Service component and provided to another. This accounting can be used to reimburse the losing Service component in kind over time within the AOR when possible, or can be used to pass back a requirement to DOD for resource actions to rebalance Military Department resource accounts.

f. A CCDR will exercise approval authority over Service logistics programs (base adjustments, force basing, and other aspects, as appropriate) within the command's AOR that will have a significant impact on operational capability or sustainability.

*For more information on DAFL, refer to JP 1, Doctrine for the Armed Forces of the United States.*

### 3. Joint Logistics Roles and Responsibilities

Understanding the roles and responsibilities of key stakeholders in the JLEnt is an important step in fully synchronized and coordinated joint logistics support operations.

a. SecDef is the principal advisor to the President on defense matters and serves as the leader and chief executive officer of DOD. The offices of SecDef most concerned with logistics matters are the Under Secretary of Defense for Policy (USD[P]), Under Secretary of Defense for Acquisition and Sustainment (USD[A&S]) (formerly Under Secretary of Defense for Acquisition, Technology, and Logistics), and Assistant Secretary of Defense for Sustainment (ASD[S]) (formerly Assistant Secretary of Defense for Logistics and Materiel Readiness).

(1) **USD(P).** USD(P) is SecDef's principal staff assistant (PSA) and advisor for all matters on the formulation of national security and defense policy and the integration and oversight of DOD policy and plans to achieve national security objectives.

*For more information on USD(P), see DODD 5111.1, Under Secretary of Defense for Policy (USD[P]).*

(2) **USD(A&S).** USD(A&S) is the PSA and advisor to SecDef and Deputy Secretary of Defense (DepSecDef) for all matters relating to logistics; installation management; military construction; procurement; environment, safety, and occupational health management; utilities and energy management; and nuclear, chemical, and biological defense programs.

*For more information on the roles and responsibilities of USD(A&S), see DODD 5134.01, Under Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L]).*

(3) ASD(S) is the principal advisor to USD(A&S), SecDef, and DepSecDef on logistics and materiel readiness in DOD and is the principal logistics official within senior management.

*For more information on ASD(S), see DODD 5134.12, Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD[L&MR]).*

(4) ASD(S) is the principal advisor to USD(A&S), SecDef, and DepSecDef for energy policy, plans, and programs, and advises the CJCS regarding the role of energy in the DOD planning process.

*For more information, see DODD 4180.01, DOD Energy Policy.*

b. **CJCS.** The CJCS is the principal military adviser to the President and the National Security Staff (which consists of the National Security Council and the Homeland Security Council) and SecDef. The CJCS prepares joint logistics and mobility plans to support strategic and contingency plans and recommends the assignment of logistics and mobility responsibilities to the Armed Forces of the United States. The CJCS also advises SecDef on critical deficiencies in force capabilities (including manpower, logistics, intelligence, and mobility support).

c. **Military Departments.** The Military Departments exercise authority to conduct all affairs of their departments, including to recruit, organize, supply, equip, train, service, mobilize, demobilize, administer, and maintain forces; construct, outfit, and repair military equipment; adhere to environmental compliance; construct, maintain, and repair buildings, structures, and utilities; and acquire, manage, and dispose of real property or natural resources.

d. **Services.** In accordance with Title 10, USC, the Services are responsible for preparing for employment of Service forces. They recruit, supply, organize, train, equip, service, mobilize, demobilize, provide administrative support, and maintain ready forces. Services are the center of a collaborative network, and their logistics organizations form the foundation of the JLEnt. The Services are the primary force providers and executors of joint logistics, as well as the primary providers of logistics in support of their own Service organizations supporting the CCDR. They are responsible for operational logistics support systems, platforms, and their execution to support the force. They are responsible for maintaining systems' life-cycle readiness.

e. **DLA.** As the nation's combat logistics support agency, DLA manages the global supply chain and in collaboration with JLEnt partners sustains the readiness and lethality of the Armed Forces of the United States. As a statutory CSA, DLA provides logistics advice, advocacy, and assistance to the Office of the Secretary of Defense, Joint Chiefs of Staff, the CCDRs, Military Departments, DOD components, and interagency partners. DLA also provides nuclear weapon systems sustainment and modification support to the DOD Nuclear Enterprise. DLA serves as the DOD executive agent (EA) for subsistence (Class I), construction and barrier materiel (Class IV), bulk petroleum (Class III), medical

### Chapter III

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materiel (Class VIII), and Defense Logistics Management Standards. DLA directs a global network of distribution centers located throughout the US, Europe, Africa, the Pacific, and South West Asia, tailored and arrayed to support the Armed Forces of the United States. DLA's global posture allows the agency to respond to all operations.

f. **The Joint Staff J-3.** The Joint Staff J-3 is responsible for maintaining the global capability for rapid and decisive military force power projection. The Joint Staff J-3 is also responsible for leading the collaborative efforts of the joint planning and execution community to improve the joint deployment and redeployment processes, while maintaining the overall effectiveness of these processes so that all supported JFCs and supporting DOD components can execute military force power projection more effectively and efficiently. Additionally, the Joint Staff J-3 serves as the joint force coordinator and is responsible for coordinating the staffing of all force requirements among the joint force providers (JFPs), consolidating all execution and contingency sourcing recommendations, and performing the duties of a JFP for all conventional force requirements.

g. **The Joint Staff J-4.** The Joint Staff J-4 leads the DOD efforts in the JLEnt and coordinates policy and makes recommendations to improve the preparedness of the DOD global logistics force. Additionally, the Joint Staff J-4 advises the CJCS on the readiness assessments of the CCMDs and Services.

*For more information on the Military Departments, Services, and major components, see DODD 5100.01, Functions of the Department of Defense and Its Major Components.*

h. **The Joint Staff J-5 [Directorate for Strategy, Plans, and Policy].** The Joint Staff J-5 collaborates with the Joint Staff J-4 to ensure contingency plans are resource-informed as the coordinating authority for global logistics.

i. **CCMDs.** Unless otherwise directed by the President or SecDef, the CCDR exercises authority, direction, and control over the commands and forces assigned to that command through combatant command (command authority) (COCOM). CCDRs coordinate and approve the administration, support (including control of resources and equipment, internal organization, and training), and discipline necessary to carry out missions assigned to the command.

*For more information on the CJCS, Military Departments, Services, CCMDs, and major components, see DODD 5100.01, Functions of the Department of Defense and Its Major Components.*

j. **EA.** A DOD EA is the head of a DOD component to whom SecDef or the DepSecDef has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DOD components. The DOD EA may delegate to a subordinate designee, within that official's component, the authority to act on that official's behalf for any or all of those DOD EA responsibilities, functions, and authorities assigned by SecDef or DepSecDef. The nature and scope of the DOD EA responsibilities,

functions, and authorities shall be prescribed at the time of assignment and remain in effect until SecDef or DepSecDef revokes or supersedes them. Only SecDef or the DepSecDef may designate a DOD EA and assign associated responsibilities, functions, and authorities within DOD.

*See DODD 5101.1, DOD Executive Agent, and Appendix C, “Logistics-Related Executive Agents,” for details.*

k. **CSAs.** CSAs designated under Title 10, USC, Section 193, fulfill combat support (CS) or CSS functions for joint operating forces across the range of military operations and in support of CCDRs executing military operations. CSAs perform support functions or provide supporting operational capabilities, consistent with their establishing directives and pertinent DOD planning guidance. USD(A&S) is the PSA for DLA, the Defense Contract Management Agency (DCMA), and the Defense Threat Reduction Agency.

*For more information on CSAs, see DODD 3000.06, Combat Support Agencies (CSAs).*

l. **USTRANSCOM.** USTRANSCOM is responsible for providing air, land, and sea transportation, terminal management, and aerial refueling to support the global deployment, employment, sustainment, and redeployment of US forces. USTRANSCOM serves as DOD’s mobility JFP, DOD’s single manager for defense transportation, and DOD’s single manager for PM. USTRANSCOM synchronizes distribution planning for global operations in coordination with other CCMDs, Services, and agencies as directed. Additionally, USTRANSCOM serves as DOD’s JDDC to coordinate and oversee the DOD distribution system to provide interoperability, synchronization, and alignment of DOD-wide end-to-end distribution.

m. **General Services Administration (GSA).** GSA provides logistics support for the functions and missions of the US Government, including DOD. Support is provided primarily through the Public Building Service for building and real estate management and leasing and the Federal Acquisition Service for services, equipment, supplies, telecommunications, and information technology. Additionally, GSA provides support to state, tribal, and local governments via programs including the Disaster Recovery Purchasing Program, National Wildland Fire Program, Cooperative Purchasing Program, and the 1122 Counter Drug Program.

n. **Defense Health Agency (DHA).** DHA is a CSA that enables the Army, Navy, and Air Force medical services to provide a medically ready force and ready medical force to CCMDs. DHA supports the delivery of integrated, affordable, and high-quality health services to Military Health System (MHS) beneficiaries and is responsible for driving greater integration of clinical and business processes across the MHS.

*For more information, see DODD 5136.13, Defense Health Agency (DHA).*



### Chapter III

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o. **Lead Service.** A Service or Service Component responsible for the programming and execution of common-user items, logistics functions, and/or service support. A CCDR may choose to assign specific CUL functions, to include both planning and execution to a lead Service. These assignments can be for single or multiple common logistics functions and may also be based on phases or OAs within the CCDR's AOR. In circumstances where one Service is the predominant provider of forces, or the owner of the preponderance of logistics capability, it may be prudent to designate that Service as the joint logistics lead for BOS-I. The CCDR may augment the lead Service logistics organization with capabilities from another component's logistics organizations, as appropriate. Key lead Service functions at operating areas typically include, but are not limited to, BOS-I, communications synchronization, and senior airfield authority (SAA) synchronization; budget programming; real property management; and provision (provide and fund) of common-user items or service support. The lead Service may consider a commercially contracted solution to meet the requirements in addition to, or in place of, organic support.

p. **BOS-I.** BOS-I is a sub-function of lead Service. The BOS-I is responsible for planning and synchronizing the efficient application of resources and contracting to facilitate unity of effort in the coordination of sustainment functions at designated contingency locations. When multiple Service components share a common base of operations, a GCC may designate a Service component or JTF as the BOS-I at each contingency location. The GCC, commensurate with special operations forces' (SOF's) capacity and capability, may assign SOF the synchronization of BOS functions in specific instances where SOF and their enablers are the only forces at a contingency location. The designated BOS-I is responsible for coordinating common user contract support, as well as the efficient use of other support resources, for all joint forces at the contingency location. Additional BOS-I responsibilities may include, but are not limited to: coordinating the issuance of war reserve materiel assets, collecting and prioritizing construction requirements, seeking infrastructure funding support, environmental management, emergency management, emergency services, force protection, and hazardous waste management. The BOS-I must closely coordinate with the SAA or single port or terminal manager. If no SAA or single port or terminal manager is assigned, the BOS-I is responsible for their functions.

#### 4. Combatant Commander's Logistics Directorate

The logistics directorate of a joint staff (J-4) at the CCMD conducts logistics planning and execution in support of joint operations. They integrate, coordinate, and synchronize Service component and CSA logistics capabilities to support the joint force. The J-4 also advises the JFC on logistics support to optimize available resources. Although the organizational considerations outlined below could apply to a CCDR's J-4 staff, they will most frequently be applied to subordinate joint force J-4 organizations. The J-4 staff supports the operations directorate of a joint staff (J-3) in the planning and executing of requirements for the joint reception, staging, onward movement, and integration (JRSOI) process, as well as contingency base planning and sustainment. The J-4 coordinates, synchronizes, plans, and executes core logistics functions in joint and multinational environments.

a. **Planning.** The J-4 provides logistics expertise as part of the joint planning process (JPP). In accordance with JP 5-0, *Joint Planning*, the J-4 establishes a logistics planning cell in coordination with the plans directorate of a joint staff to fulfill this responsibility. Planning occurs at every level of warfare in a networked, collaborative environment, which requires dialogue among senior leaders, concurrent and parallel plan development, and collaboration across multiple planning levels.

b. **Execution.** The GCC's J-4 coordinates and synchronizes joint theater logistics. This includes communicating the logistics priorities of the GCC to the Services responsible for executing joint logistics operations. The J-4s organize their logistics staff functions to respond to anticipated or ongoing operations.

c. **Joint Logistics Operations Center (JLOC).** The J-4 establishes a JLOC to monitor and control the execution of logistics in support of on-going operations. The JLOC is an integral part of the CCDR's operations element and provides joint logistics expertise to the J-3 operations cell. The JLOC is tailored to the operation and staffed primarily by the J-4 staff.

d. **Joint Deployment and Distribution Operations Center (JDDOC).** At time of need, a supported GCC can create a JDDOC and incorporate its capabilities into the staff functions. The GCC can place the JDDOC at any location required or under the operational control (OPCON) of other commanders. The JDDOC can reach back to the national partners to address and solve deployment and distribution issues for the GCC. The JDDOC develops deployment and distribution plans; integrates multinational and/or interagency deployment and distribution; and coordinates and synchronizes supply, transportation, and related distribution activities. The JDDOC synchronizes the strategic to operational movement of forces and sustainment into theater by providing advance notice to the GCC's air and surface theater movement C2 elements. In concert with the GCC's overall priorities, and on behalf of the GCC, the JDDOC coordinates common user and theater distribution operations above the tactical level. A joint movement center (JMC) may be established at a subordinate unified or JTF level to coordinate the employment of all means of transportation (including that provided by allies or HNs) to support the CONOPS. This coordination is accomplished through establishment of theater and JTF transportation policies within the assigned OA, consistent with relative urgency of need, port and terminal capabilities, transportation asset availability, and priorities set by a JFC. The JTF JMC will work closely with the JDDOC.

*For more information, see JP 4-09, Distribution Operations.*

e. **Joint Logistics Boards (JLBs), Centers, Offices, and Cells.** The CCDR may also establish boards, centers, offices, and cells (e.g., subarea petroleum office [SAPO], joint facilities utilization board [JFUB], joint mortuary affairs office [JMAO], operational contract support integration cell [OCSIC]) to meet increased requirements and to coordinate the logistics effort. Synchronizing and integrating the many joint logistics functional capabilities, multinational and interagency capabilities, and OCS may require the J-4 to establish a location or center where the requirements, resources, and

## Chapter III

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processes can come together in a way that provides information to affect quality decision making. This fusion of information is essential to effective logistics support and critical to enabling the J-4 to see the logistics battlefield with clarity. These staff organizations are comprised of functional experts representing the joint logistics functions and provide functional assessments, analysis, and expertise to the planning and execution elements of the J-4.

*See Appendix B, “Joint Logistics Staff Organizations,” for additional information.*

f. **Size.** The J-4’s size is tailored to meet its mission requirements, and it is built around a core set of responsibilities described above to plan and execute the logistics operations for the JFC on a daily basis at the existing operating tempo. The core element is tailored to perform its functions under normal day-to-day conditions and provides the continuity and theater expertise to transition to an increased operating tempo should a CCDR move into a contingency or crisis.

### 5. Logistics Execution Organizations

The fundamental role of joint logistics is to integrate and coordinate logistics capabilities from Service, agency, and other providers of logistics support and to facilitate execution of the Services’ Title 10, USC, responsibilities while supporting the ever-changing needs of the JFC. Logistics may also be called upon to support the National Guard in Title 32, USC, status. It may also include special assignment airlift missions in addition to channel airlift, surface, and sealift movements. Joint logisticians should understand how each of the Services conducts logistics at the operational level.

a. **Army.** The overarching theater-level headquarters is the theater Army/Army Service component command (ASCC), which provides support to Army forces and other Services as directed. It is important for the ASCC and theater special operations command (TSOC) J-4 to enhance conventional forces and SOF synchronization of sustainment. The theater sustainment command (TSC) is the logistics C2 element assigned to the ASCC and is the senior Army logistics headquarters within a theater of operations.

(1) The TSC is responsible for executing port opening, theater opening, theater surface distribution, and sustainment functions in support of Army forces and provides lead Service and EA support for designated CUL to other government departments and agencies, MNFs, and NGOs as directed. The TSC is also responsible for establishing and synchronizing the intratheater segment of the surface distribution system in coordination with the JDDOC with the strategic-to-theater segment of the global distribution network.

(2) The TSC establishes C2 of operational-level logistics in a specified area of operations by employing one or more expeditionary sustainment commands (ESCs), which provide a rapidly deployable, regionally focused, forward-based C2 capability until a TSC can assume that function. When the Army is the predominant land force

operating within an OA, the TSC or ESC, at the discretion of the JFC, has the capability to become a joint logistics headquarters providing logistics support to all joint forces within the OA. This is contingent upon the other Services, DOD agencies, and CCMDs providing the appropriate augmentation of personnel and capabilities to support this joint mission. Though the TSC can be sourced from any component of the Army, the preponderance of the Army's logistic capability is in the Reserve Component, either Army Reserve or Army National Guard.

b. **Marine Corps.** The Marine expeditionary force (MEF) is the principle warfighting organization in the Marine Corps, capable of conducting and sustaining expeditionary operations in any geographic environment. The Marine logistics group is responsible for providing tactical logistics above the organic capability of supported units to all elements of the MEF. It is a permanently organized command structured with functional and multi-functional units which are organized to support a MEF possessing one Marine division and one Marine aircraft wing. Integration with strategic- and operational-level logistics support is coordinated through the Marine Corps component commander.

c. **Navy.** For numbered fleets, the senior logistician is the assistant chief of staff for logistics. The assistant chief of staff for logistics is normally the logistics readiness center (LRC) director. Coordination and unity of effort between the LRC and logistics supporting staffs and commands providing logistics resources and support is key to effectively controlling and executing logistics support.

(1) The logistics forces of each numbered fleet are organized into standing task forces, and the commanders of these task forces are the principal logistics agents for the fleet commander. The logistics task force commander is responsible to the fleet commander for management of logistics support forces for maritime sustainment of Navy, United States Coast Guard (USCG), and Marine Corps units. The logistics task force commander has tactical control of Military Sealift Command Combat Logistics Force ships, plans resupply for all classes of supply, and plans and manages theater ship repairs in military and commercial yards outside the CONUS.

(2) Fleet operational forces are normally organized into task forces under the command of a task force commander. The task force commander exercises control of logistics through a fleet logistics coordinator, task force logistics coordinator, or task group logistics coordinator and coordinates the replenishment of forces at sea.

d. **Air Force.** The air expeditionary task force (AETF) is the organizational structure for deployed US Air Force forces. AETF presents a scalable, tailorable organization with three elements: a single commander, embodied in the commander, Air Force forces (COMAFFOR); appropriate C2 mechanisms; and tailored and fully supported forces. The Air Force forces staff is the vehicle through which the COMAFFOR fulfills operational and administrative responsibilities for assigned and attached forces, and is responsible for long-range planning that occurs outside the air tasking cycle. The PSAs to the COMAFFOR for JOA-wide integration of agile CS capabilities and processes are the

### Chapter III

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director of manpower, personnel, and services (A1); the director of logistics, engineering, and force protection (A4); and the surgeon general (SG).

(1) A1 is responsible for the functions of billeting; MA assistance; and food service, to include bottled water to support planned meals. Responsibility for planning daily consumable water outside of planned meals resides with A4, civil engineering. Contracting is the responsible agent to procure bottled water (when the requirements have been established) from approved sources that are coordinated with bioenvironmental engineers and public health. A4 controls logistics planning; distribution; material management; fuels; maintenance; and munitions; civil engineering; fire emergency services; explosive ordnance disposal; chemical, biological, radiological, and nuclear (CBRN) defense and response elements of emergency management; and force protection. The SG advises on FHP and HSS.

(2) In general, these Air Force directorates formulate and implement policies and guidance to ensure effective support to Air Force forces. It is important to recognize that many joint logistics functions typically associated with the J-4 are divided between multiple Air Force directorates.

e. **USCG.** USCG maritime patrol and deployable specialized forces are capable of supporting joint military operations worldwide. In order to accomplish the many missions, deployable units and assets consist of high-endurance cutters, patrol boats, buoy tenders, aircraft, port security units, maritime safety and security teams, maritime security response teams, tactical law enforcement teams, and the National Strike Force. Logistics support for the USCG is provided by the Deputy Commandant for Mission Support and its subordinate elements. When USCG forces operate as part of a JTF, they may draw upon the logistics support infrastructure established by/for the JTF. These general support functions normally include, but are not limited to, the following: berthing, subsistence, ammunition, fuel, and accessibility to the naval supply systems. The Navy logistics task force commander coordinates the replenishment, intratheater organic airlift, towing, salvage, ship maintenance, and material control, as well as commodity management for the task force group.

f. **SOF.** Commander, United States Special Operations Command (CDRUSSOCOM), exercises COCOM over all SOF and the TSOCs unless otherwise directed by SecDef. SOF are dependent on Service and joint logistics support as the primary means of support. As directed, GCCs exercise OPCON over assigned TSOCs and SOF.

(1) When a GCC establishes and employs subordinate JTFs and task forces, the GCC or commander, theater special operations command (CDRTSOC), may establish and employ a special operations joint task force (SOJTF), joint force special operations component, special operations command-forward, or joint special operations air component to control SOF assets and accommodate special operations requirements. Accordingly, the GCC establishes command relationships between SOF commanders and other JTF/task force commanders. CDRUSSOCOM can establish and employ a SOJTF or



a joint special operations task force as a JFC in coordination with GCCs for special operations in their AOR.

*For more information regarding special operations task organizations, see JP 3-05, Special Operations.*

(2) As a subordinate unified commander, the CDRTSOC is the primary logistics control authority for SOF in a theater. Responsibilities include oversight of the core logistics functions. The TSOC J-4 coordinates with the CCMD, theater Service component commands, and CSAs to advocate for Service-common support to the SOF, which is required by Title 10, USC, Section 165. In OAs with limited resources, the TSOC J-4 recommends prioritization of support for common-user items and consolidated functions to the GCC or JTF J-4 and/or the appropriate lead Service logistics organization. United States Special Operations Command (USSOCOM) advocates for SOF Service-common support requirements with CCMDs and Services as needed and ensures provision of special operations-peculiar support.

(3) The Services are the primary providers of Service-common logistics support to SOF units in an OA, regardless of whether the SOF units are assigned or attached to the Service component, TSOC, or other special operations task organization. Service-common support is the equipment, materiel, supplies, and services including BOS adopted by a Service for use by its own forces and those assigned to the CCMDs; items and services defined as Service-common by one Service are not necessarily Service-common for all other Services.

(4) SOF presence as the sole or preponderance of forces at a location does not eliminate the responsibility of the theater Service component commander to provide Service-common logistical support. The GCC ensures appropriate Service logistics support is available to SOF through one of the logistics control options described in paragraph 6, "Logistics Control Options." When a theater Service component command cannot satisfy its Service support to SOF requirements, the GCC will determine if another Service component can satisfy the requirement through common or joint Service arrangements.

(5) For limited contingency and crisis response operations that require rapid or time-sensitive responses, USSOCOM component commands normally maintain the capability to support SOF elements for an initial period of 15 days. Services and/or supporting organizations should be prepared to support special operations as soon as possible but not later than 15 days after SOF are employed. In preparation for some contingency scenarios which require Service-common support to SOF much more quickly than 15 days, select SOF units will coordinate a representative statement of requirements with GCCs to enable theater pre-planning to the extent possible.

(6) When time, geographic, or resource constraints make it impractical for the theater support infrastructure to support SOF, the GCC may ask CDRUSSOCOM to deploy organic USSOCOM CSS assets. This may include nonstandard logistics support which



### Chapter III

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adapts processes such as acquisition, storage, funding, and transportation using both conventional providers within DOD to best support the mission and other sources outside DOD.

(7) Special operations-peculiar support must also be considered. This support includes equipment, materiel, supplies, and services required for special operations missions for which there is no Service-common requirement. These are limited to items and services initially designed for or used by SOF until adopted for Service-common use by one or more of the Services, modifications approved by CDRUSSOCOM for application to standard items and services used by the Services, and items and services approved by CDRUSSOCOM as critically urgent for the immediate accomplishment of a special operations mission. This support will be provided via USSOCOM Service component logistics infrastructures and in coordination with theater Service components.

g. **USTRANSCOM.** Serves as the JDDC and exercises coordinating authority for JDDE operations and planning. Collaborates with other CCMDs, Services, and as directed, US Government departments and agencies in providing JDDE-wide analysis and assessment, developing and implementing process improvements, and advocating for global deployment and distribution capabilities. The JDDC also provides military representation to government, commercial, and international entities as directed; integrates theater security cooperation activities and global distribution requirements with applicable GCCs; and makes priority recommendations to SecDef. USTRANSCOM, as the mobility JFP, plans, resources, and operates a worldwide DTS in support of distribution operations that meet the requirements of the supported commander. This includes reviewing taskings and analyzing supported CCDR's requirements for transportation feasibility and recommending to CCMD's planners how to maximize transportation support while meeting those requirements. During the deployment, sustainment, and redeployment phases of a joint operation, CCDRs coordinate their movement requirements with USTRANSCOM and share responsibilities for deployment and distribution operations executed with assigned/attached force in their respective AORs.

(1) USTRANSCOM may also provide other distribution process enablers, to include JDDOC augmentation and a joint task force-port opening (JTF-PO) capability. Although all Services have the organic capability to execute theater opening functions, among other logistics tasks such as port opening and distribution, the JTF-PO provides a joint expeditionary capability to rapidly establish and initially operate and clear an APOD or SPOD, and conduct cargo handling operations to a forward distribution node. JTF-PO is designed to be in place in advance of a deployed force, sustainment, or humanitarian/relief supplies. It provides the supported GCC with a rapid assessment of potential APODs/SPODs and their associated distribution infrastructures to facilitate crisis response in established or austere environments. While in direct support of the supported GCC, CDRUSTRANSCOM will retain OPCON over JTF-PO forces in most cases while in theater.

*For additional information on JTF-PO, see JP 4-09, Distribution Operations, and Appendix O, "Distribution Operations."*

(2) As the force provider for joint enabling capabilities, CDRUSTRANSCOM, through the Joint Enabling Capabilities Command (JECC), provides global, rapidly deployable, temporary joint expeditionary capabilities across the range of military operations to assist in the initial establishment, organization, and operation of joint force headquarters, fulfill global response force execution, and bridge joint operational requirements. Its joint capability packages are mission-tailored plans, operations, logistics, knowledge sharing, intelligence, communications, and public affairs capabilities. JECC's Joint Planning Support Element includes experienced logisticians with expertise in the integration, coordination, and implementation of joint logistics operations and planning to support joint operations.

*For additional information on the JECC, see JP 3-33, Joint Task Force Headquarters.*

(3) Geographic CCMDs may also request that USTRANSCOM provide a joint distribution enabling team (JDET) to assist in helping plan their expeditionary theater opening distribution and sustainment operations. Comprised of members from USTRANSCOM, DLA, and the Joint Contingency Acquisition Support Office staffs, the JDET assists the CCMD staff with distribution planning for their contingency plan (or other joint distribution planning), planning to synchronize cargo movement and sustainment, matching distribution requirements to theater capabilities, developing commercial solutions, and coordinating expeditionary theater opening distribution information and analysis.

h. **DLA.** DLA delivers global logistics through its headquarters, regional commands, and liaison officers attached to the Joint Staff (JS), Services, and CCMDs. DLA directs a global network of distribution centers that receive, store, provide care of supplies in storage, and issue a wide range of commodities owned by DLA, the Services, GSA, and other whole-of-government partners. DLA executes reutilization, transfer, demilitarization of excess end items and repair parts, and disposal of hazardous property and waste for DOD and manages spares and repairables for weapons systems. Additionally, DLA maintains expeditionary capabilities in rapid deployment support teams, contracting, distribution, and disposition capabilities ready to execute global logistics. In addition, DLA support teams provide logistics products and services to warfighters worldwide in support of military operations.

i. **DCMA.** DCMA is the CSA responsible for providing contract administration service to the DOD acquisition enterprise and its partners to ensure delivery of quality products and services to the operating force. While not a core mission, DCMA may also serve as contingency contract administration services force provider in major contingency and expeditionary operations when requested by the supported GCC and as directed by USD(A&S).

j. **Defense Security Cooperation Agency (DSCA).** DSCA arranges DOD-funded and space-available transportation for NGOs for delivery of humanitarian goods to countries in need; coordinates foreign disaster relief missions; and, in concert with DLA,

## Chapter III

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procures, manages, and arranges for delivery of humanitarian daily rations and other humanitarian materiel in support of US policy objectives.

### 6. Logistics Control Options

The CCDR's logistics authority enables use of all logistics capabilities of the forces assigned as necessary for the accomplishment of the mission. The President or SecDef may extend this authority to attached forces when transferring those forces for a specific mission and should specify this authority in the establishing directive or order. The CCDR may elect to control logistics through the J-4 staff tailored and augmented as discussed in paragraph 4, "Combatant Commander's Logistics Directorate." The CCDR may also decide to control joint logistics by designating a subordinate logistics organization. In these instances, the CCDR will delineate the authorities and command relationships that will be used by the subordinate commander to control logistics. In both cases, the CCDR exercises effective control of joint force logistics by fusing procedures and processes to provide visibility and control over the logistics environment and integrating joint logistics planning with operations planning. Control of joint logistics is enhanced by how effectively the logistician combines the capabilities of the global providers and the Services' logistics elements with the JFC's requirements in a way that achieves unity of effort.

a. **Staff Control.** The J-4 staff may be used to support a wide range of operations, including campaigns; complex or long-duration major operations; or complex operations involving multiagency, international organizations, NGOs, or MNFs, if properly augmented. For example, the staff may be sized and tasked to provide increased movement control or material management capabilities; it could be augmented with a robust OCS planning and integration capability; the J-4 could receive augmented capability to coordinate multinational support operations or execute JOA-wide infrastructure repair/restoration missions. J-4 staff augmentation can come from a combination of military, civilian emergency workforce, and contractor personnel. When exercising this option, the CCDR will specify the control authorities delegated to the J-4 over the components logistics elements. Taskings to Service component logistics elements in this case must come from formal tasking orders issued through the CCDR's J-3. The logistics taskings, which could come in the form of a fragmentary order (FRAGORD), formalizes the authorities given the J-4 by the JFC and enables the rapid response to operational logistics requirements.

b. **Organizational Control.** As another alternative for controlling the major operations outlined above, the CCDR may elect to assign responsibility to establish a joint command for logistics to a subordinate Service component. The senior logistics headquarters of the designated Service component will normally serve as the basis for this command, an organization joint by mission (e.g., campaigns, major operations, humanitarian missions), but not by design. When exercising this option, the CCDR retains DAFL and must specify the control and tasking authorities being bestowed upon the subordinate joint command for logistics, as well as the command relationships it will have with the Service components. This command would control logistics taskings as directed

by the CCDR and must not infringe on the authorities and responsibilities as specified in paragraph 3, “Joint Logistics Roles and Responsibilities.” The CCDR, through the global force management process, would request augmentation with joint, agency, and other Service capabilities to effectively integrate and control logistics requirements, processes, and systems and with forces made available.

