

## BUDGET GUIDANCE FOR CIVILIAN DEPLOYMENTS

1. **PURPOSE:** The purpose of this document is to provide a consolidated source for references, policies, and procedures related to funding of DoD civilian deployments to facilitate the deployments. Specific questions on the budget process should be directed to the appropriate service/agency headquarters budget/comptroller office within the DoD Component (Service/Agency). Questions that cannot be resolved internally within the Component/Agency comptroller or equivalent office may be elevated to the OSD (Comptroller) office.
2. **BOTTOM LINE UPFRONT (BLUF):** Civilians are an important element of the Total Force, providing essential support to global contingency operations. As such, projected future needs for civilian deployment requirements, should be planned and budgeted; this includes internal deployment missions and those directed through the DoD-EC Force Pool. Deployments should not be denied because of a perceived lack of funds.
3. **RECENT CHANGES IN OCO GUIDANCE:** The division of funding between base and OCO has been fluid in recent years due to Administration and congressional action. All funding (base and OCO) is available to support civilian deployments. Civilian deployment costs are also eligible for OCO funding in budgeting and execution.
4. **GENERAL GUIDANCE:**
  - A. In accordance with DoD Financial Management Regulation 7000-14, DoD Components/Agency should include all projected expenses for civilian deployments in their annual budget submissions. This should include projected DoD-EC deployments for programmed/internal missions and should also include DoD-EC Force Pool directed deployments. The Force Pool deployment expenses should be for an amount that is at least up to the number and type specified in the planning year's Force Pool allocation. Budget requests should include all incremental costs associated with deployment (such as pay differentials and incentives, travel, training, temporary backfills of deployed individuals, and any Term Hires that are planned to support deployment fills or backfills).
  - B. If costs are projected in advance and requested in the appropriate year's budget submission, amounts received towards the budget request will be allocated to the components who submitted the request for funds. Received funds should be utilized as requested, and applied to authorized incremental expenses and hiring or backfill actions as described in the base documents. This would negate the need to request reimbursement from another source.

- C. If during the year of execution, the organization does not have sufficient funds available within their budget that Component/Agency should work with their higher headquarters, up to and including service/agency headquarters budget/comptroller office to identify funds (base or OCO). Each Component should determine if they will have a centralized HQ budget office that manages the internal programming, allocation and reimbursement of OCO (or base) funds for deployment or if this process will be decentralized.
- D. If all funding options have been exhausted within a DoD Component (Service or agency), reimbursement requests may be submitted as defined herein. When needed, requests for reimbursement of OCO expenses to a CCMD should flow from the service/agency headquarters budget/comptroller office to the appropriate executive agent that is responsible for management and distribution of funds for that CCMD or theater of operation.

## **5. REFERENCES AND POLICIES:**

- A. DTM 17-004, DoD Expeditionary Civilian (DoD-EC) Workforce, updated 12 February 2020 (Attachment 1), requires that DoD Components plan, program, and budget for DoD-EC requirements.
- B. OMB Guidance, 9 September 2010, Criteria for War/Overseas Contingency Operations (OCO) Funding Requests (Attachment 2) provides the basic criteria for use of OCO funds and includes guidance on funding Civilian deployments. Key provisions are that OCO funds are appropriate for:
  - Transportation of (Civilian) personnel, deployment-specific training, and preparation for personnel to assume their directed missions as defined in the orders for deployment into the theater of operations; and
  - Incremental special pays and allowances for Civilians deployed to a combat zone (includes Danger Pay, Foreign Pay Differentials, overtime and other premium pay, incentives, and any other additional pay that is authorized because of the deployment).
- C. OUSD(P&R) Memo, 4 June 2009, DoD Civilian Support to Global Expeditionary Requirements (Attachment 3) provides DoD policy and further defines that incremental costs for DoD Civilians deploying to Iraq and Afghanistan (and other approved contingency operations) are an appropriate OCO expense for items to include:
  - Premium pays, transportation, training, equipment and other related deployment requirements; and

- Temporary DoD Civilian employee backfills to assist in covering organizational requirements while Civilian employees are deployed, or Term Hires for deployment.

D. Department of the Army Financial Management Guidance for Mobilizations and Deployments, 4 October 2019 (Attachment 4) provides Army guidance on OCO funds. While this is an Army-unique publication, Army is the Financial Management Executive Agent for DoD for multiple contingency operations to include Operation FREEDOM'S SENTINEL (OFS) and Operation INHERENT RESOLVE (OIR) so guidance and procedures contained in this publication would be applicable to the funding, use, and reimbursement of OCO funds that are under the management control of Army.

- The Army budget guidance includes the following:

Per DTM 17-004, the Civilian Expeditionary Workforce (CEW) program was replaced with the DoD Expeditionary Civilian (DoD-EC) program, with a start date of FY19. Under DoD-EC, civilian deployments are no longer managed as an ad hoc pool of volunteers without assigned responsibility to the Services. The DoD-EC directive places all civilian requirements under the GFM process and as such, they are ordered to specific DoD Components as directed fills. The Components, including Army, are responsible for planning to meet these directed capabilities and programming funds for deployment expenses to support specific numbers and types of civilian requirements that are allocated through the DoD-EC Force Pool process.

c. **SPECIAL PROGRAMS:**

A. **MoDA (Ministry of Defense Advisor):** Funding for the MoDA program is centrally managed by the Defense Security Cooperation Agency (DSCA). As such, they are the “supported” activity for all MoDA positions. DSCA provides direct reimbursement of incremental costs (the same as described above) to all agencies deploying civilians to fill MoDA requirements. DSCA also manages and funds their pre-deployment training.

B. **Working Capital Fund and other Reimbursable Activities:** Organizations that operate by the reimbursement of service-delivery agreements and are funded by Working Capital or Reimbursable Activity accounts require full payment of personnel costs. This is not only the incremental costs associated with deployment, but also includes indirect or overhead costs. These organizations’ deployment expenses should include consideration of all direct and indirect labor costs, in addition to the incremental costs associated with deployment. When programming OCO funds for projected Force Pool allocations, Working Capital and other Reimbursable activities should program

amounts that are sufficient to cover all direct and indirect costs for projected deployments.

## 6. SUMMARY:

- A. The intent of the DTM and its shift of the DoD-EC program into GFM is to ensure civilian support to contingency missions is predictable and reliable, with workforce plans developed by each DoD Component/Force Provider that ensure requirements can be met and sustained on a continuing basis.
- B. Each DoD Component is required to determine how they will budget, manage and distribute funds to fully support ordered GFM requirements, and submit budget requests that are sufficient to cover OCO-authorized expenses associated with DoD-EC deployments (at least up to the numbers included in the Force Pool allocation in addition to internal deployment missions). DSCA budgets for MoDA positions and DoD Components should budget for the rest.
- C. Authorized expenses that should be budgeted include incremental costs (such as overtime, differentials, travel, etc.), salary costs of a backfill, and salary costs of a new term hire who is hired for deployment. For project-funded activities (such as Corps of Engineers and some AMC activities) the OCO authorization and programming should be for total costs to include base salary and overhead.
- D. If budgeted OCO funds within the employing organization are insufficient to cover the costs of civilian deployments during the year of execution, the DoD Component should first seek to realign funds internally to cover the costs.
  - a. Requests for reimbursement from a supported Combatant Command should only be made if the DoD Component is filling a requirement over and above planned deployment missions (internal missions and Force Pool allocations).
- E. In no case shall a DoD-EC deployment be denied solely on the basis of a lack of OCO funds.

Send questions related to this budget guidance to the DoD-EC Program Office at [osd.pentagon.ousd-p-r.mbx.dod-ec@mail.mil](mailto:osd.pentagon.ousd-p-r.mbx.dod-ec@mail.mil)



PERSONNEL AND  
READINESS

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

January 25, 2017

Incorporating Change 3, Effective February 12, 2020

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Directive-type Memorandum (DTM)-17-004 – Department of Defense  
Expeditionary Civilian Workforce

References: See Attachment 1

Purpose. This DTM:

- Implements guidance for the DoD Expeditionary Civilian (DoD-EC) workforce, consistent with the authority in DoD Directive (DoDD) 5124.02.
- Establishes procedures to ensure DoD civilians are included in the DoD Global Force Management (GFM) process.
- Incorporates and cancels DoDD 1404.10.
- Is effective January 25, 2017 and will be incorporated into the appropriate DoD instruction (DoDI). This DTM will expire effective January 25, 2021.
- Supersedes any conflicting portions of other DoD issuances.

Applicability. This DTM:

- Applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and (CJCS) the Joint Staff (JS), the Combatant Commands (CCMDs), the Defense Agencies, the DoD Field Activities, and all other organizational entities in the DoD that are not in the Military Departments or the CCMDs (referred to collectively in this DTM as the “DoD Components”).
- Does not apply to:
  - The Inspector General of the Department of Defense.
  - Dual status National Guard and Reserve technicians.

Definitions. See Glossary.

Policy. It is DoD policy to:

- Identify and rely on a mix of capable military members and DoD civilians to meet global national security missions.
- Include DoD civilian employees in the DoD GFM allocation process.
- Align the civilian force planning and allocation processes with GFM policies and procedures.
- Incorporate sourcing procedures that utilize the force provider (FP) nomination process in developing recommended sourcing solutions.
- Institute a system where greater predictability is provided to DoD Components on expected force support levels for projected civilian expeditionary requirements.
- Establish a process that ensures accountability and support of validated CCMD mission requirements.
- Align requirements for the total force with capabilities, thereby providing a framework for Total Force Management.
- Provide DoD Component flexibility in determining how to internally support and manage CCMD expeditionary civilian requirements.
- Retain the ability for DoD civilian employees to volunteer for expeditionary service to support or supplement minimum essential requirements of a FP.
- Establish a system that allows clear visibility of civilian employee capabilities across the Department and projected requirements for expeditionary support.
- Within the DoD GFM allocation process, use FPs to deploy civilian employees to meet validated and ordered CCMD requirements for expeditionary civilians.

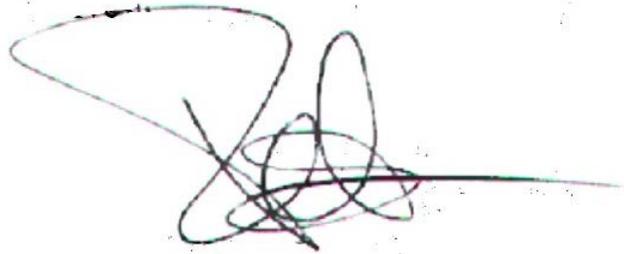
Responsibilities. See Attachment 2.

Summary of Change 3. The changes to this DTM are administrative and extend the expiration date.

Procedures. See Attachment 3.

Information Collection Requirements. The Force Pool, referred to throughout this DTM, does not require licensing with a report control symbol in accordance with Paragraph 1.b.(13) and 1.b.(14) in Enclosure 3 of Volume 1 of DoD Manual 8910.01.

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

A handwritten signature in black ink, appearing to read "Peter Levine", with a long horizontal stroke extending to the right.

Peter Levine  
Performing the Duties of the Under Secretary of  
Defense for Personnel and Readiness

Attachments:  
As stated

**DISTRIBUTION:**  
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Directors of the DoD Field Activities

ATTACHMENT 1

REFERENCES

Chairman of the Joint Chiefs of Staff Instruction 1301.01F, "Joint Individual Augmentation Procedures," November 17, 2014

DoD Directive 1100.4, "Guidance for Manpower Management," February 12, 2005

DoD Directive 1404.10, "DoD Civilian Expeditionary Workforce," January 23, 2009 (hereby canceled)

DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R)), June 23, 2008

DoD Instruction 5525.11, "Criminal Jurisdiction over Civilians Employed by or Accompanying the Armed Forces Outside the United States, Certain Service Members, and Former Service Members," March 3, 2005

DoD Instruction 6490.03, "Deployment Health," August 11, 2006

DoD Manual 8910.01, Volume 1, "DoD Information Collections Manual: Procedures for DoD Internal Information Collections," June 30, 2014, as amended

Fiscal Year (FY) 2016-2017, "Global Force Management Implementation Guidance," January 28, 2016

Secretary of Defense Memorandum, "UCMJ Jurisdiction Over DoD Civilian Employees, DoD Contractor Personnel, and Other Persons Serving With or Accompanying the Armed Forces Overseas during Declared War and in Contingency Operations," March 10, 2008

United States Code, Title 5

United States Code, Title 10

United States Code, Title 29

ATTACHMENT 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)). The USD(P&R):

- a. Manages and oversees DoD-EC designation and utilization, and compliance with this DTM.
- b. Oversees the establishment of a Force Pool that each FP must be prepared to source.

2. ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS (ASD(M&RA)). Under the authority, direction, and control of the USD(P&R), the ASD(M&RA):

- a. Has overall responsibility for the development of DoD civilian personnel policy covered by this DTM.
- b. Authorizes use of DoD civilian employees to meet validated DoD mission requirements outside a designated DoD civilian employee's employing DoD Component.
- c. Develops guidance and policies to meet the Force Pool requirements under this DTM.

3. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR CIVILIAN PERSONNEL POLICY (DASD(CPP)). Under the authority, direction, and control of the ASD(M&RA), the DASD(CPP):

- a. Provides the JS with data tables that show the civilian work force demographics by occupational series and grade range across the Department.
- b. Ensures DoD Components establish a civilian FP point of contact (POC) to coordinate the sourcing of civilian requirements with the JS and maintain a capacity of DoD-EC sufficient to meet projected requirements in accordance with the Force Pool.
- c. Establishes and publishes the civilian Force Pool, in coordination with the JS, CCMDs, and DoD Components, and apportions the DoD-EC Demand Signal across the DoD based on civilian workforce demographics.
- d. Reviews the Force Pool each year as part of the annual GFM cycle to ensure consistency with the updated Demand Signal. Republishes the Force Pool at least biennially.

e. Coordinates validated Senior Executive Service requirements that are not accompanied with a by-name-request across the appropriate functional community managers to seek volunteers and provide resumes to the theater or CCMD for consideration.

4. DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY (DSCA). Under the authority, direction, and control of the Under Secretary of Defense for Policy, and in addition to the responsibilities in Paragraph 5, the Director, DSCA:

a. Provides civilian subject matter experts to support the Ministry of Defense Advisor (MoDA) Program.

b. Follows the nominative procedures for MoDA requirements, with coordination accomplished between DSCA, supported CCMDs, functional managers, and potential FPs.

