HANDBOOK

U.S. Army Criminal Investigation Command (USACIDC)

Deployment Guide

Lessons and Best Practices

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Foreword

> *"My first priority is to support the current fight; this is the first and last thought on my mind every day. What can we do to support our fellow Soldiers, Sailors, Marines and Airmen in harm's way?*
>
> *Second, is to assist and protect. What have we done to take care of our Soldiers, civilians, and families, both at home and abroad?*
>
> *And third, to forge the future. What can we do best to defeat the enemy and do what's best for our Army and our Nation?"*
>
> *MG David E. Quantock*
> *Provost Marshal General and*
> *Commanding General, USACIDC*
> *28 September 2011*

The Criminal Investigation Command (CID) supports the Army through the deployment, in peace and war, of highly trained special agents and support personnel, the operation of an accredited forensic laboratory with expeditionary forensic capability, protective services, counter corruption, computer crimes specialists, polygraph services, criminal intelligence collection and analysis, and a variety of other services normally associated with law enforcement activities. Operating throughout the world, CID special agents conduct criminal investigations that range from death to fraud, and when appropriate, assist other federal agencies.

Operation Enduring Freedom put a new face on criminal investigation operations. CID's traditional roles of supporting the warfighter in this complex operating environment have expanded and are now grounded as enduring missions. This includes the CID mentoring local national investigators and police in developing the rule of law, conducting sensitive site exploitation, recovery of forensic and biometric evidence, and
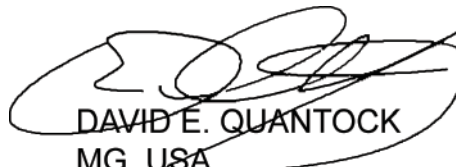
developing criminal intelligence. CID also engages in logistics security/ crime prevention initiatives and conducts protective services and force protection operations. During battlefield operations, CID's criminal investigations can include war crimes, terrorism, and crimes against coalition forces and host nation personnel. Investigating these multifaceted criminal scenarios allows combatant commanders to take the fight to the enemy, and most importantly, save lives.

Information contained in this guide conveys the hard lessons learned and proven best practices on what was required to deploy CID units into combat operations in Afghanistan. Additionally, it is intended to facilitate a clearer understanding on how supported commanders and leaders can better integrate and leverage CID Soldier skill sets into theater operations (see Chapters 1-3). The collection of validated tactics, techniques, and procedures should be considered and applied as enduring principles for future worldwide CID operations.

My thanks to those who shared their experience, expertise, and energy to produce this document and to the Center for Army Lessons Learned for publishing it.

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Commanding

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U.S. Army Criminal Investigation Command (USACIDC) Deployment Guide

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the Department.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

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Editor's note: The history of criminal investigation in the Army can be traced back before the Civil War when private detectives like Alan Pinkerton were hired to investigate Army crimes. However, during World War I, General John Pershing ordered the creation of a separate Criminal Investigation Division (CID) within the MP Corps to prevent and detect crime among the American Expeditionary Forces in France. The acronym CID, as the Criminal Investigation Command is commonly referred to, retains the "D" today as a historical reminder of the first Criminal Investigation Division formed in 1918 during World War I. Criminal investigation activities were not centralized until 1971, when Secretary of Defense Melvin Laird directed the formation of the U.S. Army Criminal Investigation Command. CID officially became a command on September 17, 1971.

Introduction

Criminal activity and its aligned corruption networks directly challenge the U.S. strategy and overall mission success in Afghanistan, undermine the Government of the Islamic Republic of Afghanistan, and degrade the mutual extension of the Rule of Law. Understanding the planning, financing, and execution cycles of both lethal and nonlethal operations is challenging. This has proven to be especially true in the Afghanistan operational environment with its complex and continually changing operational and mission variables.

Soldiers deploying to Operation Enduring Freedom and future similar conflicts will encounter a wide array of hybrid threats from the violence generated by suicide bombers, improvised explosive device emplacers, and smugglers to more antiseptic, but no less critical problems of contract fraud, bribery, money laundering, and black marketing. These and other nefarious activities consume a great deal of a combat commander's time and resources, as well as the military police/Criminal Investigation Command (CID) and other interagency and multinational law enforcement assets. It's unlikely that these activities can be totally eliminated in a theater of operations. However, containing their effects by integrating ways and means to counter criminal activity and corruption has proven to be effective. Additionally, interdicting criminal activity and corruption often supports success in the theater commander's operational and strategic lines of effort. Failure to address root causes, follow threat indicators, or not bringing all available capabilities to bear on the complex variables has shown immediate negative impact on current operations and overall strategic goals. Often, there are second- and third- order effects to deal with later. Left unchecked, criminal activity and corruption are cancerous in an area of operations having local, regional, border, and international repercussions.
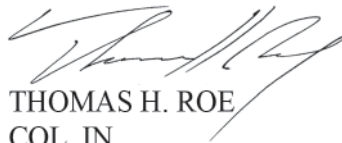
CID agents and units must be prepared to rapidly deploy and conduct criminal investigative operations worldwide. The key to success, as with all types of units, is extensive and high-quality training, both stand-alone and in support of Combat Training Center rotations. This training must include deployment mission analysis, rehearsals, and exercises.

