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OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
(FINANCIAL MANAGEMENT AND COMPTROLLER)
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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 Stated (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 if you have any questions or need additional information.

Encl
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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

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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

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,

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

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.

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-charted 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).

Department of the Army Financial Management Guidance for Mobilization and Deployments

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

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.

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

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

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).

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

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.

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

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

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

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

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.

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

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)

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,

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.

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

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

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

8. DoD Directive 3000.10, Contingency Basing outside the United States, 10 January 2013, found at: http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/300010p.pdf?ver=2017-08-18-132434-003

9. DoD Directive 5101.1, DoD Executive Agents, November 2003, found at: http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodd/510101_2002.pdf

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:

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

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://cmptroller.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.

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 1O 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.

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 at 202-395-3879 if you have any questions about these criteria.

Sincerely,

Steven M. Kosiak
Associate Director for
Defense and Foreign Affairs

Enclosure

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
Geographic area covered/ "Theater of operations" (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.
Inclusions	
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	Direct War costs:
	• transport of personnel, equipment, and supplies to, from and within the theater of operations;
	• 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;
	• Within the theater, the incremental costs above the funding programmed in the base budget to:
	  • support commanders in the conduct of their directed missions (to include Emergency Response Programs);
	  • build and maintain temporary facilities;
	  • provide food, fuel, supplies, contracted services and other support; and,
	  • cover the operational costs of coalition partners supporting US military missions, as mutually agreed.
	
	Indirect War Costs: Indirect war costs incurred outside the theater of operations will be evaluated on a case-by-case basis.

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

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.)
Exclusions from war/overseas contingency funding – Appropriately funded in the base budget	
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.
Special Situations	
Reprogrammings and paybacks	Items proposed for increases in reprogrammings or as payback for prior reprogrammings must meet the criteria above.