5. DoD COMPONENT HEADS. The DoD Component heads:

a. Establish Component guidance and procedures to implement the policy and comply with requirements contained in this DTM.

b. Identify and maintain civilian employees who are available to meet contingency requirements, at least up to the numbers, series, and grades identified in the civilian Force Pool.

c. Appropriately code emergency-essential or non-combat essential positions, and capability-based volunteers.

d. Serve as FPs for DoD-EC requirements consistent with the Force Pool and when tasked under the GFM allocation process to meet validated civilian requirements.

e. Plan, program, and budget for DoD-EC requirements.

f. Identify a POC to facilitate sourcing discussions with the CCMD and participate in validation and sourcing deliberations with JS.

g. Support the sourcing of nominative expeditionary requirements (such as the MoDA Program).

h. Support the CCMD pre-coordination of DoD-EC sourcing solutions.

i. Provide employees who deploy pursuant to this DTM with a valid official passport, Common Access Card, Geneva Conventions identification card, and required security clearances, when appropriate.

j. Provide training as outlined in this DTM, and as necessary to meet assigned expeditionary requirements.

k. Document unclassified civilian deployments, pursuant to this DTM, with a request for personnel action.

l. Review deployment tours in excess of 2 years, and ensure medical clearance requirements continue to be met.

m. Ensure all health protections measures in DoDI 6490.03 are applied. Establish a system of accountability or mechanism for oversight of pre- and post-deployment health assessment requirements.

n. Ensure all appropriate collective bargaining agreements are observed.

6. CJCS. In addition to the responsibilities in Paragraph 5 and after coordination with the Combatant Commanders, the CJCS:

a. Reviews and validates requests for DoD expeditionary civilians against criteria prescribed in DoDD 1100.4, current fiscal year (FY) GFM Guidance, Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1301.01F, and the current FY Global Force Management and Allocation Plan (GFMAP) Planning Order (PLANORD).

b. Includes the DoD expeditionary civilian guidance in applicable JS issuances and doctrine as a source of capabilities in the planning and sourcing of requirements.

c. On an annual basis, compiles and provides the DASD(CPP) with the DoD-EC Demand Signal and the number of ordered requirements to inform the development and revision of the civilian Force Pool.

d. Confirms concurrence of CCMD pre-coordinated civilian requirement sourcing solutions with the FP before submission in the GFMAP to the Secretary of Defense for approval via the Secretary of Defense Orders Book (SDOB).

e. Consistent with the Force Pool, coordinates with the FPs to develop sourcing recommendations for validated DoD expeditionary civilian requirements without pre-coordinated sourcing solutions or nominative solutions and submits them for review and action by the Secretary of Defense in the GFMAP via the SDOB.

f. Receives CCMD and FP nominative selections to fill DoD-EC requirements and order sourcing solution in the GFMAP via the SDOB.

7. COMBATANT COMMANDERS. In addition to the responsibilities in Paragraph 5, the Combatant Commanders:

- a. Establish and communicate DoD-EC requirements for the GFM process in accordance with DoDI 6490.03, current year GFM Guidance, CJCSI 1301.01F, and the annual GFM MAP PLANORD.
- b. Collaborate with civilian FPs, as practicable, to pre-coordinate civilian FP concurrence to source DoD civilian requirements under the GFM process.
- c. Coordinate with civilian FPs to identify DoD civilian fill for nominative requirements and provide a sourcing solution to the Joint Force Coordinator (JFC) for inclusion in the GFM MAP via the SDOB.
- d. Within the GFM allocation process, support the JS validation and JFC sourcing.
- e. Include DoD expeditionary civilians in contingency plans and operations in accordance with GFM allocation guidance, policy, and procedures.

ATTACHMENT 3

PROCEDURES

1. FORCE POOL AND DEMAND SIGNAL

a. Responsibility for sourcing individual civilian requirements will be assigned to FPs no later than the FY 19 GFM Allocation sourcing timeline beginning in January 2017, with intervening FYs as the transition period. The current practice of tasking requirements for civilians that results in centrally managed ad-hoc processes (currently by United States Central Command) to solicit volunteers will cease. During the interim period the process will transition as mutually agreed upon by the CCMD, JS, and civilian FPs.

b. To enable this process change, the USD(P&R) established a Force Pool, based on the projected future DoD-EC Demand Signal. The Force Pool defines the number and types of civilian requirements that each FP must be prepared to source, and is available at <https://www.cpms.osd.mil/expeditionary/>. The Demand Signal and Force Pool establish the baseline for planning and consider historical demand, projected requirements, and capabilities of civilian FPs.

(1) The Demand Signal was determined based on civilian requirement data from JS and used the annual average of civilian requirements from the 2 prior years, the current year, and the next projected year. This average was then increased by 10 percent as the planning assumption for future years.

(2) The Demand Signal was divided among the FPs, based on the size of their civilian workforce for identified skill groups and grades, with consideration and adjustment made for workforce capability and projected future civilian deployment demand to establish the Force Pool.

(3) The Demand Signal and Force Pool will be reviewed each year as part of the annual GFM cycle to ensure the data remains consistent with requirements. The review process in Paragraph 1.b.(1) and (2) will be repeated on an annual cycle and the Force Pool updated at least every 2 years to facilitate the cycle.

(a) The timeline for the annual GFM cycle is distributed in the annual GFM PLANORD. The cycle begins in January for the execution year plus 2 (e.g., the GFM cycle for FY19 will begin in January 2017).

(b) JS will annually provide the updated civilian Demand Signal (i.e., the validated CCMD civilian requirements) to the DASD(CPP) in January.

(c) The DASD (CPP) will use the Demand Signal information to update the Force Pool numbers as appropriate, by series, grade range, and FP. In February, the revised Demand Signal/Force Pool will be staffed with the FPs. Next, there will be a series of Global

Force Management Boards, which the Components will participate in, to review and discuss the update Force Pool:

1. GFMB 2 Planner Workshop in April 2017. The DASD(CPP) will brief and discuss the updated Force Pool.

2. GFMB 2 in May 2017. The DASD(CPP) will brief the approved updated Force Pool.

3. GFMB 3 in November 2017. The JFC will use the approved Force Pool when developing sourcing recommendations. The JFC will staff sourcing recommendations with FPs and present FY19 sourcing recommendations before their submission to the Secretary of Defense for review and action via the SDOB.

(4) The Force Pool is a cap, and establishes the maximum number of non-programmed civilian positions within each designated series and grade that a FP should be prepared to source when and if the listed requirements are ordered. The Force Pool does not replace the GFM allocation process; it is a reference to be used during the GFM process that defines expected FP capabilities. It is intended to provide a planning tool for FPs in improving predictability of deployment requirements.

c. FPs must be prepared to meet CCMD requirements up to the levels defined by the Force Pool. Procedures to meet these requirements are at the discretion of the DoD Component and may include deploying emergency-essential or non-combat essential civilians, maintaining a civilian capability-based volunteer pool in sufficient numbers to meet projected requirements, initiating temporary and term hiring actions, and offering alternative sourcing solutions to the JS. While management has the authority to direct and assign any DoD civilian, in accordance with this DTM, CJCSI 1301.01F, and Section 7106 of Title 5, United States Code (U.S.C.), every effort will be made to make such assignments on a voluntary basis, or by maintaining sufficient emergency-essential or non-combat essential employees to allow a directed deployment solution when necessary.

d. Deployments that are accomplished as part of programmed elements or deployable units will not be applied to or accounted against the identified Force Pool cap. These processes remain unchanged; therefore they are not addressed in this DTM.

e. Requests for sourcing 0132 series civilians from the Defense Intelligence Enterprise will continue to be coordinated with the DoD Intelligence Enterprise Global Force Manager, JS J2.

f. Sourcing procedures apply to civilian requirements that have been validated and meet all applicable criteria.

## 2. REQUIREMENTS

a. The DASD(CPP) will facilitate the DoD-EC process by:

(1) Establishing and publishing the civilian Force Pool, in coordination with the JS, CCMDs, and civilian FPs, after consideration of the projected future civilian expeditionary Demand Signal.

(2) The Force Pool will be reviewed each year as part of the GFM cycle and re-published at least biennially. The Force Pool will apportion projected requirements for non-programmed civilian expeditionary capabilities based on: analysis of historical trends for past civilian requirements and sourcing; projection of future civilian requirements for all CCMDs based on input from the annual GFM process; and comparison of projected requirements to FP capability within each DoD Component for specific series/skills/grades. The Force Pool is a cap to establish future planning capability but only includes projected requirements for individual expeditionary civilian positions. Programmed civilians, or civilians in unit force structure are allocated with the unit through separate procedures, and do not count against the Force Pool cap. All ordered non-programmed DOD-EC fills, including nominative positions such as MoDA, are counted towards the FPs Force Pool cap, within the series or grade specified.

b. Requests from a CCMD for DoD-EC may include a pre-coordinated FP solution or identify a requirement as nominative. Recommendations will be consistent with the following:

(1) Force Pool assignments that are within the FPs' caps.

(2) Workforce data provided by the DASD(CPP) for potential voluntary FP support requests.

c. After review of the information described in Paragraph 2.b., the CCMD may initiate pre-coordination discussion with the recommended FP.

(1) If the recommended civilian FP concurs with providing the requested capability, the CCMD will include the sourcing solution and annotate that the sourcing solution has been pre-coordinated with the civilian FP designation at the time of submission to JS.

(2) If the CCMD is unable to pre-coordinate requirements with FP concurrence, preferred sourcing solutions may be annotated.

3. VALIDATION. The JS will validate all DoD-EC requirements against the criteria in accordance with current year GFM guidance, the annual GFMAP PLANORD, guidance and policy, and the following:

a. The JS will confirm that the grade and skill code for the DoD-EC requirement mission and tasks are consistent with current policy and guidelines for position classification.

b. The JS will confirm FP concurrence with pre-coordinated sourcing solutions. If the FP does not concur, the requirement will be returned to the CCMD to re-address pre-coordination or resubmit without an annotated pre-coordinated sourcing solution.

#### 4. SOURCING

a. Validated DOD-EC requirements that are not nominative or pre-coordinated will be forwarded to the JFC to develop a recommended sourcing solution. The JFC will task civilian FPs to provide sourcing nominations, and from those nominations, the JFC will provide a risk-based sourcing recommendation. This sourcing recommendation will be informed by the capacity that each civilian FP has been tasked to be prepared to deploy via the component's Force Pool. If a civilian FP has already met its planned Force Pool numbers (as defined within each designated series and grade grouping), additional tasking through this process will only be made with the civilian FP's voluntary concurrence to exceed its Force Pool plan. Sourcing recommendations will be presented to the Secretary of Defense for review and action through the SDOB process specified in the Global Force Management Implementation Guidance.

(1) If a designated civilian FP does not agree with the JFC recommended sourcing solution for a civilian requirement, the civilian FP can submit a non-concurrence with supporting rationale through the GFM allocation staffing process.

(2) The non-concurrence must explain how risks to other mission priorities preclude supporting an assigned requirement that is within the civilian FP's Force Pool cap. This information is evaluated by JS in coordination with other possible civilian FPs to make a risk-informed sourcing recommendation for Secretary of Defense determination.

b. Sourcing for validated requirements identified as "nominative" will be coordinated between the CCMD, civilian FP POCs, and the appropriate theater leadership. The CCMD will solicit nominations from applicable FPs, review submissions to ensure appropriate occupational series, grade and experience, and forward recommendations to the appropriate theater commander for selection. Upon selection, the CCMD will coordinate with the appropriate FP POC and notify JS JFC so the sourcing solution can be included in the GFMAP to be reviewed and acted on by the Secretary of Defense via the SDOB. Nominative fills are credited to the civilian FP's Force Pool numbers.

c. Sourcing for validated Senior Executive Service requirements that are not accompanied with a by-name-request will be coordinated from the theater or CCMD to the DASD(CPP), to communicate the request across the appropriate functional community managers to seek nominations and volunteers. Submitted resumes will be passed to the theater or CCMD for consideration.

d. DSCA will provide assistance to the CCMD in the development of position descriptions for MoDA requirements and seek nominations to fill these positions from DoD FPs or through use of term hires.

e. Because MoDA positions are very specialized and require additional screening, the sourcing will be through nominative procedures outlined in Paragraph 2.b., with coordination accomplished between the CCMD, DSCA, and potential FPs. DSCA-coordinated nominative sourcing solutions will be ordered in the GFMAP and credited towards the civilian FPs' Force Pool numbers.

f. Requirements passed to the JFC will be assessed and compared to the established Force Pool for identification of potential civilian FPs. Civilian FPs will respond to sourcing requests from JS with capability and risk assessments for positions within the number and type specified for their activity on the Force Pool, that are unmet.

g. All civilian FPs will identify a POC to participate in sourcing deliberations with the JFC, work with the JS on validation of requirements, and participate in sourcing discussions with the CCMD. Upon notification of a request to source a specific position, the civilian FP POC will evaluate internal capabilities and, if the request is within the assigned Force Pool cap, identify a sourcing solution to meet the requirements. If a recommendation is received for a nominative position, the FP POC will coordinate with the employing supervisory chain to ensure concurrence and approval for deployment and with the CCMD (and DSCA for MoDA requirements) as appropriate.

h. Once sourcing has been ordered on the appropriate GFMAP Annex, the designated civilian FP will be responsible for completing or coordinating the pre-deployment requirements and ensure that the civilians are ready to deploy within 120 days and for the duration specified.

i. Once a civilian requirement is ordered in the GFMAP, that activity retains responsibility for sourcing backfills until the requirement is no longer valid or until the next annual GFM planning process. During the following annual GFM sourcing cycle, a civilian FP can either agree to continue sourcing an enduring requirement or can pass back continued sourcing responsibility. If sourcing is passed back, the requirement will be staffed by the JFC to determine recommended sourcing solutions under the Force Pool guidance prescribed in this DTM.

5. TRAINING. The following training is required:

a. Deployment (including theater-specific) training, as well as on-the-job training, and post-deployment reintegration training, as appropriate and practicable.

b. Training on the use of any required specialized equipment needed for their specific missions such as vehicles and communication systems.

c. Counseling on the employee's legal status under the Uniform Code of Military Justice, the Military Extraterritorial Jurisdiction Act under DoDI 5525.11, the March 2008 Secretary of Defense Memorandum, and implementing regulations.

d. Training in obtaining medical treatment and the related validating and administrative processing for those who have responsibilities for supporting wounded and injured civilians.

e. Training for DoD civilian employees, supervisors, and managers on recognizing stress-related conditions that may result from serving in expeditionary environments.

## 6. MEDICAL FITNESS

a. Force health protection pre- and post-health assessments shall be conducted for DoD civilian employees in accordance with DoDI 6490.03. Health assessment information shall be submitted to the Defense Medical Surveillance system.

b. For DoD civilian employees covered by Section 791 of Title 29, U.S.C., also known as the "Rehabilitation Act of 1973," as amended, an individualized assessment must be conducted to determine if an individual can perform the essential functions of the requirement he or she is filling, with or without reasonable accommodation prior to determining an employee is medically fit to deploy.

c. Whether or not they are deployed through the procedures in Paragraphs 1-4 of this attachment, DoD civilian employees who become ill, contract diseases, or who are injured or wounded while deployed in support of U.S. military forces engaged in contingency operations are eligible for medical evacuation and health care treatment and services in military treatment facilities (MTFs) at no cost to the civilian employee and at the same level and scope provided to military personnel until the civilian employee's return from deployment. The same system used to track active duty patients through the Military Health System shall be used to track DoD civilian employees injured in theater while forward deployed. Civilians will not be charged personal leave while undergoing therapy or rehabilitation due to a combat, combat support, duty related or non-duty related injury incurred during deployment after they return from deployment.

d. Whether or not they are deployed through the procedures in Paragraphs 1-4 of this attachment, deployed DoD civilian employees who were treated in theater continue to be eligible for treatment in an MTF or civilian medical facility for compensable illnesses, diseases, wounds, or injuries, pursuant to Sections 8101 through 8173 of Title 5, U.S.C. and through the Department of Labor Office of Workers' Compensation Program, upon their return at no cost to the civilian employee. DoD civilian employees who deployed and are subsequently determined to have compensable illnesses, diseases, wounds, or injuries under the Department of Labor Office of Workers' Compensation Program are also eligible for treatment in an MTF or civilian sector medical facility at no cost to the civilian employee.