Planning for and deploying a CID battalion headquarters and its subordinate units to a new theater of operations is a significant task. There are numerous tasks that must be accomplished prior to deploying, as well as planned for once the unit hits the ground. Once in theater, the unit will be faced with a multitude of tasks, some planned and some not. This guide is designed to help a unit prepare for and deploy to any worldwide deliberate or contingency operation based on previous lessons learned. Although

this guide is not a step-by-step manual or all inclusive, it does provide a wide array of issues that must be trained, planned for, and addressed. It is appropriate for operations in Afghanistan and for similar future worldwide missions.

THOMAS H. ROE
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Director, Center for Army Lessons Learned

Chapter 1

Criminal Investigation Command Detachment Operations and Investigative Specialties

This chapter focuses on the roles and responsibilities of the Criminal Investigation Command (CID) detachment commander/special agent in charge, the detachment's CID agents, and the programs they orchestrate. It also illuminates how CID efforts are integrated into the overall supported command operations. This chapter is based on the lessons and best practices following a long deployment conducting CID detachment operations in Afghanistan. The operational significance of this chapter is applicable, not only to this area of operation, but also for deployable CID operations worldwide because it contains enduring mission sets.

Detachment Commander Roles, Responsibilities, and Programs

The detachment commander/special agent in charge is responsible for timely notification of serious incidents and battalion operations; he/she also conducts key leader engagements with local commanders on criminal activity within his/her area of responsibility. The detachment commander is responsible for implementing the battalion commander's policy and guidance, which is outlined below.

Supervise Agents. The detachment commander manages the investigative teams and support personnel assigned to the detachment. Moreover, the detachment commander supervises the full spectrum of investigative tasks, incidents, and activities.

Investigative Oversight. This is accomplished by conducting a timely review of all investigation actions initiated and developed within the detachment. A key element in the investigative oversight is the investigative plan. A well-developed investigative plan must have several elements.

- First, the plan should focus on the investigation process and ensure that all the elements of a crime are addressed.

- Second, the investigative plan should include only the necessary procedures and avoid duplication of steps.

- Third, the plan should ensure coordination of investigation activities of various units in the organization (polygraph, forensics, etc.).

- Lastly, an effective investigative plan provides stability to the process in the event of a case agent change. It outlines the investigation and

demonstrates the strengths and weaknesses of a case. The greatest utility of the investigative plan is how it provides a framework to be used in the final report.

Reports and Records. The detachment commander oversees the production of quantitative and qualitative criminal investigative reports in direct support of CID investigations and operations. He/she is responsible for ensuring that CID reports include the critical aspects of analyzing, assimilating, and evaluating relevant criminal violations of the Uniform Code of Military Justice. The detachment commander is responsible for overseeing the preparation of reports and oral briefings. Additionally, he/she will disseminate time-sensitive information to the CID group and command.

Crime Prevention Programs. Following key leader engagements, detachment commanders should develop an area of responsibility and a facility-specific crime prevention program designed to reduce felony level crime and to prevent Soldiers and Army civilian employees from being victims of crime. The program should be developed and nested with the senior mission commander's campaign plan to support his/her strategic objectives. Additionally, crime prevention programs will encourage Soldiers to report criminal activity. The developed programs must be proactive in order to be effective, and each should be specifically designed to produce the anticipated results.

Protective Service Missions. Detachment commanders will be tasked to support protective service missions within their area of responsibility. Once the mission orders are received, the detachment commander will assign agents to the mission. Agents with protective services experience and training are preferred. Additionally, detachment commanders may be required to provide support personnel and equipment.