**c. CUL Control**

(1) Planners should consider areas where CUL organizational options are best suited. CCMD and subordinate logistics planners must keep in mind that while CUL support can be very efficient, it may not always be the most effective method of support. By its very nature, CUL support will normally take place outside routine support channels, which may lead to reduced responsiveness if not properly planned, coordinated, and executed. CCDRs, along with their subordinate commanders, must review, coordinate, and direct CUL requirements with DLA; functional CCDRs, which include their supporting contracting activities; and Service component commanders to provide an integrated joint logistics system from the strategic to tactical levels. All parties must ensure that the advantages and disadvantages of each CUL-related COA are properly considered, to include the extent of reliance on commercially sourced, contracted support. However, the GCC has overall responsibility for deciding the amount and type of CUL support for a particular joint operation. The CCDR’s decision to use DAFL to direct CUL support within a subordinate joint force must be deliberate and coordinated to ensure proper CUL execution. Key elements that CCDRs and subordinate JFCs must consider when establishing CUL responsibility are:

- (a) Establish clear and deliberate assignment of CUL functions.
- (b) Includes only common support items.
- (c) Establishes item visibility requirements.
- (d) Delineate specific reimbursement procedures.
- (e) Consider contracting activities, capabilities, and capacities.

(2) **Cross-Leveling CUL Assets.** It must be clearly understood that only the CCDR has the authority to direct the cross-leveling of supplies within a joint force. Cross-leveling of a supply for one Service component will be only for common items, should be accomplished in a very prudent and deliberate manner, and consider reimbursement between Services. CUL suitability for commodities is displayed in Figure III-1, as well as other potential CUL areas that should be considered in reducing redundancy, risks, and costs.

(3) **Organizational Control Options.** Based on the operational situation, the CCDRs can modify or mix two major control options: single-Service logistics support or lead Service/agency support.

## Chapter III

Potential Common-User Logistics Areas and Sustainability		
Type of Service	Common-User Logistics Sustainability	Potential Common-User Logistics Areas
Maintenance and Salvage	Very Limited	Common Ground Equipment Communications Electronics Salvage
Transportation	Good	Port Opening Material Handling Equipment Common Airlift Support Common Sealift Support Common Port Operation Support Common Land Transportation Movement Control Logistics Over-The-Shore Joint Reception, Staging, Onward Movement, and Integration Noncombatant Evacuation Operations
Develop and Maintain Facilities	Excellent	Base Development Environmental Support
Hazardous Material and Waste Management	Excellent	Inventory Management Disposal
Joint Health Services	Limited	Medical Evacuation Hospitalization Blood Management Veterinary Services Dental Services Preventative Medicine Medical Logistics Medical Laboratory Services Vector Control Behavioral Health Services
Supply	Limited	Selected supply commodities with standardization and/or operability.
Other Services	Excellent	Mortuary Affairs Reutilization and Disposal Water Support Food Service Support Laundry and Shower Support Clothing and Textile Repair Contingency Base Support Common contracted support and contracting Post or base exchange support

**Figure III-1. Potential Common-User Logistics Areas and Sustainability**

(a) **Single-Service Logistics Support.** In this organizational option, each Service retains primary responsibility for providing support to their subordinate organizations. CUL would be limited to existing support relationships between Services as identified in inter-Service support agreements. If delegated by the CCDR, the J-4 may coordinate limited CUL support to other Services or agencies in certain situations. This method would most likely be used in major operations where the operational situation allows for, and calls for, the deployment of the requisite Service component logistics assets in a timely manner and where logistics effectiveness is paramount.



(b) **Lead Service or Agency for CUL Support.** The CCDR may designate a lead Service or DOD agency to provide selected CUL support to one or more Service components, governmental organizations, and/or NGOs in a joint or multinational operation. This CUL option is normally based on the dominant user and/or most capable Service concepts and may or may not involve OPCON or tactical control of one Service component logistics units to the lead Service.

d. **Control Option Selection Considerations.** After determining what commodities and functions will be joint, the CCDR must decide how to control those logistics operations. The selection of a control option should benefit from a careful analysis to include the following considerations. These considerations are not designed to stand alone. They should be considered comprehensively to properly inform the commander's decision.

(1) **Mission.** The mission is the foremost consideration from the commander when selecting the option that will be used to control joint logistics. Mission analysis helps identify the complexity and scale of the joint logistics requirements the command will face during execution. Generally, the more complex operations have greater need for an organizational control option.

(2) **The Most Capable Service Component.** This consideration aligns with the most prevalent Service capabilities in the OA. It is one of the most important considerations to analyze because no Service component's logistics organization or supporting contracting activity is staffed or equipped to plan and execute joint logistics or joint contracting support. To some degree, the most capable Service component organization will have to be augmented to provide common-user support responsibilities. Without adequate Service component logistics C2 capability available, the staff control option would be the most appropriate.

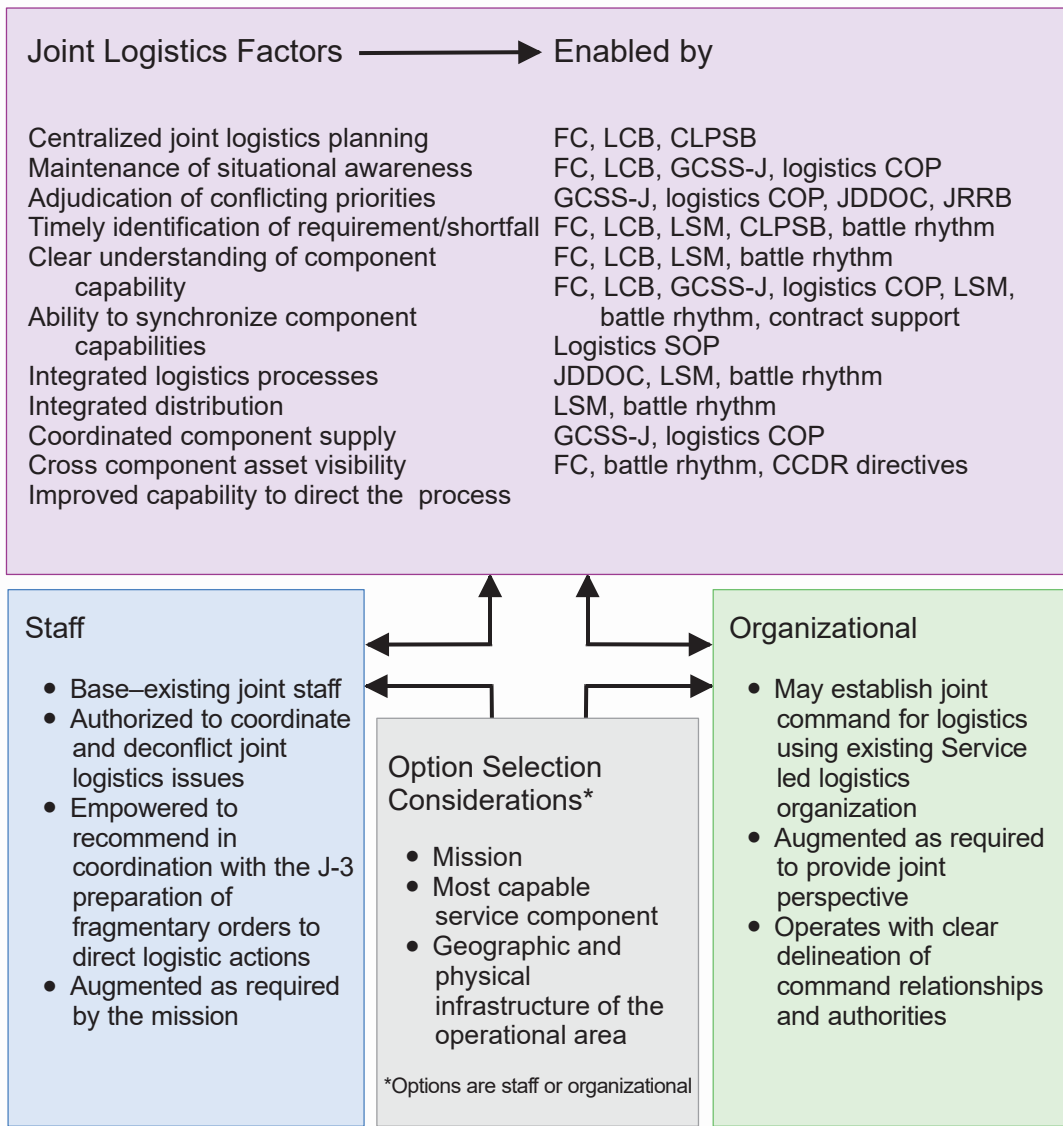
(3) **The Geographic and Physical Infrastructure in the OA.** This consideration is related to the most capable Service component consideration. The geographic and physical infrastructure in the OA usually dictates the nature of the LOCs needed to support the joint force and the need for contingency basing. The LOCs will influence the distribution system, to include the location of distribution points and the challenges brought on by the ITV technology need to support the operation. Additionally, the condition of the LOCs may force CUL, common-user land transport, and intratheater plans. The GCC should coordinate with USTRANSCOM, DOD agencies, and other stakeholders when analyzing the geography and physical infrastructure in the OA and when selecting the control option.

(4) **GCC Option Selection and Design.** Figure III-2 details a logical sequence that can be used by GCCs when evaluating, selecting, and designing the option they will use to control joint logistics. For more amplifying information detailing the joint logistics factors and enablers with regard to the staff and organization control options, see Appendix D, "Geographic Combatant Commander Logistics Control Factors and Tools Available."



Chapter III

## Geographic Combatant Commander Option Selection and Design



Legend

CCDR	combatant commander	J-3	operations directorate of a joint staff
CLPSB	combatant commander logistics procurement support board	JDDOC	joint deployment and distribution operations center
COP	common operational picture	JRRB	joint requirements review board
FC	fusion cell	LCB	logistics coordination board
GCSS-J	Global Combat Support System-Joint	LSM	logistics synchronization matrix
		SOP	standing operating procedure

Figure III-2. Geographic Combatant Commander Option Selection and Design

### 7. Technology

a. The rapid advance of technology, if leveraged effectively, can enable the JFC to effectively control logistics within the OA. Technology, in the form of information

systems, decision support tools, and communications capabilities, can improve visibility of logistics processes, resources, and requirements and provide the information necessary to make effective decisions.

b. These activities can enhance mission and organizational performance, improve decision cycle effectiveness, facilitate shared understanding through collaboration and shared knowledge, and create agile learning organizations. Logistics organizations must be learning organizations and adapt to implement changes between innovations in business models, job roles, globalization impacts, and technology. How quickly logistics adapts to these changes will affect the speed of service and implementation of logistics support.

c. The management of information and sharing of knowledge are the foundations of shared awareness that enables the JFC to focus logistics capabilities against the joint forces most important requirements. These areas, if not protected from cyberspace intrusion and manipulation, can prove to be a vulnerability and hinder support. Logistics operations rely on Service and agency efforts, implementation and valid data to gather information and develop the knowledge necessary for planning, decision making, and assessment.

d. The DOD components contribute critical data, information, and knowledge that support the CCDRs' logistics planning and common operational picture (COP) by providing various logistics knowledge such as ITV. This valuable and timely information, fused with other inputs per the joint reporting structure, assist the CCMDs and Service components in development of LSA for those OPLANs with a time-phased force and deployment data (TPFDD) and annex D (Logistics), annex L (Environmental Considerations), annex P (Host-Nation Support), annex Q (Medical Services), and annex W (Operational Contract Support) for supporting component plans.

## 8. Interorganizational Cooperation

Interorganizational cooperation that results in operational arrangements regarding joint logistics are bound together by a web of relationships among global providers. These relationships are critical to joint logistics success because logistics capabilities, resources, and processes are vested in a myriad of organizations, which interact across multiple physical domains, the information environment, and span the range of military operations.

a. **Multinational.** In today's OE, logisticians will likely be working with multinational partners. While the US maintains the capability to act unilaterally, it is likely that the requirement, and the desire, to operate with multinational partners will continue to increase. MNL is a challenge. However, leveraging MNL capabilities increases the CCDR's freedom of action. Additionally, many multinational challenges can be resolved or mitigated by having a thorough understanding of the capabilities and procedures of our multinational partners before operations begin. Integrating and synchronizing logistics in a multinational environment requires multinational information sharing, developing interoperable logistics concepts and doctrine, as well as clearly identifying and integrating the appropriate logistics processes, organizations, and C2 options. Careful consideration should be given to the broad range of MNL support structures.

### Chapter III

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*For further reference on MNL, refer to JP 4-08, Logistics in Support of Multinational Operations, and JP 3-16, Multinational Operations.*

**b. International and NGOs.** Integration and coordination among military forces, NGOs, and international organizations are different from the coordination requirements of a purely military operation. These differences present significant challenges to coordination. First, NGO and international organization culture is different from that of the military. Their operating procedures will undoubtedly differ from one organization to another and with DOD. However, their similar needs (e.g., distribution, materials handling equipment, shelter, water, and power) in a contingency environment will add another requirement for resources that must be addressed early in any operation. Ultimately, some NGOs and international organizations may even have policies not in consonance with those of DOD. In the absence of a formal command structure, the joint logistician will need to collaborate and elicit cooperation to accomplish the mission. NGOs and international organizations possess unique skills and capabilities that can assist in providing the joint warfighter more robust logistics.

*For additional information on logistics support with international organizations and NGO coordination efforts, refer to JP 3-08, Interorganizational Cooperation. For additional information on civil-military operations, refer to JP 3-57, Civil-Military Operations.*

#### **c. Logistics Support of US Government Organizations and Agencies**

(1) Logistics must be integrated at lowest echelons and are complicated by the creation of more support relationships of greater variety across Service lines and at lower levels. Likewise, multinational operations and support to interagency partners can complicate logistics by introducing a wider variety of potential partners. This complication is both the challenge and the solution, as it demands working with partners with a variety of requirements while also providing access to external resources and expertise. Partner logistics capabilities vary, as do their specific materiel resources, procedures, and information systems. It is necessary to integrate all the various partners' capabilities and requirements into the broader logistics effort, and it will most likely fall to the US to do the integration. Given the variety of materiel, procedural and information systems at work, logisticians must make every effort to integrate. Information transfer and assurance become especially challenging given the variety of information systems, classifications, and organizational/national interface challenges.

(2) Joint logistics must have the ability to integrate elements at lower echelons with the option to detach from their parent headquarters and combine effectively with similar elements from other Services or organizations to form flexible groupings. Moreover, these flexible groupings must have the ability to incrementally combine to create logistics organizations of practically any size and composition. This ability is essential for supporting unified action. The key to achieving this flexibility is creating interoperability between units from different Services, other agencies, and with our multinational partners to the extent that is possible.

## 9. Special Operations

a. SOF are dependent on Service and joint logistics support as the primary means of support. Support for SOF is derived from Title 10, USC, Section 165, which states: “the Secretary of a military department is responsible for the administration and support of forces assigned to a combatant command.” After consultation with the Secretaries of the Military Departments, SecDef may assign the responsibility (or any part of the responsibility) to other DOD components, including CCMDs and defense agencies. The supporting DOD component is subject to the authority, direction, and control of SecDef and the authority of the supported CCDR.

b. DODD 5100.01, *Functions of the Department of Defense and Its Major Components*, directs the Secretaries of the Military Departments to provide logistical support for Service and all forces assigned to joint commands. This logistical support for all Services and forces assigned or allocated to joint commands includes SOF assigned or attached to TSOC or other joint special operations task organizations. SOF logistics support includes all the core logistics functions identified in this publication.

c. Title 10, USC, Section 164, and DODD 5100.01, *Functions of the Department of Defense and Its Major Components*, provide CDRUSSOCOM with DAFL over all assigned SOF, including SOF attached to the GCCs. The CDRTSOC is responsible for arranging Service-common logistic support to SOF before transferring OPCON to the GCCs for employment. GCCs exercise DAFL over their Service components to ensure SOF units receive necessary logistics support to accomplish their missions.

d. The theater Service components plus CSAs are responsible for providing Service-common support to respective service SOF operating in the CCMD AOR. SOF must obtain special operations-peculiar support from their respective USSOCOM component or USSOCOM.

e. USSOCOM and the Services currently maintain memorandums of agreements that articulate and clarify Service and USSOCOM funding responsibilities and procedures for determining Service-common and special operations-peculiar support for SOF equipping and training.

f. The CCMDs will ensure appropriate Service logistics support is made available through one of the logistics control options described in this JP. The CDRTSOC is the primary logistics control authority for SOF. The TSOC J-4 implements CDRTSOC guidance and coordinates with CCMDs, theater Service component commands, USSOCOM, and CSAs to receive Service-common support to SOF. USSOCOM advocates Service-common requirements with GCCs and Services as needed. Planners must be prepared to include the use of OCS for SOF requirements.

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## CHAPTER IV JOINT LOGISTICS PLANNING

*“Logistics considerations belong not only in the highest echelons of military planning during the process of preparation for war and for specific wartime operations, but may well become the controlling element with relation to timing and successful operation.”*

**Vice Admiral Oscar C. Badger, United States Navy  
Address to the Naval War College, 1954**

### 1. Introduction

Joint logistics planning provides the process and the means to integrate, synchronize, and prioritize joint logistics capabilities toward achieving the supported commander’s operational objectives during all phases of plan development. This chapter is applicable to combatant command campaign plans (CCPs), subordinate campaign plans, campaign support plans, and contingency plans tasked in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3110.01, *(U) 2015 Joint Strategic Campaign Plan (JSCP)* (commonly referred to as the JSCP), or as directed by the CCDR. This chapter also addresses planning considerations, input and output products used by joint logisticians to create OPLANs and operation orders (OPORDs) that enable transition from peacetime activities to execution of orders. Focus is on the JPP in development of the theater logistics overview (TLO) as a segment of the CCP.

a. The requirement to perform joint logistics planning is derived from Title 10, USC, Section 153; *(U) Guidance for Employment of the Force (GEF)*, the JSCP, and guidance provided in the JSCP-directed supplements and/or coordinating instructions.

b. Joint logistics planning is conducted under the construct of joint planning and the JPP addressed in JP 5-0, *Joint Planning*. Joint planning consists of planning activities associated with joint military operations by CCDRs and their subordinate commanders in response to contingencies and crises. It transforms national strategic objectives into activities by development of operational products that include planning for the mobilization, deployment, employment, sustainment, redeployment, and demobilization of joint forces and supporting contractors. Joint planning occurs at multiple strategic national and operation levels using process, procedures, tactics, techniques, and facilitating information technology tools/applications/systems aligned to the Joint Operation Planning and Execution System (JOPES) and the Adaptive Planning and Execution (APEX) enterprise.

c. The TLO segment of the CCP articulates the overarching logistic architecture of the GCC’s AOR. It is the start point of subsequent JPP logistics planning for regional OPLAN development and other contingencies.

d. Technology is a tool that supports the joint logistics planning effort. Technology supports the range of logistics planning functions, from requirements determination to retrograde and disposal operations. Logistics planners should take advantage the ability to



## Chapter IV

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accurately access, track, collect, process, store, communicate, and analyze all logistic data (i.e., ITV) from all elements of the JLEnt in near real time when available.

### 2. Planning Functions

a. Joint planning encompasses a number of elements, including four planning functions: strategic guidance, concept development, plan development, and plan assessment. Depending upon the type of planning and time available, these functions can be sequential or concurrent. Joint planning features detailed planning guidance and frequent dialogue between senior leaders and commanders to promote a common understanding of planning assumptions, considerations, risks, COA, implementing actions, and other key factors. Plans may be rapidly modified throughout their development and execution. This process involves expeditious plan reviews and feedback, which can occur at any time, from SecDef and the CJCS. The intent is to give SecDef and the CCDR a mechanism for adapting plans rapidly as the situation dictates.

b. Integrated planning coordinates resources, timelines, decision points, and authorities across CCMD functional areas and AORs to attain strategic end states. Integrated planning produces a shared understanding of the OE, required decisions, resource prioritization, and risk across the CCMDs. JFCs and component commanders need to involve all associated commands and agencies within DOD in their plans and planning efforts. Moreover, planning efforts must be coordinated with other US Government department and agency stakeholders in the execution of the plan to assure unity of effort across the whole-of-government. The integrated planning process is the way the joint force will address complex challenges that span multiple CCMD AORs and functional responsibilities. Integrated planning also synchronizes resources and integrates timelines, decision points, and authorities across multiple geographic CCMDs to achieve GEF-directed campaign objectives and attain contingency end states.

c. **Supported CCDR.** The supported CCDRs lead integrated logistics planning for their problem sets, inclusive of all associated plans related to the logistics problem both intertheater and intratheater. As such, supported CCDRs have coordinating authority for logistics planning. They lead the logistics planning process with all supporting CCMDs to develop a common understanding of logistics requirements, synchronize logistics planning activities, identify problem set logistics resource requirements, and provide logistics supportability analyses (quantitative and qualitative), as well as risk and supportability assessments associated with the plans. The supported commander designates and prioritizes objectives, timing, and duration of the supporting action. The supported commander ensures supporting commanders understand the operational approach and the support requirements of the plan. If required, SecDef will adjudicate competing demands for resources when there are simultaneous requirements amongst multiple supported CCDRs.

d. **Supporting Commander.** Supporting commanders will ensure their logistics planning is sufficiently integrated and synchronized across the problem set. They assist the supported CCMDs' efforts to develop a unified view of the logistics environment and

synchronize resources, timelines, logistics C2, decision points, and authorities. The supporting commander determines the forces, tactics, methods, procedures, and communications to be employed in providing support. The supporting commander advises and coordinates with the supported commander on matters concerning the employment and limitations (e.g., logistics) of required support, assists in planning for the integration of support into the supported commander's effort, and ensures support requirements are appropriately communicated throughout the supporting commander's organization.

*For additional information on operation planning, refer to JP 5-0, Joint Planning. For more information on supported commander/supporting commander, see JP 1, Doctrine for the Armed Forces of the United States.*

(1) **Strategic Guidance.** The primary end product of the strategic guidance function and an in-progress review (IPR) is an approved CCDR's mission statement for contingency planning and a commander's assessment (operational report-3 pinnacle command assessment) or commander's estimate for crisis planning.

(2) **Concept Development**

(a) During concept development, if an IPR is required, the CCDR outlines COAs and makes recommendations to higher authority for approval and further development. Products from concept development include an approved mission statement, preliminary COAs, and prepared staff estimates. The CCDR recommends a COA for SecDef approval in the commander's estimate. The SecDef's approved COA from a concept development IPR is the basis for CONOPS.

(b) Plan development solidifies the CONOPS and the OPLAN, concept plan (CONPLAN), or OPORD and required supporting documents are prepared.

(3) **Plan Development.** This function is used to develop a feasible plan or order that is ready to transition into execution. This function fully integrates mobilization, deployment, employment, sustainment, conflict termination, redeployment, and demobilization activities through all phases of the plan. When the CCDR believes the plan is sufficiently developed, the CCDR briefs the final plan to SecDef (or a designated representative) for approval.

(4) **Plan Assessment.** The joint planning and execution community continually reviews and evaluates the plan; determines one of four possible outcomes: refines, adapts, terminates, or executes; and then acts accordingly. Commanders and the joint planning and execution community continue to evaluate the situation for any changes that would require changes in the plan. The CCDR will brief SecDef during routine plan update IPRs of modifications and updates to the plan based on the CCDR's assessment of the situation, changes in resources or guidance, and the plan's ability to achieve the objectives and attain the end states.

*For more information on planning functions, see JP 5-0, Joint Planning.*

## Chapter IV

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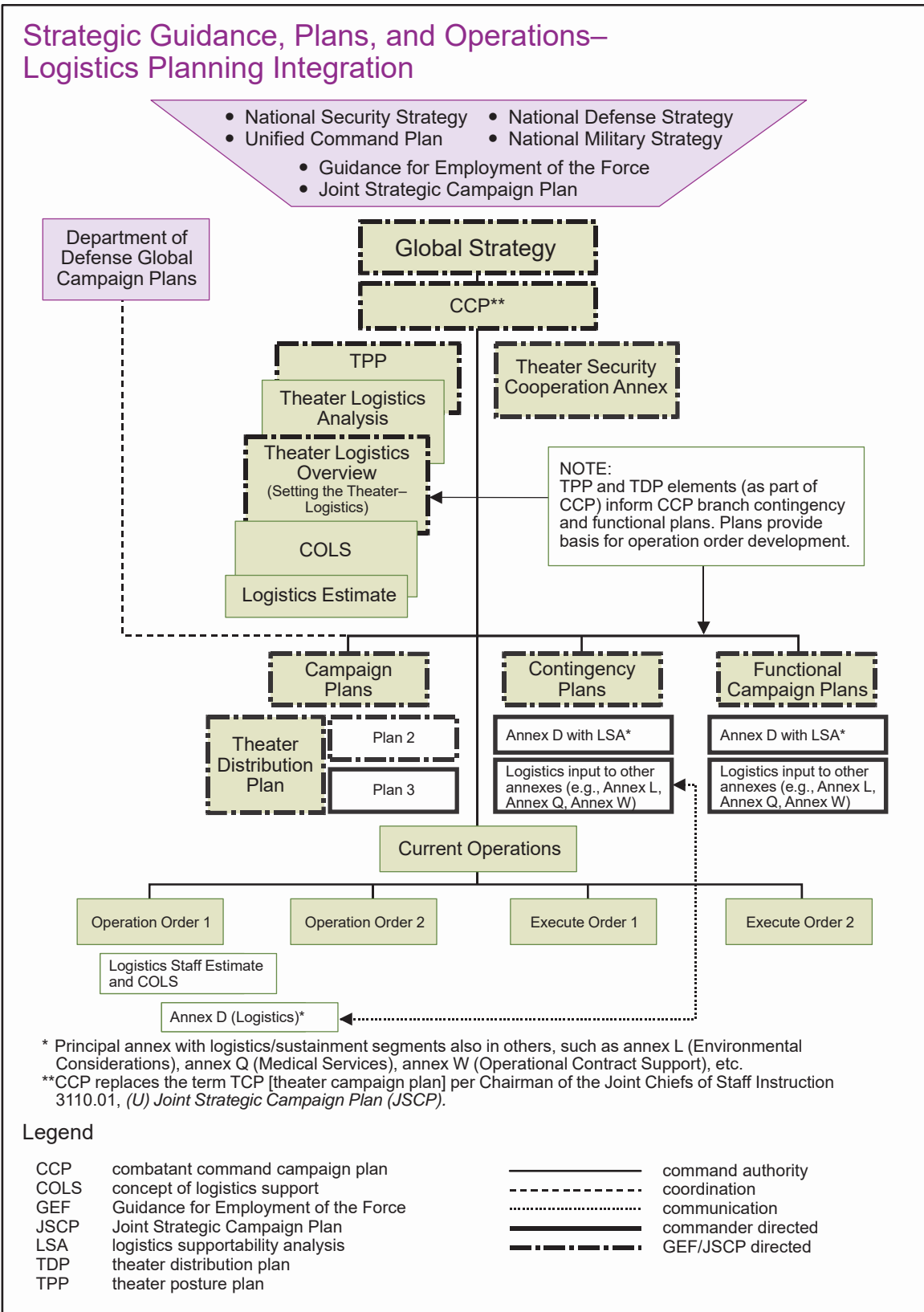
e. Using the JPP framework for planning, Figure IV-1 reflects the cascading relationship from strategic guidance and tasking to planning and developing OPORDs with a focus on CCP and associated key logistics area products. These key logistics area products, TLO, logistics estimate, and COLS support the CCP and provide the basis for plan and OPORD development. These products are key to the GCC's conduct of missions throughout the AOR.

f. Figures IV-2 and IV-3 reflect the joint logistics planning process combined with elements of the joint planning activities, functions, and products depicted in Figure IV-1. A means of anticipating future requirements is through the theater logistics analysis (TLA) process supporting TLO development and codification, logistics estimate, and logistics planning process. Anticipating requirements is essential to ensuring responsiveness and determining adequacy of support. The purpose of the logistics planning process is to ensure the logistics facts, assumptions, information, and considerations are properly analyzed and effectively synthesized within an integrated plan that supports the CONOPS. To ensure that this integration occurs, logistics planners must be included in the planning process from the outset. The remaining sections of the chapter address process segments and outputs.

g. **Strategic Guidance.** At the CCMD level, planning begins with the receipt of strategic guidance or a planning directive and continues as the CCDR develops a mission statement. This planning function relates to the first two JPP steps: planning initiation and mission analysis. The staffs' planning activities initially focus on mission analysis and developing information to help the commander, staff, and subordinate commanders understand the situation and mission. Planning activities include identifying assumptions, planning forces, mission, and desired end state. Logisticians identify critical logistical assumptions. During mission analysis, joint logisticians must provide critical information to operation planners on the logistics guidance contained in strategic and theater documents. Such documents include the JSCP; CJCSI 3110.03, *(U) Logistics Supplement (LOGSUP) for the 2015 Joint Strategic Capabilities Plan (JSCP)*; JFC planning guidance; TLA; and TLO. Additionally, detailed information on airfields, seaports, roads, rails, bridging capabilities, and other critical infrastructure captured in the theater posture plan and theater distribution plan are validated and incorporated into the planning efforts.