## 7. ADMINISTRATIVE PROCEDURES

a. When a DoD civilian employee is required to deploy away from his or her normal work location in support of the employee's employing organization under the procedures in Paragraphs 1-4 of this attachment, he or she shall be released and allowed to deploy in a timely

fashion to meet an expeditionary requirement unless there is significant negative impact on the mission of his or her home unit. Those who are management assigned from their normal position to serve expeditionary requirements under the procedures in Paragraphs 1-4 of this attachment will be granted the right to return to the position held prior to their deployment or to a position of similar grade, level, and responsibility within the same local organization, regardless of length of deployment. This does not apply to employees who accept voluntary assignments outside their employing organization, unless otherwise determined by the employee's employing organization. There shall be no retaliation because of an employee's expression of interest in serving an expeditionary requirement or because of such service. This includes threats or denial of rights to return to pre-deployment positions, promotions, training opportunities, or other career enhancing opportunities.

b. Whether or not they are deployed through the procedures in Paragraphs 1-4 of this attachment, employees who occupy emergency-essential or non-combat essential positions, or who deploy as capability-based volunteers, are required to sign the DD Form 2365, DoD Employee Overseas Emergency-Essential Position Agreement.

c. DoD civilian employees who deploy pursuant to this DTM shall be treated with high regard as an indication of the Department's respect for those who serve in expeditionary positions. Their service and experience shall be valued, respected, and recognized as career enhancing.

d. DoD civilian employees who deploy pursuant to this DTM shall be provided with information on benefits and entitlements, and issues likely to be faced by the employee during and upon return from deployment.

e. DoD civilian employees who deploy pursuant to this DTM shall have the related competencies, skills, abilities, medical, and psychological fitness to be successful in high pressure and austere operational environments; ability to work as part of an integrated team including military, contractor, federal civilian, and foreign national personnel; a record of successful job performance to deliver results; and the highest professional and ethical behavior to maintain a deployment environment characterized by good order, discipline, and conduct.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ASD(M&RA)	Assistant Secretary of Defense for Manpower and Reserve Affairs
CCMD	Combatant Command
CJCS	Chairman Joint Chiefs of Staff
CJCSI	Chairman Joint Chiefs of Staff instruction
DASD(CPP)	Deputy Assistant Secretary of Defense for Civilian Personnel Policy
DSCA	Defense Security Cooperation Agency
DoDD	DoD directive
DoD-EC	DoD Expeditionary Civilian
DoDI	DoD instruction
DTM	Directive-type Memorandum
FP	force provider
FY	fiscal year
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
JFC	Joint Force Coordinator
JS	Joint Staff
MoDA	Ministry of Defense Advisor
MTF	military treatment facility
PLANORD	planning order
POC	point of contact
SDOB	Secretary of Defense Orders Book
U.S.C.	United States Code
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

## PART II. DEFINITIONS

capability-based volunteer. An employee who may be asked to volunteer for deployment.

contingency operation. A military operation that:

Is designated by the Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or

Results in the call or order to, or retention on, active duty of members of the uniformed services under Sections 688, 12301(a), 12302, 12304, 12406, or Chapter 15 of Title 10, U.S.C., or any other provision of law during a war or during a national emergency declared by the President or Congress.

Demand Signal. A set of CCMD requirements, used as a planning document, determined by CCMD historic, current and projected requirements, plus an additional percentage factor to account for unforeseen contingencies. The Demand Signal sets expectations to facilitate future planning and will be updated on an annual basis through the GFM process.

deployment. Either temporary reassignment or the requirement to stay in place to support contingency operations.

DoD civilian employee. An individual meeting the definition of “employee” under Section 2105 of Title 5, U.S.C., as well as employees of DoD non-appropriated fund instrumentalities paid for from non-appropriated funds. This includes DoD civilian employees filling full-time, part-time, intermittent, or on-call positions. Excludes dual status National Guard and Reserve technicians and contractor employees.

emergency-essential. A position-based designation to support the success of combat operations or the availability of combat-essential systems in accordance with Section 1580 of Title 10, U.S.C.

Force Pool. The number and type (by series and grade group) of projected expeditionary civilian requirements included in the Demand Signal that FPs should be prepared to meet. The Force Pool represents the limit of civilian capacity that can be provided by an FP with acceptable risk.

FP. Includes the Military Departments, CCMDs with assigned forces, Defense Agencies and DoD Field Activities, and OSD Components or other DoD Components that provide force sourcing solutions to CCMD force requirements.

GFMAP. CJCS deployment order approved by the Secretary of Defense that authorizes allocation and deployment of forces and individuals in support of CCMD force and joint individual augmentation requirements.

Global Force Management Implementation Guidance. The Secretary of Defense FY guidance that integrates force assignment, apportionment, and allocation to improve the Department's ability to manage forces from a global perspective.

JFC. The JS J-35, Vice Deputy Director for Regional Operations and Force Management. Responsible for coordinating and staffing all validated GFM allocation force and joint individual augmentation requirements and developing sourcing recommendations for conventional force and joint individual augmentation requirements.

nominative. For the purpose of this DTM, nominative positions refer to those civilian positions for which the theater commander retains authority to make the final selection decision from among the candidates who are nominated for consideration by the FP(s).

non-combat essential. A position-based designation to support expeditionary requirements in other than combat or combat support situations.

SDOB. Book prepared by the JS to obtain approval from the Secretary of Defense on proposed orders or modification to previously approved orders. The staffing process for the SDOB is detailed in the Global Force Management Implementation Guidance. These orders may authorize the execution of military operations, direct the attachment of forces, and authorize supplemental rules of engagement.

stability operations. An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

September 9, 2010

The Honorable Robert Hale  
Under Secretary of Defense (Comptroller)  
1100 Defense Pentagon  
Washington, D.C. 20301-1100

Dear Mr. Hale:

In early 2009 OMB and the Department developed criteria for deciding whether funding properly belongs in the base budget or in the budget for overseas contingency operations (OCO). These criteria have been very successful in delineating between these two sources of funding and have facilitated the development of coherent and defensible OCO funding requests. Since then, and in close collaboration with Comptroller representatives, we have developed updated criteria that build on our experience in the subsequent two budget cycles. This update clarifies language, eliminates areas of confusion and provides guidance for areas previously unanticipated.

The enclosure to this letter contains the updated criteria and replaces the 2009 criteria. OMB will use these updated criteria when reviewing the Department's budget submissions.

We recognize that in developing these updated criteria several policy issues arose that remain unresolved. These will be addressed in the FY 2012 budget review.

Please contact  
criteria.

t 202-395-3879 if you have any questions about these

Sincerely,

A handwritten signature in black ink that reads "Steven M. Kosiak".

Steven M. Kosiak  
Associate Director for  
Defense and Foreign Affairs

Enclosure

### Criteria for War/Overseas Contingency Operations Funding Requests

Item	Definition of Criteria
<b>Geographic area covered/ "Theater of operations"</b> (for non-classified war/overseas contingency operations funding)	Geographic areas in which combat or direct combat support operations occur: Iraq , Afghanistan, Pakistan, Kazakhstan, Tajikistan, Kyrgyzstan, the Horn of Africa, Persian Gulf and Gulf nations, Arabian Sea, the Indian Ocean, the Philippines, and other countries on a case-by-case basis. Note: OCO budget items must also meet the criteria below.
<b><i>Inclusions</i></b>	
Major equipment (General)	Replacement of losses that have occurred but only for items not already programmed for replacement in the Future Years Defense Plan (FYDP) -- no accelerations. Accelerations can be made in the base budget.  Replacement or repair to original capability (to upgraded capability if that is currently available) of equipment returning from theater. The replacement may be a similar end item if the original item is no longer in production. Incremental cost of non-war related upgrades, if made, should be included in the base.  Purchase of specialized, theater-specific equipment.  Funding must be obligated within 12 months.
Ground equipment Replacement	Combat losses and washouts (returning equipment that is not economical to repair); replacement of equipment given to coalition partners, if consistent with approved policy; in-theater stocks above customary equipping levels on a case-by-case basis.
Equipment modifications (enhancements)	Operationally-required modifications to equipment used in theater or in direct support of combat operations, for which funding can be obligated in 12 months, and that is not already programmed in FYDP.
Munitions	Replenishment of munitions expended in combat operations in theater. Training ammunition for theater-unique training events is allowed. Forecasted expenditures are not allowed. Case-by-case assessment for munitions where existing stocks are insufficient to sustain theater combat operations.
Aircraft Replacement	Combat losses, defined as losses by accident or by enemy action that occur in the theater of operations.
Military Construction	Facilities and infrastructure in the theater of operations in direct support of combat operations. The level of construction should be the minimum to meet operational requirements. At non-enduring locations, facilities and infrastructure for temporary use are covered. At enduring locations, construction requirements must be tied to surge operations or major changes in operational requirements and will be considered on a case-by-case basis.
Research and Development	Projects required for combat operations in these specific theaters that can be delivered in 12 months.

Item	Definition of Criteria
Operations	<p>Direct War costs:</p> <ul style="list-style-type: none"> <li>• transport of personnel, equipment, and supplies to, from and within the theater of operations;</li> <li>• deployment-specific training and preparation for units and personnel (military and civilian) to assume their directed missions as defined in the orders for deployment into the theater of operations;</li> </ul> <p>Within the theater, the incremental costs above the funding programmed in the base budget to:</p> <ul style="list-style-type: none"> <li>• support commanders in the conduct of their directed missions (to include Emergency Response Programs);</li> <li>• build and maintain temporary facilities;</li> <li>• provide food, fuel, supplies, contracted services and other support; and,</li> <li>• cover the operational costs of coalition partners supporting US military missions, as mutually agreed.</li> </ul> <p>Indirect War Costs: Indirect war costs incurred outside the theater of operations will be evaluated on a case-by-case basis.</p>
Health	Short-term care directly related to combat. Infrastructure that is only to be used during the current conflict.
Personnel (Incremental Pay)	Incremental special pays and allowances for Service members and civilians deployed to a combat zone; incremental pay, special pays and allowances for Reserve Component personnel mobilized to support war missions.
Special Operations Command	Operations and equipment that meet the criteria in this guidance.
Prepositioned Supplies and Equipment	Resetting in-theater stocks of supplies and equipment to pre-war levels – Excludes costs for reconfiguring prepositioned sets or for maintaining them.
Security Force Funding	Training, equipping, and sustaining Iraqi and Afghan military and police forces.
Fuel	War fuel costs, and funding to ensure that logistical support to combat operations is not degraded due to cash losses in DoD's baseline fuel program. Would fund enough of any base fuel shortfall attributable to fuel price increases to maintain sufficient on-hand cash for the Defense Working Capital Funds to cover seven days disbursements. (This would enable the Fund to partially cover losses attributable to fuel cost increases.)
<b><i>EXCLUSIONS from war/overseas contingency funding – Appropriately funded in the base budget</i></b>	
Training equipment	Training vehicles, aircraft, ammunition, and simulators. Exception: training base stocks of specialized, theater-specific equipment that is required to support combat operations in the theater of operations, and support to deployment-specific training described above.
Equipment Service Life Extension Programs (SLEPs)	Acceleration of SLEPs already in the FYDP.
Base Realignment and Closure (BRAC)	BRAC projects.
Family Support Initiatives	Family support initiatives to include the construction of childcare facilities; funding private-public partnerships to expand military families' access to childcare; and support for service members' spouses professional development.
Industrial Base Capacity	Programs to maintain industrial base capacity (e.g. "war-stoppers").
Personnel	Recruiting and retention bonuses to maintain end-strength. Basic Pay and the Basic allowances for Housing and Subsistence for permanently authorized end strength. Individual augmentees will be decided on a case-by-case basis.
Office of Security Cooperation	Support for the personnel, operations, or the construction or maintenance of facilities, at U.S. Offices of Security Cooperation in theater
<b><i>Special Situations</i></b>	
Reprogrammings and paybacks	Items proposed for increases in reprogrammings or as payback for prior reprogrammings must meet the criteria above.



OFFICE OF THE UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-4000

JUN 4 2009

PERSONNEL AND  
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
THE COMMANDERS OF THE COMBATANT COMMANDS  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF  
DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

Subject: Department of Defense (DoD) Civilian Support to Global Expeditionary  
Requirements

I urgently need your help to identify and make available DoD civilian employee volunteers that may be needed to support DoD global expeditionary requirements, including those that support the President's surge initiative in Afghanistan.

The Secretary has offered to staff temporarily with DoD civilian employees and military reservists, any Afghanistan shortfall requirements that State Department identifies. DoD staff may be needed as early as June 2009 to support the new civilian requirements. By memorandum of May 11, 2009, the Secretary requested that the Under Secretary of Defense (Personnel and Readiness) identify DoD civilian employee volunteers as the first option for a potential DoD "bridging force," and volunteers from the Reserve Components as the fallback option if the DoD civilian expeditionary capability cannot meet the immediate needs.

My expectation is that you will positively support civilian employee requests to serve and expeditiously release employees to serve not only the Afghanistan civilian



requirements, but also the DoD global expeditionary requirements at Joint Task Force Headquarters operations around the globe. I realize that you have critical mission requirements in each of your organizations; however, unless there is a significant, negative impact on your mission, I am asking you to lean forward and release employees to serve these expeditionary requirements. Cases where you are unable to support an employee's request to volunteer must be forwarded to the Deputy Under Secretary of Defense for Civilian Personnel Policy for review.

Incremental costs for civilians deploying to Iraq and Afghanistan are an appropriate Overseas Contingency Operation (OCO) expense, including such expenses as premium pays, transportation, training, equipment and other related deployment requirements. Further, OCO funds may be used for temporary DoD civilian employee backfills to assist you in covering your organizational requirements while your employees are deployed. Deployments are generally one year in length and will be made in accordance with DoD Directive 1404.10, "DoD Civilian Expeditionary Workforce." If Components are unable to fund these costs, they are required to notify the Office of Under Secretary of Defense for Comptroller (OUSD(C)) accordance with OUSD(C) memorandum of September 22, 2008 and Mr. William Bruen of the DoD Civilian Expeditionary Workforce (CEW) Office (William.Bruen@cpms.osd.mil, telephone: (703) 696-5756) promptly so the funding issue may be resolved. Costs associated with the deployment of civilians to support the Department of State (DoS) missions will be reimbursed by the DoS. The funding procedures for DoS deployments will be promulgated separately.