Detachment Training. Detachment training is designed to maintain individual proficiency. It may also be considered as refresher or theater sustainment training to keep personnel current in the latest developments in their areas of responsibility. The majority of detachment training includes additional training on topics initially covered in the U.S. Army Criminal Investigation Detective Special Agent Course, as well as training in the Department of Defense and Department of Army mandated training requirements. Examples of detachment training are: common military training, mobile training teams, exportable training packages, and local training opportunities. Experienced senior personnel, with background and experience in the field, train junior/new personnel in their office so they can perform their jobs successfully. Constant evaluation of training, assessments, and counseling occurs as personnel develop practical experience and the skills needed by the command.

Drug Suppression Teams

Managing proactive drug programs for the CID battalion's drug suppression operations require extensive planning and coordination with supported commanders and staff officers, in particular, the provost marshals serving in each echelon — brigade combat team, division, theater. A successful drug suppression team (DST) starts with having an adequate number of highly trained and motivated drug suppression special agents, military police (MP), and non-MP personnel. It demands an effective use and supervision of sources and highly competed resources. Leaders will have operational oversight on multiple vigorous and continuous investigative activities. The DST program requires close supervision by team chiefs, special agents in charge, and operations officers. Battalion drug coordinators will also conduct staff assistance visits as required.

Use of Confidential Sources. The DST program must leverage reliable source personnel. Sources are recruited to specifically and actively gather drug intelligence and to positively identify suspects involved in the wrongful use, possession, and distribution of controlled substances. They are also used to conduct or assist in controlled purchases of illegal drugs. In a deployed environment, the use of confidential sources is encouraged, but not required to have a successful drug suppression program. **Note:** CID sources may be recruited for criminal activity other than drug investigations.

Contingency Limitation .0015 Fund Program. The battalion's experience has shown that it is best if policies and funds in a deployed environment are managed by the battalion drug coordinator. This person is responsible for ensuring the rationale for utilizing this technique so that it is fully supported, documented, and precisely planned. This includes planning for and implementing mitigation techniques to decrease the chance for theft of funds.

DST Operations. All members of the DST will be qualified with their assigned weapon(s) to include familiarization with any nonstandard weapons authorized for use by the group commander. Also, each DST member will be familiar with the appropriate regulations and other relevant CID, group, and battalion policies.

Memorandum of Understanding (MOU) with MP Units. MP units may be encouraged to support DSTs. Establishing and maintaining a joint relationship with MP units and provost marshals is essential when establishing a DST and any aligned MOU. It must be taken into account that, during deployment, MP units in the area of responsibility may have operational mission requirements that prevent the release of MP Soldiers for DST augmentation.

Where a DST exists, the procedures will be formalized through an MOU between the special agent in charge and the supported provost marshal, and updated annually as required or upon change of the special agent in charge or provost marshal. This MOU should include areas such as:

- Supervisory structure.

- Commitment and continuity of personnel.

- Continuity of operations.

- Efficiency evaluation reporting procedures (when warranted).

MOUs are normally renegotiated and signed prior to the old MOU expiration. This is essential to ensure there is not an uncovered period of MOU in effect. It is recommended that two copies of all new MOUs be forwarded to the battalion drug suppression coordinator within five days of the effective date of the MOU.

Target Location Error. A target location error is used to memorialize negotiations and drug purchases with the target(s) in order to: secure search authorizations and courtroom quality evidence, corroborate the testimony of DST members and sources, rebut any entrapment or innocent possession defenses, facilitate the coordination of law enforcement surveillance teams, and ensure DST personnel safety.

Weapon Requirements. During normal drug suppression operations, members of the DST will use only government-issued weapons. Any weapons of MP investigators or MP DST members, hand-receipted to the local CID office, will be secured in accordance with the existing CID office weapons security policy. All weapons utilized by DSTs will be secured, at a minimum, in a Class V container. Field safes will not be used to secure weapons. DST chiefs can assign weapons to MP investigators/personnel as the mission dictates. All DST personnel will receive "use of force" training and will be qualified/familiarized prior to being issued a weapon. If a requirement for nonstandard weapons (e.g., fully automatic weapons such as the MP5) becomes necessary, prior written approval by the group commander will be obtained. Such requests will be coordinated through the battalion drug coordinator and forwarded to group level. Specifically, automatic weapons will not be utilized without prior written approval by the group commander.

Risk Management Procedures. Risk management will be conducted and documented for each DST action prior to any operation, surveillance operation, and planned apprehension. Examples of activities that may require a risk matrix include, but are not limited to:

- Confidence buys.

- Buy-busts.

- Surveillances.

- Apprehensions.

- Raids.