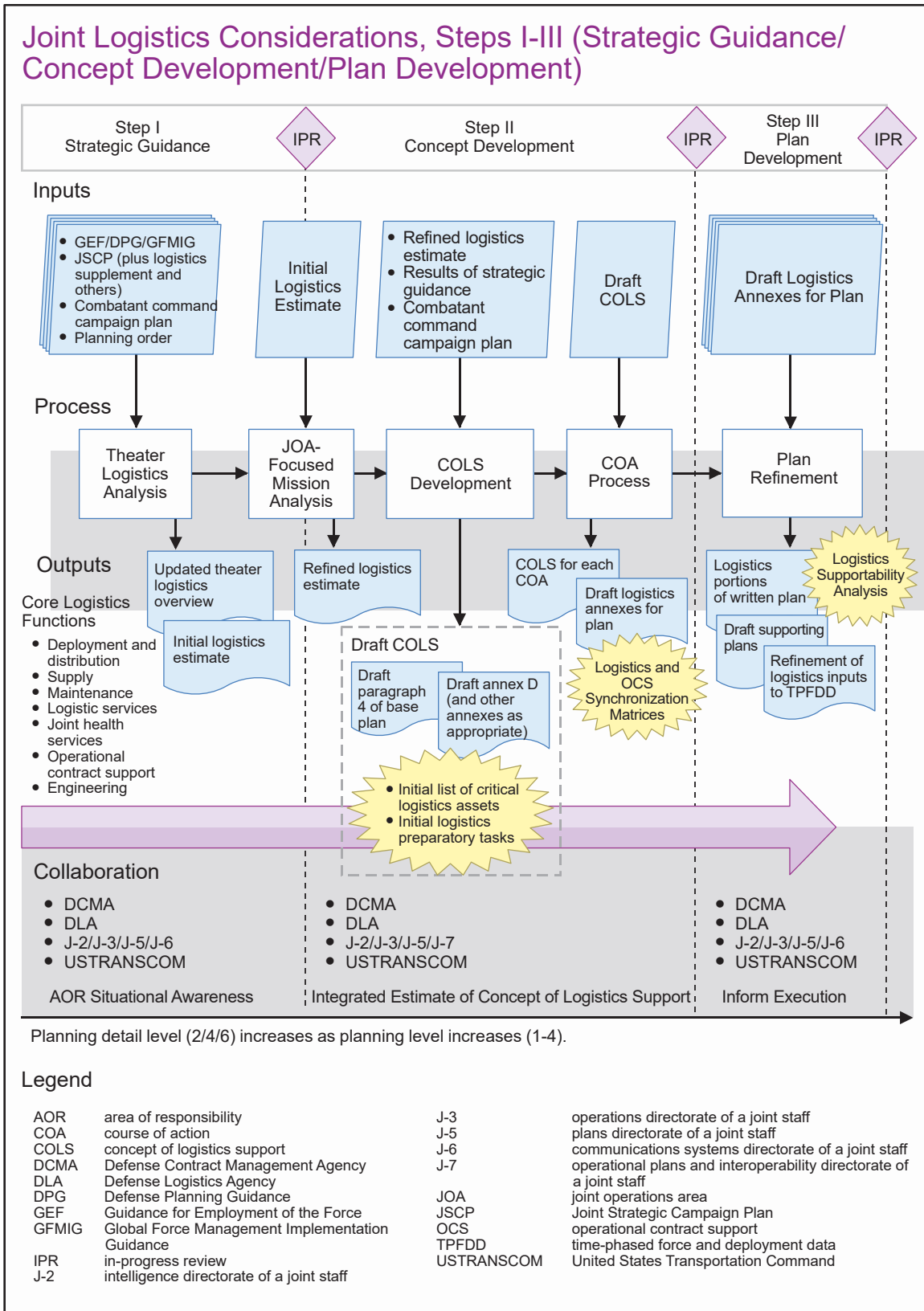
### h. Concept Development

(1) This planning function includes the following JPP steps: COA development, COA analysis and wargaming, COA comparison, and COA approval. The staff, in coordination with supporting commands, Services, and agencies, develops, analyzes, and compares valid COAs and prepares staff estimates. The output is an approved COA. Critical elements include a common understanding of the situation, interagency coordination requirements, multinational involvement (if applicable), and capability requirements. Logistics planners must integrate planning efforts with operation planners, as deployment, redeployment, distribution, contracted support requirements, and sustainment requirements are an integral part of COA development.

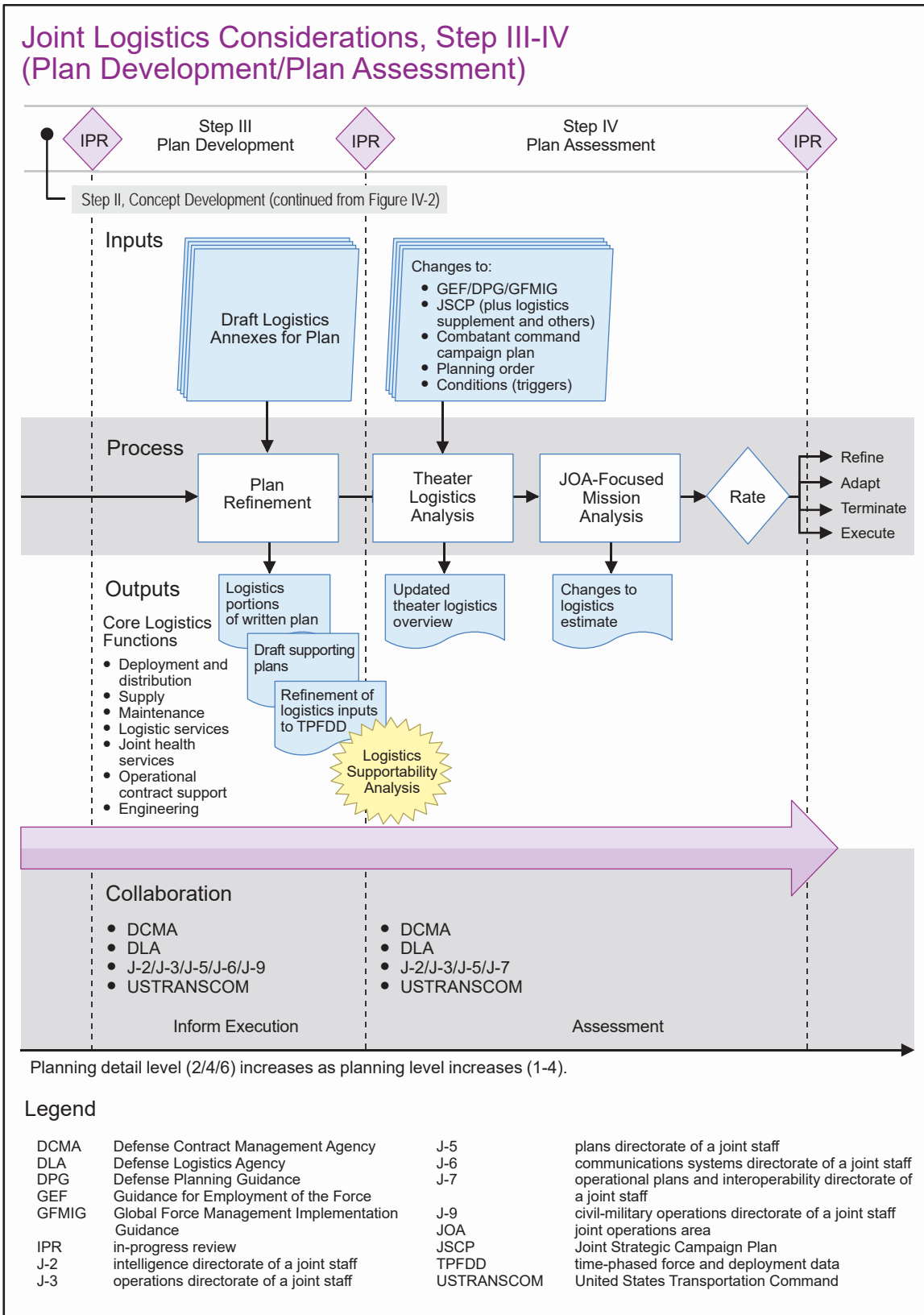


**Figure IV-1. Strategic Guidance, Plans, and Operations—Logistics Planning Integration**

Chapter IV



**Figure IV-2. Joint Logistics Considerations, Steps I-III (Strategic Guidance/Concept Development/Plan Development)**



**Figure IV-3. Joint Logistics Considerations, Step III-IV  
(Plan Development/Plan Assessment)**



## Chapter IV

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(2) The logistician must also identify requirements, critical logistics assets (CLAs), and services needed. A CLA is a logistics asset that is essential to completing key tasks that ensure mission accomplishment; if nonoperational or absent, it would have a seriously debilitating effect on the ability of a CCMD to execute their mission. The logistician must be aware of force structure planning, TPFDD development, and existing contracts and task orders, as well as the limitations of the OCS and JRSOI requirements. The logistician also uses this planning data during concept of support development to meet sustainment requirements from theater entry and operations to redeployment and reset. Logistics planners address all the core joint logistics functions.

(3) During COA refinement, phasing of joint operations is done to ensure joint capabilities are available in the proper sequence to meet the operational requirements. Events drive phase changes, not time. Phasing helps the planning community visualize the entire operation to define requirements in terms of forces, resources, time, space, and purpose. The CDR determines the number and nature of the phases during the operational design. Transitions between phases are designed to be distinct shifts in joint force focus and may be accompanied by changes in command relationships. Phase transition often changes priorities, command relationships, force allocation, or even the design of the OA, thereby creating new support challenges.

(4) CCMD campaigns focus on shaping the OE to support the CDR's overall objectives. Questions to ask when setting the theater can include:

(a) Do we have the right C2 and communications systems?

(b) Do we have access to critical infrastructure?

(c) Do we have a good theater distribution plan?

(d) Have we coordinated at the higher levels with the strategic partners (e.g., DLA and Army Materiel Command)?

(e) Have we properly positioned logistics assets at the tactical level?

(5) Military engagement, security cooperation, and deterrence activities occur during shaping operations, seeking to improve cooperation with allies and other partners. These activities complement broad diplomacy and economic development in support of a friendly government's own security activities and setting the theater for major combat operations. Military engagement, security cooperation, and deterrence activities may also occur with new emerging governments and those previously considered as non-friendly to US national interests.

(6) SOF are normally highly engaged during CCMD operations. Joint logistics planners must be aware of SOF requirements during day-to-day operations. SOF logistics support includes the sustainment and replenishment of all classes of supply, maintenance, transportation, joint health services, facilities, BOS, and services. Logistics support of SOF

units is the responsibility of the parent Service, except where otherwise provided for by support agreements and/or directives. This may include Service support, joint in-theater support, nonstandard support, special operations-peculiar support.

(7) Shaping offers logisticians the opportunity to expand knowledge of and access to additional capabilities in anticipation of future events. If it becomes apparent that an event will occur, the logistician can begin preliminary actions, such as pre-positioning (PREPO) of materiel, preparing organic or commercial JLEnt partners to surge capabilities, coordinating award of contracts (e.g., external and theater), and readying the assets to move on short notice. Shaping is a critical period to identify potential risks in terms of access, capabilities, and capacities so alternatives and mitigating measures can be developed. Planners must identify and assess critical infrastructure and installation needs and compare the results to current and programmed military construction requirements and authorities. Analysis of required logistics support for deployment and sustainment of flexible deterrent options may occur during this phase. This analysis must carefully balance joint logistics capabilities currently assigned, projected early joint deployers, and changes to OCS requirements.

i. **Plan Development.** During the plan development function, the CCDR's staff creates a detailed OPLAN, OPORD, or CONPLAN, with required annexes. The supported CCDR, subordinate commanders, supporting commanders, CSAs, and staff conduct a number of different planning activities, to include force planning, support planning, deployment planning, redeployment or unit rotation planning, shortfall identification, feasibility analysis, refinement, documentation, plan review and approval, and supporting plan development. Planning activities culminate in training and wargaming exercises to provide feedback on the planned concept of support. The joint logistics concept of support specifies how capabilities will be delivered over time, identifies who is responsible for delivering a capability, and defines the critical logistical tasks necessary to achieve objectives during all phases of the operation. Annex W (Operational Contract Support) is closely tied to the COLS since contracted support may fill critical operational and logistics capability gaps. The COLS encompasses joint capabilities of all force capabilities, to include multinational, HN, interagency partners, international organizations, NGOs, DOD OCS, plus Active Component and Reserve Component forces.

j. **Plan Assessment.** The supported commander extends and refines planning, while supporting and subordinate commanders and CSAs complete their support plans. Branch plans and other options may be developed. The CCDR and staff continually evaluate the situation for changes which trigger plan refinement, adaptation, termination, or execution. Additional means of assessing joint logistics planning are LSAs completed as appendix 4 (Logistics Supportability Analysis), annex D (Logistics) during plan development, Service component analysis, joint combat capability assessments-plans assessment, Global Logistics Readiness Dashboard, and Defense Readiness Reporting System assessments.

*Guidance for development of an LSA is available in CJCSI 3110.03, (U) Logistics Supplement (LOGSUP) to the Joint Strategic Capabilities Plan (JSCP), and Chairman of*

## Chapter IV

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*the Joint Chiefs of Staff Manual (CJCSM) 3130.03, Adaptive Planning and Execution (APEX) Planning Formats and Guidance, provides the LSA format.*

(1) **Preparation for Execution.** This consists of joint force activities to improve the ability to execute an operation. Preparation includes, but is not limited to, plan refinement; rehearsals; intelligence, surveillance, and reconnaissance; coordination; inspections; and movement.

(2) **Modeling, Simulations, and Exercises.** The planning process requires the CCDR to conduct modeling and simulations to test operational concepts. This activity may occur as early as COA development to identify potential risks or impediments to mission success. Conducting modeling/simulations by phase of operation can help identify key tasks, roles and responsibilities, and requirements. Considerations for SOF requirements are best captured during the planning process.

(3) Rehearsals assess the effectiveness of the concept of support, to familiarize supporting joint forces with the concept, and to provide confidence in the selected concept. Rehearsals help clarify roles and responsibilities that are essential to effectively prepare for execution of an operation. Rehearsals are usually part of JPP step 4, COA analysis and wargaming activities. Coordination conducted with Service logistics components and supporting commands help identify, understand, and validate the correct measure of effectiveness and measure of performance for the CCMD.

### 3. Joint Planning Process

a. Joint planning is the overarching process that guides CCDRs in developing plans for the employment of military power within the context of national strategic objectives and national military strategy to shape events, meet contingencies, and respond to unforeseen crises. Logisticians provide key inputs, analysis, and assessments throughout the process. Logistics input is derived from mission analysis; COA development, analysis, and selection; and plan development, to include preparation and submission of LSA. Previously completed TLA, TLO (setting the theater-logistics), and COLS prepared for the CCP provide a foundational basis for complementary sections for tasked contingency plans. This foundation can also assist with transition to OPORD preparation for crisis execution under a plan and/or no-plan scenario.

b. In common application, the JPP proceeds according to planning milestones and other requirements across various levels. The seven steps to the JPP are:

(1) **Planning Initiation.** The JPP begins when an appropriate authority recognizes a potential to employ a military capability in response to a potential or actual crisis. The contingency planning guidance in the GEF and JSCP, with supporting supplements such as logistics and mobilization supplements and related strategic guidance statements, serve as the primary guidance to begin contingency planning.

(2) **Mission Analysis.** The primary purpose of mission analysis as part of the JPP is to understand the problem and the purpose of the operation. This will result in the issuance of appropriate guidance to drive the rest of the planning process. A key output is the logistics staff estimate that includes a TLA and TLO. The logistics staff estimate identifies factors that may influence the feasibility to provide logistics support to the tentative COAs.

(3) **COA Development.** Logistics planners must develop an initial sustainment concept for each tentative COA to be assessed. The sustainment concept identifies baseline levels of support required to execute a tentative COA. No COA is complete without a plan to sustain it properly. It entails identifying the requirements for operational energy, munitions, and other classes of supply to create distribution, transportation, and disposition plans. It ensures the right logistics support is available at the designated time and place to conduct decisive operations. It identifies HNS or other JLEnt logistics providers that will be used to support the tentative COA. While the concept does not incorporate threat analysis, the concept should be sufficient in detail to support a validity assessment for feasibility and should be sufficient in scope to enable robust wargaming or simulations against logistics during COA analysis. A COA consists of the following information:

- (a) What type of military action will occur?
- (b) Why is the action required (purpose)?
- (c) Who will lead and take the action lead agent (CSA, HN, multinational, etc.)?
- (d) When will the action begin?
- (e) Where will the action occur?
- (f) How will the action occur (method of employment of forces)?
- (g) Is the COA supportable by personnel, intelligence, operations, logistics, and communications systems?
- (h) Who will deploy?
- (i) What equipment will deploy?
- (j) What capabilities will deploy?

(4) **COA Analysis and Wargaming.** The commander and staff analyze each tentative COA separately according to the commander's guidance. Logistics planners must develop a logistics feasibility analysis for the COA, which should result from wargames or simulations. This feasibility product assesses the degree to which each COA's sustainment concept provides the required logistics support under threat.

## Chapter IV

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(a) Were the necessary logistics capabilities able to deliver the right support at the designated time and place?

(b) Was there sufficient operational energy and munitions to execute the COA?

(c) Did the wargame incorporate realistic logistics constraints?

(d) Did the wargame incorporate attrition to the logistics forces as well as the combat forces?

(e) Is a revised sustainment concept required to execute the COA?

(f) What are the advantages and disadvantages of each proposed friendly COA?

(5) **COA Comparison.** This is an objective process where COAs are considered independent from each other. Each COA is evaluated and compared against a commander-established set of criteria. The staff helps the commander identify and select the COA that best accomplishes the mission. The staff supports the commander's decision-making process by clearly portraying the commander's options and recording the results of the process. The staff compares feasible COAs to identify the one with the highest probability of success against the most likely enemy COA and the most dangerous enemy COA. The goal is to identify and recommend the COA that has the highest probability of success against the enemy COA that is of the most concern to the commander.

(6) **COA Approval.** The staff determines the best COA to recommend to the commander, briefs the commander on the COA comparison and the analysis of wargaming results, and includes additional supporting information. The logistics products (analysis) that are associated with the approved COA are the sustainment concept and the logistics feasibility analysis, which will be used in developing the TLA, TLO, and logistics staff estimate as appropriate.

(7) **Plan or Order Development.** The CJCS, in coordination with the supported and supporting commanders and other members of the Joint Chiefs of Staff, monitors planning activities for plans and orders developed per JOPES and APEX policy guidance. Additionally, the CJCS resolves shortfalls when required and reviews the supported commander's OPLAN for adequacy, feasibility, acceptability, completeness, and compliance with joint doctrine.

## 4. Planning Levels

JP 5-0, *Joint Planning*, identifies four levels of planning detail and establishes a minimum level of effort for each. The supported CCDR may increase the level of effort as necessary.

a. **Level 1 Planning Detail—Commander’s Estimate.** This level of planning involves the least amount of detail and focuses on producing multiple COAs to address a contingency. The product for this level can be a COA briefing, command directive, a commander’s estimate, or a memorandum with a required force list.

b. **Level 2 Planning Detail—Base Plan (BPLAN).** A BPLAN describes the CONOPS, major forces, concepts of support, and anticipated timelines for completing the mission. It does not normally contain annexes. Unless the CCDR opts to produce an annex D or the JSCP requires an annex D, there will be a paragraph 4 (Administrative and Logistics) only within the BPLAN summary. A BPLAN may contain alternatives, including flexible deterrent options, to provide flexibility in addressing a contingency as it develops or aid in developing the situation. Command logisticians should develop a Logistics Estimate (paragraph 4).

c. **Level 3 Planning Detail—CONPLAN.** This level is an abbreviated OPLAN with selected annexes and a CCDR’s estimate of the plan’s feasibility with respect to forces, logistics, and transportation. It will produce, if applicable, a COLS to include a “gross-transportation-feasible” TPFDD, thus, the further delineation of a 3T plan (i.e., a CONPLAN or TPFDD). The COLS for CONPLANs or 3T plans will mirror the level of detail contained in the supported annex D. Appendix 4 to annex D provides the LSA for the plan. Level 3T plans (level three plan with TPFDD) and above require an annex W.

d. **Level 4 Planning Detail—OPLAN.** This plan requires a full description of the CONOPS, a complete set of annexes, and a TPFDD. Figure IV-4 depicts logistics planning products by level of plan. Within the JPP, key logistics outputs are OPORD TLO, logistics estimate supporting development of the commander’s estimate, and COLS. The COLS further supports annex D plans and OPORDs. Appendix 4 to annex D provides the LSA for the plan. In terms of operations execution, logistics supportability is addressed and status update reported in the JFC’s situation report (SITREP) per CJCSM 3150.05, *Joint Reporting System Situation Monitoring Manual*. Logistics input to the SITREP provides shared situational awareness and visibility within and across echelons of command to address the core logistics functions, force, and sustainment tracking; JRSOI supporting declaration of force closure for operational employment; and other conditions that increase, or materially detract from, the adaptability and readiness of forces. The following paragraphs address key logistics planning process outputs supporting and/or included in CCP development and execution planning.

## 5. Theater Logistics Analysis

a. The TLA is a supporting process facilitating development of the TLO through examination, assessment, and codification of an understanding of current conditions of the OE. Analysis determines infrastructure, logistics assets/resources, and environmental factors in the OE that will optimize or adversely impact means for supporting and sustaining operations within the theater. To facilitate developing the TLA, logistics planners leverage all interactions with PN logistics professional counterparts (e.g., during



## Chapter IV

## Likely Expected Logistics Outputs

Plan Level	Strategic Guidance	Concept Development	Plan Approval	Plan Review
Level 1 "Commander's Estimate"	TLO, ILE, and RLE (briefing)			Δs to TLO and RLE (briefing)
Level 2 Base Plan	TLO, ILE, and RLE (briefing)	Paragraph 4 (written and briefing)		Δs to TLO and RLE (briefing)
Level 3 Base Plan with Select Annexes	TLO, ILE, and RLE (briefing)	Paragraph 4, Annex D, logistics enablers, preparation tasks, COLS, and LSM (written and briefing)  Annex Q		Δs to TLO and RLE (briefing)
Level 3 with TPFDD		Transportation feasible TPFDD, Annex W, CSSM		
Level 4 Base Plan with Annexes and Detailed TPFDD	TLO, ILE, and RLE (briefing)	Paragraph 4, Annex D, Annex W, logistics enablers, preparation tasks, COLS, LSM, and CSSM (written and briefing)  Annex Q	Logistics portions of plan, draft supporting plans, logistics inputs to TPFDD, and LSA (written and briefing)	Δs to TLO, RLE, COLS, and LSA; status of supporting plans (briefing)

## Legend

Δ	change	LSA	logistics supportability analysis
COLS	concept of logistic support	LSM	logistics synchronization matrix
CSSM	contracted support synchronization matrix	RLE	refined logistics estimate
ILE	initial logistics estimate	TLO	theater logistics overview
		TPFDD	time-phased force and deployment data

Figure IV-4. Likely Expected Logistics Outputs

multinational exercises logistics planning and execution) to capture insights into their capabilities, processes, and policies by writing and distributing detailed after action reports (AARs). To effectively share best practices and lessons learned from logistics operations across DOD, observations, insights, and AARs should be entered into the Joint Lessons Learned Information System (JLLIS). Entry into JLLIS facilitates awareness of issues and may provide solutions to logistics planning issues.

b. The TLA provides a detailed country-by-country analysis of key infrastructure by location or installation (main operating base/forward operating site/cooperative security location); footprint projections (including contingency locations); HN

agreements; and available contracted support capabilities, existing contracts, and task orders to logistically support the theater during peacetime through contingency operations. Work completed supports TLO development as a segment of the CCP and development of directed plans and OPORDs. Information and data collected and codified during the TLA process are the basis for analysis which assists in identifying, resolving, and/or mitigating risk associated with theater shaping operations.

c. Additionally, the TLA provides the framework for conceptual planning, which involves understanding the OE and the problem, determining the operation's end state, and visualizing an operational approach. Using the TLA, the operational approach is initially addressed in a logistics estimate and transitions to culminate in the TLO. Detailed planning works out the scheduling, coordination, or technical problems involved with moving, sustaining, and synchronizing the actions of force as a whole to achieve objectives. Effective planning requires the integration of both the conceptual and detailed components of planning. The TLA assists in improving the JFC's situational awareness and understanding of theater logistics support capabilities and readiness to support/execute theater operations.

## **6. Theater Logistics Overview**

a. The TLO is a segment of the iterative planning process which addresses identification, understanding, and framing the theater's mission at the campaign level, not for a specific operation. The TLO uses TLA information to inform decisions about the approaches to be used for sourcing and distribution of logistics support for theater operations. Having captured influencing elements in the TLA as a frame, the JFC's logistics staff elements develop and codify an overarching approach to theater operations in the TLO. The TLO then serves as an important link between conceptual planning and the detailed planning tasked in the GEF/JSCP.

b. Additionally, the TLO helps the JFC and operations and logistics staff segments measure the overall effectiveness of employing forces, force sustainability, and logistics capability readiness to ensure that the operational approach remains feasible and acceptable. As such, the TLO is key to help identify and address capability gaps, risk mitigations, and residual risk. If risk cannot be resolved or mitigated to an acceptable level then the operational concept may be reframed. Reframing involves revisiting earlier COAs, conclusions, and decisions that underpin the current operational CONOPS. Reframing can lead to a modification of the current CONOPS or result in preparation of a branch plan or entirely new plan.

c. In developing the TLO, logistics planners, in coordination with intelligence and operations staff segments, identify opportunities/initiatives by anticipating events. This allows them to identify decision points to operate inside the threat's decision cycle or to react promptly to deteriorating situation advancing beyond shaping operations. Time to complete the TLA and resulting TLO assists in optimizing available planning time for associated detailed plans. Based on their understanding and learning gained during TLO development, the JFC and senior logistics staff representative issue logistics planning

## Chapter IV

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guidance to support and enable the operational approach expressed in the CONOPS and to guide more detailed planning.

d. The TLO is a key component to establish a common frame of reference to develop plans/OPORDs, prepare for, execute, and assess operations. See Appendix A, “Theater Logistics Overview Format,” for an example of a TLO format.

### 7. Logistics Estimate

a. Logistics estimate supports the commander’s estimate, COLS, OPORD development, and execution. Execution planning may involve abbreviated and compressed timelines from situational awareness/initiating event and reporting to potential JFC planning guidance or CJCS planning order to OPORD and execution. The TLA and TLO provide a foundation for rapid review and response development. Due to accelerated timelines, availability, and incorporation of TLA information and TLO segments, preparation of the logistics estimate may be compressed supporting the commander’s estimate and initial work for COA development, analysis, and selection. Updating the TLA/TLO baseline, the logistics estimate supporting the commander’s estimate informs the COLS and OCS concept prepared for OPORD annex D and annex W development and iterative planning during operations execution.

b. The logistics estimate is an analysis of how CSS factors can affect mission accomplishment. It contains the logistics staff’s comparison of requirements and capabilities, conclusions, and recommendations about the feasibility of supporting a specified COA. This estimate includes how the core logistics functions affect various COAs. Preparation of the logistics estimate provides a coordinated and formalized means for the staff to identify and consider logistics shaping in support of the operational CONOPS. Planners should evaluate the feasibility of OPLANs in light of strategic lift capabilities and limitations.

c. The logistics effort and development of the logistics estimate refined as COLS for OPORD annex D must be integrated into the JPP and OPORD development upfront. Using the TLA/TLO baseline, logistics staff segments will be able to identify if specific operational actions to augment or expand theater logistics capabilities to support the operational CONOPS must be taken. The previously developed TLA/TLO assists the logistics planners in providing logistics characteristics of the AOR and area of operations/area of interest for the specified operations. The TLA/TLO aids planners in identification of logistics infrastructure of the OE (what exists in the OA that may be put to use).

### 8. Concept of Logistics Support

In support of the CCDR and preparation of plans/OPORDs, the logistics staff elements prepare a logistics estimate which is further refined and developed into a COLS. The COLS provides a foundational basis in preparation of annex D for assigned contingency plans and/or OPORD development tasks. The COLS establishes priorities of support across all phases of operations to support the JFC’s CONOPS. Logistics staff elements’ active participation within and across JPP activities at all echelons facilitates CONOPS and

associated COLS development. A COLS addresses the sustainment of forces, to include identification and status of contingency basing. Through exercising DAFL, the CCDR may assign a component commander with the responsibility for conducting various theater logistics functions, as well as base support at designated theater locations. Logistics functions may include management of afloat assets; identification and status of theater sustainment elements, to include identification and/or forecast of required augmentation; priority of sustainment by class of supply with guidance on days of supply to be maintained (minimum and maximum); movement priorities for airlift and sealift aligned to JFC's CONOPS; guidance for employment of sea-air interfaces to facilitate JRSOI; controlling CUL; JFC's declaration of force closure; actions by phase; logistics assets required; and designation of contracting construct (e.g., lead Service for contracting [LSC], joint theater support contracting command [JTSCC]).

*For more information on the COLS, see CJCSI 3110.03, (U) Logistics Supplement (LOGSUP) for the 2015 Joint Strategic Capabilities Plan (JSCP).*

## **9. Transition to Execution**

Planning does not cease with development, submission, and approval of a plan or OPORD. Planning is iterative and continues throughout as actions and assessments evolve in a dynamic manner across command echelons from the strategic national to operational to tactical levels. Strategic guidance for plans, as well as plan segments and resulting OPORDs, is refined as situational awareness and understanding evolves. Through assessment, guidance and/or plans may be reframed. Assessment is a determination of the progress toward accomplishing a task, creating an effect, or achieving an objective. Assessment is a continuous activity to support the operation process and associated planning and execution activities. During planning, assessment focuses on understanding current conditions of an OE and assumptions to address mission, enemy, terrain and weather, troops and support available, time available, and civil considerations. During preparation, assessment focuses on determining force readiness to execute the operation and verifying the assumptions on which the plan is based. During execution, assessment focuses on evaluating progress of the operation. Based on their assessments, commanders at various echelons direct adjustment to the plan/OPORD ensuring the plan/OPORD/operation stays focused on mission.

## **10. Sustainment Distribution Planning and Management Process**

USTRANSCOM's sustainment distribution planning and management process supports its JDDC role by enhancing the JDDE ability to ensure an agile, scalable, and resilient distribution network. Sustainment distribution planning and management provides the JDDE with a suite of five capabilities: distribution lane validation, distribution workload forecast/demand planning, advanced air route planning, strategic surface route plan, and sustainment distribution plans. Sustainment distribution plans are codified in USTRANSCOM's *Campaign Plan for Global Distribution 9033*.