Staffing the DoD global expeditionary requirements, including the Afghanistan civilian requirements, is one of the highest national priorities. By building the capacity of the Afghanistan government to deliver essential services and development projects to its citizens, we also build the skills necessary for a self-sustaining government. The success of this effort depends greatly upon the collective efforts of the DoS, DoD, and other U.S. Government Agency partners.

Our DoD civilian employees have played a vital role in support of our U.S. Armed Forces in all phases of the Department's contingency operations. Those who have answered the call to serve consider it an honor and privilege to support our war fighters and our country through deployments. The mission continues and the nation's need for the services of the capable members of our civilian workforce remains. Their service benefits the Department as they return with broadened perspectives, critical experiences, and a deeper understanding of their role in support of DoD's contingency operations.

Information about the job opportunities may be found at:  
<http://www.cpms.osd.mil/expeditionary/>. My point of contact for this effort is Mr. Joe Daniel, Director of the CEW Staffing Unit, Civilian Personnel Management Service, Joe.Daniel@cpms.osd.mil, telephone: (703) 696-8637.

I appreciate your leadership in this important national security endeavor.

  
Gail H. McGinn  
Performing the Duties of the  
Under Secretary of Defense  
(Personnel and Readiness)

Attachments:

1. May 11, 2009 Memo
2. September 22, 2008 Memo



THE SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000

MAY 11 2009

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF  
DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Preparations for Interim DoD Support to Civilian Capacity Requirements in  
Afghanistan

This memorandum provides guidance to DoD Components to work with the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) to identify civilian employees capable of deploying to Afghanistan in support of U.S. Government (USG) initiatives and resulting DoD requirements. This action is intended to identify a standing pool of Defense Department civilians ready to deploy rapidly in response to civilian capacity shortfalls in Afghanistan. To prepare adequately to support requirements for civilian capacity in Afghanistan, DoD Components shall respond to this memorandum with all due urgency.

The USD (P&R) shall work with DoD Components to identify qualified DoD personnel to support demands to fill specified job functions in Afghanistan. The USD (P&R) should rely first on the DoD civilian workforce, including but not limited to the Civilian Expeditionary Workforce (CEW) program. DoD Components shall adhere to the guidelines for coordination with and support for the CEW as outlined in DoD Directive 1404.10. Should available DoD employees not meet immediate needs, the USD (P&R) shall work with the Reserve Components (RC) to identify members of the RC available for voluntary deployment, in uniform, to fill civilian positions.



OSD 04862-09



The USD (Policy) shall obtain position descriptions for all civilian positions in coordination with USG interagency partners and provide them to the USD (P&R). The USD (P&R) shall collaborate with DoD components to advertise pending opportunities as part of a coordinated recruitment campaign in order to access the broadest possible range and highest quality of civilian skill sets.

This action is intended only to identify personnel in anticipation of future requests. The USD (P&R) shall identify individuals, primarily from the database of those who voluntarily register for deployment, and shall have authority to survey civilian personnel in all DoD Components. Every effort shall be made to fill the identified positions with DoD civilians prior to relying on members of the RC.

Prior to deployment of identified DoD civilian personnel and prior to issuing orders for members of the RC, DoD shall come to an agreement with USG interagency partners on the resourcing, training, and management of civilian personnel sent to the Afghan theatre. The USD (P&R), the Joint Staff, and designated DoD Components supplying civilian employees shall have responsibility to coordinate pre-deployment training with the interagency.

For information on supporting the requirements for civilian capacity in Afghanistan, please contact Ms. Marilee Fitzgerald, 703-614-9487 or Mr. Joe Daniel, 703-696-8637.

A handwritten signature in black ink, appearing to read "Robert M. Gates". The signature is written in a cursive style with a large initial "R" and a long, sweeping underline.



PERSONNEL AND  
READINESS

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

SEP 22 2008



MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMMANDERS OF THE COMBATANT COMMANDS  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
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INSPECTOR GENERAL OF THE DEPARTMENT OF  
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DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Opportunities for Department of Defense Civilians to Serve in Global Expeditionary Positions

This is to request your support in launching the first phase of the Department's initiative to create a more robust civilian workforce expeditionary capability. This initiative was briefed to your senior leaders at the Defense Human Resources Board (DHRB) meeting on August 21, 2008. This first phase immediately expands opportunities for DoD civilians to serve in global expeditionary positions from six months and up to one year in length.

These opportunities are located on the staffs of Joint Task Force Headquarters supporting operations around the globe. Previously, these opportunities were designated as military billets and filled by active duty military personnel. This first-ever effort will expand opportunities for DoD civilians to contribute their talent now to these joint, integrated national security mission requirements. This initial effort will lead the way for designating more DoD support billets as civilian at all Joint Task Force Headquarters.

To initiate phase one, the Office of the Deputy Under Secretary of Defense will:

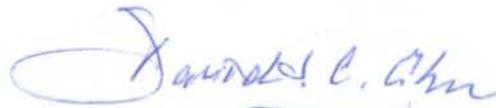
- Post all expeditionary opportunities on the DoD civilian expeditionary workforce website: [www.cpms.osd.mil/expeditionary/](http://www.cpms.osd.mil/expeditionary/) with links to Service and OSD/4<sup>th</sup> Estate websites for how to apply



- Accept and review employee resumes from employees
- Provide oversight and guidance to the Services on vetting and nominating the best qualified person
- Work with the Services on accepting and processing all resumes
- Coordinate and assist in pre and post deployment processing

My expectation is that you will communicate these opportunities to your workforce and positively support the interest and willingness of employees who volunteer for the Department's expeditionary requirements. To assist in the planning and coordination process, please identify a lead and provide contact information to the DoD coordinator, Eric Russi, Office of the Deputy Under Secretary of Defense (Civilian Personnel Policy) at 703-571-9287 or Eric.Russi@osd.mil.

I am confident that I have your support in accomplishing this important endeavor.



David S. C. Chu



**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY**  
**(FINANCIAL MANAGEMENT AND COMPTROLLER)**  
**109 ARMY PENTAGON**  
**WASHINGTON DC 20310-0109**

SAFM-BU

OCT 07 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Department of the Army Financial Management Guidance for Mobilizations and Deployments.

1. Purpose. This document provides Army policy regarding financial management operations in support of mobilizations and deployments. The attached guidance supersedes the Army Financial Management Guidance in Support of Contingency Operations, dated 30 October 2015, and all other previously published guidance concerning responsibilities for executing Army financial management functions in support of Contingency Operations (CONOPS). It incorporates all related funding guidance from the Office of the Under Secretary of Defense (Comptroller) and Office of Management and Budget.

2. Applicability. The standing funding guidance at Enclosure 1 is effective immediately and applies to all commands and activities that conduct mobilization and deployment operations. It incorporates guidance for Base and Overseas Contingency Operations (OCO) funded Title 10 mobilizations and deployments in the Continental United States (CONUS) and Outside the Continental United States (OCONUS). This document does not apply to activities for which funding guidance is published separately (e.g. support to US civil authorities, responses to natural disasters, and exercises).

3. Updates to this document will be published only for substantive changes to policy, procedures, or processes. Within 6 months from publication of this document, an In-Process Review (IPR) will be conducted to assess needed updates.

4. Proponent. The Army Budget Office is the proponent for this guidance. Please contact COL Todd W. Handy at (703) 693-2893 or email: [todd.w.handy.mil@mail.mil](mailto:todd.w.handy.mil@mail.mil) if you have any questions or need additional information.

A handwritten signature in black ink, appearing to read "Paul A. Chamberlain".

PAUL A. CHAMBERLAIN  
Major General, U.S. Army  
Director, Army Budget

Encl  
as

DISTRIBUTION:

Comptroller, Army National Guard  
Comptroller, Office of the Chief Army Reserve  
Director of Resource Management, Acquisition Support Center

SAFM-BU  
MEMORANDUM FOR SEE DISTRIBUTION

Director of Resource Management, United States Military Academy

G-8, Army Futures Command  
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G-8, Forces Command  
G-8, Installation Management Command  
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G-8, Military District of Washington  
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G-8, Space and Missile Defense Command  
G-8, Surface Deployment and Distribution Command  
G-8, Training and Doctrine Command  
G-8, US Army Central  
G-8, US Army North  
G-8, US Army Pacific  
G-8, US Army South  
G-8, US Army Special Operations Command  
J-8, US Africa Command  
J-8, US European Command  
J-8, US Southern Command

CF:

Assistant Secretary of the Army (Civil Works)  
Assistant Secretary of the Army (Installations Energy & Environment)  
Assistant Secretary of the Army (Acquisition, Logistics and Technology)  
Assistant Secretary of the Army (Manpower & Reserve Affairs)  
Assistant Secretary of the Army (Financial Management & Comptroller)  
General Counsel  
Deputy Chief of Staff, G-1  
Deputy Chief of Staff, G-2  
Deputy Chief of Staff, G-3/5/7  
Deputy Chief of Staff, G-4  
Deputy Chief of Staff, G-6 / Chief Information Officer  
Deputy Chief of Staff, G-8  
Deputy Chief of Staff, G-9

Department of  
the Army  
Financial  
Management  
Guidance for  
Mobilization  
and  
Deployments



04 October 2019

UNCLASSIFIED

**Department of the Army Financial Management Guidance for  
Mobilization and Deployments**

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# Department of the Army Financial Management Guidance for Mobilization and Deployments

## 1. Purpose.

a. This document provides Army guidance regarding financial management operations of all mobilizations and deployments whether named or not, unless otherwise stated in a HQDA OPLAN, EXORD or FRAGO. This funding guidance is effective immediately and applies to all commands. This guidance will remain in effect until rescinded or superseded.

b. This document supersedes Financial Management Guidance for Contingency Operations dated 30 October 2015 and all other previously published guidance concerning responsibilities for executing Army financial management functions in support of mobilization, deployments, and named contingency operations; and, incorporates all related mobilization and deployment funding guidance from the Office of the Under Secretary of Defense (Comptroller).

**2. Scope.** This Financial Management Guidance incorporates guidance for Base and Overseas Contingency Operations (OCO) funded Title 10 mobilization and deployment operations in the Continental United States (CONUS) and Outside the Continental United States (OCONUS).

a. This guidance does not apply to direct or reimbursable Army missions in support of U.S. civil authorities, including response to domestic natural disasters or international disaster relief efforts. The Army POC for reimbursable support to other governmental agencies for domestic natural disasters and/or acts of terrorism within the Continental United States (CONUS) is the US Army North (ARNORTH) Reimbursement Cell (ARC). Specific guidance for such support is outlined in the DoD 7000.14-R Financial Management Regulation Volume 12 Chapter 6: <https://comptroller.defense.gov>

b. This guidance is not applicable for exercises; the Command designated as the exercise director will publish separate funding guidance governing exercise funding responsibilities.

## 3. Base Funding.

a. Operations may, and will, continue to transition from OCO to Base funded. Base funded operations receive the same level of support as an OCO funded operation.

b. As more operations transition to Base funded, the Army Staff, Army Commands (ACOMs), Army Service Component Commands (ASCCs), Direct Reporting Units (DRUs), staff agencies, Army National Guard, and Army Reserve activities must submit validated requirements for Base funding IAW HQDA PA&E POM guidance.

**4. OCO Funding.** Select operations are currently OCO funded and require the Army Staff, ACOMs, ASCCs, DRUs, staff agencies, Army National Guard, and Army Reserve activities to submit validated requirements for OCO funding IAW HQDA PA&E POM guidance.

## 5. Funding Roles and Responsibilities for Active Component (AC).

a. Supported Commands. The Secretary of Defense will designate a Combatant Command (CCMD) as the supported command. Unless otherwise specified in a HQDA

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EXORD, the CCMD's ASCC is the Army financial management executive agent in that role. The ASCC coordinates with Army Budget Office (ABO) and the CCMD comptroller to ensure financial management functions are conducted in accordance with current fiscal law, OMB OCO guidelines, DoD guidance, and Army financial management policy. The supported Army command generally has funding responsibility for all incremental costs supporting Army mission resource requirements associated with the deployment or mobilization. This includes, but is not limited to: movement from the Aerial Port of Embarkation (APOE)/Sea Port of Embarkation (SPOE) to theater and return back to the Aerial Port of Debarkation (APOD)/ Sea Port of Debarkation (SPOD), procurement of theater specific equipment associated with mission support, requested TDY to theater, all in-theater operational and sustainment costs and reconstitution costs. The ASCC may seek reimbursement (UFR submission, Mid-Year Review, etc.) if appropriate.

b. Supporting Commands. Unless designated as the supported command, all other Army commands are supporting when tasked. In its role as the supporting Army command the resource manager coordinates with the supported Army command, ABO and CCMD comptrollers to ensure financial management functions for the deployment are conducted in accordance with current fiscal law, DoD guidance, and Army financial management guidance at all times. A CCMD may be tasked to provide support within another CCMD area of responsibility (AOR).

c. Operational Phases. The following five phases delineate funding responsibilities.

1) Pre-deployment.

a) The supporting Army command funds the costs of home-station pre-deployment training and preparation, including funding the costs of supplies and equipment requisitioned to bring Shop Stock List (SSL) to appropriate levels and the costs of required certification training. Commands will ensure units and individuals are prepared for deployment while exercising appropriate financial stewardship and internal controls.

b) All Non-Unit Related Personnel (NRP) will deploy (as well as redeploy) through the CONUS Replacement Center (CRC).

(1) AMC (IMCOM – Installation Management Command) funds the transportation costs for military NRP from home station to the CRC and from CRC back to home station upon completion of the deployment.

(2) Department of Army Civilians (DAC) and Non Logistics Civil Augmentation Program (LOGCAP) Contractors will also go through the CRC, as directed, to receive specific training and equipment before deploying to theater. Parent organizations fund the transportation costs for DACs from home station to the CRC and from CRC back to home station upon completion of the deployment.

(3) There are specific instances, mainly with the LOGCAP, where the contractor must establish, operate, and de-establish Non-military individual Replacement Deployment Operations (N-mIRDOs). The N-m IRDO will have the capability to receive,

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process, and equip personnel, and conduct required training for LOGCAP Contractors deploying to, and redeploying from, theaters of operations in support of CONUS operations and/or contingency operations IAW Army policy and DODI 3020.41.

c) For financial planning purposes the rotation cycle at Division level and below is two-month pre-deployment, nine-month deployment, and three-month reconstitution (2-9-3). Due to the dynamic nature of deployments, actual timelines must be time and condition-based to account for the variety of operational situations. Upon receipt of a deployment order, units may have access to specific funding streams depending on the operation.

d) Equipment Blocking, Bracing, Packing, Crating, and Tie down material (BBPC&T), and disassembly of equipment (including aircraft) is a unit responsibility to fund regardless of where the packing takes place (ex: at port staging area or home rail yard). Units are responsible to make their equipment ready for shipment or movement and will fund the TDY cost associated with having personnel perform these duties.

e) Maintenance support (e.g. maintenance contact team) and drivers for port operations at the SPOE is a unit responsibility to fund. Similarly, the same level of support at the SPOD is the responsibility of the supported command.

f) Qualified individuals may store Household Goods (HHG) at government expense for the period of the deployment. AMC (ASC – Army Sustainment Command) is responsible for funding authorized HHG transportation and storage. Soldiers may be authorized storage of one Privately Owned Vehicles (POV) when deploying. It is not an automatic entitlement. POVs will be stored IAW instructions provided by the local Installation Transportation Officer (ITO). AMC (ASC) is responsible for funding storage of POVs.