Risk Assessments. It is recommended that all risk matrices be completed with a numerical value attached to the quick reference gauge. Focused and tangible efforts should be made to mitigate risks and those efforts documented. The risk matrix should be maintained in the case file. Prior to any operation, the battalion drug coordinator/operations staff will be notified and briefed on the results of the risk assessment.

- High Risk. In the event an operation is rated as a high risk, all efforts should be made to reduce the risk factors. Theater supports and the battalion operate under the premise that no operation rated as a high risk will be conducted. Experience has shown that the level of risk can be reduced by increased planning, supervision, resources, training, and equipment. The level of risk can also be reduced by conducting a day versus a night operation.

- Medium Risk. All medium risk operations will be approved by the battalion commander. An after action report for all operations will be provided to the battalion operations officer by close of business the next duty day.

- Low Risk. All low risk operations will be approved by the special agent in charge.

Drug Suppression Survey Program (DSSP). Each CID office should prepare an annual DSSP assessment report. This DSSP report encompasses the previous calendar year, drug statistical information and will be in a format directed by headquarters, CID. The DSSP will be reviewed by the battalion drug coordinator or operations staff and due to headquarters, CID by the date directed by headquarters, CID. The DSSPs are utilized in part with the drug trend analysis process.

Narcotic Detector Dog/Military Working Dog Support. Using narcotic detector dogs or MP military working dog teams is highly encouraged and provides an invaluable resource to combat illegal drugs. Requests for narcotic detector dogs in support of the U.S. Army Criminal Investigation Command mission or commander's health and welfare inspections will be made through the appropriate provost marshal. The appropriate Army

Criminal Investigation/Criminal Intelligence (ACI2) system code will be utilized in all cases in which military dog support is utilized.

Drug Trends. Drug trends are very important to overall operations. Ensure that supported combatant commanders and their subordinate leaders are briefed on drug trends and statistical data in their respective areas of responsibility. This action may be accomplished in a drug awareness briefing that should be documented. Each briefing should include topics of interest to the target audience. It is recommended, at a minimum, to include:

- Types of drugs encountered in the area.

- Methods of concealment used by persons possessing the drugs.

- Brief description of the drugs.

- Physical symptoms exhibited by persons abusing substances.

Other methods of reporting may be used, such as crime prevention flyers, crime prevention surveys, etc., and should be documented in a CID sequence action.

Trend Analysis on Drug Crimes. Drug crime trend analysis requires continuous analysis of specific indicators and criminal activities, including:

- Criminal intelligence.

- Drug-related reports of investigations.

- MP and CID urinalysis reports.

- Criminal intelligence reports.

Remember, to be effective, statistical data should be maintained at the battalion drug coordinator and CID office level for continuous analysis and dissemination in various forms as appropriate. The DSSP is a valuable source of information in developing drug trends.

Drug Criminal Intelligence to CID Offices. There must be a continuous flow of drug crime intelligence to and from the subordinate detachments and CID offices. Capture this information in criminal intelligence reports, provide information to headquarters, CID criminal intelligence, and simultaneously disseminate to all subordinate CID offices for use in individual CID office drug analysis.

Review/Advise on Drug Investigations. The battalion drug coordinator should review and advise on all drug investigations and drug intelligence reports. This person should also remain knowledgeable in matters relating to narcotics, dangerous drugs, cannabis, and spice. In addition, the battalion

drug coordinator should ensure the following information is documented and rapidly provided to other CID offices in crime prevention reports:

- Jargon used by drug traffickers and abusers.

- Methods and techniques of transport and concealment.

- Identifying drug traffickers dealing with U.S. forces personnel.

- Identifying U.S. forces personnel and local nationals involved in drug trafficking.

- Locating establishments frequented by U.S. forces where drugs can be obtained.

Economic Crime and Logistics Security

It is essential to maintain coordination with other law enforcement agencies in the theater of operation to be effective in conducting economic crime criminal investigations. Generally, the players are specialized law enforcement agencies. This includes the Defense Criminal Investigative Service, CID Major Procurement Fraud Unit, and the Naval Criminal Investigative Service. In some instances, the Federal Bureau of Investigations is deployed in support of the Criminal Investigation Task Forces, which may also encompass the Military Criminal Investigative Organization. Sharing intelligence and information with these agencies will encourage joint investigations, prevent unnecessary investigative efforts, and assist in the resolution of criminal investigations.

Crime Prevention Survey. As a component of the Army crime prevention program, the CID's crime prevention efforts serve as a combat multiplier by targeting potential vulnerabilities and providing commanders with actionable information and techniques to prevent loss of equipment and funds. This provides the Army with advance information or solid criminal intelligence on potential threats to personnel and equipment. CID prepares and distributes crime prevention surveys to advise supported commanders, using crime conducive conditions identified in criminal investigations. By doing this, the CID can proactively reduce crime before it occurs.