*For more information on distribution planning, see JP 4-09, Distribution Operations.*

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## CHAPTER V EXECUTING JOINT LOGISTICS

*“You will not find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics.”*

**General Dwight D. Eisenhower, US Army (1890-1969)**

### 1. Introduction

The term “executing joint logistics” is used to describe actions and operations conducted by joint logistics forces in support of the JFC mission. Force reception, theater distribution, and MA are examples of joint logistics operations. Since joint logistics operations span the strategic, operational, and tactical levels, the transition from planning to execution is critical.

### 2. Joint Logistics Execution

JFCs adapt to evolving mission requirements and operate effectively across a range of military operations. These operations differ in complexity and duration. The joint logistician must be aware of the characteristics and focus of these operations and tailor logistics support appropriately. This range of military operations extends from shaping activities to major operations and campaigns. US and multinational partners collaborate to expand mutual support and leverage capabilities to quickly respond to future contingencies.

a. **Military Engagement, Security Cooperation, and Deterrence.** The GEF directs development of CCPs focused on current operations, military engagement, security cooperation, deterrence, and other shaping or preventative activities. Specific issues that can be addressed in the CCMD campaigns include securing interagency approvals; addressing PN and regional sensitivities, changing politics, and overall stability; determining optimal presence and posture; BPC; and developing formal agreements/permissions between the US and PNs. Effective joint and MNL operations in support of CCMD campaigns are essential in achieving theater and national objectives, as well as provide the foundation for an expanded role in later crises while providing additional warfighting capability. Developing mutually supportive relationships to enhance coordination is an important enabler for joint logistics operations. ACSAs are bilateral international agreements that allow for the provision of cooperative logistics support under the authority granted in Title 10, USC, Sections 2341-2350. They are governed by DODD 2010.9, *Acquisition and Cross-Servicing Agreements*, and implemented by CJCSI 2120.01, *Acquisition and Cross-Servicing Agreements*. ACSAs are intended to provide an alternative acquisition option for logistics support in support of exercises or exigencies. OCS planning efforts establish the foundation for understanding what types of logistics support is available locally through HN ACSAs, inter-Service, and commercial contract.

(1) **Determining Optimal Presence and Posture.** Persistent DOD presence in other nations is often not desired by country teams or PN governments. Maintaining a low



## Chapter V

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visibility signature of US DOD presence and activities often assists in obtaining future interagency and PN permissions. In some instances, interagency and PN mandates not only limit US military presence but also affect US civilian contractors. In these instances, logistics support or construction must be executed through local nationals or third-country nationals. Contractor management is one of the three support functions of OCS. Field service representatives and other systems support contractors often deploy in support of joint forces. The footprint of contractors authorized to accompany the force (CAAF), much like Service members, must be tracked, managed, and planned for throughout the OA.

(2) Formal agreements and permissions between the US and developing nations often involve long approval processes and restrictions on the types of funding and support authorized.

**b. Crisis Response and Limited Contingency Operations.** US military history indicates crisis response and limited contingency operations are typically single, small-scale, limited-duration operations. Many of these operations involve a combination of military forces, the private sector, and capabilities in close cooperation with other US Government departments and agencies, international organizations, and NGOs. Logisticians must understand multinational, private-sector, and interagency logistics capabilities and coordinate mutual support, integrating them into the joint operation when appropriate. Efforts during shaping operations to develop partner capacities can pay dividends in these types of operations. Many crisis response missions, such as foreign humanitarian assistance and disaster relief operations, require time-sensitive sourcing of critical commodities and capabilities, and rapid delivery to the point of need. In these operations, joint logistics is often the main effort, often operating in support of the Department of State. DOD responds to domestic requests for assistance from civilian authorities for emergencies, law enforcement support, and other qualifying activities or special events. Logistics for defense support of civil authorities are conducted in CONUS, Alaska, Hawaii, and US territories to save lives, prevent human suffering, or mitigate great property damage.

*For additional information see JP 3-28, Defense Support of Civil Authorities.*

**c. Major Operations or Campaigns.** Major operations or campaigns typically involve the deployment, sustainment, redeployment, and retrograde of large combat forces. Joint logistics can be executed by an appointed lead Service or agency for CUL. Joint logisticians develop support plans for the duration of the operation, as well as the return of personnel and equipment to CONUS or other locations. These plans often leverage contractor support to augment Service logistics capabilities. The primary challenges for logisticians during these types of operations are identifying the requirements, ensuring logistics issues are considered among competing priorities and adjusting to the situation to ensure sustained readiness and synchronized timelines as the operation transitions across phases. Logistics plans must account for and have the flexibility to mitigate the impact of CBRN-contaminated APODs and SPODs on force flow. This includes identifying locations for transload and exchange zone operations. A critical planning requirement during any operation is to plan for the transition to the final phase, where logisticians will

have competing requirements to support stability activities, provide basic services while conducting contract closeout and changes to the contractor management plan, support foreign humanitarian assistance, and assist with reconstruction efforts all while conducting movement of redeploying forces and equipment. The retrograde of contaminated materiel will require special handling to control contamination and protect the force and mission resources. Demilitarization and disposition of materiel and equipment will also require significant planning to ensure these missions are successfully conducted.

*For operations incorporating countering weapons of mass destruction (WMD), see JP 3-40, Countering Weapons of Mass Destruction.*

### 3. Essential Elements for Joint Logistics Execution

a. **Organizing for Execution.** The CCMD J-4 monitors, assesses, plans, synchronizes, and directs logistics operations throughout the theater. This transition may occur through the directed expansion of the JLOC and/or the CCDR's JDDOC. The CCDR's or JFC's staff is augmented (either physically or virtually) with representatives from Service components, USTRANSCOM, other supporting CCDRs, CSAs, and other national partners or agencies outside the command's staff. For example, each GCC has established a JDDOC to synchronize and optimize the flow of arriving forces and materiel between the intertheater and intratheater transportation. As the operating tempo increases during a contingency or crisis, additional joint logisticians and selected subject matter experts (e.g., maintenance, ordnance, supply) can augment JDDOCs and use established networks and command relationships instead of creating new staffs with inherent startup delays and inefficiencies. This expanded organization must be organized and situated to ensure increased coordination and synchronization of requirements in the deployment and distribution process. This organization must have clear roles and responsibilities between the various elements and clearly understood relationships between the logistics elements and the CCMD staff.

b. **Expeditionary Capabilities.** The joint logistician should understand the expeditionary theater opening capability options available to the commander. Expeditionary theater opening capabilities provide GCCs critical initial actions for rapid insertion/expansion of force capabilities into an OA that directly affects the JFC's ability to expand and adjust force flow to allow flexible, agile response to asymmetric and dynamic operational requirements. Expeditionary theater opening capabilities support the first critical OA entry missions with the eventual transition of theater port of debarkation (POD) operations to a JFC-designated Service component and establish conditions to facilitate the arrival of larger Service theater distribution and sustainment forces where/when appropriate.

c. **Technology and Communications.** Logisticians use a variety of automated tools to assist in planning and execution. Effective execution of logistics plans requires a robust data communications architecture. Planning should anticipate communications in degraded environments at all levels and phases of operations and include considerations for alternate routing, redundant systems, use of other systems, protocols, and message standards. These degradations may be imposed by the threat, the environment, by the JFC as part of operational security, or a combination of all of them. Sustained

## Chapter V

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impaired/inadequate information exchange capability must be anticipated and incorporated into risk management considerations during logistics operations planning and execution.

*For additional information on communication systems, see JP 6-0, Joint Communications System, and for more information on technology, see Chapter III, “Coordinating and Synchronizing Joint Logistics.”*

**d. Situational Awareness.** A role of the joint logistician is to provide situational awareness of the current logistics posture to support the JFC in making decisions and disseminating and executing directives. Maintaining situational awareness requires visibility of the status and location of resources. This includes status of existing contracts and task orders over the current and future requirements of the force and over the joint and component processes that deliver support to the joint force. In order to provide this visibility, timely, and accurate data and information are required for all equipment, sustaining supplies, repair parts, munitions, fuel and etc., moving into, within, exiting, or being stored in the GCC’s AOR. This kind of visibility is the key to continuously monitoring progress and is enabled by operational inputs which serve to inform joint logisticians about the current situation.

e. Service reports, operational summaries, logistics SITREPs, and HN reports all serve to expand the joint logistician’s awareness of the JOA. Awareness is enhanced through automated systems and reports such as the munitions report and bulk petroleum contingency report. JFCs can use this information to develop a logistics dimension to their overall situational awareness. This logistics information should be updated on a continuous basis through the use of information technology and available joint decision support and visualization tools such as Global Combat Support System-Joint. Collectively, this information enables joint logisticians to assess planned versus actual consumption to detect possible shortfalls, predict requirements, and develop possible solutions to issues. This data should be used to anticipate requirements and capabilities near-term (10 days or less), mid-term (about 30 days), or long-term (beyond 30 days).

f. **Battle Rhythm.** The JFC will establish a battle rhythm for the operation along with mechanisms to establish and maintain visibility for all functional areas, to include logistics. The joint logistician must develop a supporting battle rhythm for the sustainment staff that supports the JFC’s battle rhythm and is designed to provide proactive logistics options. Synchronizing logistics reporting with operational updates, ensuring that the operational planning cycle is part of the logistics battle rhythm, and minimizing shift changes at critical points in the battle rhythm will enable more effective execution. Additionally, tying the component logistics elements to the JFC’s battle rhythm will provide more accurate and timely situational awareness and promote better integrated support to the joint force.

g. **JLBs, Offices, Centers, Cells, and Groups.** The joint logistician will often use boards, centers, or other organizations to assist the J-4 staff in executing joint logistics operations, by prioritizing and/or allocating resources, controlling functions, or prioritizing requirements.

*More information about these organizations can be found in Appendix B, “Joint Logistics Staff Organizations.”*

h. **Execution Synchronization.** A synchronization matrix or decision support tool/template can establish common reference points to help assess the progress of an operation. Joint logisticians may use a matrix to display progress against actual execution and recommend adjustments as needed. A logistics synchronization matrix is built around the concept of the operation and normally contains the phasing of the operation over time along the horizontal axis. The vertical axis normally contains the functions the joint logistician integrates into a concept of support. The body of the matrix contains the critical tasks, arrayed in time and linked to responsible elements for execution. This decision support tool enables logisticians to graphically display the logistics concept of support, see potential gaps, develop options to mitigate those gaps, and respond to a changing OE.

i. **Commander’s Critical Information Requirements (CCIRs).** CCIRs are elements of friendly and enemy information the commander identifies as critical to timely decision making. Joint logisticians update the critical information requirements related to logistics. Joint logisticians will most often use friendly forces information requirements to guide decision making. Those requirements are often a direct reflection of resources (force availability, unit readiness, or materiel availability).

#### 4. Joint Logistics Assessment

Assessment is an integral part of planning for and execution of any operation, fulfilling the necessary requirement for analyzing changes in the OE and determining progress of an operation. Assessment activity involves the entire staff and other sources such as higher and subordinate headquarters, interagency and multinational partners, and other stakeholders. Logisticians not only feed assessment data to the commander to determine progress towards objectives but also assess the adequacy of logistics support, making adjustments to the logistics plan as required. Logisticians collect information from both the end-user and service providers to adjust and improve logistics support. Assessment is a continuous process throughout a campaign or operation that measures the overall effectiveness of employing joint force logistics capabilities. It involves monitoring and evaluating the current situation and progress of logistics support toward mission completion and requires input from not just the logistician but the end-user and JLEnt membership as well.

#### 5. Terminating Joint Operations

Terminating joint operations is an aspect of the CCDR’s strategy that links to achievement of national strategic objectives. The supported CCDR can develop and propose specified conditions approved by the President or SecDef that must be met before a joint operation can be concluded. These termination criteria help define the desired military end state, which normally represents a period in time or set of conditions beyond which the President does not require the military instrument of national power as the primary means to achieve remaining national objectives.

## Chapter V

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*For additional information, see JP 3-0, Joint Operations.*

a. **Concluding Joint Logistics Operations.** Joint logistics operations are always ongoing, but it is possible that some aspects of logistics operations could be completed before the operation has concluded. For example, force reception operations could be completed when forces have been placed under the control of the commander for integration and employment, and no other forces are flowing into the JOA. Joint logisticians monitor transitional activities and ensure resources are fully utilized or redeployed. Withdrawal and redeployment from an operation are challenging and require a synchronized and holistic effort by joint logisticians. Maintenance support planning should address the process for determining equipment disposition and the requirements for preparing equipment for shipment. In addition, maintenance support planning should ensure that equipment is available for movement when required while minimizing the impact on readiness. In accordance with DOD policies, logisticians plan for the disposition of materiel, such as retrograde and demilitarization, scrap removal, and disposal of hazardous waste, and, when required, clearance decontamination of supplies and equipment.

b. **Theater Closure.** When it has been determined that joint operations should be terminated, joint logistics operations focus on tasks that include redeploying personnel and materiel from the JOA to a new OA or home station/demobilization station, departure of contractor personnel, disposal of equipment, transitioning materiel and facilities to HN, foreign military sales, or disposal of materiel. Joint logistics operations also play a major role in closing ports to military operations and terminating operational contracts and agreements. Plans should be developed to monitor or assist the retrograde of contractor equipment and personnel. DOD must receive back any government-furnished property loaned to contractors as part of their mission. Operational contracts and agreements are not considered closed out until the force has confirmation of receipt of all goods and services and full payment has been made. Contracting and payment officials should not redeploy until all contracts and agreements are closed out.

## 6. Joint Logistics Support to Special Operations

a. The JLEnt should understand the unique characteristics of SOF activities which require nonstandard logistics. Nonstandard logistics involves SOF activities and missions that sometimes require logistics support conducted either overtly, with low visibility, or where legally authorized under clandestine conditions. This support could be to US or foreign personnel across a range of missions, beyond the abilities or authorities of standard logistics, and/or to locations not within the conventional DOD distribution network. Generally, logisticians providing such support remain cognizant of conventional logistics principles, such as supply chain management, but must adapt existing tactics, techniques, and procedures, or develop new ones, to deal with unusual processes and requirements for acquisition (in compliance with the Federal Acquisition Regulation [FAR] and approved authorities), storage, funding, and transportation.

b. Logisticians involved in supporting clandestine activities use conventional providers within DOD as available and appropriate for operations security (OPSEC) but are not restricted to those providers. USSOCOM may request Service contingency contracting officers to support clandestine activities. Compared with conventional logistics, nonstandard logistics necessitates higher levels of OPSEC for protecting the timing or location of special operations, sources, destinations, or other operational details. Demand for such activity can result from missions representing the highest geo-political sensitivity, tactical operations with strategic consequences, all conducted across the entire range of military operations. Effective protection of nonstandard logistics concepts of support can mean the difference between success and failure.

c. Parent Services will address SOF logistics PREPO requirements using current Defense Planning Guidance and CJCSI 3110.06, *(U) Special Operations Supplement to the Joint Strategic Capabilities Plan FY 2010*.



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## APPENDIX A THEATER LOGISTICS OVERVIEW FORMAT

### 1. (U) Situation

Commander, USEXAMPLECOM has directed the development of USEXAMPLECOM Campaign Plan. The intent of USEXAMPLECOM Campaign Plan is to provide linkages between strategic/national level assets/enablers. This TLO identifies the theater logistics capabilities and shortfalls as they specifically affect the USEXAMPLECOM AOR.

### 2. (U) Host-Nation Support and Logistics Support Agreements

Identify and address HNS and logistics support agreement that should be included in all logistics support plans relating to AOR contingencies. Identify and address applicable agreements per format examples below.

a. (U) **Wartime Host-Nation Support (WHNS) Program with the XXX.** This program is covered XXXX updated day/month/year. WHNS is defined as HN-provided military or civilian resources and assistance for the reception, staging, onward movement, and sustainment of US forces in times of crisis, hostilities, or war. The WHNS program contains technical arrangements for support in the following areas: communications, engineering, field services, maintenance, medical, munitions, CBRN services, personnel and labor services, petroleum, security, supply, and transportation. Requirements are updated within the WHNS program every two years, and the approved WHNS assets are reflected in the provisional WHNS support plan.

b. (U) **Agreements.** Identify and address all individual agreements between the US and the HN that are either:

(1) Acquisition agreements, where a legal instrument is entered into to acquire logistical support, supplies, or services, or

(2) A cross-servicing agreement, where a legal instrument is entered into that authorizes the reciprocal provision of logistics support, supplies, or services (also referred to as a mutual support agreement).

c. (U) **Shipping and/or Airlift Support Agreements.** Identify and address individual agreement.

d. (U) **Petroleum Agreement with XXX.** Identify and address individual agreement.

Appendix A

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**3. (U) Strategic Aerial Ports and Seaports of Debarkation**

This section will discuss the current capacity/capability at these AOR air and sea port locations and existing issues. Identify the source of information as well as currently known long-term gaps. Identify and address air and seaports below:

**a. (U) Strategic APODs in the XXX**

- (1) (U) Aaaa Airfield.
- (2) (U) Bbbb Airfield.
- (3) (U) Cccc Air Base.
- (4) (U) Dddd Air Base.

**b. (U) Strategic SPODs in the XXX**

- (1) (U) Aaaa Port.
- (2) (U) Bbbb Port.
- (3) (U) Cccc Port.
- (4) (U) Dddd Ammo Port.

**c. (U) Strategic APODs in XXX**

- (1) (U) Aaaa Airfield.
- (2) (U) Bbbb Airfield.
- (3) (U) Cccc IAP.

**d. (U) Strategic SPODs in XXX**

- (1) (U) Aaaa Port.
- (2) (U) Bbbb Pier.
- (3) (U) Cccc Dock.
- (4) (U) Dddd Port.

**e. (U) Strategic APODs in XXX**

(1) (U) Aaaa IAP.

(2) (U) Bbbb IAP.

f. (U) **Strategic SPODs in XXX**

(1) (U) Aaaa Port.

(2) (U) Bbbb Harbor.

g. (U) **Other Strategic Distribution Nodes Required to Support Contingencies in the AOR**

(1) (U) Aaaa Ocean Terminal.

(2) (U) Bbbb Port.

(3) (U) Cccc Ocean Terminal.

#### 4. (U) **Pre-Positioned and Theater Reserve Stocks**

Address afloat pre-positioned war reserve materiel (PWRM) and/or shore-based PWRM within the USEXAMPLECOM AOR. Address apportioned assets and use.

a. (U) Aaaa.

b. (U) Bbbb.

c. (U) Cccc.

#### 5. (U) **Joint Logistics Functions**

Address CS and CSS capabilities within and across the AOR which may vary by location and command. Provide a CS and CSS capabilities overview within the AOR by logistics capability area. Description of core logistics functions should be addressed as a minimum, per guideline description below:

a. (U) **Deployment and Distribution.** Provide an overview of current theater capabilities that addresses control segments of the CCDR's methodology for distribution. This includes pipeline control; assessment of deployment and distribution networks (and capacity aligned to data about the theater distribution infrastructure provided in paragraph 3, above); unique assumptions about deployment and distribution operations; and peacetime and contingency distribution partners and specifying the tasks each must provide, in terms of peacetime and contingency administrative, logistics, communications, and funding. Any assumptions made should consider threats and possible attrition of

## Appendix A

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strategic mobility assets and infrastructure supporting deployment and distribution operations.

b. (U) **Supply.** Provide theater country assessments that identify supply and service installations and supply stocks available in theater. Address operating stockage objectives and safety levels. Indicate apportioned PWRM to support deployments pending resupply. Specify source and location of starter and swing stocks that will be drawn until normal resupply rates return. Specify significant special arrangements required for materiel support beyond the normal supply procedure. Indicate shortfalls/overages resulting from comparison of requirements and assets estimated to be available.

c. (U) **Maintenance.** Identify current theater facility capabilities and requirements for maintenance and modification facilities existing and/or needed to support the plan. Indicate the level of maintenance to be performed and where it is to occur, including HN or contractor facilities, if applicable. Address theater capabilities for inspection, test, service, repair, rebuild, calibration, and salvage.

d. (U) **Logistics Services.** Aligned to paragraph 2 above, address major support arrangements and contracts with industry or third-party logistics providers that are presently in effect or that will be executed in support of the plan. Include significant inter-Service support arrangements and refer to appropriate annexes or appendices within the agreements. Services to be addressed include, but are not limited to, food service; water, water management, and ice service; contingency base services; container and 463L pallet management; hygiene services; and MA.

e. (U) **OCS.** Identify aspects of missions that will require contracted support and support requirements for contractor personnel (sustainment, lodging, HSS, etc.). Plan for and identify OCS theater civil augmentation programs capabilities and the policies guiding the activities such as oversight requirements, civil augmentation program activation processes. Other areas of consideration include existing in-theater contracting capability; control and supporting constructs; contracting arrangements; Synchronized Predeployment Operational Tracker employment; and locations of key contracting organizations, offices, and commercial partners.

f. (U) **Engineering.** Identify and address engineering support capabilities and activities applicable to the theater and the policies for providing these services. Identify and address theater capability to provide installation assets and services necessary to support US military forces through real property life-cycle management and installation services. Assess installation support capability in terms of accessing/gaining control of an installation, maintaining facilities support, and sustaining facilities operations and services within the theater.

g. (U) **HSS.** Identify and provide overview all theater medical infrastructures. This is done by identifying appropriate Service, country, capability and readiness of the facility, current and planned military construction requirements, and proposed changes to capabilities

at each location including recommendations for maintaining, closing, or enhancing each facility.

## **6. (U) Logistics Capability Shortfalls**

Identify and address capability shortfalls and inherit risk(s) and means to resolve or mitigate.

- a. (U) Deployment and Distribution.
- b. (U) Supply.
- c. (U) Maintenance.
- d. (U) Logistics Services.
- e. (U) OCS.
- f. (U) Engineering.
- g. (U) HS.



Appendix A

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## APPENDIX B JOINT LOGISTICS STAFF ORGANIZATIONS

### 1. General

There are a number of logistics boards, centers, and programs that reside at the strategic and operational levels that can be used to resolve joint logistics issues during operations. These enduring or temporary organizations may be staffed on a permanent or full-time basis, such as the JLOC at the Joint Staff J-4, or on a temporary basis, such as a SAPO at a JTF, to resolve specific strategic and operational gaps, shortfalls, or the impact of competition with another supported commander's concurrent operations. These organizations have specified responsibilities and relationships identified in DOD or CJCS issuances and memoranda or CCMD planning documents.

### 2. Strategic-Level Joint Logistics Staff Organizations

Strategic-level joint logistics staff organizations provide advice or allocation recommendations to the CJCS concerning prioritizations, allocations, policy modifications, or procedural changes.

a. **JLB.** The JLB provides oversight and forges unity of effort across the logistics community to most effectively meet the JFC's operational requirements. The JLB drives integration and optimization of logistics processes and advocates for logistics capabilities by ensuring a systematic approach, senior leadership review, and approval of joint logistics requirements. The JLB is chaired by ASD(S) and the Joint Staff J-4 and includes representatives from the Services, USTRANSCOM, and DLA.

b. **Joint Materiel Priorities and Allocation Board (JMPAB).** The JMPAB is the organization representing the CJCS in matters that establish materiel priorities or allocate resources. The CJCS, through the JMPAB, establishes, modifies, or recommends policies for allocating materiel assets in the DOD system when competing requirements among DOD components cannot be resolved by those components. The JMPAB supervises the assignment of force activity designators to US forces, units, activities, projects, or programs, as well as to PNs, their forces, units, or activities. The board, when convened, is chaired by the Joint Staff J-4 and includes JS representatives of the following: Joint Staff J-3, Joint Staff J-5, Joint Staff J-6 [Command, Control, Communications and Computers/Cyber Directorate], Joint Staff J-8 [Directorate for Force Structure, Resource, and Assessment], Service logisticians, DLA, USSOCOM (when required), and DSCA (for issues concerning use of a force activity designator, project code, or force module subsystem).

c. **Joint Transportation Board (JTB).** If convened, ensures the CJCS can maintain cognizance over transportation requirements and capabilities, as well as ensure information is available for determining and adjusting allocations of common-user resources and priorities during wartime or contingencies.

## Appendix B

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*For additional information on the JTB, refer to JP 4-01, The Defense Transportation System.*

d. **JLOC.** The JLOC is a current operations directorate within the Joint Staff J-4. The JLOC receives reports from supporting commands, Service components, and external sources; distills information for decision/briefings; and responds to questions. The JLOC coordinates and synchronizes the planning and execution of ongoing CCMD operations and interagency support requirements and validates priority movement for selected senior officials.

e. **Deployment and Distribution Operations Center (DDOC).** The DDOC located at USTRANSCOM directs the global air, land, and sea transportation capabilities of the DTS to meet national security objectives provided by DOD. The DDOC fuses capabilities of multimodal deployment and distribution operations, intelligence, force protection, capacity acquisition, resource management, and other staff functions to collaboratively provide distribution options to the warfighter. C2 of the majority of intertheater lift forces and logistics infrastructure is accomplished through the DDOC, which tracks the movement requirement from lift allocation and initial execution through closure at final destination.

*For additional information concerning the DDOC, refer to JP 3-35, Deployment and Redeployment Operations.*

f. **DHA.** DHA supports the delivery of integrated, affordable, and high-quality health services to MHS beneficiaries and is responsible for driving greater integration of clinical and business processes by:

- (1) Implementing shared services with common measurement of outcomes;
- (2) Enabling rapid adoption of proven practices, helping reduce unwanted variation, and improving the coordination of care across time and treatment venues;
- (3) Exercising management responsibility for joint shared services and the TRICARE health plan; and
- (4) Acting as the market manager for the National Capital Region enhanced multi-Service market.

g. **Contingency Basing Executive Council (CBEC).** USD(A&S) provides oversight of all aspects of contingency basing policy, including the establishment of a governance body, the CBEC, which is co-chaired by the Joint Staff J-4. The CBEC is the senior governance body for the policy, capability development, direction, and synchronization of all aspects of contingency basing across DOD. The CBEC develops and establishes DOD logistics policies and guidelines for contingency basing that support and facilitate programs for materiel interoperability and standardization with multinational partners.

*For more information on CBEC responsibilities, see JP 4-04, Contingency Basing.*

h. **Global Posture Executive Council (GPEC).** The GPEC is DOD's senior posture governance body. The GPEC facilitates senior leader posture decision making; enables the CCMDs, Military Departments, and DOD agencies to collaborate in DOD's global defense posture planning; and oversees the implementation and assessment of DOD's posture plans. The Joint Staff J-5, in coordination with Office of the Under Secretary of Defense for Policy, annually provides GPEC-endorsed posture guidance to guide the development of posture plans.

i. **Medical Logistics Division.** The Medical Logistics Division (DHA) (formerly the Defense Medical Materiel Program Office) develops functional requirements to support best business processes and promote medical materiel standardization.

j. **United States Transportation Command, Office of the Command Surgeon (TCSG).** A joint activity reporting directly to CDRUSTRANSCOM that serves as the DOD single manager for the development of policy and standardization of procedures and information support systems for global PM. TCSG implements policy and standardized procedures for the regulation, clinical standards, and safe movement of patients. TCSG orchestrates and maintains global oversight of the patient movement requirements centers in coordination with the GCCs and external intergovernmental organizations as required. TCSG synchronizes current and future operational PM plans to identify available assets and validate transport to bed plans through the supporting United States Transportation Command patient movement requirements centers (TPMRCs).

k. **Armed Services Blood Program (ASBP).** Established by the Assistant Secretary of Defense (Health Affairs), the ASBP provides transfusion products when required to US forces worldwide. The Secretary of the Army, through the SG, serves as the DOD EA for the ASBP Office in accordance with DODD 6000.12E, *Health Service Support*.

*For additional information concerning the Medical Logistics Division, PM, and ASBP, refer to JP 4-02, Joint Health Services.*

### **3. Operational-Level Joint Logistics Staff Organizations**

Operational-level joint logisticians must provide advice and recommendations to the supported CCDR concerning prioritizations, allocations, or procedural changes based upon the constantly changing OE. These boards, centers, cells, and other organizations are defined in terms of roles, responsibilities, locations, and relationships in planning or execution documents.

a. **JLOC.** The JLOC may be established at the CCMD or joint subordinate commands at the discretion of the JFC and operated by the logistics staff. The JLOC is tailored to the mission or operation to coordinate and synchronize the planning and the logistics operations. The JLOC must coordinate closely with the CCMD JDDOC and joint sustainment command (if established) or Service(s) theater logistics organization(s) and Army TSC concerning transportation and distribution of supplies. In all cases, the roles

## Appendix B

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and authority of the JLOC, in relation to the JDDOC and the Service(s) theater logistics organization(s), must be clear to effectively synchronize logistics support.

b. **JDDOC.** JDDOC is a CCMD movement control organization designed to synchronize and optimize national and theater multimodal resources for deployment, distribution, and sustainment. The JDDOC is an integrated operations and fusion center (movement control organization), acting in consonance with the GCC's overall requirements and priorities, and on behalf of the GCC, may direct common user and intratheater distribution operations. The JDDOC is a standing operations center, normally under the direction of the GCC's J-4, but may be placed under other command or staff organizations. The JDDOC may move to a forward-deployed location or be collocated with a subordinate logistics command, unit, or task force. Regardless of location, the JDDOC retains its direct organizational relationship to the CCMD and does not become a subordinate activity of the host organization to which it may be attached. The JDDOC relies on liaison and collaboration to conduct reachback to access national support capabilities.

*For additional information concerning a JDDOC, refer to JP 3-35, Deployment and Redeployment Operations, and JP 4-09, Distribution Operations.*

c. **Combatant Commander Logistics Procurement Support Board (CLPSB).** A CLPSB is established by the GCC to coordinate OCS and related logistics efforts across the entire AOR. This board is normally chaired by a CCMD J-4 and includes representatives from each Service component command and CSA, as well as other military and US Government departments and agencies or organizations concerned with general logistics to include OCS-related matters. The CLPSB is normally established as a permanent CCMD-level board and is convened, as necessary, as directed by the CCMD J-4.

d. **Joint Requirements Review Board (JRRB).** The JRRB is the subordinate JFC's formal mechanism to review, validate, prioritize, and approve selected Service component contract support requests. The JRRB should be established at the subordinate JFC's level during any sustained operation that includes significant levels of contracted support. It may also be used as a venue to assess possible operational impacts of specific contract support requests and, when appropriate, is used to provide guidance on recommended contract support request consolidation actions as well as acquisition strategy to the joint contracting support board (JCSB) (e.g., the required service is a potential high-security threat so guidance is to not use a local national company for this support). It also serves as a mechanism to enforce the subordinate JFC's cost control guidance. The JRRB is normally chaired by the subordinate deputy commander for support or J-4 and made up of subordinate staff and command representatives. Designated OCSIC members are normally responsible for JRRB secretariat functions. The JRRB also includes non-voting theater support contracting activity, CSA, and Service civil augmentation program representatives, as appropriate.