### 2) Deployment.

a) Unless specified otherwise in a HQDA EXORD/OPORD, AMC(ASC) will fund all unit personnel and equipment transportation costs from the permanent duty station to the APOE or SPOE, including OCONUS, Alaska and Hawaii permanent duty locations, and return to the permanent duty station from the originating APOE/SPOE. Deploying commands will request Transportation Account Codes (TAC) from AMC (ASC). Use one TAC code for one mission or leg of travel. A TAC code for deployment is not valid for re-deployment. AMC (IMCOM) will fund CONUS commercial airline tickets for individual travelers from home station to APOD. Though, use of MILAIR should be utilized to the maximum extent possible.

b) The supported command will fund all US Transportation Command (USTRANSCOM) and other movement costs for deployment of conventional Army personnel, supplies, and equipment into the theater from the APOE or SPOE or from home station if the unit deploys directly to theater unless otherwise specified in this guidance or a HQDA EXORD/OPORD.

c) Army Special Operations Forces (ARSOF) are responsible for movement

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costs of their own deployment (inter-theater only), from the APOE/SPOE to theater.

d) The parent department or agency of non-Army personnel and equipment will fund movement costs. This includes DoD agencies, such as Defense Logistics Agency and Non-Governmental Organizations.

### 3) Sustainment.

a) The aligned ASCC is responsible for all operational sustainment costs in support of Army forces (e.g. all Classes of Supply, intra-theater transportation).

b) If the Army is designated as a lead service for common-user items (e.g. BOS-I, COMM-I), the aligned ASCC will fund associated sustainment or start-up costs, as necessary.

c) Supporting Army commands are responsible for resourcing all other home station requirements unless otherwise specified in this guidance or a HQDA EXORD/OPORD. These sustainment costs include, but are not limited to, civilian temporary/term hires and/or contract personnel performing functions at home station in lieu of deployed Soldiers. Funding responsibility will be in accordance with each command's respective core enterprise area, (e.g. guards and food service personnel are an AMC (IMCOM) responsibility to fund while contract maintenance to support unit left behind equipment is a unit responsibility to fund).

d) For contingency 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. The designated lead service should be prepared to support SOF with logistical support as soon possible. Logistics support includes service-common sustainment, replenishment, maintenance, transportation, health services, medical supplies, facilities, and Baseline Level Services (BLS). In preparation for operations that require lead service support earlier than 15 days, SOF will coordinate with the ASCC 30 days before deployment to enable pre-planning for expedited support. Sustainment costs or any other support above the Army established common level is the responsibility of the ARSOF.

e) Unless directed otherwise in a HQDA EXORD/OPORD, supplies and equipment purchased in an AOR using the supported commands funds will remain in the AOR until the end the operation and proper disposition can be determined. Equipment purchased at home station by the unit in support of the deployment will return to home station. Intent is units will return to home station with the same percentage fill of shop stock/bench stock and authorized stockage list (ASL) as when they arrived in the AOR. Supplies and equipment purchased with operational funds in an AOR will remain in that AOR until the end of the operation and proper disposition can be determined (this does not include parts purchased in the AOR and installed to unit equipment that will return to home station, or such similar items).

### 4) Redeployment.

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a) The aligned ASCC to the supported CCMD will fund all USTRANSCOM and other movement costs for redeployment of conventional Army personnel, supplies, and equipment from the theater to the APOD/ SPOD or back to home station if the unit returns directly from theater.

b) Army Special Operations Forces (ARSOF) are responsible for movement costs of their own redeployment (inter-theater only), from theater to the APOD/SPOD.

c) Unless specified otherwise in a HQDA EXORD/OPORD, AMC (ASC) will fund all unit personnel and equipment transportation costs from the APOD or SPOD, to permanent duty station including OCONUS. AMC (IMCOM) will fund CONUS commercial airline tickets for individual travelers. If a government-chartered aircraft has space available, AMC (IMCOM) may direct travel via government flight. Use of MILAIR should be utilized to the maximum extent possible. Commands will request TAC codes from AMC (ASC). Use one TAC code for one mission or leg of travel. A TAC code for deployment is not valid for re-deployment.

d) At the port of embarkation (e.g. returning from theater), BBPC&T, and disassembly of equipment (including aircraft) is the supported command's responsibility. Maintenance support and drivers for port operations at the SPOE is a responsibility of the supported command to fund for redeployment operations.

e) At the port of debarkation (e.g. returning from theater), BBPC&T, and the preparation/unloading of equipment is the supporting command's responsibility to fund. Aircraft reassembly operations and flights back to home station is a unit responsibility. This includes the TDY costs for personnel needed to prepare the aircraft for flight operation and aircrew TDY cost while flying the aircraft back to home station. Maintenance support (e.g. maintenance contact team) and drivers for port operations at the SPOD is a responsibility of the supporting command to fund for redeployment operations.

### 5) Reconstitution.

a) The supporting Army commands resource the costs of reconstitution upon return to home station. Reconstitution encompasses the activities to bring the unit back to Army readiness requirements as defined by HQDA G-3/5/7. These costs include, but are not limited to, unit level repair of equipment, repair or replacement of tents, replenishing Shop Stock List (SSL), etc. Commercial off the Shelf (COTS) equipment may be included in reconstitution; however, an organization must be able to demonstrate that the expense is an incremental cost of deployment (e.g., advanced wear due to deployment conditions that accelerated the need for life cycle replacement).

b) Reset of equipment as a subset of reconstitution is critical to maintain the Army's strategic operational readiness and depth. HQDA G-4 policy will dictate Army commands' responsibilities and the maintenance standards required for all equipment returned from deployment.

## **6. Funding Roles and Responsibilities for Reserve Component (RC).**

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a. Reserve Component Appropriations. RC appropriations (i.e. OMAR, OMNG, RPA, NGPA) are used to fund costs incurred up to the date of mobilization for RC units. There may be instances (e.g. to complete equipment maintenance) where the RC will fund requirements after mobilization.

b. Title 10 Appropriations. Operation and Maintenance, Army (OMA) and Military Personnel, Army (MPA) appropriations fund costs incurred on, and following, the date of mobilization, to include costs associated with the muster prior to movement to the Mobilization Force Integration Installation (MFGI). There may be some instances where OMA and MPA appropriations are necessary to fund requirements prior to the RC unit mobilization (e.g. moving equipment to theater to meet Latest Arrival Date (LAD)). Supporting Army commands will fund mission requirements for RC mobilized individuals in Title 10 status.

1) OMA: Army Commands (CONUS/OCONUS) directing change to the HQDA GFMAP that affect component pre-mobilization, mobilization, post-mobilization locations, and/or timelines are responsible for incremental OMA costs above budgeted resources. HQDA directed changes remain an enterprise bill. This does include changes to Annual Training prior to mobilization. Examples of incremental costs above budgeted resources include, but are not limited to, maintenance, parts, labor, services and transportation. Commands may seek funds through the HQDA Budget, Requirement and Programming Board (BRP) and/or Unfunded Requirements (UFR) process.

2) MPA: Any changes to the GFMAP that drives a new costs for MPA must be coordinated with the MPA appropriation sponsor to ensure adequate funds are available.

c. Mobilization Phases.

1) Phase I (Pre-Mobilization). Phase I begins with RC unit Notification of Sourcing (NOS) which allows the RC unit to begin appropriate planning. This phase is the responsibility of the RC supported by the Mobilization Enterprise to enable the RC units to conduct operations at home station and build readiness based on designated C-Level. Phase I ends when the unit receives an official HQDA Order.

a) All incremental pre-mobilization training and support costs (expenses that would not have existed if the unit were not deploying) are the responsibility of the RC to identify and request funding to support these operations.

b) The Reserve Component is responsible for costs associated with individual certification training mandated by the supported command and collective training events to ensure the deploying forces are prepared to deploy.

2) Phase II (Alert). This phase begins with the signing of the Secretary of Defense Orders Book (SDOB). HQDA publishes an alert/mobilization order for RC units and FORSCOM, USASOC, USARPAC AND USAREUR publish deployment orders for assigned active and RC units providing mission specific requirements and deployment information as applicable. During Phase II, it is the responsibility of the RC Unit Commander supported by the Mobilization Enterprise to conduct mission specific training, plan sustainment and prepare for unit mobilization. Phase II ends on the Mobilization Date (M-DATE) or on the effective

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date of a HQDA DE-ALERT order.

a) This period identifies the preparatory period prior to any level of mobilization where effort is focused on planning, training and exercising the ability to mobilize personnel assets, and identify material resources and services required to support the mobilization effort. RC equipment and related personnel that must commence movement prior to unit mobilization may require Title 10 funding. RC is responsible for funding BBPC&T at home station.

b) Equipment Readiness Condition.

(1) Deployment Equipment: The RC is responsible to source equipment for deployment that meet Army maintenance standards as defined in AR 750-1, paragraph 3-2 prior to equipment departing home station (HS). For CONUS mobilizations, FORSCOM will fund a joint technical inspection of RC equipment to establish the readiness condition of the equipment. Any RC equipment that does meet the prescribed maintenance standards outlined in AR 750-1, paragraph 3-2, will be returned to the RC in the same condition.

(2) Training Equipment: The supporting command (i.e. FORSCOM, USAREUR, or USARPAC) is responsible to source and sustain equipment used in Training Sets that meet Army maintenance standards as defined in AR 750-1, paragraph 3-2. For CONUS mobilization, FORSCOM will fund a joint technical inspection of equipment used for Training Sets to establish the readiness condition of the equipment.

3) Phase III (Mobilization). Begins on M-Date as documented on the HQDA mobilization order and corresponding Continental United States Army (CONUSA) order. First Army publishes The CONUSA level mobilization order for CONUS, U.S. Virgin Islands (USVI), and Puerto Rico (PR) based RC Forces not assigned to United States Indo-Pacific Command (INDOPACOM), United States European Command (USEUCOM) or United States Special Operations Command (USSOCOM). USASOC publishes CONUSA Level mobilization orders for USSOCOM RC forces. USARPAC publishes The CONUSA level mobilization orders for INDOPACOM assigned RC Forces. USAREUR publishes the CONUSA level mobilization orders for USEUCOM assigned RC forces. Deploying RC units will assemble at home station and on order, move to the designated Mobilization Force Generation Installation (MFGI) and upon completion of post-mob training and validation, units will deploy in sufficient time to meet LAD. Upon arrival in the Joint Operations Area (JOA), the unit is under the operational control (OPCON) of the gaining CCDR. Phase III ends when the unit is released by the CCDR (or designated commander), and attached to First Army, or aligned ASCC, on departure from the JOA, or CSB mission location enroute to the designated MFGI.

a) AMC (ASC) will fund household goods shipment /storage, privately owned vehicle storage, and the costs incurred when the unit has directed Soldiers and units to meet collectively for administration and support purposes (upon mobilization until arrival at the MFGI) in accordance with the Army Mobilization and Deployment Reference (AMDR) and Joint Travel Regulation (JTR). AMC (IMCOM) will fund their respective core enterprise areas, in particular, home station meals and lodging for those personnel residing outside the local commuting area. Units will coordinate with their designated MFGI (CONUS and OCONUS) for support of mobilization requirements.

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### b) Transportation.

(1) Equipment. AMC (ASC) funds deploying equipment transportation costs. AMC will fund the movement of RC equipment that will ultimately move to theater locations from Home Station to the designated MFGI and then to the designated POE, and to any training sites in between. The supported ASCC will fund all USTRANSCOM and other movement costs for deployment of Army personnel, supplies, and equipment into the theater from the APOE, SPOE, or from home station if the unit deploys directly to theater. USNORTHCOM or gaining CONUS command will fund movement of mobilized units from MFGI to the CSB mission location and return to MFGI. FORSCOM is responsible for transportation of CONUS Training Equipment Sets (TES) from origin to the designated CONUS MFGI and return.

(2) Personnel. AMC (ASC) funds unit chartered transportation. AMC (IMCOM) funds transportation costs to move individual Soldiers from their Home of Record to the unit's Home Station and then to the designated MFGI. This includes commercial airline tickets for individual travelers. If practical, MILAIR should be used to the maximum extent possible.

c) MFGI Logistics Support. FORSCOM is responsible for funding incremental supply and equipment requirements needed for unit collective training and individual training at the CRC. These may include but are not limited to general supplies, equipment, medical kits/outfits, automation, supply distribution and maintenance. Supply and equipment requisitions will be executed in accordance with the CCMD operational requirements and guidance. All installation support costs (life support, transportation, facilities, ranges, MWR, etc.) are the responsibility of Army Material Command (AMC) at AMC (IMCOM) supported installations. Army commands will fund requirements inherent with their core enterprise areas.

d) Training. Unless otherwise directed in an EXORD, FORSCOM (CONUS) or USARPAC/USAEUR (OCONUS) is responsible for their respective OPTEMPO costs which includes: Class II (Expendable); Class III (P)/(B) Petroleum, Oil & Lubricants (POL); Class IV (Barrier Materials); Class VIII (Medical); and Class IX (Repair Parts) consumed during post-mobilization training. The RC is responsible to ensure all components of end items (COEI) are at 100% prior to phase III and are responsible to fill shortfalls. If the training site is off the MFGI, FORSCOM (CONUS) or USARPAC/USAREUR (OCONUS) are responsible for all cost (e.g. transportation, TDY life support, etc.).

### e) Equipment Maintenance.

(1) Deployable Equipment: AMC (ASC) will provide field level maintenance (FLM) for units that do not have HQDA authorized FLM capability. Units will fund CL IX repair parts. AMC (ASC) will provide FLM to units that do have HQDA authorized FLM capabilities on a reimbursable basis; units will fund CL IX repair parts and labor.