Economic Crime Threat Assessment (ECTA). Theater requires that each CID office should prepare an annual ECTA assessment report. The ECTA report should show the previous calendar year's economic crime statistical information and high threat areas of potential economic crime. It should be in a format directed by the headquarters, CID. The ECTA will be reviewed by the battalion economic crime coordinator or operations staff and should be submitted to the headquarters, CID by the date directed by headquarters,

CID. The final ECTA product is enhanced by including a target analysis file schedule of potential proactive economic crime investigations the economic crime teams intend to initiate during the current calendar year.

Trend Analysis on Economic Crime/Logistics Security (LOGSEC) Crimes. Economic crime/LOGSEC crime trend analysis requires continuous analysis of criminal intelligence, economic crime/LOGSEC-related reports of investigations, MP/CID raw data and criminal intelligence reports. Statistical data should be maintained by the battalion economic crime/LOGSEC coordinator and at CID office levels for continuous analysis and dissemination in various forms as appropriate. The ECTA has proven to be a valuable source of information in developing economic crime/ LOGSEC crime trends.

Criminal Intelligence. There must be a continuous flow of economic crime/ LOGSEC criminal intelligence to and from the subordinate detachments and CID offices. Capture the information in criminal intelligence reports and provide them to headquarters, CID criminal intelligence and simultaneously disseminate to all subordinate CID offices for use in individual CID office economic crime/LOGSEC crime analysis. Also, leverage CID headquarters or special CID task forces that are stood-up to provide additional criminal intelligence analytical capability. In Afghanistan, the Criminal Investigative Task Force provided a 24/7 joint and interagency criminal intelligence-fused picture.

Economic Crime/LOGSEC Investigations. The battalion economic crime/ LOGSEC coordinator should review and advise on all economic crime/ LOGSEC investigations and economic crime/LOGSEC intelligence reports, and remain knowledgeable in matters relating to fraud, container thefts, container pilferage, and contract fraud. In addition, the battalion economic crime/LOGSEC coordinator should ensure that the following information is documented and provided to other CID offices in crime prevention reports:

- Modus operandi.

- Methods of fraud.

- Methods and techniques of container thefts and pilferage.

- Identification of crime-conducive conditions concerning LOGSEC crimes/issues concerning both local national and U.S. forces personnel.

Retrograde Operations. CID support to retrograde operations — movement/transfer of theater provided equipment as forces withdraw from the theater of operation — is a proactive effort to reduce or eliminate the loss of U.S. government property in furtherance of denying material/ financial support to the enemy. This also includes the closing and/or transfer

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of operational bases to other coalition forces. Within this mission, CID can assist both logistics and combat commanders with crime prevention efforts, providing actionable information for both contract compliance and force/material conservation and protection enhancement. Proactive analysis can be accomplished via the following three main focus/target areas and corresponding objectives:

1. People > Insurgency/Enemy Forces > Identify and Defeat.

2. Property > Retrograde Policy > Conserve and Protect.

3. Paper > Contract Compliance > Enforce and Modify.

Within these three main focus areas, CID agents can actively engage logistics and combat commanders while maintaining a strategic focus across the retrograde process. Specifically, CID can analyze the retrograde process from a systems approach, comparing observations (via site surveys) against existing regulations, contract performance work statements, directives, and standard operating procedures. This process can identify crime and crime-conducive conditions, which in turn provide affected commanders with actionable information for systems improvement, recoupment of funds, modification of contracts or standard operating procedures, and criminally indexed subjects. This mission is a whole CID concept, involving the U.S. Code Title 10 forces, Major Procurement Fraud Unit, Criminal Investigation Task Force, and other law enforcement and intelligence agencies. The mission can be accomplished via established CID proactive investigative tools, such as target analysis files, crime prevention surveys, crime prevention flyers, critical information reports, criminal alert notices, and reports of investigation.

Sexual Assault Investigations

Sexual assaults directly degrade unit operations and impact the morale and welfare of Soldiers. The sexual assault investigator (SAI) is a combat multiplier to any command. The greatest weapon in the battle against sexual assault has been, and continues to be, decisive and effective leadership down to the lowest level. To emphasize leadership's commitment to ending sexual assault and to disseminate the top-down message that one sexual assault is one too many, SAIs must make themselves embedded and valuable resources for their command teams. Specifically, a SAI should participate in case briefings for the commanders and the staff judge advocate. Mitigation is accelerated when the SAI directly participates in special prevention and awareness briefings and events. Commanders are well served when leveraging SAI input during sexual assault prevention and response programs at major and outlying bases. CID units make combat

and other units stronger when they make commanders aware that they are available for consultation on sensitive sexual assault matters.