*See JP 4-10, Operational Contract Support, for more details related to the JRRB.*

e. **JCSB.** The JCSB is the subordinate JFC's primary mechanism to coordinate and deconflict common contracting actions between theater support contracting and external support contracting activities executing or delivering contracted support within the OA. It is also the major mechanism to implement JRRB guidance when it comes to determining the appropriate contracting mechanism (theater support, civil augmentation program task orders, and other common external contract) for major, common services. The JCSB ensures contract support actions support the JFC's OCS-related command guidance (e.g., maximize the use of local national firms, reduce costs) and maximize contracting capabilities of the JOA while minimizing the competition for limited vendor capabilities.

*For more information on the CLPSB, JRRB, and JCSB, see JP 4-10, Operational Contract Support.*

f. **Joint Civil-Military Engineering Board (JCMEB).** The JCMEB provides overall direction for civil-military construction and engineering requirements in the theater or JOA. The JCMEB is a temporary board, activated by the GCC or subordinate JFC and staffed by personnel from the components and agencies or activities. It recommends policies, procedures, priorities, and overall direction for civil-military construction and engineering requirements in the theater or JOA.

g. **Joint Environmental Management Board (JEMB).** The CCDR or subordinate JFC may establish a JEMB to assist in managing environmental requirements. The JEMB is a temporary board with members from the joint force staff, components, and any other required special activities (e.g., legal, preventive medicine [PVNTMED], and civil affairs [CA]). The board establishes policies, procedures, priorities, and the overall direction for environmental management requirements in a JOA. The JEMB will coordinate its activities with the CCMD or subordinate joint force engineering staff.

h. **JFUB.** A JFUB is a joint board that evaluates and reconciles component requests for real estate, use of existing facilities, inter-Service support, and construction to ensure compliance with JFC priorities. The JFC may establish a JFUB to assist in managing Service component use of real estate and existing facilities. The JFUB is a temporary board chaired by the CCMD or subordinate joint force engineer, with members from the joint force staff, components, and any other required special activities (e.g., legal, force protection, comptroller, contracting, and CA). If the JFC decides that all engineer-related decisions will be made at the JCMEB, then the JFUB functions as a working group to forward recommendations for decision to the JCMEB. The JFUB serves as the primary coordination body within the JTF for approving construction projects to support installation and mission requirements.

*For additional information concerning a JCMEB, JEMB, and JFUB, refer to JP 3-34, Joint Engineer Operations.*

i. **Logistics Coordination Board.** A group formed by the JFC to accomplish broad logistics oversight functions that may include, but are not limited to, coordinating logistics information, providing logistics guidance, and reviewing logistics policies and priorities.



## Appendix B

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The board is normally composed of representatives from the joint force staff, all components, and if required, component subordinate units.

j. **JMC.** The JMC may be established at a subordinate unified or JTF level to coordinate the employment of all means of transportation (including that provided by allies, PNs, or HNs) to support the CONOPS. This coordination is accomplished through establishment of theater and JTF transportation policies within the assigned OA, consistent with relative urgency of need, port and terminal capabilities, transportation asset availability, and priorities set by a JFC. The JTF JMC will work closely with the JDDOC.

*For additional information concerning a JMC, refer to JP 4-01, The Defense Transportation System.*

k. **TPMRCs.** Three permanent PM requirements centers report to TCSG and are associated with a specified JOA. These standing, joint activities manage, validate, and coordinate USTRANSCOM PM missions using global PM assets. TPMRC-Americas manages PM to, from, and within the North and South American continents; TPMRC-East manages support for the European and African continents, as well as Western Asia; and TPMRC-West manages the Pacific Ocean region, to include Antarctica. TPMRCs are responsible for theater-wide PM and coordinate with medical treatment facilities to identify the proper treatment/transportation assets required. The TPMRCs communicate the “transport to bed” plan to the theater Service transportation component or other agencies responsible for executing the mission.

l. **Joint Patient Movement Requirements Center (JPMRC).** A JPMRC is a joint activity established to coordinate the joint PM requirements function for a JTF operating within a GCC’s AOR. The JPMRC coordinates with the appropriate TPMRC to integrate medical regulation responsibilities (the proper medical treatment facility specialty bed), transportation movement requirements (best mode of transportation, such as aircraft/ships/ground vehicles), mission requirements determination (the right medical crew members and medical equipment), coordination, and related activities supporting DOD PM requirements.

*For additional information on PM, see JP 3-17, Air Mobility Operations.*

m. **Joint Blood Program Office (JBPO).** The JBPO is under the staff supervision of the CCMD surgeon. This office is responsible for the joint blood program management in the JOA. The JBPO advises the CCMD surgeon on all matters pertaining to theater blood management activities; evaluates blood product depots, blood transshipment centers, and blood supply units; and coordinates with the DHA ASBP Office to ensure that personnel, equipment, and resource requirements are addressed in the GCC’s OPLANs.

*For additional information concerning a TPMRC, JPMRC, and JBPO, refer to JP 4-02, Joint Health Services.*

n. **Joint Petroleum Office (JPO).** The JPO, established by the GCC, works in conjunction with its Service components, SAPOs, and DLA Energy to plan, coordinate, and oversee all phases of bulk petroleum support for US forces employed or planned for possible employment in the AOR. JPOs typically have a mix of Service representatives.

o. **SAPO.** When tactical operations warrant extensive management of wholesale bulk petroleum in a JOA, the GCC's JPO may establish a SAPO. Staff augmentation may be provided by Service components. The primary function of the SAPO is to discharge the staff petroleum logistics responsibilities of the JTF. Through the SAPO, the JFC establishes policies, procedures, priorities, and oversight to optimize critical bulk petroleum support for the JTF. The SAPO is responsible for bulk petroleum planning and execution within the JOA. This level of planning focuses on support for each Service component. Its products are the inland petroleum distribution plan and base support plans. The SAPO conforms to the administrative and technical procedures established by the GCC and DLA Energy.

*For additional information concerning a JPO or SAPO, refer to JP 4-03, Joint Bulk Petroleum and Water Doctrine.*

p. **JMAO.** A GCC establishes a JMAO to provide oversight of MA support within their AOR. The GCC is authorized to establish a theater mortuary affairs office (TMAO) when the JMAO has an extended area of operation, and a centralized office within a theater is needed for overseeing MA operations. The JMAO and/or TMAO is responsible for detailed MA planning and the execution of the MA support mission, guidance, and policy within the OA. The JTF JMAO/TMAO is established and organized to plan, coordinate, and execute all MA programs in the JOA. The JMAO will maintain data and records on temporary interment or cold storage and the recovery status of all deceased and missing personnel. The joint MA officer coordinates programs for search, recovery, tentative identification, temporary disposition, and evacuation of human remains and serves as the clearing point for MA information. At the discretion of the GCC, the commander, JTF, may direct a JMAO be established in the JOA. The JTF JMAO is established and organized to plan, coordinate, and execute all MA programs. The JTF J-4 has staff supervision responsibility for the JMAO.

q. **Explosive Hazards Coordination Cell (EHCC).** The JFC may establish the EHCC to predict, track, distribute information on, and mitigate explosive hazards within the theater that affect force application, focused logistics, protection, and awareness of the OE. The EHCC should establish and maintain an explosive hazard database, conduct pattern analysis, investigate mine and improvised explosive device strikes in conjunction with explosive ordnance disposal, and track unexploded explosive ordnance hazard areas. The cell provides technical advice on the mitigation of explosive hazards, including the development of tactics, techniques, and procedures, and provides training updates to field units. The EHCC coordinates explosive hazards teams. The cell will coordinate with JLEnt elements for the processing and retrograde of technical, biometric, and forensic materials and evidence.

## Appendix B

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*For additional information concerning an EHCC, refer to JP 3-15.1, Counter-Improvised Explosive Device Operations, and JP 3-34, Joint Engineer Operations.*

r. **Joint Munitions Office (JMO).** The JMO, established by the GCC, works in conjunction with the Service components, functional components, subordinate commands, Service acquisition, force providers, materiel commands, and USD(A&S) to plan, coordinate, and oversee all phases of ammunition and ordnance support for forces employed or planned for possible employment in the AOR. JMOs typically have a mix of munitions and logistics planners from each Service and ensure proper reporting of readiness status based upon the Joint Munitions Requirement Process and the CJCS's readiness system. Of particular importance to the GCC's JMO's munitions readiness reporting are joint critical munitions, which are the set of precision guided munitions and other ordnance with limited inventories absolutely essential to prosecuting required targets outlined in the OPLAN phased threat distribution and for which there are no suitable secondary standard munitions alternatives.

s. **OCSIC.** The primary purpose of this cell is to plan, coordinate, and integrate OCS actions across all joint, personal, and special staffs, Service components, CSAs, and lead theater support contracting activity in the OA. The OCSIC is a permanent, full-time cell at the CCMD level and is normally stood up as a full-time cell at the subordinate joint force command level for the duration of the command's existence. The OCSIC can be subordinate to a joint staff or, in major operations, may serve as a separate personal staff element. There is no set structure or size for an OCSIC at either level; size and configuration is mission-dependent. This cell should be made up of a mixture of specially trained personnel with operational-level logistics and contingency contracting experience. In some operations, this cell could be as small as two individuals, while in other operations it could be significantly larger.

## APPENDIX C

### LOGISTICS-RELATED EXECUTIVE AGENTS

Figure C-1 lists the EAs for a specific area as designated by the reference listed. Consult the DOD Directives Division website for the latest changes: <https://dod-executiveagent.osd.mil>.

Department of Defense Logistics-Related Executive Agents		
Reference	Subject	Executive Agent
DODD 2310.01E	DOD Detainee Program	SECARMY
DODD 3235.02E	DOD Combat Feeding Research and Engineering Program, DOD Combat Feeding Research and Engineering Board, and DOD Nutrition Committee	SECARMY
DODD 4500.09E	Transportation and Traffic Management	USTRANSCOM for the DOD Customs and Border Clearance Program and SECARMY for the Military Assistance to Safety and Traffic program
DODD 4705.01E	Management of Land-Based Water Resources in Support of Contingency Operations	SECARMY
DODD 5101.08E	DOD Executive Agent (DOD EA) for Bulk Petroleum	Director, DLA
DODD 5101.09E	Class VIIIA Medical Materiel Supply Management	Director, DLA
DODD 5101.10E	DOD Executive Agent (DOD EA) for Subsistence	Director, DLA
DODD 5101.11E	DoD Executive Agent for the Military Postal Service (MPS) and Official Mail Program (OMP)	SECARMY
DODD 5101.12E	DOD Executive Agent (EA) for Construction and Barrier Materiel	Director, DLA
DODD 5101.13E	DOD Executive Agent for the Unexploded Ordnance Center of Excellence (UXOCOE)	SECARMY
DODD 6000.12E	Health Service Support	SECARMY for ASBP Office
DODD 6055.09E	Explosives Safety Management (ESM)	SECARMY for emergency response to transportation mishaps involving DOD military munitions
DODD 6400.04E	DOD Veterinary Public and Animal Health Services	SECARMY
DODD 6490.02E	Comprehensive Health Surveillance	SECARMY the Armed Forces Health Surveillance Center
DODD 8190.01E	Defense Logistics Management Standards (DLMS)	Director, DLA
DODI 3216.01	Use of Animals in DOD Programs	SECARMY for the DOD Veterinary Services Program
DODI 6205.4	Immunization of Other Than US Forces (OTUSF) for Biological Warfare Defense	SECARMY for the Immunization Program
For a listing of DOD Issuances, please visit <a href="http://www.esd.whs.mil/DD/">http://www.esd.whs.mil/DD/</a> .		
<b>Legend</b> ASBP                    Armed Services Blood Program DLA                     Defense Logistics Agency DOD                    Department of Defense DODD                  Department of Defense directive DODI                  Department of Defense instruction SECARMY             Secretary of the Army USTRANSCOM        United States Transportation Command		

**Figure C-1. Department of Defense Logistics-Related Executive Agents**

Appendix C

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## APPENDIX D

### GEOGRAPHIC COMBATANT COMMANDER LOGISTICS CONTROL FACTORS AND TOOLS AVAILABLE

#### 1. General

This appendix provides amplifying information detailing the joint logistics factors and enablers with regard to the staff and organization control options.

#### 2. Factors to Establish Logistics Control within the Joint Logistics Environment

GCCs require visibility over the JLEnt to meet the command priorities. The factors below should be considered when the GCC is establishing the logistics control required by the JFC. These factors are not absolute nor all inclusive, but they do reflect the best practices observed in the field. These factors are applicable regardless of the control option selected by the GCC.

a. **Centralized Joint Logistics Planning.** This factor implies a capability to match joint logistics planning with the planning done during the execution of a mission.

b. **Maintenance of Situational Awareness.** This factor represents more than using radio signals and Internet-based application data to track cargo movement like ITV. It involves elements such as the design and use of logistics SITREPs and the building of ground truth in logistics input to the JFC's COP.

c. **Adjudication of Conflicting Priorities.** This factor is to have processes in place to identify conflicts when following the commander's priorities. For example, a reliable logistics input to the JFC's COP may provide the means to identify conflicts, and a fusion cell may provide the capability to adjudicate.

d. **Timely Identification of Factors and Shortfalls.** To meet this factor a process that links the logistics portion of the battle rhythm with the planning windows must exist.

e. **Clear Understanding of Component Capabilities.** This factor involves the building of databases that reflect current Service component and support agencies logistics capabilities. Fulfilling this factor may require liaison and physical presence of logisticians representing all appropriate Service components within the selected joint logistics control option.

f. **Ability to Synchronize Components Capabilities.** This factor matches the best capability, regardless of Service component, to the joint logistics need.

g. **Integrated Logistics Processes.** This factor is founded on the notion that the joint logistics staff comprehends the Service components logistics processes and uses this understanding to build the visibility required by the JFC to control joint logistics.



## Appendix D

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h. **Integrated Distribution.** This factor deals with the establishment of the JDDOC and its integration within the joint theater logistics construct. It maximizes the capabilities of the JDDOC to fill the seams between strategic- and operational-level deployment and distribution tasks. The JDDOC also strives to maximize and synchronize the use of common user land transportation and intratheater lift.

i. **Coordinated Component Supply.** This factor involves the establishment of CUL responsibilities and the processes required to achieve their objectives.

j. **Cross Component Visibility.** This factor refers to the ability for the Service components to see and understand assets available from other components.

k. **Improved Capability to Direct the Process.** This factor proposes the establishment of a decision-making process to direct logistics actions. These actions usually are directed in the form of further guidance to enhance the planning or assessment processes, or the publication of a FRAGORD to direct an action.

l. **Designation of Contracting Construct.** It is imperative that a detailed analysis of the OCS aspects of the OE be prepared to help shape COA development and determine the possible intended and unintended outcomes of OCS. Understanding the OE is fundamental to identifying the conditions required to achieve stated objectives; avoiding the effects that may hinder mission accomplishment (undesired effects); and assessing the impact of friendly, adversarial, and other actors, such as the local populace, on the commander's CONOPS and progress toward achieving the JFC's objectives. The GCC may designate a specific Service component, normally the lead Service responsible for most CUL support, as the LSC and is responsible for GCC-designated theater support contracting actions. Normally, this is the Service component with the preponderance of CUL/BOS-I responsibilities and/or the most capable Service with theater support contracting capabilities. In this organizational construct, the designated Service component contracting activity is responsible to provide theater support contracting for specified common commodities and services for a particular geographical region, normally a JOA or major expeditionary base. The LSC option is most appropriate for smaller scale, long term duration operations when a single Service has a preponderance of forces.

### 3. Tools Available to Enable Joint Logistics Control

The tools described in this paragraph represent those that have proven effective at providing a capability to control joint logistics. The tools apply regardless of the option selected by the commander to control joint logistics.

a. **Logistics Input to the JFC's COP.** This provides dynamic, shareable, real-time actionable information, tailored to meet the commander's requirements. This includes the logistics information required by joint logisticians and operators. It is the tool through which GCCs and subordinate commanders can visualize the logistics environment in their OA. It supports staff and command activities within the organization and enables users to participate in and support activities external to the command.

(1) All components and supporting agencies in the joint force should have the ability to post and access common sets of information. Additionally, planners and decision makers can tailor information displays respective to their needs. The tailored standardized posting and retrieval processes, and the displays generated from this common source of information in a virtual repository, provide enhanced shared OE awareness.

(2) Logisticians access informational links to a virtual library—where OPLANs, OPORDs, FRAGORDs, doctrine, instructions, and policies reside. In addition, links to the CCDR's COP and other significant organizations enhance the ability of logisticians to perform their tasks. Externally, the logistics input to the JFC's COP supports the planning process with links to collaboration sites, such as video-teleconferencing and virtual meeting rooms, allowing real-time information sharing.

**b. Logistics Standard Operating Procedures (SOPs).** The logistics SOP focuses on theater operational-level joint logistics and contains procedures to execute joint logistics.

Appendix D

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## APPENDIX E

### DEFENSE TRANSPORTATION SYSTEM

#### 1. General

DTS consists of three major sources of transportation resources and capabilities: military (organic), commercial (nonorganic), and HN. Resources include inland surface transportation (rail, road, and inland waterway), sea transportation (coastal and ocean), air transportation, and pipelines. Combining the capabilities of airlift, sealift, and land transportation with the integrated control networks of the DTS optimizes their effective use, provides greater visibility over movements, and contributes to the global agility required of the joint force. CDRUSTRANSCOM, as the DOD single manager for transportation, develops and directs the JDDE to support global force projection; provides end-to-end visibility of the joint distribution process; identifies opportunities for performance improvement; and provides responsive transportation support of joint, US Government, and SecDef-approved multinational and nongovernmental logistics requirements.

#### 2. Global Transportation Management

Global transportation management refers to an integrated process that includes coordinating efforts in the Planning, Programming, Budgeting, and Execution process; developing unified or coordinated management procedures and systems for planning; and using DOD and civilian transportation systems during exercises and operations with centralized traffic management.

#### 3. The Strategic Mobility Triad

The strategic mobility triad comprises strategic airlift, sealift, and pre-positioned stocks (both afloat and ashore). Since a large portion of the emergency transportation capability needed by DOD is in civil sector resources, **close coordination among a wide variety of military, US Government departments and agencies, and commercial transportation entities is required to meet contingency transportation requirements.** Therefore, USTRANSCOM and its component commands, in coordination with supported CCDRs and their components, establish working relationships with numerous commercial transportation entities in anticipation of those surge and emergency transportation requirements that will stress DTS. SecDef is responsible for transportation planning and operations within DOD. SecDef designated CDRUSTRANSCOM as the DOD single manager for transportation (other than for Service-organic or theater-assigned transportation assets). The CJCS reviews and evaluates movement requirements and resources, apportions capability, and prioritizes capability when required.

a. **CDRUSTRANSCOM.** CDRUSTRANSCOM provides transportation and common-user port management and terminal services for DOD, as well as non-DOD, agencies upon request; exercises COCOM of all assigned forces as authorized by the “Forces for Unified Commands” Memorandum; exercises responsibility for global airlift,

## Appendix E

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sealift, and land transportation planning in coordination with the supported CCDRs; acts as DOD focal point for items moving through the transportation system; and exercises responsibility for intertheater (non-theater assigned) PM through aeromedical evacuation.

b. **Transportation Resources Air Mobility.** Air mobility includes airlift and air refueling. Intertheater air mobility serves CONUS-to-theater and theater-to-theater air mobility needs of the GCCs. Air mobility assets assigned to USTRANSCOM execute the majority of intertheater air mobility missions. Intratheater air mobility missions, defined by AOR boundaries, are conducted by air mobility forces assigned or attached to the GCCs. Intratheater air mobility assets are normally scheduled and controlled through the theater air operations center or a joint air operations center if established.

c. **Sealift.** Shipping resources can be classified into three pools: US Government-owned, US flag commercial, and foreign flag commercial assets.

(1) **US Government-Owned Assets.** DOD Military Sealift Command (MSC) maintains a fleet of organic vessels in full operational status, as well as a fleet in a reduced operating status.

(2) **US Flag Commercial Assets.** Ships operating under a US flag are routinely tasked by Military Surface Deployment and Distribution Command (SDDC) to meet shipping demands using scheduled liner service. For unique or high-volume shipping demands, MSC routinely charters US flag vessels.

(3) **Foreign Flag Ships.** When US flag ships are unavailable, foreign flag ships can be acquired for DOD use through four different methods: liner service, voluntary charter, allied shipping agreements, and requisitioning of effective US control shipping.

d. **Land.** SDDC maintains transportation agreements and all commercial carrier costing information necessary to move shipments within the US via surface transportation. Defense Freight Transportation Services supports DLA and enables the government to partner with a third-party logistics provider to manage the distribution of DOD CONUS freight. Assigning responsibility for common-user land transportation is a function of the GCC's DAFL, and it is up to each GCC to outline this in the OPCON and supporting plans.

e. **Theater.** In overseas areas, US air and surface units assigned to the GCC provide for organic and common-user transportation service. Common-user transportation assets within the DTS are under the COCOM of CDRUSTRANSCOM, excluding Service-organic or theater-assigned assets. Theater-assigned common-user transportation assets are under the COCOM of the respective GCC. The US Air Force and US Army component commanders are normally delegated OPCON of their respective Service assets in order to meet their organic theater requirements in support of the GCC, while making some assets available as common-user transportation.

f. **Employment of the DTS Movement Requirements.** Movement requirements must be properly validated and prioritized by the supported JFCs. The CJCS oversees

policy and guidance on methods to prioritize DOD transportation requirements, including use of DOD common-user airlift and sealift resources. The JTB, if convened, or the JS's JLOC ensures the CJCS can maintain cognizance over transportation requirements and capabilities, as well as ensure information is available for determining and adjusting allocations of common-user resources and priorities during wartime or contingencies.

*For more information, see JP 4-01, The Defense Transportation System.*



Appendix E

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## APPENDIX F

### SEALIFT SUPPORT TO JOINT OPERATIONS

#### 1. General

a. Successful response to regional contingencies, crisis response, limited contingency operations, and major operations and campaigns depends on sufficient strategic mobility assets in order to deploy and sustain forces in an OA as long as necessary to meet US military objectives. The strategic mobility triad consists of air mobility, sealift, and PREPO. In general, air mobility transports light, high-priority forces and supplies, including personnel and equipment required to rapidly integrate units with PREPO elements' equipment and supplies. As an operation progresses, sealift delivers the heavy units and their support equipment, as well as the vital sustainment for deployed forces. In most cases, sealift accounts for the majority of the total cargo delivered to an OA. To meet these requirements, sealift forces are employed in three phases: PREPO (afloat), deployment (or surge), and sustainment. Similarly, sealift generally accounts for the majority of the cargo moved during redeployment.

b. During large deployment operations, sealift support is typically conducted in three phases comprising the sealift trident. PREPO afloat is made up of ships from the afloat PREPO force of MSC. "Surge" includes all organic ships not assigned to PREPO but may also include nonorganic ships if readily available. Subcategories of surge sealift include the MSC-controlled fleet, as well as the Maritime Administration Ready Reserve Force (MARAD RRF). Sustainment typically utilizes nonorganic shipping provided by the US merchant fleet comprised mostly of container ships to deliver large quantities of resupply to support forward-deployed forces augmented as necessary by government-controlled assets.

c. To assist DOD's ability to carry out its transportation missions, CDRUSTRANSCOM provides common-user air, land, and sea transportation, terminal management, and aerial refueling to support global deployment, employment, sustainment, and redeployment of US forces.

#### 2. Maritime Administration

Maritime Administration (MARAD) is the agency within the Department of Transportation that ensures that US Merchant Marine shipping is sufficient to meet the needs of national defense in times of war or national emergency and can also support the domestic and foreign commerce of the US. MARAD administers programs to meet sealift requirements determined by DOD and conducts related national security activities. When convened, the CJCS JTB acts on behalf of the CJCS to communicate President and SecDef priorities and adjudicate competing requirements for intertheater mobility lift assets and/or resolve other issues that negatively impact the DTS and which USTRANSCOM and the supported CCDRs are unable to resolve. USTRANSCOM allocates transportation assets to supported CCDRs' validated requirements in accordance with the CJCS apportionment guidance and priority assigned to each operation and/or requirement.

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## Appendix F

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### 3. Sealift Capabilities Sealift Forces

a. **Sealift forces** are those militarily useful merchant type ships available to DOD to execute the sealift requirements of the DTS across the range of military operations. Called “common-user shipping,” these ships are used in the transportation of cargoes for one or more Services from one seaport to another or to a location at sea in the OA pending a decision to move the cargo embarked ashore. The sealift force is composed of shipping from some or all of the following sources: active government-owned or government-controlled shipping; government-owned reserve or inactive shipping; US privately owned and operated commercial shipping; US privately owned, foreign flag commercial shipping; and foreign-owned and -operated commercial shipping.

b. **Ship Types.** Sealift shipping falls into three broad categories: dry cargo ships or freighters, liquid cargo carriers or tankers, and passenger ships. During joint operations, dry cargo ships transport the equipment and supplies and tankers carry the refined POL required to conduct and sustain the operation. Passenger ships provide troop carrying, noncombatant, or sealift medical evacuation capability in support of the joint operation.

c. **Sealift Ship Programs.** The conventional sealift assets cannot meet all strategic sealift and sealift-related requirements alone. To meet these requirements, various sealift ship programs have been established. The sealift ship programs are: large, medium-speed roll-on/roll-off (RO/RO) ships; auxiliary crane ships; fast sealift ships; aviation logistics support ships; hospital ships; MARAD RRF RO/RO ships; and afloat PREPO force.

d. **Sealift Enhancement Features.** Sealift enhancement features consist of special equipment and modifications that adapt merchant type dry cargo ships and tankers to specific military missions. They are typically installed on ships of the MARAD RRF or on ships under MSC control. The sealift enhancement features fall into three categories: productivity, operational, and survivability enhancements.

e. **Logistics Over-the-Shore (LOTS).** Strategic sealift also includes the requirement to achieve an over-the-shore cargo discharge capability that matches cargo deliveries in an amphibious objective area or other OA. Both the Army and the Navy maintain an organic capability to perform LOTS missions in support of their respective Service missions and when directed, to support the CCDR’s requirement for a capability to perform joint logistics over-the-shore (JLOTS).

### 4. Employment of Sealift Forces Execution

Throughout the execution of an OPORD, USTRANSCOM develops, monitors, and adjusts transportation schedules with the supported CCDR. The supported GCC should ensure USTRANSCOM and its transportation component commands (TCCs) clearly understand theater transport requirements. To facilitate a fully coordinated and responsive transportation system, the GCC may assign responsibility for theater transportation movement control to the JDDOC. The JDDOC accomplishes theater joint movement responsibilities for any potential logistics organizational structure as directed by the GCC.

## **5. Communications System Support**

Global Command and Control System-Joint provides the means to disseminate and share the information necessary in order to effectively plan, deploy, sustain, redeploy, and employ sealift forces. Integrated Data Environment/Global Transportation Network Convergence is a cooperative effort between DLA and USTRANSCOM that establishes common integrated data services for the CCMDs, Services, DOD, and other US Government departments and agencies in order to manage supply, distribution, and logistics information with a global perspective. The vast majority of US-owned merchant ships that would make up the sealift force are equipped with commercial satellite systems that provide both voice and data communications capability 24 hours a day. Those ships not equipped with commercial satellite systems communicate with other ships and organizations ashore through commercial coastal radio stations, using conventional high-frequency voice communications.

## **6. Support to Military Engagement and Security Cooperation Activities, and Foreign Humanitarian Assistance**

Sealift can provide support to the GCC's military engagement and theater security cooperation efforts in a variety of ways. In providing humanitarian and civic assistance, these ships are often able to operate where combatants or support vessels would not be permitted for diplomatic/political reasons. Frequently, sealift support to humanitarian assistance plays an important, if not the primary, role in preserving life in the immediate aftermath of a natural or manmade disaster.

## **7. Controlled Assets**

a. Government-owned shipping (primarily RO/RO) is the most readily available source for quickly deploying large quantities of unit equipment. However, the number of ships in this category is limited, and they would primarily support the very early stages of a major military deployment.

b. DOD can obtain commercial shipping from the following sources: US flag commercial charters and liner service; foreign-owned charters and liner service ships, used in accordance with existing laws and policy; ships/capacity committed to the Voluntary Intermodal Sealift Agreement/voluntary tanker agreement; US-owned ships, registered under certain flags, known as the effective US-controlled ships fleet; and militarily useful US flag ships, which are subject to requisitioning.

## **8. Naval Cooperation and Guidance for Shipping**

Naval cooperation and guidance for shipping facilitates cooperation between the military and civil maritime industry to minimize the economic impact to commercial shipping operating in the vicinity of naval vessels engaged in military operations, ensure the safe passage of commercial shipping, ensure the safety of naval vessels, and minimize confusion in the maritime OE.

Appendix F

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*For more information, see JP 4-01.2, Sealift Support to Joint Operations.*

## APPENDIX G JOINT TERMINAL OPERATIONS

### 1. General

a. The ability to conduct effective and efficient terminal operations is critical in the JDDE. Terminal operations, when connecting multiple modes of transport, such as surface and air, define the transportation structure for the CCDRs' operation. Sustainment of the military operation will hinge heavily on the terminal's effectiveness. Joint terminal operation functions include the reception, processing, and staging of passengers; the receipt, transit, storage, and marshalling of cargo; the loading and unloading of modes of transport conveyances; and the manifesting and forwarding of cargo and passengers to their final destination.

b. The DTS terminals may be managed and operated by the SDDC, Air Mobility Command (AMC), the Services, CCMD, HN authorities, or commercial enterprises. DTS is the portion of the Nation's transportation system that supports DOD common-user transportation needs. DTS is an integrated transportation system supporting the range of military operations to provide the most effective use of modes of transportation: inland surface transportation, sea, air, and pipeline from origin, through terminals (e.g., embarkation and/or debarkation and/or theater), to destination. DTS consists of those common-user military and commercial assets, services, and systems that are organic, contracted, or controlled by DOD. DTS provides a transportation network capable of integrating military, commercial, and HN resources in order to project and sustain military power.