(2) Training Equipment Set (TES) Maintenance. TES includes deploying and To-Accompany-Troops (TAT) equipment required to support validation training at the

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MFGI. AMC (ASC) will provide field level maintenance (FLM) for units that do not have HQDA authorized FLM capability. Units will fund CL IX repair parts. AMC (ASC) will provide FLM to units that do have HQDA authorized FLM capabilities on a reimbursable basis; units will fund CL IX repair parts and labor. Once the unit deploys, if they did not have any HQDA authorized FLM capability AMC will repair the equipment to the pre-mobilization condition established in the joint technical inspection. FORSCOM (CONUS) or USARPAC/USAREUR (OCONUS) will fund repair parts. If the unit does have, HQDA authorized FLM capability FORSCOM (CONUS) or USARPAC/USAREUR (OCONUS) will fund labor and repair parts to return equipment in the condition established in the joint technical inspection.

f) Organizational Clothing & Individual Equipment (OCIE). To the maximum extent possible, individual replacements will arrive at the CRC and units will arrive at their designated MFGI with all required OCIE. For Soldiers lacking deployment OCIE, Central Issue Facilities (CIF) will provide OCIE to authorized levels. CIFs will use OCIE Central Management Office funding for replenishment of stocks. Soldiers are responsible for the replacement of lost or negligently damaged OCIE. The RC will fund the shipment of unneeded and/or obsolete OCIE back to home station.

g) Non-Unit Related Personnel (NRP) Weapon Equipping. AMC (ASC) is responsible to fund costs necessary to manage weapons in support of (NRP) individual deploying Soldiers, Sister Service Members, and DA Civilians and approved contractors thru the CONUS Replacement Centers (CRC). NRP Weapon Management includes sourcing, property accountability (i.e. issue, receive, FLIPL, AR 15-6 ROI) and Field Level Maintenance.

h) Deployment Responsibilities. The aligned OCONUS ASCC (e.g. USARPAC or USAREUR) is responsible to fund support of all mobilization operations for their assigned RC units when acting in a supporting command function. The supported command is responsible for all personnel and equipment transportation costs to, and from, the deployed theater.

4) Phase IV (Demobilization). This phase begins when the unit arrives at the Port of Debarkation (POD) from outside CONUS deployments or the designated Demobilization (DEMOB) station for CSB mobilizations. Phase IV is the responsibility of FORSCOM, USASOC, USARPAC, and USAREUR. RC units will conduct DEMOB at MFGIs IAW Reference L, DA EXORD 088-19. Phase IV ends on effective date of HQDA DEMOB order and units return to RC control.

a) Transportation. AMC (ASC) funds equipment and unit personnel transportation costs from the POD to the MFGI and back to home station. AMC (IMCOM) funds individual personnel transportation from the POD to the MFGI and back to the individual's home of record upon completion of DEMOB operations. Use of MILAIR should be utilized to the maximum extent possible.

b) Deployed Equipment Condition. Deployed RC equipment will return directly to home station in the condition maintained by the RC unit during the deployment. For CONUS demobilization, FORSCOM will fund a joint technical inspection of RC equipment to establish its readiness condition. If RC equipment is not redeployed at field level maintenance

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standard, the supported command is responsible for equipment, parts, and labor costs.

c) MFGI Support. During this phase, AMC (IMCOM) is responsible for life support and the Defense Health Agency (DHA) is responsible for medical support.

d) Reconstitution. Reconstitution encompasses the activities to bring the unit back to readiness requirements defined by HQDA G-3/5/7 upon returning to the MFGI. AMC is responsible for funding costs associated with the increased use of base operations, training and range facilities due to multiple deployments or mobilizations of RC Soldiers. AMC budgets, programs, and executes the Reset of RC redeployed equipment IAW HQDA G-4 policy. Deployed RC equipment that does not meet Reset requirements IAW HQDA G-4, will return from theater back to home station.

e) At the completion of Phase IV, the unit is released from Active Duty (REFRAD) and the Reserve Components are responsible for sustainment of their units.

### **7. Execution.**

a. Intent. Resource managers will continue to exercise prudent control measures, allocate funds based on validated requirements, and use all available resources to support mobilization and deployment priorities. Mobilization and deployment will remain the highest funding priority.

b. Funds Distribution.

1) Funding Targets. Initial targets for the OMA appropriation are based on the current and projected level of operations and validated requirements submitted by Commands in response to HQDA data calls, and OSD/OMB/ Congressionally supported programs (as determined during the President's Budget submission and Congressional Appropriations process). After an enacted appropriation, the Army Budget Office, Current Operations Division will reassess requirements during the annual mid-year review. Current Operations then rebalances accounts on a case-by-case basis based on the commands, their justifications for the funding, and Army priorities.

2) Funding by SAG and MDEP. The Assistant Secretary of the Army Financial Management & Comptroller (ASA FM&C) publishes an annual Operation & Maintenance, Army Funding Letter providing detailed execution guidance on the use of funds based on Management Decision Packages (MDEPs) and Functional Cost Account codes (FCA).

c. Reimbursable Support.

1) Reimbursable support may be provided to other services, U.S. federal agencies, other troop-providing nations, or organizations such as NATO or the United Nations. If this occurs, the Command providing the support will create the bill and submit in accordance with existing procedures contained in DoD Regulation 7000.14-5, Volume 12, Chapter 23. Submit billings by the Army commands through applicable DFAS centers. DFAS will submit required information or documents to the ABO, Budget Execution, Policy, and Funds Control Division (SAFM-BUC-E).

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2) Reimbursable military manpower in support of operations may be provided to the U.S. Army Corps of Engineers (USACE) for missions specific to USACE's contingency construction and engineering missions such as Field Force Engineering (FFE) or Military Construction (MILCON). Since the FFE program receives funds from the Installations Program Evaluation Group (II PEG), USACE Soldiers supporting FFE contingency missions are not intended to be funded by military personnel appropriations. Thus, USACE FFE Soldiers are properly funded through the USACE Revolving Fund. USACE will reimburse the Army Budget Office, Military Personnel, Army Appropriations from the USACE Revolving Fund (33 U.S. Code Section 576). Unless otherwise specified in an HQDA Execution Order, Combatant Command Request for Forces or as a Mobilization Table of Distribution and Allowances requirement, USACE must provide reimbursable funding to the Army Budget Office, Military Personnel Army when utilizing full-time military manpower support for contingency operations. USACE Soldiers on reimbursable contingency operations orders must be performing specific missions in support of FFE or MILCON requirements and cannot be used for administrative support at headquarters or districts.

d. Government Purchase Cards. Resource managers must establish prudent procedures before, during, and after deployments to ensure positive control and proper use by cardholders and to ensure that funding is only used for authorized expenses as described in this guidance. Requisite training, appointment letters, certifications, and approvals must be in place.

e. Government Travel Cards. All deploying Soldiers are required to deploy with valid active government travel cards in case TDY travel is required during the deployment. Commanders are responsible for coordinating the use of their home station centrally billed account for all Soldiers who are unable to obtain a government travel card. Unless directed otherwise, the supported command will manage the Government Travel Card unit hierarchy/individual accounts of personnel while the unit is deployed in their AOR.

### **8. Tasks to Army Organizations.**

a. U.S. Army Forces Command (FORSCOM).

1) FORSCOM is responsible for funding CONUS mission training requirements to include Post Mobilization activities to meet requesting CCDR readiness requirements. Training requirements that do not align to the FORSCOM unit's Mission Essential Task List (METL) or Training Resource Model (TMR) does not preclude FORSCOM from meeting the supported Commander or HQDA training responsibilities. This includes training necessary to certify a unit for deployment (i.e., general supplies, fuel, equipment, and Class IX repair parts, etc.) for AC deploying units and mobilized CONUS RC deploying units processing at a FORSCOM mission station or at a CONUS MFGI during the pre-deployment, post mobilization, and reconstitution phases. FORSCOM funds OPTEMPO supplies consumed during post-Mobilization training. This includes Class II (Expendable), Class III (P)/ (B), Class IV, Class VIII & Class IX.

2) FORSCOM is responsible for funding CONUS Active Component and

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mobilized CONUS RC components pre-deployment incremental supply and equipment requirements. The supported commander or HQDA are responsible to source theater specific equipment requirements.

3) FORSCOM is responsible for transportation costs of training equipment sets and Pre-Deployment Training Equipment (PDTE) used at CONUS MFGIs. Additional guidance regarding maintenance responsibilities may be specified by HQDA G-4 policy published separately in accordance with this guidance.

4) Although HQDA G-3/5/7 is the executive agent for the CONUS Replacement Centers (CRC), FORSCOM is the Army executing agent for operations. FORSCOM is responsible for funding mission training requirements needed to certify individual personnel processing through the CRCs during the pre-deployment and reconstitution phases.

b. Training and Doctrine Command (TRADOC).

1) TRADOC is responsible for funding all mission training support requirements for RC deploying units while processing at a TRADOC mission station during the pre-deployment and reconstitution phases.

2) Requirements are based on MTOE / Mission Essential Equipment List (MEEL) shortfalls or on a HQDA approved Operational Needs Statement (ONS) or on a Joint Urgent Operational Needs Statement (JUONS).

c. Army Materiel Command (AMC).

1) AMC will develop and manage a support base services contract for scalable base operations services augmentation to achieve adequate mobilization and deployment throughput when increased troop populations exceed organic installation capacity IOT meet CCMD operational timelines. BPT to expand base services to build capacity for all phases of unit/individual mobilization through existing contracting surge capability at active MFGIs, CRC(s) and assisting with completion of contract requirements packages at inactive MFGIs. Requirements that exceed AMC (IMCOM) Baseline Support (BLS) does not preclude AMC from meeting HQDA or CCMD requirements for AMC (IMCOM) installations.

2) AMC plans, programs, and executes sustainment level of redeployment equipment, Aviation Special Technical Inspection and Repair (STIR), Army Prepositioned Stock (APS), and Forward Repair Activities (FRA) in accordance with HQDA Army G-8/G-4 policy.

3) Pre-deployment Training Equipment (PDTE). AMC (ASC) is responsible for PDTE maintenance and equipment accountability. When FORSCOM is using PDTE it is responsible for funding parts and labor when the unit has the HQDA authorized FLM capability. If the unit does not have HQDA authorized FLM capability AMC provides non-reimbursable labor.

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4) AMC (ASC) is responsible for installation-level support to individual Soldier and units deploying/redeploying and mobilizing/demobilizing at AMC (IMCOM) supported installations. AMC (ASC) is responsible for HHG and POV storage IAW the AMDR and JTR.

5) Installations housing Soldiers or units in support of a valid CONUS or OCONUS mission will maximize on-post housing. If contract lodging is used, resource managers will pursue the most cost effective methods to house Soldiers off-post. Agencies must contact AMC (IMCOM) for the line of accounting.

6) AMC (IMCOM) will serve as the army's responsible command for executing funding associated with individual temporary change of station (TCS) orders per current DA financial management guidance (FMG) for deployments.

7) AMC manages the centrally managed Second Destination Transportation (SDT) program that funds over-ocean movement of equipment and supplies, GSA items, ammunition, medical supplies and equipment for Table of Organization (TOE) units, replacement equipment, war reserve stocks, and War Reserve Secondary Items (WRSI) shipped into and for authorized shipments out of the AOR.

d. U.S. Army Central (ARCENT).

1) ARCENT is the Army financial management executive agent for OFS, OSS, CTEF and OIR. ARCENT is responsible for deployment, sustainment, and redeployment of Army units in the USCENTCOM AOR. Additionally, ARCENT will budget and pay for all intra-theater surface transportation and inter-theater oceanic transportation for contingency operations in the USCENTCOM AOR. ARCENT will also pay for emergency leave commercial travel if government transportation is not available.

2) Rest & Recuperation (R&R). ARCENT funds 100% of transportation costs for R&R.

3) Commanders' Emergency Response Program (CERP). The Army is the executive agent for the appropriated CERP funding executed by U.S. Forces Afghanistan (USFOR-A). The OSD Comptroller will provide separate guidance concerning the CERP budget amount, execution and reporting requirements.

4) Military Information Support Operations (MISO). The Army is the executive agent for the appropriated MISO funding executed by U.S. Forces Afghanistan (USFOR-A). This program provides full spectrum information operations support to Army and joint war fighters during operations, exercises, and developmental activities by protecting information and information systems and affecting adversary information and information systems. The OSD Comptroller will provide under separate cover guidance concerning the MISO budget amount. ARCENT will capture all MISO actual and budgeted requirements. The Army must report annually to OSD all MISO actual and budgeted costs in the PBA-27 budget exhibit.

5) Lift and Sustainment. ARCENT provides rotary transportation and logistical

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support to coalition forces supporting U.S. military operations in Afghanistan.

e. U.S. Army Europe (USAREUR).

1) USAREUR is the Army financial management executive agent for Operation Atlantic Resolve (OAR), and the European Deterrence Initiative (EDI) funding stream.

2) USAREUR is responsible for deployment, sustainment, and redeployment of Army units in the Area of Operations.

3) For assigned units, USAREUR is responsible for funding all mission training requirements needed to support a unit prior to deployment, (e.g. general supplies, fuel, equipment and Class IX repair parts).

4) For assigned units, USAREUR is responsible for funding all pre-deployment incremental supply and equipment requirements for units/individuals to support a deployment based on a JCS or HQDA EXORD. These may include but are not limited to: general supplies, equipment, medical kits/outfits, etc. Requirements are based on MTOE /Mission Essential Equipment List (MEEL) shortfalls or on a HODA approved Operational Needs Statement (ONS) or on a Joint Urgent Operational Needs Statement (JUONS).

5) USAREUR will continue to fund, through OCO or designated funding, legacy OEF, OSD and State Department negotiated treaty liabilities as well as NATO Special Operations Headquarters (NSHQ) support to NATO force operations.

6) Multi-modal operations at Mihail Kogalniceanu (MK) Air Base Romania will remain as long as troops deploy to the U.S. CENTCOM area of operation. This requirement remains relatively fixed with no direct correlation to troop strength.

7) Most EDI reset will take place at a CONUS MFGI for RC components. Any incremental cost associated with reset can be requested through a UFR.

f. U.S. Army Pacific (USARPAC).

1) Operation Pacific Eagle-Philippines (OPE-P). Under OPE-P, the Joint Special Operations Task Force-Philippines (JSOTF-P) operates hand in hand with the Armed Forces of the Philippines (AFP) to conduct civil/military operations and combat operations to limit the power and scope of the Al Qaeda linked Abu Sayeff Group and other rogue elements in the area. USARPAC is the Army's financial management executive agent responsible for funding Army personnel deployment, sustainment, and redeployment for the Area of Operations.

2) Deployment/Redeployment. USARPAC will budget and fund all intra-theater surface transportation and inter-theater oceanic transportation of Army units tasked to support OPE-P.

3) Sustainment. USARPAC, as the ASCC to U.S. Indo-Pacific Command (USINDOPACOM), is responsible for the incremental sustainment costs supporting

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Casualty Evacuation (CASEVAC)/Rotary Wing Operations and Fixed Wing Operations. Sustainment requirements beyond the scope of CASEVAC/Rotary Wing Operations and Fixed Wing Operations will be resourced based upon the requirements validation process (AR2B) and/or EXORD/DEPORD directive. Sustainment costs that are specific to Special Operations Forces (SOF) are the responsibility of the SOF.

4) USARPAC is responsible for funding all mission training requirements needed to certify a unit prior to deployment (i.e., general supplies, fuel, equipment, and Class IX repair parts).

5) USARPAC is responsible for funding all incremental pre-deployment supply and equipment requirements for units/individuals to support a deployment based on Joint Chief of Staff (JCS) or HQDA EXORD. These may include but are not limited to general supplies, equipment, medical kits/outfits, etc. Requirements are based on MTOE / Mission Essential Equipment List (MEEL) shortfalls or on a HQDA approved Operational Needs Statement (ONS) or on a Joint Urgent Operational Needs Statement (JUONS).

g. U.S. Army Africa (USARAF).