SAI Case Review. The SAI provides support in the form of guidance and mentorship to the agents who may not have the specialized training or practical experience to produce the best and most unbiased investigation possible. The SAI will look at all preliminary investigations, with focus on the complainant, victim, and suspect statement(s), along with the scene and the evidence. It's an advantage to have these types of investigators that can provide their professional guidance to the special agent in charge and agents working on additional leads, or on matters needing clarification. As one would expect, every sexual assault investigation has a unique fact set and cannot be investigated with a "cookie cutter" plan. The SAI is also involved in the quarterly staff assistance visits and must be knowledgeable enough to make decisions in matters of unfounded or insufficient evidence cases to protect the innocent. Remember, exoneration of the innocent is as compelling as solid evidence to support crimes committed by the guilty.

Agent Mentorship. The SAI is a recognized expert consultant as well as a team player. The SAI should strive to visit every detachment and know every special agent. The SAI should have and portray a level of competence, experience, and training that takes the sexual assault investigation to a level that is suitable for consideration of prosecution. Additionally, the SAI is in a position to train others on how to conduct an interview using proven techniques and "non-cop" speak that includes:

- Understanding the importance of building trust and rapport with the victims and suspects.

- Interaction with attorneys.

- Integration as part of the community sexual assault response team and other means of networking.

- Understanding the standards that determine the different proof levels of "probable cause" and "proof beyond a reasonable doubt" that must be met to "unfound" an investigation.

Agent Training. Training in sexual assault investigations is ongoing and ever changing. The SAI must be aware of current investigative trends and guidance disseminated throughout the Department of Defense by the Sexual Assault Response and Prevention Office, U.S. Army Military Police School, and the CID. When new directives or guidance are issued, the SAI trains agents and follows up with case reviews to ensure the guidance is understood and implemented. Due to in-theater travel or communication restrictions, face-to-face meetings are not always possible. The SAI must use innovative techniques to ensure dissemination and compliance.

Statistical Data. The CID commander and other supported tactical commanders need to know the sexual assault climate within their respective areas of responsibility. To facilitate this, the SAI must keep daily statistics that can be calculated to monthly, quarterly, or annual reports as required. The SAI should know the type of sex crime, and the location and status of the offender and victim. Be aware that sex crime statistics are also accountable on the U.S. Army crime trends reports and the semi-annual report to congress. The SAI, as a member of the battalion staff team, is responsible for calculating and providing the statistical data as requested. The SAI must be trained, prepared, and able to conduct physical assessments of bases and facilities, assess crime reports to the MPs, and utilize resources as necessary to determine sex crime vulnerabilities. Afterwards, they are responsible for developing draft reports reflecting crime-conducive conditions and developing courses of action for commanders to attack and mitigate problem areas.

Liaison with Sexual Assault Coordinator (SARC). The SARC and SAI are the two main sources of information to the operational environment commander for newly reported cases, ongoing investigations, and investigative outcomes. The SAI must ensure that the SARC is aware of new cases involving Soldiers, and should know that new cases must be added to the SARC's tracker and Department of Defense database, maintained by the SARC. Operations are enhanced when the SARC and SAI work together. The SAI must review the Sexual Assault Review Board slides to ensure the information is accurate and current. The SARC and the SAI should speak with one voice. This may become complicated in deployed environments due to the outlying bases. However, the special agent in charge must establish the close and networked relationship with the senior unit victim advocate for the base. The SAI also advises the SARC on matters related to evidence collection and preservation, training, restricted/unrestricted reports, and other matters as they arise.

Unit Training. The SARC and the SAI should have an information-sharing relationship. Since the SARC supervises the unit victim advocate training program, the SAI should be involved in training unit victim advocates. It has been found that if unit victim advocates understand how felony investigations work and the role CID plays, they can better support the victim. This normally results in a more thorough and well-coordinated investigation. It is recommended that the SAI participates in unit victim advocate training and is available to assist unit victim advocates. SAIs should also be aware of the limitations of unit victim advocates and what not to expect from or ask of them.