### 2. Terminal Infrastructure

In the US, the majority of the infrastructure is commercially owned and operated, and military requirements compete with commercial operations in non-mobilization contingencies. Foreign facilities infrastructure forming the LOCs is normally owned by the HN and may support other requirements as well as US military forces. The three general categories of terminals are air, maritime, and land terminals. **Air terminals** are airfields with aerial port facilities for accepting, processing, and manifesting passengers and cargo for airlift. **Maritime terminals** used as departing ports are called seaports of embarkation (SPOEs); those used as arriving ports are called SPODs. Destination maritime terminals are crucial to establishing a lodgment, sustaining the deployed force, and supporting redeploying forces. **Land terminals** complement maritime and air terminals to move cargo forward in the theater. Traditional examples of land terminals include inland terminals, truck terminals, intermodal transfer facilities, pipeline terminals, and rail terminals.

### 3. Terminal Planning Considerations

a. In most major operations, land, air, and maritime terminals will be required. Adequate logistic support of operational forces is contingent upon the timely identification



## Appendix G

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of terminals or the development of terminals in cases where they do not exist. Planning for the optimization of cargo terminals in the transportation system involves the following five-step process:

- (1) Computing the terminal workload required for supporting the operation, expressing it as units of cargo per day, e.g., tons, containers, or 463L pallets per day.
- (2) Estimating the available terminal throughput capacity, which is the total units of cargo that can be received, processed, and cleared through the terminal per day.
- (3) Estimating construction requirements, which are the requirements for repair, rehabilitation, or new construction of facilities necessary to increase the terminal capacity to equal the required terminal workload.
- (4) Estimating equipment requirements, which is the amount of equipment needed to process the required workload through the terminal with maximum efficiency.
- (5) Estimating personnel labor requirements, which are the units and individuals needed for the operation of the terminal.

b. **Joint Planning.** USTRANSCOM conducts global air, land, and sea transportation planning in support of GCCs. USTRANSCOM and its TCCs are responsible for strategic- and operational-level common-user air, land, and maritime terminal planning with supported CCMDs to provide a JTF-PO capability as required. The supported and supporting CCMD transportation staffs, working closely with Service components and USTRANSCOM, plan and coordinate the selection of terminals at the strategic and operational levels.

c. **Joint Force Staff Planning.** At the operational level, the supported CCDR's staff is responsible for planning and executing military operations in the assigned AOR. These responsibilities encompass all facets of reception and retrograde through terminals. Based upon the supported CCDR's guidance, staff planners must assess the theater's OE and determine terminal requirements for supporting the JFC's COA.

d. **JDDOC (or JMC).** The JDDOC (or JMC as appropriate) serves as the primary advisor through the J-4 to the supported CCDR on all matters pertaining to the theater transportation support structure. The JDDOC interacts with the TSC to develop the theater movement plan that supports the CCDR's priorities and CONOPS considering theater throughput capabilities (including in-depth analysis of airfields, seaports, and surface transportation routes), the TPFDD, apportionment and allocation of transportation resources, and resource protection requirements.

e. **JTF-PO.** Although all Services have the organic capability to execute theater opening functions, traditional Service port opening/operating forces may not be sufficient in certain situations. JTF-PO is a joint expeditionary capability that enables USTRANSCOM to rapidly establish and initially operate a POD and a distribution node,

facilitating port throughput in support of a contingency response. It is designed to use existing HN terminal infrastructure and may use support agreements and OCS as required.

f. **Air Terminal Planning.** USTRANSCOM designates peacetime aerial ports. The GCC designates wartime and contingency aerial ports in coordination with USTRANSCOM and appropriate HN authorities. Air mobility operations involve the air transport of units, personnel, supplies, and equipment and the collection and transmission of associated lift data. The primary goal in planning is to minimize the time during which a unit being moved is nonoperational.

g. **Maritime Terminal Planning.** A determination as to numbers, types, and locations of maritime terminals within the theater results from staff planning at several levels. Planning would typically involve the joint force staff and Service components in coordination with USTRANSCOM and its TCCs. The planning process also involves selecting the appropriate water ports and deciding who will operate them. The plan, developed by the CCDR, guides this decision.

h. **Land Terminal Planning.** The CCDR or Service component commander establishes land terminals at sites that can support inland waterways, motor, rail, and air transport modes. When established, the terminals and the supporting transportation infrastructure form integrated distribution lanes (IDLs) linking origins to destinations in the theater; these IDLs are monitored by both USTRANSCOM and the geographic CCMDs for effectiveness. When possible, transportation planners should use and incorporate existing terminal facilities into the transportation distribution network.

#### 4. Air Terminal Operations

a. Air terminal operations function at strategic, operational, and tactical levels in peacetime and in wartime. AMC operates air terminals at CONUS aerial ports and operates or arranges for the operation of fixed air terminals in theaters for all DOD components. AMC also operates air terminals from non-fixed locations within the theater, as required. In theater, the Air Force component commander normally provides terminal facilities at all points served by AMC-controlled aircraft. Service component commands may also provide personnel and equipment to participate in loading, unloading, and transshipping component personnel and materiel at Air Force-operated air terminals.

b. **Joint Aerial Port Complex.** At a common-user aerial port of embarkation (APOE) or APOD, which may be a military airfield or civilian airport, the airfield and the entire system of supporting facilities required to handle inbound and outbound passengers and cargo is collectively known as a joint aerial port complex. The operations of a joint aerial port complex can be divided into two parts: the air terminal operations, run by AMC, and the terminal “support” functions which are, in most cases, the responsibility of the supported component command.

c. **APOE.** The APOE is any air passenger or cargo terminal where passengers and/or cargo are dispatched aboard aircraft. Most air terminals serve simultaneously as both

## Appendix G

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APOEs and APODs. APOEs require close coordination among many participating units and inter-Service activities. AMC exercises overall control of airlift operations and resources at APOEs.

d. **APOD.** The APOD is any air terminal that receives passengers and/or cargo via airlift. The APOD serves as the port of entry for most deploying personnel and high-priority cargo. APODs are usually operated in conjunction with the HN.

### 5. Maritime Terminal Operations

a. The availability and capabilities of maritime terminals are essential to the success of most military operations. One of the main objectives is to maximize the throughput of cargo. Maximizing throughput may require the military force to use a combination of terminals. Strategic sealift is the principal means of delivering equipment and logistic support for land, air, and sea forces. Maritime terminal operations are conducted at fixed, unimproved, bare beach, and/or degraded port facilities, and at off-shore anchorages. Maritime terminal operations include loading/unloading of MSC-controlled common-user ships (e.g., large, medium-speed RO/RO ships; MARAD RRF fast sealift ships; US or foreign charter ships), commercial ships operating in liner service under terms of USC, ships donated by foreign governments, other ships that may be provided by HNS or by maritime PREPO ships, Service watercraft assets, and other Service PREPO ships capable of over-the-shore and port operations from anchorage and commercial ocean transportation capabilities negotiated through SDDC liner contracts.

b. CDRUSTRANSCOM provides common-user terminal management as delineated in the *Unified Command Plan*. USTRANSCOM selects the strategic terminals in coordination with the supported CDRs. The operation of maritime terminals in theater is the responsibility of the GCC. However, the GCC may opt to enter into command arrangement agreements with CDRUSTRANSCOM to allow USTRANSCOM to operate some or all of the maritime terminals in the theater. In most cases, USTRANSCOM sets up forward elements from each of the subordinate TCCs within the AOR. These elements coordinate strategic transportation information with the supported CCMD's JDDOC/JMC or staff.

c. **SDDC.** SDDC has a presence at most common-user ocean terminals worldwide. SDDC operates or manages operations by overseeing stevedoring and related terminal services contracts, which employ HN civilian personnel to operate the port activities and provide required services.

d. **SPOE.** USTRANSCOM provides sea transportation assets through its TCCs, MSC, and SDDC. SDDC is responsible for all CONUS surface movements and common-user SPOEs for unit movements. Vessel load is governed at each SDDC terminal by stevedore and related terminal service contracts that are in place to perform the vessel operations and rail, truck, and other terminal procedures.

e. **SPOD.** SPOD operations are normally conducted at established fixed maritime terminal facilities. SPOD maritime terminals include both seaports and inland water facilities capable of receiving deep draft vessels, coastal vessels, and barges. Many established terminals will have a connecting transportation infrastructure in place such as railways, highways, inland waterways, and nearby airfields.

*For more information, see JP 4-01.5, Joint Terminal Operations.*

Appendix G

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## APPENDIX H

### JOINT LOGISTICS OVER-THE-SHORE

#### 1. General

a. JLOTS operations provide or enhance SPOD capability to support the JFC's campaign or operation. A LOTS operation is the process of loading and off-loading ships in austere areas where fixed port facilities are damaged, unavailable, or inadequate for operational needs. LOTS also provides a means of intratheater sealift to move forces, equipment, and sustainment cargo closer to tactical assembly areas. JLOTS operations occur when Service LOTS forces conduct LOTS operations together under a JTF. Typically, the JFC will appoint a JLOTS commander to integrate the Service LOTS assets and perform detailed planning and execution of JLOTS operations.

b. **Types of JLOTS Operations.** JLOTS provides the JFC flexibility to choose off-load locations including, but not limited to, a bare beach, an austere port, or a damaged fixed port in order to mitigate limited port access. JLOTS can also be used to augment existing fixed port facilities to increase throughput or divert sensitive cargoes to alternate off-load locations.

c. **Logistics Integration.** Commanders and staffs apply basic principles, control resources, and manage capabilities to provide sustained joint logistics. Logisticians can use the principles of logistics as a guideline to assess how effective logistics are integrated into plans and execution. To achieve full integration, commanders and their logisticians coordinate, synchronize, plan, execute, and assess logistic support to joint forces during all phases of the operation.

d. **Roles and Responsibilities.** GCCs have overall responsibility for JLOTS operations in their AOR. The GCCs may use their JDDOC to coordinate JLOTS operations at the CCMD level. Additionally, a JMC may be established at a subordinate unified or JTF level to coordinate the employment of all means of transportation (including that provided by PNs) to support the CONOPS.

e. **C2 Relationships.** In JLOTS operations, Service elements are normally integrated under one JLOTS commander who usually has tactical control authority to direct JLOTS operations. Service elements should be employed in a manner consistent with their designed operational capability. During the course of JLOTS operations, it may become necessary for the JLOTS commander to require that the MSC-operated or contracted ships take specific actions, such as shifting to a different anchorage or operation. Only a MSC representative has the authority to provide legally binding direction to the ship's master. JTF-PO SPOD provides a rapidly deployable seaport opening capability formed from joint forces to facilitate crisis response from mature or austere seaports in permissive or uncertain environments. As follow-on theater logistic capabilities arrive (JLOTS enablers and joint reception, staging, onward movement, and integration forces), JTF-PO SPOD begins transfer of authority of the forward distribution node to arriving forces or contracted capabilities to allow the seamless continuation of seaport and distribution operations.



## Appendix H

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### 2. Planning Joint Logistics Over-the-Shore Operations

a. The tenets of successful JLOTS planning are the commanders' involvement and guidance, unity of command and unity of effort, and an integrated planning effort. The JFC's guidance and intent are central to planning and are translated into a plan for action by subordinates. The joint operation phase of US Navy and US Army LOTS, which constitutes JLOTS, can require multiple C2 changes in a compressed period of time. Continuous operations create a unique challenge to unity of command and unity of effort. During planning, and particularly in crisis planning, JLOTS commanders and their staffs synchronize their planning efforts with each other and those of their higher headquarters. An integrated operational planning team consisting of cross functional representatives (intelligence, meteorological and oceanographic, lighterage operations, bare beach, floating and elevated causeway operations, and sustainment) assists commanders by integrating the planning effort and supervising plan development.

b. **Executing JLOTS Operations Ship Discharge Operations.** Off-loading of strategic sealift ships may be conducted by Navy and/or Army forces augmented by civilian ship crews and select Marine Corps support personnel.

c. **Lighterage Operations.** Decentralized control of lighter movement is necessary for effective and efficient lighterage operations. For JLOTS operations, a joint lighterage control center is established.

d. **Shoreside/Beach Discharge Operations.** The mission of conducting cargo discharge operations includes the interfacing of transportation modes in the surf zone, seaward of the surf line and on the beach.

e. **Reception, Staging, and Onward Movement.** Reception, staging, and onward movement is an integral part of JLOTS. The JLOTS commander is responsible for reception and staging of equipment in the marshalling yard.

f. **Liquid Cargo Operations Overview.** Liquid cargo operations may be viewed in three distinct increments: ocean transport of liquid cargo from origin to offshore locations in the AOR, cargo transfer operations from offshore to the high water mark, beach storage and/or distribution area operations.

g. **Bulk Fuel Operations.** The JLOTS commander is responsible for offshore bulk fuel system (OBFS) operation, beginning with the reception of OBFS vessels and extending to the installation and operation of OBFS to their termination point on the beach.

h. **Tactical Water Systems.** Certain scenarios, particularly arid environment operations, may require the delivery of bulk potable water to storage and distribution systems ashore. In an immature theater, water can be obtained from surface sources (seas, rivers/streams, lakes) and treated with reverse osmosis water purification units, subsurface resources (through wells), or from maritime PREPO force ships over the shore through the amphibious bulk liquid transfer system water hose reels.

*For more information, see JP 4-01.6, Joint Logistics Over-the-Shore.*

Appendix H

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## APPENDIX J JOINT HEALTH SERVICES

### 1. General

The MHS supports the operational mission by fostering, protecting, sustaining, and restoring health. It also provides the direction, resources, health care providers, and other means necessary for promoting the health of the beneficiary population.

### 2. Joint Medical Capabilities

Health support is provided to military personnel by applying prevention, protection, and treatment capabilities. The five overarching joint medical capabilities for HSS are: first responder care capability, forward resuscitative care capability, theater hospitalization capability, definitive care capability, and en route care capability.

### 3. Health Service Support Casualty Management

A characteristic of health support is the distribution of medical resources and capabilities to provide roles of medical care. This role of care includes immediate lifesaving measures and disease and nonbattle injury prevention and care.

a. **Role 1.** The first medical care military personnel receive is provided at Role 1 (also referred to as unit-level medical care).

b. **Role 2.** Role 2 provides advanced trauma management and emergency medical treatment including continuation of resuscitation started in Role 1.

c. **Role 3.** In Role 3, the patient is treated in a medical treatment facility or veterinary facility (for working animals) that is staffed and equipped to provide care to all categories of patients, to include resuscitation, initial wound surgery, and post-operative treatment.

d. **Role 4.** Role 4 medical care is found in US base hospitals and robust overseas facilities.

### 4. Medical Logistics

Medical logistics provides intensive management for planning and executing medical logistics support operations, to include medical distribution (which includes transportation planning and coordination), medical equipment maintenance and repair, blood management, optical fabrication and repair, and the centralized management of PM items.

### 5. Force Health Protection Casualty Prevention

Casualty prevention supports military personnel by applying prevention and protection capabilities. Casualty prevention includes all measures taken by commanders, leaders,

## Appendix J

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individual military personnel, and the health care system to promote, improve, or conserve the mental and physical well-being of military personnel.

a. **PVNTMED.** PVNTMED is the anticipation, prevention, and control of communicable diseases; illnesses; and exposure to endemic, occupational, and environmental threats. PVNTMED includes FHP measures taken against infectious, endemic, environmental, occupational, industrial, and operational health risks.

b. **Health Surveillance.** Health surveillance includes identifying the population at risk, identifying and assessing their potentially hazardous exposures (such as medical, food/water, occupational and environmental, psychological, and CBRN), using health risk communications practices to communicate the risk, employing specific countermeasures to eliminate or mitigate exposures, and utilizing medical surveillance procedures to monitor and report disease and nonbattle injury/battle injury rates and other measures of health outcomes to higher authority in a timely manner.

c. **Combat and Operational Stress Control.** Combat and operational stress control includes programs and actions to be taken by military leadership to prevent, identify, and manage adverse combat and operational stress reactions in units.

d. **Preventive Dentistry.** Preventive dentistry incorporates primary, secondary, and tertiary measures to reduce or eliminate conditions that may decrease military personnel fitness in performing their mission and which could result in being removed from their unit for treatment.

e. **Vision Readiness.** Vision readiness encompasses the Service member having optimal visual clarity in order to most effectively and efficiently complete their assignments as well as the optical devices needed for vision correction (if required) and for eye protection of all Service members during hazardous activities, including deployment.

f. **Laboratory Services.** Deployable environmental laboratory services include capabilities in identification and field confirmation of endemic diseases, occupational and environmental health hazards, and CBRN hazards. The focus of the laboratory is the total health environment of the JOA, not individual patient care.

g. **Veterinary Services.** The US Army is the DOD EA for veterinary support for the Services. US Army veterinary units are task-organized and tailored in order to support government-owned animal health care, veterinary PVNTMED, and food safety and security programs.

## 6. Health Service Support Operations

Due to the necessity to perform lifesaving interventions for personnel suffering combat trauma within minutes of wounding or injury, medical resources must be arrayed in close proximity to the forces supported. This also permits the medical assets to rapidly clear the JOA of casualties and enhances the JFC's ability.

## 7. Stability Activities and Civil-Military Operations

Medical stability activities include supporting efforts to establish or restore medical support necessary to sustain the population until local civil services are restored; assessments of the civilian medical and public health systems such as infrastructure, medical staff, training and education, medical logistics, and public health programs; and promoting and enhancing the HN medical infrastructure. Civil-military medicine is a discipline within operational medicine comprising public health and medical issues that involve a civil-military interface (foreign or domestic), including military medical support to civil authorities (domestic), medical elements of security cooperation activities, and medical civil-military operations.

## 8. Joint Health Planning Considerations

a. Timely, effective planning and coordination are essential to ensure adequate and sustainable health support in a JOA. Organization of the health support system is determined by the joint force's mission, the threat, intelligence, anticipated number of patients, duration of the operation, the theater PM policy, available lift, medical logistics capabilities, and hospitalization requirements.

b. **Planning Joint Medical Logistics.** Medical units as well as maneuver units usually begin requesting medical logistics support immediately upon arrival as they provide area medical support to organic personnel, identify unit shortages, or begin early operations in support of forces in the JOA. The medical logistics planner must coordinate with the command J-4 and other designated movement control organizations. Medical materiel will typically flow through the same distribution channels and is subject to the same movement controls as all other classes of supply.

*For more information, see JP 4-02, Joint Health Services.*



Appendix J

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## APPENDIX K

### JOINT BULK PETROLEUM AND WATER DOCTRINE

#### 1. General

Providing forces with the right fuel, in the right place, and at the right time requires planning to determine peacetime and wartime requirements, contract and allocate product, arrange for bulk storage, move products forward to and within the theater, ensure quality control, issue and account for the fuel, and maintain distribution equipment and facilities. Bulk petroleum support to joint operations requires the Services to develop complementary tactical distribution systems and trained personnel to meet CCMD requirements while DLA is required to provide fuel to all Service component missions.

#### 2. Joint Bulk Petroleum Logistics

The component commands determine bulk petroleum requirements for submission to the CDR's JPO or SAPO. The JPO or SAPO consolidates and validates the bulk petroleum requirements for planning and support purposes and provides them to DLA Energy for sourcing, analysis, and development of a support plan.

#### 3. Bulk Petroleum Quality Management

The two main functional areas of quality management are QA and quality surveillance (QS). Contract provisions detail the quality requirements for commercial suppliers, while DODI 4140.25, *DOD Management Policy for Energy Commodities and Related Services*, and Military Standard-3004, *Quality Assurance/Surveillance for Fuels, Lubricants, and Related Products*, prescribe the quality management requirements for QA and QS performed by the government.

#### 4. Planning for Joint Bulk Petroleum Operations

a. The JPO conducts the overall planning of petroleum logistic support for their CCMD at the strategic and operational levels. The LSA findings highlight logistics deficiencies and their associated risks to support theater operations. The inventory management plan identifies the petroleum inventory levels needed to support operating stocks requirements and pre-positioned war reserve requirements and specifies the amount of petroleum product, by location, held to cover requirements.

b. DLA acquires, stores, and distributes bulk petroleum with associated fuel additives to all DOD component customers wherever and whenever it is needed across the range of operational situations. Planning considerations for joint bulk petroleum logistics includes mission, fuel requirements, infrastructure, equipment, support units, C2, quality, interoperability of fuel transfer systems, sustainability and survivability, threat environment, sealift, and other distribution methods.

## Appendix K

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### 5. Executing Joint Bulk Petroleum Operations

a. DOD bulk petroleum inventories take into account economic resupply, safety levels, unobtainable inventory, and deliberate planning requirements. The movement and redistribution of assets are accomplished through a joint effort involving the CCMDs, Service components, and DLA Energy, interfacing with USTRANSCOM components for product movement outside the OA. Normal land petroleum operations may include pipeline and/or hose-line distribution, truck distribution, tactical tank farms, airfield operations, barges, and rail tank cars.

b. DLA Energy establishes and maintains a DOD bulk petroleum distribution system and related programs in coordination with the Services and the CCMDs. DLA, Services, and CCMDs have interrelated responsibilities to plan and execute for military construction; minor construction; operation of facilities; sustainment, restoration, and modernization; and environmental compliance of bulk storage and distribution facilities in support of the bulk petroleum management mission.

### 6. United States Transportation Command

CDRUSTRANSCOM plans for and provides air, land, and sea transportation of fuels for DOD during peacetime and wartime. These efforts supplement and do not replace the primary responsibilities assigned to the Services and DLA.

*For more information, see JP 4-03, Joint Bulk Petroleum and Water Doctrine.*

## APPENDIX L JOINT MOBILIZATION PLANNING

### 1. General

Mobilization is the process of assembling and organizing national resources to support national objectives in time of war or other emergencies. Mobilization includes assembling and organizing personnel and materiel for active duty military forces, activating the Reserve Component (including federalizing the National Guard), extending terms of service, surging and mobilizing the industrial base and training bases, and bringing the Armed Forces of the United States to a state of readiness for war or other national emergency. This description implies two processes:

- a. The **military mobilization process** by which the nation's Armed Forces are brought to an increased state of readiness.
- b. The **national mobilization process**, which mobilizes the interdependent resource areas to meet nondefense needs, as well as sustaining the Armed Forces during all military operations.

### 2. Planning and Execution

a. **Mobilization Estimate of the Situation.** The mobilization estimate provides a tool for mobilization planners to make a systematic appraisal of mobilization requirements and options. The mobilization estimate requires input from all functional areas of the JS, Service staffs, and the corresponding staff sections at the CCMDs.

b. **Mobilization Planning.** During peacetime, mobilization planners in the joint planning and execution community participate in two primary activities: maintaining a mobilization base and participating in the JPP to develop detailed mobilization plans to support OPLANs.

c. **Mobilization Execution.** The CJCS recommends to SecDef the assets that are to be called up and their planned use when Reserve Component forces are to be mobilized to augment the Active Component. SecDef approval is required for the execution of a mobilization OPORD. After the President's decision to initiate mobilization, SecDef directs the Military Departments to proceed. The Services publish mobilization orders in accordance with their respective procedures.

d. **Monitoring the Status and Progress of Mobilization.** Information received by proponents in each of the resource areas is analyzed and coordinated with the other resource area proponents to provide decision makers with recommendations for controlling, preplanning, redirecting, or stopping mobilization operations.

e. **Mobilization Reporting.** The mobilization planner responds to formal and informal reporting requirements. Three formal reports are generated: Reserve Component

## Appendix L

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requirements from annex A (Task Organization) of each OPLAN which lists the total Reserve Component requirements; the mobilization report; and during partial mobilization, the President's report to Congress.

f. **Joint Demobilization Planning and Execution Introduction.** Demobilization is the process of transitioning from a conflict situation or from a wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality.

### 3. Demobilization Planning and Execution

a. Demobilizing the Armed Forces could be a relatively straight forward return of mobilized/activated units and individuals to their former status. It could also be a broader process including measures such as deactivation of units, rapid discharge of individuals, and a major reorganization of the Reserve Component.

b. Recovery planning should be closely coordinated with demobilization planning. Recovery includes the reset actions necessary in the theater and CONUS base to restore force readiness and a credible capability to respond, in the short term, to a future threat.

c. Following redeployment, the Military Departments deactivate units or return them to a reserve status. Military personnel are released from active duty or returned to reserve status. Materiel and equipment may be returned to bases of origin or other reserve/guard units, moth-balled, stored, distributed to other nations through foreign military sales or other security assistance programs, destroyed, sold for scrap, or turned over to the DLA Disposition Services.

*For more information, see JP 4-05, Joint Mobilization Planning.*

## APPENDIX M MORTUARY AFFAIRS PLANNING

### 1. General

This appendix presents an overview of joint MA planning when preparing for a specific military operation. Additional guidance on planning can be found in JP 5-0, *Joint Planning*, and CJCSM 3130.03, *Adaptive Planning and Execution (APEX) Planning Formats and Guidance*.

### 2. Support Planning Considerations

Effective planning and coordination are required to provide adequately trained and sustainable MA support in an OA. Proper planning across all functional areas of a CCMD staff allows for a systematic examination of all relevant factors for an operation to support interoperability with other plans. Deployment of the MA assets during a contingency is determined by the joint force's mission, the threat, anticipated number of fatalities, duration of the operation, logistics channels for evacuation of human remains, available lift, and available mortuary support. MA planning should focus on wartime and major contingencies, peacetime losses are the responsibility of the Military Department Secretary.

a. **Threat.** The threat is a composite of ongoing enemy actions; artifacts of both friendly and enemy actions; occupational, environmental, geographical, and meteorological conditions; and the possible employment of CBRN agents or WMD.

b. **Personnel Estimates.** The manpower and personnel directorate of a joint staff prepares a personnel estimate that should contain a fatality estimate. In addition, each Service formulates fatality estimates in accordance with individual Service directives to support operation planning and assessment, future force planning, and training. During peacetime, these estimates are not calculated, so planners should review past losses within their OA to support the personnel estimate and include plans for a mass fatality event that could require additional, short-term support to augment the MA capability resident in the region. The exact number of fatalities US military forces and CAAF will suffer during peacetime or in military operations can never be accurately predicted; therefore, planning for MA support should be continuous and flexible to adjust to unanticipated situations. Plans and orders should be reviewed and amended as new facts become available, resources change, and other variables become apparent.

c. **Logistics Channels for Evacuation of Human Remains.** Establishing an evacuation channel for human remains when MACPs or a TMEP are established is critical to the smooth operation of MA in the OA. Human remains are transported on a "first in, first out" basis from a TMEP when one is established. DOD mortuary facilities should support the return of peacetime losses upon request by the Military Department of Service casualty office. The DOD mortuary facility should coordinate with the Service casualty



## Appendix M

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office for remains that they prepare. The MA planner should consider all appropriate means for human remains movement.

d. **MA CONOPS.** The overseas GCCs support the Military Departments in coordinating for the recovery, preparation, and evacuation of the human remains to a DOD mortuary and ultimately to a civilian funeral home for final disposition. This process may be supported by a DOD regional mortuary located in, or designated in support of, the GCC's AOR. The MA CONOPS is based on the Service's MA program; how and when to employ the program is driven by operational requirements and logistics considerations. The MA CONOPS for a given operation is designed to support the operational requirements of the forces and agencies involved. Therefore, CONOPS may differ in scope, detail, objectives, and available resources for specific operations and require updates during the operation's phases to reflect changes in commander's intent and mission requirements. Planners prepare an appendix (Mortuary Affairs) to annex D (Logistics) for OPCONs in their OA. When operations involve a declared conflict, there is generally a need to establish theater mortuary facilities (i.e., MACPs, TMEPs, and a theater PE depot) to meet the anticipated evacuation requirement. When these theater MA assets are required, the MA planner considers the manning and location of facilities for the receipt, preparation, and evacuation of human remains.

*For additional guidance on the preparation of the CONOPS, see CJCSM 3130.03, Adaptive Planning and Execution (APEX) Planning Formats and Guidance.*

e. **Commanders and MA Support Planners.** Planners at all levels should consider the following during planning and execution:

(1) **Formal Agreements.** Formal agreements assist in establishing procedures for the release of US human remains to US control. Review formal agreements such as:

- (a) North Atlantic Treaty Organization (NATO) standardization agreements.
- (b) Quadripartite standardization agreements.
- (c) MNF agreements (mortuary).
- (d) ACSAs.
- (e) Status-of-forces agreements.
- (f) Defense security agreements.

(2) **Implementing and Supplemental Agreements.** Additional implementing and supplemental agreements may be entered into between a CCDR and the HN to facilitate the transfer of human remains from the HN to US control. These agreements and arrangements can be established in a variety of forms. The GCC's lead Service for the MA program should maintain copies of all such agreements. These agreements can supplement

the status-of-forces agreements or other overarching agreements in any of the following: implementing agreements, implementing instructions, technical agreements, and exercise support agreements.

(3) **NGO Coordination.** Liaison should be established with International Committee of the Red Cross or Red Crescent for release of non-US personnel remains.

(4) **Contracts.** Contracts with commercial companies will identify the eligibility of contractors for DOD MA support. MA support and transportation of remains will be provided on a reimbursable basis in accordance with DODD 1300.22, *Mortuary Affairs Policy*.

(5) **Legal Jurisdiction.** HN and US laws establish legal jurisdiction affecting release of human remains to US control.

(6) **HNS.** Availability of HNS for facilities and contract support items may affect the logistical support requirements.

(7) **Religious Considerations.** MA planning takes into account religious considerations associated with the faith of the deceased and local populations that often impact operations such as evacuation timelines.

(8) **Personnel to Be Supported.** The number of personnel in the JOA and the JOA's size and location will have a large impact on the type of support that will be allocated and the placement of MA facilities. MA support and transportation is provided to all DOD-affiliated personnel involved in an operation. It may also include (on a non-reimbursable or reimbursable basis) US citizens, employees of other US Government departments and agencies, and CAAF who die outside of the US, upon the specific request of Department of State or other US Government department or agency. See Title 10, USC, Section 1486; Title 5, USC, Section 5741; and Title 31, USC, Section 1535. In addition, it can extend to operational partners involved in a given mission.

(9) **Infrastructure.** Level of infrastructure development (e.g., port mortuary location, LOCs, airfields, and other facilities) may affect MA sustainment operations.