1) USARAF, as the ASCC to US Africa Command (USAFRICOM), is the Army financial management executive agent for OEF-HOA and responsible for deployment, sustainment, and redeployment of Army units in the Area of Operations, including intra-theater and inter-theater transportation.

2) USARAF may utilize OCO to fund all named contingency operations, future operations, associated sustainment costs of CCMD initial and temporary posture locations, and Global Posture Executive Council assigned locations specified as eligible for OCO funding.

3) USARAF as the ASCC to U.S. Africa Command (USAFRICOM), is responsible for the incremental sustainment costs supporting Casualty Evacuation (CASEVAC)/Rotary Wing Operations and Fixed Wing Operations. Sustainment requirements beyond the scope of CASEVAC/Rotary Wing Operations and Fixed Wing Operations will be resourced based upon the requirements validation process (AR2B) and/or EXORD/DEPORD directive. Sustainment costs that are specific to Special Operations Forces (SOF) are the responsibility of the SOF.

4) Deployment/Redeployment. USARAF will budget and fund all intra-theater surface transportation and inter-theater surface transportation of Army units tasked to support mobilizations/deployments in the USAFRICOM AOR.

5) Rest & Recuperation (R&R). USARAF funds 100% of R&R cost of Army personnel deployed to the USAFRICOM AOR. USARAF provides R&R support to other services on a reimbursable basis.

h. U.S. Army North (ARNORTH). As the ASCC to U.S. Northern Command (USNORTHCOM), ARNORTH is the Army financial management executive agent for Homeland Defense and Civil Support operations assigned to USNORTHCOM and

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responsible for all financial management functions relating to these operations.

i. U.S. Army South (ARSOUTH). As the Army Service Component Command (ASCC) to US Southern Command (USSOUTHCOM), AR.SOUTH is the Army financial management executive agent for detainee operations at Naval Station Guantanamo (NAVSTA-GTMO). ARSOUTH is responsible for programming and budgeting for detainee operations. NAVSTA-GTMO provides base operations support on a reimbursable basis in accordance with inter-service support agreements between Joint Task Force-Guantanamo (JTF-GTMO) and NAVSTA-GTMO.

j. U.S. Army Special Operations Command (USASOC).

1) USASOC, as the ASCC, is responsible for funding all Army Special Operating Forces (ARSOF) peculiar resource requirements for ARSOF units / activities. This includes "SOF unique" requirements (above Army common standard) as well as issuing numbers of items *above* Army standard equipment density.

2) USASOC is responsible for the deployment and redeployment of ARSOF in and out of the areas of operation (inter-theater).

3) Logistical support (i.e. all classes of supplies and contracting) for ARSOF deployed units is the responsibility of the supported command. Logistical support includes sustainment, replenishment of Army common supplies, maintenance on Army common equipment, intra-theater transportation, common Army health services and medical supplies, and the standard level of Army common support for facilities and base operations requirements.

k. U.S. Army Criminal Investigation Command (CIDC).

1) CIDC is the Army executive agent for the Criminal Investigation Task Force (CITF). Secretary of Defense (SD) memorandum (19 Jan 02) directed the Secretary of the Army (SA) to exercise overall responsibility and direction within the Department of Defense (DoD) for all matters pertaining to the investigation of alleged or suspected war crimes, acts of terrorism, and other related offenses committed against the United States or US personnel as a result of the 9-11 attacks. While combat operations in the USCENTCOM AOR have ceased, the actual prosecutions of detainees captured continues. OCO funds are required to support on-going and future criminal investigations.

2) Defense Forensics Science Center (DFSC) Expeditionary Forensics: DFSC efforts support both the CCMD and strategic-level counter-terrorism and law enforcement efforts. The DFSC is currently supported with both traditional forensics mission (base funding) and contingency operations (OCO Funding).

l. Joint Force Headquarters, National Capital Region (JFHQ-NCR). Plans, coordinates, maintains situational awareness, and when directed, JFHQ-NCR transitions to Joint Task Force- NCR (JTF-NCR) and receives, stages, integrates Joint Reception, Staging, Onward Movement, and Integration and employs forces for homeland defense and defense support of civil authorities to mitigate effects of attacks or incidents in the NCR

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Joint Operations Area (JOA) and to help safeguard the Nation's Capital. Commander, U.S. Army Military District of Washington is designated the Commander, JFHQ-NCR, Operational Command to the United States Northern Command (USNORTHCOM), in providing planning and coordinating HLD and DSCA operations in the JOA.

m. Acquisition Support Center. The Acquisition Support Center will fund the Program Executive Officers (PEOs) / Program Managers (PMs) for incremental CONUS and OCONUS OCO requirements. In coordination with Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA (ALT)), Acquisition Support Center will develop, validate, and submit requirements to the ABO. PMs will include pre-deployment, deployment, sustainment, redeployment, and reconstitution costs of contract logistics personnel in their OCO funding requests.

### **9. Other Special Interest Areas.**

a. Lead Service. The Army may be designated as the Lead Service (LS) for a Cooperative Security Location (CSL), Contingency Location (CL), Initial Contingency Location (ICL), Temporary Contingency Location (TCL) or Semi-Permanent Contingency Location (SCL) IAW the Contingency Location Master List (CLML) or Enduring Location Master List (ELML). If the Army is the LS or agency for common-user logistics, the aligned ASCC is responsible for execution of common-user item or service support in a specific CCMD or multinational operation as defined in the CCMD or subordinate joint force commander's operation plan, operations order, and/or directives. The ASCC may consider a commercially contracted solution to meet requirements. As the LS, the aligned ASCC is responsible for, but not limited to the following:

- 1) BOS-I, COMM-I, and SAA synchronization
- 2) Programming and Budgeting
- 3) Real property management
- 4) Providing and funding common-user items of service support and other BOS functions (including design, construction, and operation of bases, sites, locations, airfields, and non-port facilities).

b. Contingency Location Activation. When a Cooperative Security Location (CSL), Contingency Location (CL), Initial Contingency Location (ICL), Temporary Contingency Location (TCL) or Semi-Permanent Contingency Location (SCL) is activated to support an OCO eligible operation for mobilization or deployment, costs above common BOS-I or steady state may be eligible for OCO funding.

c. Joint Comptroller Responsibilities. When Army is designated as the lead service for FM in joint operations, the Joint Force Comptroller will program, budget and fund multi-service contracts, unique joint force operational cost, special programs, joint force headquarters operational cost, and any other designated mission support cost. The Joint Force Comptroller will submit validated requirements through the CCMD aligned ASCC.

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d. Special Events. For OCO funded operations, OCO funds are available only to support the readiness, warfighting, operational, and reconstitution requirements of Army forces. Consequently, welcome home ceremonies, family support programs, and other non-combat/direct combat support type events must be funded with base, not OCO funding.

e. Reset. Do not use funds identified for Reset for any other purpose or requirement. The accepted DoD definition of Reset is "actions taken to restore units to a desired level of combat capability commensurate with the units' future mission. It encompasses maintenance and supply activities that restore and enhance combat capability to unit and pre-positioned equipment that was destroyed, damaged, stressed, or worn out beyond economic repair due to combat operations by repairing, rebuilding, or procuring replacement equipment."

1) Operation & Maintenance. Reset accounting structure has been established to closely track funding distribution and execution.

2) Procurement. Funding provided for Reset must be obligated at 80% of the authorization by the end of the first FY and the remaining 20% by the end of the second FY for multi-year appropriations. Field activities will set up separate cost or other accounts to collect reset obligations and disbursement data to report execution progress to ABO.

f. Military Training. OCO funding will not be used for expenses related to military schooling that is normally considered part of an officer, warrant officer, or non-commissioned officer's professional development (i.e. Basic Officer Leadership Course, Captains Career Course, Sergeant Major Academy, etc.) These expenses include military pay and allowances for RC Soldiers as well as temporary duty and other associated costs for all Soldiers. All professional development courses and their associated expenses will be funded with base budget dollars.

1) An exception to this rule applies when the course is conducted in the combat theater of operations and it is needed for mission necessity or Soldier readiness reasons.

2) Additionally, in instances where individuals must complete previously scheduled Professional Military Education (PME) (e.g., Sergeants Major Academy, Senior Service College, CAPSTONE, etc.) without breaking their mobilization/OCO funded orders, services/components will reimburse the OCO account with the appropriate base funding source(s) so that all associated costs for such PME are funded in the base program. USAR and ARNG will provide funds to reimburse the MPA account by citing base RPA/NGPA funding for PME funding and follow-up monthly by providing documentation (e.g., soldier name, rank, and duration of training and travel time) for purposes of drawing down the reimbursable funding. Further, the Soldier's TDY costs should be funded with base appropriation to which they are permanently assigned (i.e. OMAR for USAR Soldiers, OMNG for ARNG Soldiers, and OMA for AC Soldiers).

g. Managing Financial Resources for Civilian Deployments. Army civilians are an integral and essential element of the Total Force and provide critical services in support of

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contingency operations. Per DTM 17-004, the Civilian Expeditionary Workforce (CEW) program was replaced with the DoD Expeditionary Civilian (DoD-EC) program, with a start date of FY19. Under DoD-EC, civilian deployments are no longer managed as an ad hoc pool of volunteers without assigned responsibility to the Services. The DoD-EC directive places all civilian requirements under the Global Force Management (GFM) process and as such, they are ordered to specific DoD Components as directed fills. The Components, including Army, are responsible for planning to meet these directed capabilities and programming funds for deployment expenses to support specific numbers and types of civilian requirements that are allocated through the DoD-EC Force Pool process. Additionally, there may be instances where units will have Civilians deployed with them who are either unit assigned personnel (e.g. safety officers) or as special augmentation based on the mission that are not part of the DoD-EC program.

1) The Supporting Command will continue to fund the base salary and home station benefits portion of any of their civilian(s) selected for deployment.

2) ACOMs will program funds and pay expenses associated with civilian deployments that are in support of pre-planned and ordered missions. This includes DoD Expeditionary Civilian (DoD-EC) requirements that are allocated to the Army through the Global Force management (GFM) Force Pool process.

3) Supported Commands (for example ARCENT in the case of OFS) will fund costs for deployed civilians that exceed the programmed and pre-planned DoD-EC requirements that were allocated through the GFM-based Force Pool.

4) The supporting command will fund the cost of temporary backfills for deployed civilians. These backfills must be hired or assigned on a temporary or term basis. Do not use OCO funds for permanent hires.

5) The supported command will fund incremental costs incident to deployment to include overtime, danger pay, post differential, premium pay, and TDY/TCS costs for pre-deployment training and deployment.

6) The fully reimbursable civilian expenses for a project-funded or working capital activity (such as Corps of Engineers or TACOM) are applied to the activity itself when a civilian is deployed in direct support of such an activity. Fully reimbursable expenses include base salary and overhead costs, in addition to incremental expenses.

h. AAFES. The LS and or its ASCC is responsible for funding AAFES operational costs. When two or more LS exist in theater, the LS with the preponderance of forces in the theater is responsible for funding AAFES operational costs.

i. OCO for base purposes. In the past, Congress has moved base funding into OCO and such Congressional marks may continue in the future. OSD has stated the Army may use this funding for Base or OCO requirements. The ABO will track these funds differently than normal OCO requirements to facilitate an accurate depiction in the Cost of War report. The annual Funding Letter guidance contains information on the use of the proper GFEBS fund used to track expenditures. Funds issued in the Base to OCO (BTO)

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fund will not be reprogrammed out of the fund. Appropriate funds to use and categories to track funds by (i.e. fund, FCA, MDEP, etc.) will be articulated in the Fiscal Year OMA Funding Letter.

j. Military Intelligence Program (MIP). Deployment operational funding for programs, projects, or activities that support the Army's intelligence, counterintelligence, and related intelligence missions are to be identified as a part of the Military Intelligence Program (MIP). Submit all requests for MIP CONOPS to the Army MIP Manager, ODCS, G-2 (DAMI-RI). This includes procurement of equipment, as well as the incremental resources needed to sustain Intelligence capabilities already deployed in support of deployment operations. DAMI-RI will consolidate the MIP request for all appropriations and submit to ASA (FM&C) for inclusion in the total Army request. Align MIP resources within an OSD Program Element with an SPC Code of 365. Categorize other MIP O&M CONOPS resources in SAG 411. Report all MIP execution through the Army MIP Manager to the Office of the Undersecretary of Defense, Intelligence (OUSD (I)).

k. Travel in an area of responsibility (AOR). TDY within the AOR will be arranged and funded by the supported command. Pre Deployment Site Survey (PDSS) to and from the AOR in support of a SECDEF named operation is funded by the supporting command. All other operations requiring PDSS are funded by the supported command.

**10. Special Funding.** Congress makes special appropriations in support of contingency operations for specific purposes and with strict guidelines. Some examples include:

a. Afghanistan Security Forces Fund (ASFF). ASFF is used to provide assistance to Afghanistan's security forces. The Combined Security Transition Command - Afghanistan (CSTC-A) is assigned the overall responsibility for providing assistance to Afghanistan's security forces utilizing ASFF. CSTC-A will develop and submit budget requests, justification materials, and financial and activity plans through USCENTCOM to the Under Secretary of Defense (Comptroller) (USD(C)). Army is responsible for funds distribution and financial reporting. Based on new guidance from OSD: all military departments are to budget in their O&M accounts all costs for DoD military and civilian personnel that are supporting in any way the DoD assistance Appropriations (ASFF, CTEF). If the activity or requirement didn't provide any direct assistance (supplies, facilities repair, renovation, construction, services, etc.) to the foreign country then it is a cost chargeable to the applicable Army appropriation.

b. Afghanistan Infrastructure Fund (AIF). All funds are expired but not yet cancelled. The AIF supports a program that bridges the resources and capabilities and serves the missions of the Departments of Defense and State in supporting projects critical to counterinsurgency (COIN) objectives and economic development. The initial focus of this fund, established in FY11, was to support critically important infrastructure projects, such as the initiative to bring electricity to Kandahar City. Projects support DoD's counterinsurgency strategy in the region. The fund also supports additional essential facility and infrastructure projects in the transportation, water, and other sectors.

c. Counter-ISIS Train and Equip Fund (CTEF). The FY 2019 appropriation continues to provide funding for the CTEF. The funds intended purpose is to support the defeat of ISIS "by,

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with, and through” partners in the region and allows DoD to quickly and effectively provide assistance to foreign security forces, irregular forces, groups, or individuals participating in activities to counter the ISIS. This fund provides timely funding and flexibility to Commanders while providing the Congress with oversight of the program. The CTEF is designed to provide a flexible and reliable funding source that allows the Secretary of Defense, with the concurrence of the Secretary of State, to transfer funds, equipment, and related capabilities to counter emergent ISIS threats. Instead of being limited to one specific country, the CTEF program is focused on defeating ISIS and its ideology wherever they may exist. Under new budget guidance from OSD, military departments must budget in their operating accounts for any support to Foreign Security Forces, this include any support that does not directly benefit the Foreign country (see ASFF above).

d. Commanders’ Emergency Response Program (CERP). The CERP supports force protection under Operation Freedom’s Sentinel in Afghanistan by providing ground commanders there a source of funds to respond to urgent humanitarian relief and reconstruction requirements in their areas of responsibility. Refer to Volume 12, Chapter 27 of the DoD FMR for project categories and for proper and improper uses of CERP.

e. Multinational Force and Observers (MFO). Most of the U.S. Army’s support to the MFO’s peacekeeping mission in the Sinai region in Egypt is provided on a cost-reimbursable basis. However, only certain costs are reimbursed by the MFO with the remainder being directly funded, pursuant to international agreements and a memorandum of understanding between the U.S. Army and the MFO. Refer to HQDA’s “Standard Operating Procedure (SOP) for Multinational Force and Observers (MFO) Financial Operations” for specifics on funding responsibilities and procedures.