Liaison with the Special Victims Prosecutor (SVP). The SAI and the SVP are meant to work as a team to assist the special agent and the trial council. As such, the legal teams and special agents at the supported bases should

work together to achieve open lines of communication and understanding. The same goes for the SAI and the SVP relationship. The SVP does not provide an opinion in cases; rather he/she interfaces and assists the junior trial counsels. Like the SAI, the SVP receives advanced training and has a high level of experience in sexual assault investigations. He/she is sought out for continued training and guidance as necessary.

Liaison with the Sexual Assault Nurse Examiner (SANE) Program Directors. The SANE is considered to be part of the Sexual Assault Response Team, and the SAI should network with the SANE. The first meeting between the SAI and the SANE should not be in the emergency room on a case. The SAI must encourage the special agents in charge at outlying posts to meet with hospital commanders and know the SANE and hospital/clinic policies regarding sexual assault forensic examinations and evidence collection/preservation. The communication between the special agent in charge and the supported SANE/hospital commander must be a two-way exchange. The special agent in charge must know who to call if issues arise with victim triage, emergency matters, victim treatment, and other issues on an individual basis. In the case of SANE conferences or training events, the SAI should participate and teach the CID role and resources available.

Contractor Considerations. In deployed environments, there are often local or third country nationals employed as contractors for the U.S. military. Because of American and U.S. military cultural and legal differences, sexual assaults may be perpetrated. The best way to communicate to the entire contractor population is through the installation contracting and badging offices. The contracting office can identify the contracting officer representative and the subcontractors. If there is a need for a mass communication to the contractor employees, the SAI needs to know in order to start at the contracting office. All contractors must process through the badging office to secure access badges and passes to the various bases. Furthermore, if a contractor commits a sex crime (or any crime) and needs to be barred from the installation, the badging office can assist.

Military Extra-Territorial Jurisdictional Authority (MEJA). The MEJA act allows prosecutors to utilize provisions of the Uniform Code of Military Justice to cite civilians for felony crimes committed during war-time operations. The SAI needs to understand MEJA and when it applies. The SAI should advocate to the special agent in charge that the local supported trial counsel communicate with the supported U.S. Attorney's Office for consideration of charges, warrants, and prosecution. The practice of the trial counsel's direct communication precludes special agents in charge from delaying closure of cases, pending MEJA attorney opinions, or guidance. If an attorney is interested in prosecuting a case under MEJA provisions,

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but needs additional investigative work completed, then the request can be facilitated under the "request for assistance" sequence action.

Awareness Campaigns. The Theater Campaign Plan is in keeping with the National Support Element's priorities and intent. The respective CID battalion and the SAI play a role in supporting the Theater Campaign Plan. The Theater Campaign Plan will often include the U.S. Army's special observances, including sexual assault awareness and prevention, domestic violence prevention, and alcohol and drug use and prevention. The SAI is instrumental in the special observances because they involve attempting to prevent sexual assault. Moreover, they are a part of a networked team. The SAI should be considered as a dependable and reliable member of the team and professional community.

Polygraphs

First and foremost, it is imperative to determine what supported offices have the facilities to conduct polygraph examinations or if other arrangements are needed in order to conduct the polygraph. Polygraph examiners are usually informed by subordinate CID offices when a polygraph requirement is identified. Polygraph examiners will also encourage the use of polygraphs as part of criminal investigations. The examiner will receive the information from the subordinate offices and provide requests to the headquarters, CID, Crime Records Center for approval. Additional polygraph support may be provided to local commanders for commander's inquiries and Army Regulation 15-6, *Investigating Officer's Guide*, investigations.

Polygraph examiners are generally assigned and colocated at the CID battalion. While deployed, providing polygraph support throughout the theater of operations can be challenging, especially when supporting outlying offices over long distances. This capability requires flexibility and adaptability.

Polygraph examiners are highly trained in the field of interviews and interrogations. A polygraph examiner may provide expertise in interviews and interrogations when requested or required. Additionally, when supporting subordinate CID offices, the polygraph examiner is encouraged to provide training in interviews and interrogations.

Battlefield Forensics

As units prepare for deployment, remember that digital forensics examiners (DFEs) are an invaluable enabler to supported commanders. DFEs are assigned to the CID battalion and are responsible for extracting any potential evidentiary material from all forms of electronics. Their roles and responsibilities include:

- Digital evidence exploitation. Provide digital evidence exploitation capabilities for felony criminal investigations.

- Training to special agents on digital media collection. Provide guidance and training to special agents on digital media collection, preservation, and magistrate authorization preparation.