(10) **Liaison.** MA liaison officer requirements for operations involving coordination between DOD and outside agencies should be established.

(11) **Engineer Support.** Planners should contact their engineering support personnel to review existing MA facility plans in the engineering database, rather than design a new facility. These designs are generally less expensive alternatives than contract construction or leasing and are built using readily available materials in the DOD supply system.

(12) **OCS.** To reduce the logistical footprint, MA planners should review contract support options to fulfill requirements for equipment and supplies such as ice machines, refrigeration units, and vehicles.

## Appendix M

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### 3. Considerations for Mortuary Affairs Transition

The transition from Service responsibility to overseas CCMD responsibility occurs when, in a designated OA, the overall logistics support capabilities and required MA support are unable to manage the flow of human remains from forward areas to the rear areas for evacuation. The transition decision point may be when the number of human remains exceeds the ability to return via current MA capabilities, or it may be established earlier to affect the smooth flow of human remains from the theater. GCCs may also designate a subordinate component command as the lead Service for the MA program and coordinate transition criteria based on contingency operational criteria. Given the overall size of the AOR, both may be in effect within the AOR differentiated by the countries involved in a specific contingency operation. During the latter phases of an operation, the transition from MA support to combat operations back to peacetime operations should also be driven by operational criteria.

### 4. Special Considerations

While complete protection of personnel, equipment, facilities, and the environment during military operations may not always be possible, planners should carefully address environmental, safety, and occupational health considerations during joint operations. Infectious organisms may be associated with human remains, regardless of postmortem condition, and could contaminate the storage and processing areas. Using standard precautions, all human remains should be handled as though they are potentially infectious. (See United States Army Public Health Center's [USAPHC's] Technical Guide [TG] 195A, *Safety and Health Guidance for Mortuary Affairs Operations: Infectious Materials*, for further information on the handling of potentially infectious human remains.) Therefore, each MA activity must ensure strict personal health, hygiene, and sanitation procedures are consistently followed. In addition, MA personnel need to have a hazardous waste disposal plan that follows current environmental safety guidelines and HN laws.

a. **Environmental Considerations.** Environmental considerations are an integral part of the planning and decision-making processes. GCCs are responsible for protecting the environment in which US military forces operate to the greatest extent possible consistent with operational requirements.

b. **Safety Considerations**

(1) **General Safety Considerations.** Personnel conducting MA functions should be aware of the following general safety considerations when handling human remains: personal protective equipment (PPE), water source, medical and occupational health support, regulated medical waste, work site safety, explosive ordnance management, and access to behavioral health support.

(a) PPE includes, but is not limited to, eye wear, respiratory protection, skin protection, gloves, gowns, and footwear. The Armed Forces Medical Examiner (AFME) and other health subject matter experts can recommend the proper PPE for unique

circumstances. PPE management includes sizing, quantity, resupply, donning, doffing, cleaning, use/reuse limitations, disposal, initial use, and reuse inspections; consumable items (batteries, filters, etc.); oxygen supply sources and resupply; and other manufacturer or health care professional instructions.

(b) Water source is identified as potable or non-potable.

(c) Medical and occupational health support is sufficient for occupational health needs, as well as immediate medical needs for MA personnel.

1. Health is focused on preventing the spread of disease from human remains to personnel working in or near MA facilities. More specifically, occupational health is focused on ensuring processes and procedures exist pertaining to:

a. Reporting of blood-borne pathogen exposure.

b. Administering vaccines, immunizations, and other prophylactic treatments (e.g., antibiotics). Baseline immunization requirements and testing should include at a minimum, hepatitis B, human immunodeficiency virus, and tuberculosis. Additional immunizations may be required based on the hazards in the region.

c. Health and wellness checks to monitor vital signs.

d. Health guidelines that prevent the spread of disease in the physical work place (e.g., sanitation of work area; preventing cross contamination by preventing eating, smoking, or drinking in work areas; and safety assessment reviews of the physical layout).

2. Immediate medical support is focused on ensuring access to nearest medical unit or medical treatment facility in the event of injury, illness, or occupational exposure to bio-hazardous blood and body fluids during operations.

(d) Regulated medical waste must align with biohazard material disposal procedures required by the Code of Federal Regulations for Occupational Safety, Public Health, Environmental Protection, and Transportation, established government-to-government agreements, or GCC interim operational policy for environmental compliance. Guidance often identifies the proper PPE and establishes safety and sanitation guidelines. It also addresses the need to incinerate all disposable protective clothing, bandages, dressings, sheets, towels, and other items coming into direct contact with the human remains or body fluids unless incineration is not the recommended method of disposal (i.e., for some CBRN contamination). The plan should address how the MA personnel are to dispose of hazardous waste if an incinerator is not available at their location or when incineration is not the preferred method. See USAPHC's TG 195A, *Safety and Health Guidance for Mortuary Affairs Operations: Infectious Materials*, for more detail.

## Appendix M

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(e) Work site safety is performing ongoing operational site reviews to prevent cross-contamination (e.g., eating in work areas), minimize slips/trips/falls, and adherence to personnel work-rest cycles.

(f) Explosive ordnance management identifies explosive ordnance disposal assets available to MA personnel and establishes procedures to include unexploded ordnance inspection and reporting procedures.

(g) Behavioral health support identifies behavioral health professional assets available to MA personnel and establishes procedures for accessing these assets.

(2) **Incident-Specific Considerations.** In addition to the normal safety considerations, there may be times when the handling of human remains requires a detailed specific plan due to the presence of additional hazards. In these instances, the use and disposal of PPE, bandages, dressings, sheets, towels, and other items that came into contact with the human remains or body fluids must be in accordance with biohazard material disposal procedures as required by the Code of Federal Regulations for environmental compliance, established government-to-government agreements, or GCC interim operational policy for environmental compliance. An incident-specific plan should address how the MA personnel are to don and doff PPE, proper use protocols, and disposal of hazardous waste and contaminated PPE.

c. **Contaminated Human Remains and Decedent Effects (DE).** Human remains contaminated with chemical agents, biological pathogens, or radiological or nuclear material may require temporary interment or placement in storage until safe handling and transportation procedures and protocols are approved for the situation. The nature of each contaminant type requires specific response planning, including an understanding of HN laws, international agreements, and state/local laws when associated with a domestic incident, to determine potential COAs to safely handle the contaminated human remains. DE, which are PE found on human remains, contaminated by CBRN material will be destroyed, decontaminated, placed in storage, or interred with the human remains until safe handling and transportation procedures and protocols are implemented to account for the situation.

d. **MA Support Protocols.** While it is anticipated that MA support to personnel not affiliated with the DOD may be provided by the HN or other international organizations, DOD may be requested to provide MA support to non-DOD-affiliated personnel within the JOA. Consequently, MA planners should review entitlements, laws, and regulations for the provision of US military mortuary services, eligibility for transportation, and procedures for obtaining SecDef approval when required. In consultation with the staff judge advocate, MA planners should establish MA support protocol recommendations for the JFC. Once established, JTF and MA planners should ensure the approved MA support protocols are published and disseminated. It is important to coordinate support with outside relief agencies (International Committee of the Red Cross, NGOs, and international organizations) in theater to ensure complete visibility for overall MA situation and requirements.

e. **MA for CAAF.** The terms and conditions of the contract between the DOD organization and the contractor dictate what MA support is authorized and provided either on a reimbursable or non-reimbursable basis. However, transport of contractor human remains may be subject to local HN laws and jurisdiction prior to arrival at a civilian APOE. The company of the deceased is generally responsible for notification of next of kin and transfer of human remains and DE. Companies may or may not be responsible for storage of DNA [deoxyribonucleic acid] samples to facilitate identification of the deceased. Estimated costs of MA provided to contractors must be accounted for to facilitate reimbursement by the contracting officer as appropriate.

f. **Use of Non-Military MA Support.** The use of HNS, local national support, or third-country national support should be limited to general labor, administration, transportation, and facility support. Only US military, US Government civilians, and DOD-contracted civilians should be used to accomplish search, recovery, and processing of US human remains and inventory of PE. If an agreement cannot be negotiated, MA support is performed under current US military procedures.

## 5. Temporary Interment and Disinterment Operations

a. **Interment.** Many scenarios across the range of military operations have the potential to produce a number of fatalities which overwhelm military and civilian capabilities and may drive the requirement for temporary interment of the deceased. Man-made or natural disasters and WMD attacks have the potential to create fatalities with the added complexity of contaminated human remains. GCCs can authorize temporary interment in their AOR and should plan for this possibility during CBRN response operations.

b. **Disinterment.** Disinterment operations should be conducted as soon as the tactical situation on the ground permits. When disinterment occurs and arrangements are made to transfer human remains to the TMEP, commanders maintain accountability records and provide information for US or adversary deceased transferred from temporary interment sites for which they have responsibility. Disinterment records are forwarded to the TMAO, and a copy is maintained in the decedent's case file.

## 6. Training

The GCC has the authority and responsibility to conduct sufficient joint training for MA within the command to ensure effective conduct of joint operations. The procedures for MA should be evaluated in CJCS- and CCMD-sponsored exercises.

## 7. Mortuary Affairs Support to Non-United States Personnel

Legal investigations are required on all suspected law of war violations or detainee deaths. These are required to be reported to the servicing judge advocate/legal advisor. Make timely reports to higher headquarters and military criminal investigatory agencies as required.



## Appendix M

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a. **Procedures for Handling Adversary and Local National Human Remains.** The TMEP coordinates with the TMAO for the return of adversary and local national human remains and PE to the HN government. Enemy combatants and local national human remains are processed with the same care and respect afforded US or PN human remains. Adversary and local national human remains are stored in separate refrigerated units from those used for US or PN human remains. Utilization of international agencies for the coordination of HN/local national human remains repatriation into local control is encouraged (e.g., International Committee of the Red Cross or equivalent).

b. **Procedures for Handling of Multinational Partner Human Remains.** Handling of multinational partner human remains is accomplished in accordance with established international agreements, standardization agreements, or contracts (for third-country nationals). If no standing agreements or policies are in place, then current US policy and procedures for handling US human remains is in effect. Multinational partner human remains are accorded the same care and respect given to US human remains. The TMEP coordinates through the TMAO and embassies for the repatriation of these human remains to the country of origin.

c. **Procedures for Handling Detainee Human Remains.** The US commander of the facility or US unit exercising custody over the human remains reports the death to the responsible investigative agency, the CCDR, and TMAO. The TMAO and investigative agency contact the AFME. The AFME determines whether an autopsy will be performed. The investigative agency representative accompanies the detainee human remains to the nearest MA facility for transport and evacuation in accordance with GCC's regulations and procedures. The detainee human remains are placed in a human remains pouch, sealed, and prepared for shipment. An evacuation number and appropriate shipping documents are prepared by MA personnel, and the case is recorded in the Mortuary Affairs Reporting and Tracking System (MARTS).

*For additional guidance on detainee operations, see JP 3-63, Detainee Operations.*

d. **Procedures for Handling Civilian Internee Human Remains.** The US commander exercising custody or control over the human remains reports the death to the responsible investigative agency, the CCDR, and TMAO. The TMAO and investigative agency contact the AFME. The AFME determines whether an autopsy will be performed. The investigative agency representative accompanies the civilian internee human remains to the nearest MA facility for transport and evacuation in accordance with GCC regulations and procedures. The human remains are placed in a human remains pouch, sealed, and prepared for shipment. An evacuation number and appropriate shipping documents are prepared by MA personnel, and the case is recorded in MARTS.

e. **CA Support in the Handling of Non-US Human Remains.** The death of civilians and local national noncombatants presents a unique set of circumstances that requires specific political and cultural sensitivities. Although not responsible for MA, CA personnel, with their expertise in cultural awareness and contacts with civil organizations, can act as intermediaries between the affected organization and the families to ensure the

command honors cultural traditions affecting the handling and removal of human remains and complies with HN government regulations. CA forces also can help local agencies interface with military assets, providing support in removal of human remains. This support can include handling customs, location of storage facilities, burial sites, and transportation options.

Appendix M

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## APPENDIX N

### LOGISTICS IN SUPPORT OF MULTINATIONAL OPERATIONS

#### 1. General

a. **When participating in multinational operations, US forces will comply with international agreements signed by the US.** Logistic support during multinational operations differs from unilateral joint operations in that the participating nations represent different national and military objectives, cultures, and approaches to logistic support. This impacts how the US organizes, prepares, and executes logistic support during multinational operations. A significant challenge in MNL involves establishing effective C2 processes that are acceptable to all troop contributing nations. Logistics is a Service and national responsibility, and under a NATO operation, it is deemed a collective responsibility.

b. **MNL.** MNL is any coordinated logistic activity involving two or more nations supporting an MNF under the auspices of an alliance or coalition. This includes operations conducted under a United Nations mandate. MNL includes activities involving both logistic units provided by participating nations designated for use by the multinational force commander (MNFC), as well as a variety of MNL support arrangements that may be developed and used by participating forces.

c. **The Joint Logistics Environment in Multinational Operations.** The joint logistics environment exists within the OE and consists of the conditions, circumstances, and influences that affect the employment of logistic capabilities. MNL is bound together by a web of relationships among global logistic providers, supporting and supported organizations and units, and other entities. The key global providers for the US are the Services, DLA, and USTRANSCOM.

d. **Logistics Imperatives.** The value of logistics can be determined by how well the force is deployed and sustained. Three logistic imperatives help determine this: unity of effort, JLEnt-wide visibility, and rapid and precise response.

e. **MNL Principles.** The principles of logistics for US joint operations also apply to the logistics of multinational operations. However, because participating forces represent sovereign nations, there are several unique principles for MNL operations. They are: collective responsibility, authority, primacy of operational requirements, cooperation, coordination, assured provision, sufficiency, efficiency, flexibility, visibility and transparency, synergy, simplicity, and timeliness.

f. **Special Considerations in Organizing and Conducting Multinational Logistic Operations.** The planning and conduct of logistics in operations involving multiple sovereign nations characteristically differs from that in unilateral operations. Special considerations include the impact of national sovereignty, the US as provider and recipient of logistic support, differences in MNL based on organizational structure, impact on MNL by type of operation, stability activities, force protection, MNL in a CBRN environment, limits to using MNL, and cyberspace operations.

Appendix N

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## 2. Multinational Logistic Capabilities

a. **Developing mutually supportive relationships to enhance coordination is an important enabler for MNL operations.** The core MNL functions are supply, maintenance, deployment and distribution, joint health services, engineering, logistic services, and OCS. The MNL capabilities delivered by these functions, when combined with multinational personnel service support, provide the ability to globally project and sustain US forces operating as part of an MNF.

b. **Supply.** Logisticians integrate the four functional components of managing supplies and equipment; managing inventory; managing supplier networks; and assessing global requirements, resources, capabilities, and risks within the supply core logistic function. Under the premise that nations and MNFCs share a collective responsibility for the logistics in support of multinational operations, the MNFC will have the control of the use of commonly funded supplies and services.

c. **Maintenance Operations.** Each member nation executes maintenance as a core logistic function to maintain the fleet readiness of units and capabilities. In crisis or conflict, an efficient maintenance organization, composed of MNF and national repair facilities, is an essential component of MNF's capability. Therefore, nations should be encouraged to make bilateral and multilateral agreements in peace to cover use of national repair facilities in both peacetime and wartime.

d. **Deployment and Distribution.** The deployment and distribution function supports the movement of forces and unit equipment during the deployment and redeployment processes, and supports materiel movement during the sustainment of operations. In a NATO operation, for example, strategic movement is managed by the allied movement coordination center, which combines and deconflicts separate national detailed deployment plans into a single multinational deployment plan to ensure smooth flow of forces in accordance with the MNFC's deployment priorities. In order to effectively synchronize and manage multinational movements, the JMC (or equivalent) requires detailed, timely information on an individual nation's deployment plans.

e. **Joint Health Services.** Opportunities exist to rationalize medical care within a multinational operation. For example, medical care roles could be provided by a lead nation or role specialist nation. However, differences in medical standards, customs, and training require careful consideration in planning multinational medical support. A medical coordination cell, in NATO parlance, may be established to work under the technical direction of the force surgeon.

f. **Engineering.** Engineering lends itself to multinational coordination and management arrangements. Nations participating in a multinational operation may place assigned engineer units under the OPCON or the tactical control of the engineer task force commander. As an alternative, engineer units may simply coordinate engineer activities with the MNFC and the force engineer.

g. **Logistic Services.** In addition to MNL coordination centers at the MNF headquarters level, nations participating in a multinational operation may determine the need for operational-level support organizations to provide common support for the MNF. Such organizations include naval advanced logistic support sites and naval forward logistic sites for supporting multinational maritime forces and intermediate staging bases for supporting ground and air units. MNL support elements serve as critical transshipment nodes, supply storage and distribution points, refueling stations, staging bases for onward movement into tactical operational zones, medical support centers, and providers of other CUL support.

h. **OCS.** In NATO-led operations, the theater head of contracting in the joint logistic support group is responsible for consolidating common requirements in order to prioritize their fulfillment. Proper and timely OCS planning and coordination of contracting efforts is essential to management of limited resources to ensure the MNFC's operational priorities are effectively and efficiently supported. To effectively coordinate MNF contracting activities, the MNFC may publish a restricted items list that identifies critical, limited supplies and services within the OA, the procurement of which must be coordinated with the contracting coordination center.

### 3. Planning

a. When functioning as the MNFC, US commanders have the responsibility to develop a CONOPS and initial concept of support, in coordination with participating nations. Upon approval of participating nations, US and other MNL planners iteratively develop the support plan during a series of planning conferences, as time allows. National support elements serve as the intermediary between national logistical support at the strategic level to tactical-level forces. National support elements also coordinate and consolidate CUL functions. Centralized coordination of HNS planning and execution will ensure limited HNS resources are allocated most effectively to support the MNFC's priorities. In general, nations are expected to fund their participation in MNL support arrangements and reimburse providers for any support received from other nations. Funding and reimbursement requirements for US participation in these arrangements are generally a function of the applicable US legal authority.

b. **Executing MNL Introduction** Differences in military organization, security procedures, language, doctrine, and equipment can pose potential risks to the successful implementation of operations. The risks can be mitigated through adhering to the MNF chain of command, the use of liaisons, and the establishment of a central node for MNL coordination.

### 4. Execution

a. Effective execution of logistics in MNF operations is contingent upon implementing the OPCON and understanding the degree of authority the supported commander has, understanding the responsibilities of the supporting commander, understanding national agreements and arrangements, and understanding the roles and



Appendix N

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responsibilities of multinational partners. Multinational coordination centers can be used to integrate PNs into the execution of MNF operations. Using coordination centers during execution aids in the deconfliction and maximization of the fulfillment of transportation requirements, control of contract personnel, and exchange of mutual logistic support of goods and services, as well as determining which element in the MNF provides which pieces of the logistics system, health services, and logistics reporting.

b. ACSAs are bilateral agreements for the reimbursable mutual (reciprocal) exchange of logistics support, supplies, and services. Since the US may have an extensive logistic structure already in place in the OA, it may be asked to assume the lead role in the MNL organization, at least for a transition period. Two conditions are critical for a smooth transition to multinational support:

(1) The US should have the proper legal arrangements (e.g., ACSAs) in place to provide logistic support to members of the deploying MNF.

(2) PNs should be prepared to reimburse the US for logistic services rendered, unless other arrangements have been made.

*For more information, see JP 4-08, Logistics in Support of Multinational Operations, and JP 3-16, Multinational Operations.*

## APPENDIX O DISTRIBUTION OPERATIONS

### 1. General

a. **Joint distribution is the operational process of synchronizing all elements of the joint logistic system using the JDDE.** Distribution includes the ability to plan and execute the movement of forces for deployment and redeployment as well as sustainment and retrograde. It is the operational process of synchronizing all elements of the logistic system to deliver the right things to the right place at the right time to support the commander. The JDDE community of interest (COI) connects Service, DOD, and other US Government department and agency movements under the end-to-end distribution coordinating authority exercised by CDRUSTRANSCOM as the JDDC.

b. **JDDE.** The JDDE includes equipment, procedures, doctrine, leaders, technical connectivity, information, organizations, facilities, training, and materiel necessary to conduct joint distribution operations. The JDDE COI is the collaborative network of JDDE partner organizations, to include DOD components, sharing common distribution-related goals, interests, missions, and business processes, which comprise end-to-end distribution, in support of CCDRs. USTRANSCOM serves as the single coordination and synchronization element on behalf of and in coordination with the JDDE COI to establish processes to plan, apportion, allocate, route, schedule, validate priorities, track movements, and redirect forces and materiel per the supported commander's intent.

c. **Global Distribution.** Global distribution is the process that coordinates and synchronizes fulfillment of joint force requirements from point of origin to point of employment. The ultimate objective of this process is the effective and efficient support of the joint force mission. USTRANSCOM, as the JDDC, must coordinate and synchronize a joint distribution tempo that is responsive to the requirements, capabilities, and military limitations in the OA. The JDDE leaders and organizations respond to requirements and priorities established by the supported GCC. The GCC determines the point of need, which can be a major APOD or SPOD, an austere airfield, a sea base, or any forward location within the OA (e.g., open fields, parking lots, highways). The JDDOC is the GCC's staff element that coordinates, synchronizes, and optimizes strategic and theater deployment and distribution operations within the GCC's AOR.

### 2. Distribution Operations Capabilities

a. **JDDE Networks.** The four networks of the JDDE are the physical, financial, information, and communications networks. The **physical network** of the distribution system consists of the quantity, capacity, and capability of fixed structures and established facilities supporting distribution and redistribution operations. The **financial network** is composed of policies, processes, and decision systems that obtain, allocate, and apportion fiscal resources to acquire and maintain distribution capabilities and to execute the global distribution mission. The **information network** consists of all data collection devices, automatic identification technology, automated data and business information systems,

## Appendix O

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decision support tools and applications, and ITV capabilities supporting or facilitating global distribution. The **communications network** links every facet of military operations affecting the ability of the Armed Forces to control and influence the outcome of military operations.

b. **Movement Control Capabilities.** Intertheater movement control entails the coordination of all modes of transportation assets, terminals, Services, commands, and HN assets during deployment, sustainment, and redeployment. DTS is that portion of global distribution infrastructure that supports DOD common-user transportation needs across the range of military operations. USTRANSCOM is responsible for providing common-user transportation and terminal management for DOD as well as non-DOD agencies upon request. Its three subordinate TCCs, AMC, MSC, and SDDC, work in concert to enable global mobility.

c. **Equipment/Stock PREPO and Forward Stocking.** DOD PREPO programs are both land-based and sea-based. They are critical programs for reducing closure times of combat and support forces needed in the early stages of a contingency and also contribute significantly to reducing demands on the DTS. The US Army and US Marine Corps PREPO programs consist of combat, CS, and CSS capabilities, to include in-stream discharge and JLOTS capabilities. Other Service and DLA PREPO programs are logistics oriented.

### 3. Distribution Planning

From a logistician's perspective, it is important for the CCDRs and operations planners to understand the capabilities and limitations of available core logistic capabilities. To that end, the joint logistician is deeply involved in each of the planning functions and assists in preparing the logistic portion and/or supplement for a plan supporting the CCDR's strategic context and assumptions, global priorities, and missions.

### 4. Execution and Assessment

a. **Distribution Framework.** The primary organizations involved in the distribution management functions are the JDDOC, JLOC, theater JTB, JTB, and other management boards, as required. Performing intertheater distribution operations involves unity of effort among CDRUSTRANSCOM; Director, DLA; and each of the Services. DLA is the primary operator of the defense supply and depot system and is responsible for acquisition, receipt, storage, issuance, and generation of source data for all materiel (other than materiel procured by the individual Services) flowing in the defense distribution pipeline. USTRANSCOM assumes responsibility for the movement of materiel as it enters the DTS. Distribution execution at the intratheater level is the responsibility of the GCC and the forces assigned and occurs in that part of the distribution pipeline extending from intermediate staging bases and ports of debarkation throughout the OA. The GCC's J-4 directs and manages the effectiveness of the distribution system in theater. Each Service is responsible for the logistic support of its own forces. Services can augment organic

logistic capabilities by agreements with national agencies or allies, or by participating in common, joint, or cross-servicing agreements.

b. **Supplier, Strategic, and Theater Distribution.** The JDDE COI must optimize organic and commercial capabilities from the point of origin/source of supply through the point of need to the point of employment or consumption. While some distribution continues to be made from producers and vendors through the military depot system, particularly for munitions and repair parts, commercial contracts for some materiel support now require customer-direct delivery to the military customers on a global basis. Other contracts require delivery by the vendor to the DTS for movement into the overseas areas, where either the contractor takes possession to make the delivery or the shipment is moved by US military capability to the final destination.

c. **ITV.** ITV throughout the JDDE provides the CCDR the capability to see and redirect strategic and operational commodity/force flow in support of current and projected priorities. It also provides users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, and supplies so that they may act upon that information to improve DOD logistic practices supporting operations. ITV is the ability to track the identity, status, and location of DOD units, non-unit cargo, passengers, patients, and personal property from origin to consignee or destination across the range of military operations.

d. **Management and Control of Intermodal Platforms.** Container management is the planning, organizing, directing, controlling, and executing of functions and responsibilities required to provide for positive and effective use of DOD- and Military Department-owned, leased, or controlled International Organization for Standardization containers. Management and control of intermodal platforms is accomplished by global, Service, and theater container and pallet managers.

## 5. Controlling Distribution

a. Control of movements across the entire distribution pipeline is achieved through the ability to coordinate and synchronize processes, business rules, systems/tools, and organizations. Control over the distribution pipeline means the ability to track and shift—and potentially reconfigure (per supported commander’s requirements and priorities)—forces, equipment, and supplies, even while en route, and to deliver tailored packages directly to the CCDR. Application of centralized control and decentralized execution among the JDDE COI produces the flexibility necessary to adapt logistic structures and procedures to changing situations, missions, and concepts of operation to support fluid joint operations.

b. Movement control spans the strategic, operational, and tactical levels of warfare to ensure the distribution pipeline is fully coordinated and operating effectively and efficiently. Execution of joint distribution operations to satisfy movement requirements is built on the underpinning movement plans that allow active coordination, as necessary, to allow fulfillment of the movement requirement.

*For more information, see JP 4-09, Distribution Operations.*

Appendix O

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## APPENDIX P OPERATIONAL CONTRACT SUPPORT

### 1. General

OCS is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of joint operations. The US has always used contracted support in military operations at various levels of scope and scale. The continual introduction of high-tech equipment, coupled with force structure and manning reductions, mission-specific force cap restrictions, and high operating tempo mean that contract support will augment military forces in most operations. Accordingly, the GCC, subordinate commanders, and their staffs must be familiar with how to plan for and integrate OCS during military operations. Additionally, the components and supporting CSAs play a major role in OCS planning, execution, and integration.

### 2. Contract Support Integration

a. **Planning and Integration.** OCS planning and coordination is primarily an operational, not contracting, function. The GCC, subordinate JFCs, and supporting component commanders determine support requirements and the appropriate source of support (i.e., organic support, multinational support, HNS, or contracted support). Service theater support contracting and other contracting and/or OCS-related organizations and individuals such as the Joint Contingency Acquisition Support Office and the Army field support brigade Army logistics civil augmentation program planners advise, augment, and assist, but do not lead, the OCS planning process. Close coordination between all primary and special staff members is required to ensure OCS planning balances effectiveness with efficiency and risk while seeking to attain the JFC's directed strategic end state.

b. **Requirements Determination.** Requirements determination encompasses all activities necessary to develop, consolidate, coordinate, validate, approve, and prioritize joint force contract support requirements and consists of three major subordinate functions: requirement development, requirement consolidation, and requirement validation. **Requirements development** is the process of defining actual requirements for contracted support and capturing these requirements in "acquisition ready" contract support requirements packages. When possible, Service component commands and their major support commands should consolidate common contracted service and commodity requirements under a single designated management activity [**requirements consolidation**]. **Requirements validation** is the process to coordinate, review, prioritize, and approve contract support requests.

c. **Other Key Considerations.** There are numerous other OCS planning and execution considerations that must be considered by the supported GCC, subordinate JFC, and Service component commanders. These considerations range from establishing and maintaining an OCS COP to arranging common contracting support in multinational operations to determining the civil-military impact of OCS in major stability activities.



## Appendix P

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d. **Contracting Support In-Theater Contracting Organization.** While not necessary for minor single-Service operations, the GCC should normally designate a lead LSC, lead Service for contracting coordination (LSCC), or JTSCC in all joint operations to ensure effective and efficient use of local commercial vendor base and to coordinate common contracting actions with designated contracting agencies.

e. **In-Theater Contracting Planning and Coordination.** Contracting planning is a contracting organizational function executed to some extent by all contracting agencies, not just an LSCC, LSC contracting activities, or JTSCC, which develops and awards contracts in support of GCC-directed operations. Contracting planning, referred to as acquisition planning in the FAR, is executed on a requirement basis and has a particular meaning and application as prescribed in the FAR, Defense FAR Supplement, and contracting authority guidance. The JCSB is the primary JFC's mechanism to coordinate and deconflict contracting actions within a designated OA, normally a JOA. The JCSB is the forum for theater support, Service civil augmentation program, and other designated in-theater external contracting organizations to share information, coordinate acquisition strategies, and to minimize chances of competition and redundancies between individual contracts and/or task orders and look for opportunities to optimize filling of like requirements through common contracts.