### **11. Overseas Contingency Operations (OCO) Reports.**

a. Cost Reports. Accurate reporting is a key to auditability, accountability, and to justifying future funding requests. In accordance with separately published guidance, reporting agencies will either submit monthly cost reports to the ABO, or will use the accounting structure (MDEP, Fund, FCA code, etc.) as specified in separate guidance. Reports are required from all Army activities incurring direct appropriated fund costs to support named operations and selected missions.

b. Incremental Costs. Reporting agencies are required to capture and report/identify the obligation of all funds (regardless of source) to cover the incremental costs for all named operations and selected missions. Incremental costs are those above the base budget training, operations, and personnel costs that occur as a result of a named operation or selected mission.

### **12. Adjudication and Proponent.**

a. The Director, Army Budget (DAB) is the adjudication authority for any questions/issues related to funding guidance for mobilization and deployment operations.

b. The Army Budget Office, Operations and Support Directorate, Analysis and Integration Division (SAFM-BUO-A) is the proponent for this guidance. Please contact SAFM-BUO-A at 703-693-2893 if you have any questions or need additional information.

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## ANNEX A – References

1. Presidential Proclamation 7463 of September 14, 2001, Declaration of National Emergency by Reason of Certain Terrorist Attacks, found at: <https://www.gpo.gov/fdsys/pkg/WCPD-2001-09-17/pdf/WCPD-2001-09-17-Pg1310.pdf>
2. Executive Order 13223 of September 14, 2001, Ordering the Ready Reserve of the Armed Forces to Active Duty and Delegating Certain Authorities to the Secretary of Defense and the Secretary of Transportation, found at: <https://www.gpo.gov/fdsys/granule/CFR-2002-title3-vol1/CFR-2002-title3-vol1-eo13223>
3. Army Regulation 715-9, Operational Contract Support Planning and Management, 20 June 2011, found at: [https://www.acq.osd.mil/dpap/ccap/cc/jcchb/Files/FormsPubsRegs/Pubs/uasar715\\_9.pdf](https://www.acq.osd.mil/dpap/ccap/cc/jcchb/Files/FormsPubsRegs/Pubs/uasar715_9.pdf)
4. Assistant Secretary of the Army (Financial Management & Comptroller) Standard Operating Procedures (SOP): Investment Contingency Operations Execution Reporting (CONOPS Report), 13 January 2010
5. Office of the Under Secretary of Defense (Comptroller) Budget Guidance, found at: [https://guidanceweb.ousdc.osd.mil/ousdc\\_guidance.aspx](https://guidanceweb.ousdc.osd.mil/ousdc_guidance.aspx)
6. Office of the Deputy Secretary of Defense memo, Coordination of Contracting Activities in the US Central Command Area of Responsibility (AOR), dated 22 November 2010, found at: <http://www.oaa.army.mil/FetchFile.ashx?DocID=380>
7. DoD Financial Management Regulation 7000.14-R, Volume 2A, Chapter 3, dated January 2011 found at: [https://comptroller.defense.gov/Portals/45/documents/fmr/Volume\\_02a.pdf](https://comptroller.defense.gov/Portals/45/documents/fmr/Volume_02a.pdf)
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10. DoD Instruction 3020.41, Operational Contract Support, 20 December 2011, found at: <http://www.dtic.mil/whs/directives/corres/pdf/302041p.pdf>
11. DoD Instruction 1235.12, Accessing the Reserve Component (RC), 4 April 2012, found at: <http://www.dtic.mil/whs/directives/corres/pdf/123512p.pdf>
12. DoD Instruction 1225.06, Equipping the Reserve Forces, November 2017 at: <http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/122506p.pdf?ver=2017-11-30-114942-907>
13. Federal Acquisition Regulation (FAR), found at:

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<https://www.acquisition.gov/browsefar>

- 14.** Office of Management and Budget (OMB) Letter to USD(C), Criteria for War/Overseas Contingency Operations Funding Requests, 9 September 2010  
[https://ssilrc.army.mil/wp-content/uploads/2018/06/FY2015\\_OCO\\_Criteria\\_for\\_War.pdf](https://ssilrc.army.mil/wp-content/uploads/2018/06/FY2015_OCO_Criteria_for_War.pdf)
- 15.** Office of the Under Secretary of Defense (Comptroller) memo, Budget Policy on use of DoD Components Operating Funds in Support of Foreign Security, July 2018
- 16.** DoD Financial Management Regulation 7000.14-R, Volume 12, Chapter 23 dated December 2017 found at:  
[https://cmptrroller.defense.gov/Portals/45/documents/fmr/Volume\\_12.pdf](https://cmptrroller.defense.gov/Portals/45/documents/fmr/Volume_12.pdf)
- 17.** HQDA EXORD 088-19 ISO Army Mobilization Plan 03 June 2019
- 18.** AR 750-1, Army Material Maintenance Policy, 03 August 2017
- 19.** HQDA EXORD 140-17 Mobilization Command and Support Relationships, 03 January 2018
- 20.** HQDA EXORD 42-14 (certification. Confirmation, and validation process for employing Army forces) Active component and Reserve component, 22 January 2014
- 21.** AR 525-93, Military Operations Army Deployment and Redeployment, HQDA, 12 November 2014
- 22.** HQDA EXORD 065-19 Total Army Unit Movement Readiness, 11 April 2019
- 23.** HQDA EXORD 221-18 FY20 Readiness Objectives, 08 November 2018
- 24.** HQDA EXORD 216-19 FY21 Readiness Objectives, 23 August 2019.

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## ANNEX B – SECDEF Named Operations

1. Purpose. To identify the 10 SECDEF Named Operations.
2. General. There are currently 10 SECDEF Named Operations
  - a. Joint Guardian (OJG-Kosovo)
  - b. Noble Eagle (ONE-D.C.)
  - c. Enduring Freedom-Horn of Africa (OEF HOA-Djibouti)
  - d. Spartan Shield (OSS-Kuwait)
  - e. Juniper Micron (OJM-Africa-Various locations)
  - f. Juniper Shield (OJS-AFRICOM Counter Boko Haram)
  - g. Octave Shield/New Normal (ONN-Central Africa)
  - h. Echo Casement (OEC-Central African Republic)
  - i. Freedom's Sentinel (OFS-Afghanistan)
  - j. Inherent Resolve (OIR-Iraq)
3. Definition. A mobilization/Deployment is a military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as defined in 10 United States Code (USC) §101(a) (13). It is a military operation that:
  - a. Is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing force; or
  - b. Is created by definition of law. Under 10 USC §101(a)(13)(B), a contingency operation exists if a military operation results in (1) the call-up to, or retention on, active duty of members of the uniformed services under certain enumerated statutes 10 USC § 688, 12301(a), 12302, 12304, 12406 or 331-333, or (2) the call-up to, or retention on, active duty of members of the uniformed services under the (non-enumerated) statutes during war or national emergency declared by the President or Congress.

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ANNEX C – OMB/OSD OCO Guidance



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

September 9, 2010

The Honorable Robert Hale  
Under Secretary of Defense (Comptroller)  
1100 Defense Pentagon  
Washington, D.C. 20301-1100

Dear Mr. Hale:

In early 2009 OMB and the Department developed criteria for deciding whether funding properly belongs in the base budget or in the budget for overseas contingency operations (OCO). These criteria have been very successful in delineating between these two sources of funding and have facilitated the development of coherent and defensible OCO funding requests. Since then, and in close collaboration with Comptroller representatives, we have developed updated criteria that build on our experience in the subsequent two budget cycles. This update clarifies language, eliminates areas of confusion and provides guidance for areas previously unanticipated.

The enclosure to this letter contains the updated criteria and replaces the 2009 criteria. OMB will use these updated criteria when reviewing the Department's budget submissions.

We recognize that in developing these updated criteria several policy issues arose that remain unresolved. These will be addressed in the FY 2012 budget review.

Please contact [† 202-395-3879](tel:202-395-3879) if you have any questions about these criteria.

Sincerely,

A handwritten signature in black ink that reads "Steven M. Kosiak".

Steven M. Kosiak  
Associate Director for  
Defense and Foreign Affairs

Enclosure

## Department of the Army Financial Management Guidance for Mobilization and Deployments

### Criteria for War/Overseas Contingency Operations Funding Requests

The following guidelines, to include the OMB/OSD Criteria for War/Overseas Contingency Operations (published July 2010), are provided to assist the DoD Components in determining baseline and incremental costs for contingency operations. The criteria are defined in the following table. NOTE: The Office of Management and Budget agreed to permit the DoD to include costs for non-enduring end strength (Army and Marine Corps) in the overseas contingency operations budget (Military Personnel and Operation and Maintenance cost). The DoD Components will include the cost for these programs in their FY 2015 OCO budget submission.

Item	Definition of Criteria
<b>Geographic area covered/ "Theater of operations"</b> (for non-classified war/overseas contingency operations funding)	Geographic areas in which combat or direct combat support operations occur: Iraq, Afghanistan, Pakistan, Kazakhstan, Tajikistan, Kyrgyzstan, the Horn of Africa, Persian Gulf and Gulf nations, Arabian Sea, the Indian Ocean, the Philippines, and other countries on a case-by-case basis. Note: OCO budget items must also meet the criteria below.
<b><i>Inclusions</i></b>	
Major equipment (General)	Replacement of losses that have occurred but only for items not already programmed for replacement in the Future Years Defense Plan (FYDP) -- no accelerations. Accelerations can be made in the base budget.  Replacement or repair to original capability (to upgraded capability if that is currently available) of equipment returning from theater. The replacement may be a similar end item if the original item is no longer in production. Incremental cost of non-war related upgrades, if made, should be included in the base.  Purchase of specialized, theater-specific equipment.  Funding must be obligated within 12 months.
Ground equipment Replacement	Combat losses and washouts (returning equipment that is not economical to repair); replacement of equipment given to coalition partners, if consistent with approved policy; in-theater stocks above customary equipping levels on a case-by-case basis.
Equipment modifications (enhancements)	Operationally-required modifications to equipment used in theater or in direct support of combat operations, for which funding can be obligated in 12 months, and that is not already programmed in FYDP.
Munitions	Replenishment of munitions expended in combat operations in theater. Training ammunition for theater-unique training events is allowed. Forecasted expenditures are not allowed. Case-by-case assessment for munitions where existing stocks are insufficient to sustain theater combat operations.
Aircraft Replacement	Combat losses, defined as losses by accident or by enemy action that occur in the theater of operations.

## Department of the Army Financial Management Guidance for Mobilization and Deployments

### Criteria for War/Overseas Contingency Operations Funding Requests

Item	Definition of Criteria
Military Construction	Facilities and infrastructure in the theater of operations in direct support of combat operations. The level of construction should be the minimum to meet operational requirements. At non-enduring locations, facilities and infrastructure for temporary use are covered. At enduring locations, construction requirements must be tied to surge operations or major changes in operational requirements and will be considered on a case-by-case basis.
Research and Development	Projects required for combat operations in these specific theaters that can be delivered in 12 months.
Operations	<p>Direct War costs:</p> <ul style="list-style-type: none"> <li>• transport of personnel, equipment, and supplies to, from and within the theater of operations;</li> <li>• deployment-specific training and preparation for units and personnel (military and civilian) to assume their directed missions as defined in the orders for deployment into the theater of operations;</li> <li>• Within the theater, the incremental costs above the funding programmed in the base budget to: <ul style="list-style-type: none"> <li>• support commanders in the conduct of their directed missions (to include Emergency Response Programs);</li> <li>• build and maintain temporary facilities;</li> <li>• provide food, fuel, supplies, contracted services and other support; and,</li> <li>• cover the operational costs of coalition partners supporting US military missions, as mutually agreed.</li> </ul> </li> </ul> <p>Indirect War Costs: Indirect war costs incurred outside the theater of operations will be evaluated on a case-by-case basis.</p>
Health	Short-term care directly related to combat. Infrastructure that is only to be used during the current conflict.
Personnel (Incremental Pay) (see NOTE)	Incremental special pays and allowances for Service members and civilians deployed to a combat zone; incremental pay, special pays and allowances for Reserve Component personnel mobilized to support war missions.
Special Operations Command	Operations and equipment that meet the criteria in this guidance.
Prepositioned Supplies and Equipment	Resetting in-theater stocks of supplies and equipment to pre-war levels – Excludes costs for reconfiguring prepositioned sets or for maintaining them.
Security Force Funding	Training, equipping, and sustaining Iraqi and Afghan military and police forces.
Fuel	War fuel costs, and funding to ensure that logistical support to combat operations is not degraded due to cash losses in DoD's baseline fuel program. Would fund enough of any base fuel shortfall attributable to fuel price increases to

**Department of the Army Financial Management Guidance for  
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**Criteria for War/Overseas Contingency Operations Funding Requests**

Item	Definition of Criteria
	maintain sufficient on-hand cash for the Defense Working Capital Funds to cover seven days disbursements. (This would enable the Fund to partially cover losses attributable to fuel cost increases.)
<b><i>Exclusions from war/overseas contingency funding – Appropriately funded in the base budget</i></b>	
Training equipment	Training vehicles, aircraft, ammunition, and simulators. Exception: training base stocks of specialized, theater-specific equipment that is required to support combat operations in the theater of operations, and support to deployment-specific training described above.
Equipment Service Life Extension Programs (SLEPs)	Acceleration of SLEPs already in the FYDP.
Base Realignment and Closure (BRAC)	BRAC projects.
Family Support Initiatives	Family support initiatives to include the construction of childcare facilities; funding private-public partnerships to extend military families' access to childcare; and support for service members' spouses professional development.
Industrial Base Capacity	Programs to maintain industrial base capacity (e.g. "war-stoppers").
Personnel (see NOTE)	Recruiting and retention bonuses to maintain end-strength. Basic Pay and the Basic allowances for Housing and Subsistence for permanently authorized end strength. Individual augmentees will be decided on a case-by-case basis.
Office of Security Cooperation (see NOTE)	Support for the personnel, operations, or the construction or maintenance of facilities, at U.S. Offices of Security Cooperation in theater.
<b><i>Special Situations</i></b>	
Reprogrammings and paybacks	Items proposed for increases in reprogrammings or as payback for prior reprogrammings must meet the criteria above.