### 3. Contractor Management

a. **Contractor management** involves the control, support, and integration of contractor personnel and their associated equipment deploying and operating in the OA. Contractor personnel will make up a part of almost any deployed joint force. In some operations, contractor personnel can even make up the majority of the deployed force. In any case, contractors and their equipment impose unique challenges to the JFC and, therefore, must be treated as a formal part of the deployed force rather than an afterthought when contractor management issues arise.

b. **Predeployment preparation** includes actions taken by the government and contract companies to ensure CAAF meet GCC-directed requirements before entering the OA. Eligibility, as defined in the Foreign Clearance Guide and other GCC-specific theater entrance guidance processes, may require country and theater clearances, waiver authorities, immunizations, required training, and/or issuance of required organizational clothing and individual equipment.

c. **Deployment and reception** involves managing the flow and reception of CAAF and associated equipment in accordance with established Office of the Secretary of Defense and GCC-approved operational specific policies and procedures. Obtaining and maintaining personnel accountability enables the JFC to control the entrance and exit of CAAF into and out of the OA. It further allows the JFC to automatically track, by name and location, the movement of deployed CAAF throughout the individual CAAF deployment process. Reception, staging, onward movement, and integration actions vary depending on the contractor deployment methodology.

d. **In-Theater Management.** In-theater contractor management includes legal authority and discipline, contractor visibility and accountability, movement control, government-furnished support, and force protection/security. **Legal jurisdiction over contractor personnel** varies depending on contractor personnel nationality, CAAF or contractors not authorized to accompany the force designations, operational-specific policies, and the type and severity of the disciplinary infraction. Normally, local national contract employees are subject to local laws, while US citizens and third-country national CAAF may or may not be subject to local laws depending on provisions, if any, documented in existing status-of-forces agreements or other security agreements. **Contractor personnel visibility and accountability** are essential to determine and resource government support requirements such as facilities; life support; force protection; personnel recovery; morale, welfare, and recreation; and medical services in uncertain, hostile, and/or austere OEs. **Intratheater movement control** includes directing contractor movement through DOD, US Government departments or agencies, or other partner-contracted support convoys along specified routes and times. Planning and oversight of government-furnished support actions is primarily a Service component responsibility. However, DOD policy requires the appointment of a government-furnished support adjudication authority to ensure government-furnished support for contractor personnel is coordinated and approved prior to approval of the contract.

e. **Redeployment.** CAAF should conduct redeployment actions in the reverse manner of how they deployed. Service components, DOD agencies, USTRANSCOM, and USSOCOM are responsible for ensuring redeploying CAAF and their equipment are properly managed and controlled.

f. **Force Protection and Security.** Force protection and security of contractor personnel and equipment is a shared responsibility between the contractor and the US Government. In a permissive environment, the supported GCC and subordinate commander may have only limited special planning considerations, and this security responsibility would normally fall to the contractor. In hostile environments, contractor-related force protection and security requirements can be a major challenge.

g. **Contractor-Provided Security.** The GCC may authorize the use of contractors to provide specified security functions, consistent with applicable US, HN, international law, and any status-of-forces agreement or other security agreement that may exist for the specified OA.

*For more information, see JP 4-10, Operational Contract Support.*

Appendix P

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**APPENDIX Q  
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Appendix Q

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**Defense Health Agency (DHA)**

At the time of this publication:  
Mailing Address: 7700 Arlington Boulevard, Suite 5101  
Falls Church, VA 22042  
Website: <https://www.health.mil/dha>  
Comm: 1-800-444-5445

## APPENDIX R REFERENCES

The development of JP 4-0, *Joint Logistics*, is based upon the following primary references:

### 1. General

- a. *Title 10, USC.*
- b. *Title 14, USC.*
- c. *Title 32, USC.*
- d. *The National Security Strategy.*
- e. *(U) National Military Strategy.*
- f. *National Strategy for Homeland Security.*
- g. *National Response Framework.*
- h. *Defense Strategy Review.*
- i. *Unified Command Plan.*
- j. *(U) Guidance for Employment of the Force.*

### 2. Department of Defense Publications

- a. DODD 1300.22, *Mortuary Affairs Policy.*
- b. DODD 2010.9, *Acquisition and Cross-Servicing Agreements.*
- c. DODD 2310.01E, *DOD Detainee Program.*
- d. DODD 3000.06, *Combat Support Agencies (CSAs).*
- e. DODD 3000.10, *Contingency Basing Outside the United States.*
- f. DODD 3235.02E, *DOD Combat Feeding Research and Engineering Program, DOD Combat Feeding Research and Engineering Board, and DOD Nutrition Committee.*
- g. DODD 4151.18, *Maintenance of Military Materiel.*
- h. DODD 4180.01, *DOD Energy Policy.*



Appendix R

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- i. DODD 4270.5, *Military Construction*.
- j. DODD 4500.09E, *Transportation and Traffic Management*.
- k. DODD 4705.01E, *Management of Land-Based Water Resources in Support of Contingency Operations*.
- l. DODD 4715.21, *Climate Change Adaptation and Resilience*.
- m. DODD 5100.01, *Functions of the Department of Defense and Its Major Components*.
- n. DODD 5101.1, *DOD Executive Agent*.
- o. DODD 5101.08E, *DOD Executive Agent (DOD EA) for Bulk Petroleum*.
- p. DODD 5101.09E, *Class VIIIA Medical Materiel Supply Management*.
- q. DODD 5101.10E, *DOD Executive Agent (DOD EA) for Subsistence*.
- r. DODD 5101.11E, *DOD Executive Agent for the Military Postal Service (MPS) and Official Mail Program (OMP)*.
- s. DODD 5101.12E, *DOD Executive Agent (EA) for Construction and Barrier Materiel*.
- t. DODD 5101.13E, *DOD Executive Agent for the Unexploded Ordnance Center of Excellence (UXOCOE)*.
- u. DODD 5111.1, *Under Secretary of Defense for Policy (USD[P])*.
- v. DODD 5134.01, *Under Secretary of Defense for Acquisition, Technology, and Logistics (USD[AT&L])*.
- w. DODD 5134.12, *Assistant Secretary of Defense for Logistics and Materiel Readiness (ASD[L&MR])*.
- x. DODD 5136.13, *Defense Health Agency (DHA)*.
- y. DODD 5158.04, *United States Transportation Command (USTRANSCOM)*.
- z. DODD 5160.65, *Single Manager for Conventional Ammunition (SMCA)*.
- aa. DODD 6000.12E, *Health Services Support*.
- bb. DODD 6055.09E, *Explosives Safety Management (ESM)*.

- cc. DODD 6200.04, *Force Health Protection (FHP)*.
- dd. DODD 6205.3, *DOD Immunization Program for Biological Warfare Defense*.
- ee. DODD 6400.04E, *DOD Veterinary Public and Animal Health Services*.
- ff. DODD 6490.02E, *Comprehensive Health Surveillance*.
- gg. DODD 8190.01E, *Defense Logistics Management Standards (DLMS)*.
- hh. DODI 1100.22, *Policy and Procedures for Determining Workforce Mix*.
- ii. DODI 3020.41, *Operational Contract Support (OCS)*.
- jj. DODI 3110.06, *War Reserve Materiel (WRM) Policy*.
- kk. DODI 3216.01, *Use of Animals in DOD Programs*.
- ll. DODI 4140.01, *DOD Supply Chain Materiel Management Policy*.
- mm. DODI 4140.25, *DOD Management Policy for Energy Commodities and Related Services*.
- nn. DODI 4140.63, *Management of DOD Clothing and Textiles (Class II)*.
- oo. DODI 4715.05, *Environmental Compliance at Installations Outside the United States*.
- pp. DODI, 4715.06, *Environmental Compliance in the United States*.
- qq. DODI 5154.30, *Armed Forces Medical Examiner System (AFMES) Operations*.
- rr. DODI 5158.06, *Distribution Process Owner (DPO)*.
- ss. DODI 6000.11, *Patient Movement (PM)*.
- tt. DODI 6200.02, *Application of Food and Drug Administration (FDA) Rules to Department of Defense Force Health Protection Programs*.
- uu. DODI 6430.02, *Defense Medical Logistics Program*.
- vv. DODI 6490.03, *Deployment Health*.
- ww. DODM 4140.01, *DOD Supply Chain Materiel Management Procedures, Volumes 1-12*.

Appendix R

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xx. *Department of Defense Foreign Clearance Guide.*

**3. Chairman of the Joint Chiefs of Staff Publications**

a. CJCSI 2120.01D, *Acquisition and Cross-Servicing Agreements.*

b. CJCSI 3110.01J, (U) *2015 Joint Strategic Capabilities Plan (JSCP).*

c. CJCSI 3110.03E, (U) *Logistics Supplement (LOGSUP) for the 2015 Joint Strategic Capabilities Plan (JSCP).*

d. CJCSI 3170.01I, *Joint Capabilities Integration and Development System (JCIDS).*

e. CJCSI 6723.01B, *Global Combat Support Family of Systems Requirements Management and Governance Structure.*

f. CJCSM 3122.01A, *Joint Operation Planning and Execution System (JOPES), Volume I, Planning Policies and Procedures.*

g. CJCSM 3122.02D, *Joint Operation Planning and Execution System (JOPES), Volume III, Time-Phased Force and Deployment Data Development and Deployment Execution.*

h. CJCSM 3130.03, *Adaptive Planning and Execution (APEX) Planning Formats and Guidance.*

i. CJCSM 3150.14B, *Joint Reporting Structure—Logistics.*

j. JP 1, *Doctrine for the Armed Forces of the United States.*

k. JP 1-0, *Joint Personnel Support.*

l. JP 2-03, *Geospatial Intelligence in Joint Operations.*

m. JP 3-0, *Joint Operations.*

n. JP 3-05, *Special Operations.*

o. JP 3-08, *Interorganizational Cooperation.*

p. JP 3-10, *Joint Security Operations in Theater.*

q. JP 3-11, *Operations in Chemical, Biological, Radiological, and Nuclear Environments.*

r. JP 3-12, *Cyberspace Operations.*

- s. JP 3-15, *Barriers, Obstacles, and Mine Warfare for Joint Operations*.
- t. JP 3-28, *Defense Support of Civil Authorities*.
- u. JP 3-29, *Foreign Humanitarian Assistance*.
- v. JP 3-33, *Joint Task Force Headquarters*.
- w. JP 3-34, *Joint Engineer Operations*.
- x. JP 3-35, *Deployment and Redeployment Operations*.
- y. JP 3-40, *Countering Weapons of Mass Destruction*.
- z. JP 3-41, *Chemical, Biological, Radiological, and Nuclear Response* .
- aa. JP 3-57, *Civil-Military Operations*.
- bb. JP 3-63, *Detainee Operations*.
- cc. JP 4-01, *The Defense Transportation System*.
- dd. JP 4-02, *Joint Health Services*.
- ee. JP 4-03, *Joint Bulk Petroleum and Water Doctrine*.
- ff. JP 4-04, *Contingency Basing*.
- gg. JP 4-05, *Joint Mobilization Planning*.
- hh. JP 4-06, *Mortuary Affairs*.
- ii. JP 4-08, *Logistics in Support of Multinational Operations*.
- jj. JP 4-09, *Distribution Operations*.
- kk. JP 4-10, *Operational Contract Support*.
- ll. JP 5-0, *Joint Planning*.
- mm. JP 6-0, *Joint Communications System*.
- nn. CJCS Memorandum 0028-14, *Lessons Learned Collection Efforts for Military Operations*.

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## APPENDIX S ADMINISTRATIVE INSTRUCTIONS

### 1. User Comments

Users in the field are highly encouraged to submit comments on this publication using the Joint Doctrine Feedback Form located at: [https://jdeis.js.mil/jdeis/jel/jp\\_feedback\\_form.pdf](https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf) and e-mail it to: [js.pentagon.j7.mbx.jedd-support@mail.mil](mailto:js.pentagon.j7.mbx.jedd-support@mail.mil). These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

### 2. Authorship

a. The Director of Logistics (J-4) is the lead agent and Joint Staff doctrine sponsor for this publication.

b. The following staff, in conjunction with the joint doctrine development community, made a valuable contribution to the revision of this joint publication: lead agent and Joint Staff doctrine sponsor, Commander Michael Ryan, Joint Staff J-4; Lt Col Nathan Maresh, Joint Staff J-7, Joint Doctrine Analysis Division; and Mr. Larry Seman, Joint Staff J-7, Joint Doctrine Division.

### 3. Supersession

This publication supersedes JP 4-0, *Joint Logistics*, 16 October 2013. This publication also cancels JP 4-06, *Mortuary Affairs*. Relevant material from JP 4-06, *Mortuary Affairs*, has been incorporated into the main body and an added appendix of this publication. Accordingly, JP 4-06, *Mortuary Affairs*, will be removed from the joint doctrine hierarchy.

### 4. Change Recommendations

a. To provide recommendations for urgent and/or routine changes to this publication, please complete the Joint Doctrine Feedback Form located at: [https://jdeis.js.mil/jdeis/jel/jp\\_feedback\\_form.pdf](https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf) and e-mail it to: [js.pentagon.j7.mbx.jedd-support@mail.mil](mailto:js.pentagon.j7.mbx.jedd-support@mail.mil).

b. When a Joint Staff directorate submits a proposal to the CJCS that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal. The Services and other organizations are requested to notify the Joint Staff J-7 when changes to source documents reflected in this publication are initiated.

### 5. Lessons Learned

The Joint Lessons Learned Program (JLLP) primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. JLLIS is the



## Appendix S

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DOD system of record for lessons learned and facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the joint force. The JLLP integrates with joint doctrine through the joint doctrine development process by providing lessons and lessons learned derived from operations, events, and exercises. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Lessons and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process. The JLLIS Website can be found at <https://www.jllis.mil> (NIPRNET) or <http://www.jllis.smil.mil> (SIPRNET).

### 6. Distribution of Publications

Local reproduction is authorized, and access to unclassified publications is unrestricted. However, access to and reproduction authorization for classified JPs must be IAW DOD Manual 5200.01, Volume 1, *DOD Information Security Program: Overview, Classification, and Declassification*, and DOD Manual 5200.01, Volume 3, *DOD Information Security Program: Protection of Classified Information*.

### 7. Distribution of Electronic Publications

a. Joint Staff J-7 will not print copies of JPs for distribution. Electronic versions are available on JDEIS Joint Electronic Library Plus (JEL+) at <https://jdeis.js.mil/jdeis/index.jsp> (NIPRNET) and <https://jdeis.js.smil.mil/jdeis/index.jsp> (SIPRNET), and on the JEL at <http://www.jcs.mil/Doctrine> (NIPRNET).

b. Only approved JPs are releasable outside the combatant commands, Services, and Joint Staff. Defense attachés may request classified JPs by sending written requests to Defense Intelligence Agency (DIA)/IE-3, 200 MacDill Blvd., Joint Base Anacostia-Bolling, Washington, DC 20340-5100.

c. JEL CD-ROM. Upon request of a joint doctrine development community member, the Joint Staff J-7 will produce and deliver one CD-ROM with current JPs. This JEL CD-ROM will be updated not less than semi-annually and when received can be locally reproduced for use within the combatant commands, Services, and combat support agencies.

## GLOSSARY

### PART I—ABBREVIATIONS, ACRONYMS, AND INITIALISMS

A1	director of manpower, personnel, and services (USAF)
A4	director of logistics, engineering, and force protection (USAF)
AAR	after action report
ACSA	acquisition and cross-servicing agreement
AETF	air expeditionary task force
AFME	Armed Forces Medical Examiner
AMC	Air Mobility Command
AOR	area of responsibility
APEX	Adaptive Planning and Execution
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ASBP	Armed Services Blood Program
ASCC	Army Service component command
ASD(S)	Assistant Secretary of Defense for Sustainment
BOS	base operating support
BOS-I	base operating support-integrator
BPC	building partnership capacity
BPLAN	base plan
C2	command and control
CA	civil affairs
CAAF	contractors authorized to accompany the force
CBEC	Contingency Basing Executive Council
CBRN	chemical, biological, radiological, and nuclear
CCDR	combatant commander
CCIR	commander's critical information requirement
CCMD	combatant command
CCP	combatant command campaign plan
CDRTSOC	commander, theater special operations command
CDRUSSOCOM	Commander, United States Special Operations Command
CDRUSTRANSCOM	Commander, United States Transportation Command
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
CLA	critical logistics asset
CLPSB	combatant commander logistics procurement support board
CLS	contractor logistics support
COA	course of action
COCOM	combatant command (command authority)
COI	community of interest

Glossary

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COLS	concept of logistics support
COMAFFOR	commander, Air Force forces
CONOPS	concept of operations
CONPLAN	concept plan
CONUS	continental United States
COP	common operational picture
CS	combat support
CSA	combat support agency
CSS	combat service support
CUL	common-user logistics
DAFL	directive authority for logistics
DCMA	Defense Contract Management Agency
DDOC	Deployment and Distribution Operations Center (USTRANSCOM)
DE	decendent effects
DepSecDef	Deputy Secretary of Defense
DHA	Defense Health Agency
DLA	Defense Logistics Agency
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DSCA	Defense Security Cooperation Agency
DTS	Defense Transportation System
EA	executive agent
EHCC	explosive hazards coordination cell
ESC	expeditionary sustainment command
FAR	Federal Acquisition Regulation
FHP	force health protection
FRAGORD	fragmentary order
GCC	geographic combatant commander
GEF	Guidance for Employment of the Force
GPEC	Global Posture Executive Council
GSA	General Services Administration
HN	host nation
HNS	host-nation support
HSS	health service support
ICS	interim contractor support
IDL	integrated distribution lane
IPR	in-progress review
ITV	in-transit visibility

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J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
JBPO	joint blood program office
JCMEB	joint civil-military engineering board
JCSB	joint contracting support board
JDDC	Joint Deployment and Distribution Coordinator (USTRANSCOM)
JDDE	joint deployment and distribution enterprise
JDDOC	joint deployment and distribution operations center
JDET	joint distribution enabling team
JECC	Joint Enabling Capabilities Command (USTRANSCOM)
JEMB	joint environmental management board
JFC	joint force commander
JFP	joint force provider
JFUB	joint facilities utilization board
JLB	joint logistics board
JLEnt	joint logistics enterprise
JLLIS	Joint Lessons Learned Information System
JLOC	joint logistics operations center
JLOTS	joint logistics over-the-shore
JMAO	joint mortuary affairs office
JMC	joint movement center
JMO	joint munitions office
JMPAB	Joint Materiel Priorities and Allocation Board
JOA	joint operations area
JOPES	Joint Operation Planning and Execution System
JP	joint publication
JPMRC	joint patient movement requirements center
JPO	joint petroleum office
JPP	joint planning process
JRRB	joint requirements review board
JRSOI	joint reception, staging, onward movement, and integration
JS	Joint Staff
JTB	Joint Transportation Board
JTF	joint task force
JTF-PO	joint task force-port opening
JTSCC	joint theater support contracting command
LOC	line of communications
LOTS	logistics over-the-shore
LRC	logistics readiness center
LSA	logistics supportability analysis
LSC	lead Service for contracting
LSCC	lead Service for contracting coordination

Glossary

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MA	mortuary affairs
MACP	mortuary affairs collection point
MARAD	Maritime Administration
MARAD RRF	Maritime Administration Ready Reserve Force
MARTS	Mortuary Affairs Reporting and Tracking System
MEF	Marine expeditionary force
MHS	Military Health System
MNF	multinational force
MNFC	multinational force commander
MNL	multinational logistics
MSC	Military Sealift Command
NATO	North Atlantic Treaty Organization
NGO	nongovernmental organization
OA	operational area
OBFS	offshore bulk fuel system
OCS	operational contract support
OCSIC	operational contract support integration cell
OE	operational environment
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security
PE	personal effects
PM	patient movement
PN	partner nation
POD	port of debarkation
POL	petroleum, oils, and lubricants
PPE	personal protective equipment
PREPO	pre-positioning
PSA	principal staff assistant
PVNTMED	preventive medicine
PWRM	pre-positioned war reserve materiel
QA	quality assurance
QS	quality surveillance
RO/RO	roll-on/roll-off
SAA	senior airfield authority
SAPO	subarea petroleum office
SDDC	Military Surface Deployment and Distribution Command
SecDef	Secretary of Defense

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SG	surgeon general
SITREP	situation report
SOF	special operations forces
SOJTF	special operations joint task force
SOP	standard operating procedure
SPOD	seaport of debarkation
SPOE	seaport of embarkation
TCC	transportation component command
TCSG	United States Transportation Command, Office of the Command Surgeon
TG	technical guide
TLA	theater logistics analysis
TLO	theater logistics overview
TMAO	theater mortuary affairs office
TMEP	theater mortuary evacuation point
TPFDD	time-phased force and deployment data
TPMRC	United States Transportation Command patient movement requirements center
TSC	theater sustainment command (USA)
TSOC	theater special operations command
USAPHC	United States Army Public Health Center
USC	United States Code
USCG	United States Coast Guard
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(P)	Under Secretary of Defense for Policy
USSOCOM	United States Special Operations Command
USTRANSCOM	United States Transportation Command
WHNS	wartime host-nation support
WMD	weapons of mass destruction



## PART II—TERMS AND DEFINITIONS

**base.** 1. A locality from which operations are projected or supported. 2. An area or locality containing installations which provide logistics or other support. 3. Home airfield or home carrier. (Approved for incorporation into the DOD Dictionary.)

**base operating support.** Directly assisting, maintaining, supplying, and distributing support of forces at the operating location. Also called **BOS**. (DOD Dictionary. Source: JP 4-0)

**base operating support-integrator.** The designated Service component or joint task force commander assigned to synchronize all sustainment functions for a contingency base. Also called **BOS-I**. (DOD Dictionary. Source: JP 4-0)

**combat service support.** The essential capabilities, functions, activities, and tasks necessary to sustain all elements of all operating forces in theater at all levels of warfare. Also called **CSS**. (Approved for incorporation into the DOD Dictionary.)

**combat support.** Fire support and operational assistance provided to combat elements. Also called **CS**. (DOD Dictionary. Source: JP 4-0)

**common-user item.** An item of an interchangeable nature that is in common use by two or more nations or Services of a nation. (DOD Dictionary. Source: JP 4-0)

**component.** 1. One of the subordinate organizations that constitute a joint force. (JP 1)  
2. In logistics, a part or combination of parts having a specific function, which can be installed or replaced only as an entity. (DOD Dictionary. Source: JP 4-0)

**concept of logistics support.** A verbal or graphic statement, in a broad outline, of how a commander intends to support and integrate with a concept of operations in an operation or campaign. Also called **COLS**. (Approved for replacement of “concept of logistic support” in the DOD Dictionary.)

**contaminated human remains.** Human remains of personnel which have absorbed or upon which have been deposited radioactive material, or biological or chemical agents. (Approved for replacement of “contaminated remains” and its definition in the DOD Dictionary.)

**cross-leveling.** At the theater strategic and operational levels, it is the process of diverting en route or in-theater materiel from one military element to meet the higher priority of another within the combatant commander’s directive authority for logistics. (DOD Dictionary. Source: JP 4-0)

**decendent effects.** Personal effects found on human remains. Also called **DE**. (Approved for incorporation into the DOD Dictionary with JP 4-0 as the source JP.)

**depot.** 1. supply—An activity for the receipt, classification, storage, accounting, issue, maintenance, procurement, manufacture, assembly, research, salvage, or disposal of material. 2. personnel—An activity for the reception, processing, training, assignment, and forwarding of personnel replacements. (DOD Dictionary. Source: JP 4-0)

**distribution.** 1. The arrangement of troops for any purpose, such as a battle, march, or maneuver. 2. A planned pattern of projectiles about a point. 3. A planned spread of fire to cover a desired frontage or depth. 4. An official delivery of anything, such as orders or supplies. 5. The operational process of synchronizing all elements of the logistic system to deliver the “right things” to the “right place” at the “right time” to support the geographic combatant commander. 6. The process of assigning military personnel to activities, units, or billets. (DOD Dictionary. Source: JP 4-0)

**dominant user.** The Service or multinational partner who is the principal consumer of a particular common-user logistics supply or service within a joint or multinational operation and will normally act as the lead Service to provide this particular common-user logistics supply or service to other Service components, multinational partners, other governmental agencies, or nongovernmental agencies as directed by the combatant commander. (Approved for incorporation into the DOD Dictionary.)

**equipment.** In logistics, all nonexpendable items needed to outfit or equip an individual or organization. (DOD Dictionary. Source: JP 4-0)

**Global Combat Support System-Joint.** The primary information technology application used to provide automation support to the joint logistician. Also called **GCSS-J**. (DOD Dictionary. Source: JP 4-0)

**host-nation support.** Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Also called **HNS**. (DOD Dictionary. Source: JP 4-0)

**hygiene services.** The provision of personal hygiene facilities and waste collection, and the cleaning, repair, replacement, and return of individual clothing and equipment items in a deployed environment. (Approved for incorporation into the DOD Dictionary.)

**inter-Service support.** Action by one Service or element thereof to provide logistics and/or administrative support to another Service or element thereof. (DOD Dictionary. Source: JP 4-0)

**joint deployment and distribution enterprise.** The complex of equipment, procedures, doctrine, leaders, technical connectivity, information, shared knowledge, organizations, facilities, training, and materiel necessary to conduct joint distribution operations. Also called **JDDE**. (DOD Dictionary. Source: JP 4-0)

## Glossary

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**joint logistics.** The coordinated use, synchronization, and sharing of two or more Military Departments' logistics resources to support the joint force. (Approved for incorporation into the DOD Dictionary.)

**joint logistics enterprise.** A multitiered matrix of key global logistics providers cooperating and structured to achieve a unity of effort without jeopardizing the integrity of their own organizational missions and goals. Also called **JLEnt.** (Approved for incorporation into the DOD Dictionary.)

**joint mortuary affairs office.** Plans and executes all mortuary affairs programs within a theater. Also called **JMAO.** (Approved for incorporation into the DOD Dictionary.)

**lead Service or agency for common-user logistics.** A Service component or Department of Defense agency that is responsible for execution of common-user item or service support in a specific combatant command or multinational operation as defined in the combatant or subordinate joint force commander's operation plan, operation order, and/or directives. (DOD Dictionary. Source: JP 4-0)

**logistics.** Planning and executing the movement and support of forces. (DOD Dictionary. Source: JP 4-0)

**logistics supportability analysis.** Combatant command internal assessment for the Joint Strategic Campaign Plan on capabilities and shortfalls of key logistic capabilities required to execute and sustain the concept of support conducted on all level three and four plans with the time phased force deployment data. Also called **LSA.** (Approved for incorporation into the DOD Dictionary.)

**logistic support.** None. (Approved for removal from the DOD Dictionary.)

**maintenance.** 1. All action, including inspection, testing, servicing, classification as to serviceability, repair, rebuilding, and reclamation, taken to retain materiel in a serviceable condition or to restore it to serviceability. 2. All supply and repair action taken to keep a force in condition to carry out its mission. 3. The routine recurring work required to keep a facility in such condition that it may be continuously used at its original or designed capacity and efficiency for its intended purpose. (DOD Dictionary. Source: JP 4-0)

**materiel.** All items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes. (DOD Dictionary. Source: JP 4-0)

**mortuary affairs.** Provides for the search, recovery, identification, preparation, and disposition of human remains of persons for whom the Services are responsible by status and executive order. Also called **MA.** (Approved for incorporation into the DOD Dictionary with JP 4-0 as the source JP.)

**operational energy.** The energy required for training, moving, and sustaining military forces and weapons platforms for military operations. (DOD Dictionary. Source: JP 4-0)

**personal effects.** All privately owned moveable, personal property of an individual. Also called **PE**. (Approved for incorporation into the DOD Dictionary with JP 4-0 as the source JP.)

**personal property.** Property of any kind or any interest therein, except real property; military-issued equipment/gear; records of the United States Government; and naval vessels of the following categories: aircraft carriers, surface combatants, and submarines. (Approved for incorporation into the DOD Dictionary.)

**person authorized to direct disposition of human remains.** A person, usually primary next of kin, who is authorized to direct disposition of human remains. Also called **PADD**. (Approved for incorporation into the DOD Dictionary with JP 4-0 as the source JP.)

**port of debarkation.** The geographic point at which cargo or personnel are discharged. Also called **POD**. (DOD Dictionary. Source: JP 4-0)

**pre-position.** To place military units, equipment, or supplies at or near the point of planned use, or at a designated location, to reduce reaction time and to ensure timely support of a specific force during initial phases of an operation. (Approved for incorporation into the DOD Dictionary.)

**process owner.** The head of a Department of Defense component assigned a responsibility by the Secretary of Defense when process improvement involves more than one Service or Department of Defense component. (DOD Dictionary. Source: JP 4-0)

**reset.** A set of actions to restore equipment to a desired level of combat capability commensurate with a unit's future mission. (DOD Dictionary. Source: JP 4-0)

**salvage.** 1. Property that has some value in excess of its basic material content but is in such condition that it has no reasonable prospect of use for any purpose as a unit and its repair or rehabilitation for use as a unit is clearly impractical. 2. The saving or rescuing of condemned, discarded, or abandoned property, and of materials contained therein, for reuse, refabrication, or scrapping. (Approved for incorporation into the DOD Dictionary.)

**supplies.** In logistics, all materiel and items used in the equipment, support, and maintenance of military forces. (DOD Dictionary. Source: JP 4-0)

**supply.** The procurement, distribution, maintenance while in storage, and salvage of supplies, including the determination of kind and quantity of supplies. a. producer

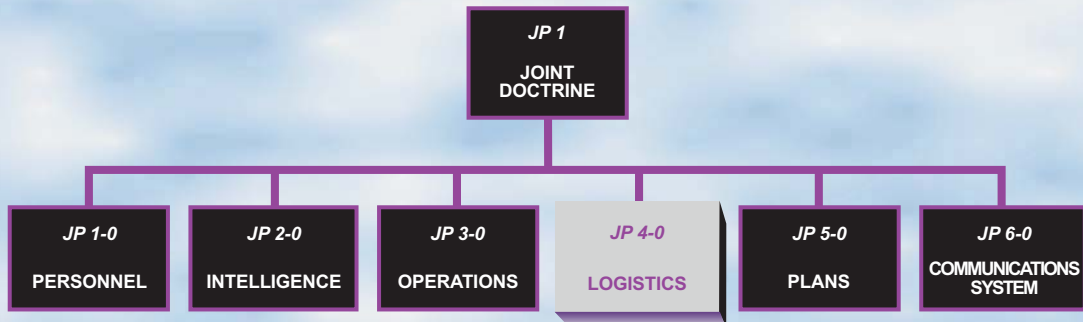
Glossary

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phase—That phase of military supply that extends from determination of procurement schedules to acceptance of finished supplies by the Services. b. consumer phase— That phase of military supply that extends from receipt of finished supplies by the Services through issue for use or consumption. (DOD Dictionary. Source: JP 4-0)

**temporary interment.** A site for the purpose of: a. the interment of the human remains if the circumstances permit or b. the reburial of human remains exhumed from an emergency interment. (Approved for incorporation into the DOD Dictionary.)

## JOINT DOCTRINE PUBLICATIONS HIERARCHY



All joint publications are organized into a comprehensive hierarchy as shown in the chart above. **Joint Publication (JP) 4-0** is in the **Logistics** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