- Other law enforcement entities (Computer Crime Investigative Unit, Special Inspector General for Afghanistan Reconstruction, etc.). Assist other law enforcement entities as necessary (i.e., collaborate and conduct network data collection and preservation).

- Expert testimony. Provide expert testimony during digital media investigations.

Forensic Science Officer (FSO)

- Staff assistance visits (death case reviews). During a staff assistance visit and prior to closure, all death cases are reviewed for case quality with emphasis on the death scene examination (sketches, photos, and collection/analysis of evidence, etc.). Death cases are reviewed in the ACI2 system during the preliminary phase for case quality.

- Investigative equipment and commercial procurement. Investigative equipment requirements and deficiencies are assessed during staff assistance visits and periodically solicited by the FSO via email. The FSO conducts research for commercial sources for any needed nonstandard equipment and provides the sources to the CID battalion S4.

- Death case lab requests. Prior to submission to U.S. Army Criminal Investigation Laboratory, the FSO reviews the lab requests in all death cases for thoroughness and probative value and makes recommendations as needed.

- Death scene examination. The FSO responds to and assists field agents in conducting death scene examinations as requested by the battalion commander, operations officer, or special agent in charge. Any necessary products are then prepared (agent's investigation report, evidence property custody document, photo packets, etc.).

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- Human remains examinations. The FSO responds to and assists field agents in conducting human remains examinations prior to their shipment to the United States for formal autopsy as requested by the battalion commander, operations officer, or special agent in charge. Any necessary products are then prepared (agent's investigation report, evidence property custody document, photo packets, etc.).

- Technical and advanced-level forensic techniques (e.g., blood spatter analysis). The FSO conducts advanced-level forensic analysis at death scenes that are outside the realm of expertise of most field agents such as advanced photographic techniques and blood spatter analysis as requested by the battalion commander, operations officer, or special agent in charge. As needed or requested, the FSO conducts liaison with the Armed Forces Medical Examiner and the U.S. Army Criminal Investigation Laboratory to resolve case, evidence-related questions and other issues to ensure case quality and timely completion of lab requests. Training, lessons, and best practices should be collected, shared, and archived. Some insights to consider and replicate during predeployment training are:

- Training on forensic techniques. As identified during case reviews, real-world death investigations, and as requested by special agents in charge, the FSO conducts office and on-the-job training on forensic investigative techniques and evidence collection.

- "FSO tips" and best practices. As determined by the FSO during the day-to-day completion of normal duties, the FSO periodically prepares and submits "FSO tips" via electronic mail to special agents in charge for distribution throughout their offices, with the focus on best practices for evidence collection in the Afghanistan Theater of Operations.

- Crimes scene photography. Because scene photography is a command-wide challenge in the Afghanistan theater of operations, the FSO periodically, and upon request, conducts office training with the Nikon D90 camera systems and peripheral equipment.

- Distribution of forensic investigative equipment. When requested from outlying offices, the FSO hand-carries investigative equipment to offices during staff assistance visits and investigative missions, or ensures it is mailed via registered mail to the requesting office by the CID battalion S1.

- Casualty liaison officer briefs. The casualty liaison officer briefs are periodically checked by the FSO in the ACI2 system to ensure compliance with regulatory guidance.

- Casualty feeder reports. The FSO reviews daily casualty feeder reports for any reports of death cases or attempted suicides that require a CID investigation, but were not reported to the appropriate CID office.

- Sensitive case update. As required, the FSO updates the weekly sensitive case update with applicable death case information.

Evidence

Collecting and preserving evidence is a fundamental requirement. Units deploying to theater must decide if they are going to operate a consolidated battalion evidence room or detachment evidence room. A consolidated battalion evidence room has the challenge of the evidence custodian not having face-to-face, one-on-one interaction with agents collecting, processing, preserving, packaging/sealing, and mailing of evidence. Using a consolidated battalion evidence room also means that procedures must be put in place that require the evidence custodian to interact and communicate with agents who are collecting evidence in various locations.

Detachment evidence room challenges tend to be fewer when the evidence custodian has day-to-day interaction with agents collecting evidence. Either way, a key consideration that unit leadership should address before making this decision is the in-theater mail routes that will be used to transport evidence between locations. It is not uncommon for some routes to actually take the evidence out of country and back in at another location before reaching its final destination, which causes significant delays in the transportation of evidence.

Preservation of evidence must follow strict procedures, including:

- Proper preparation of Department of Army (DA) Form 4137, *Evidence/Property Custody Document*, by CID agents collecting evidence in a deployed environment, which is required. Proper training is fundamental and can be accomplished by both the evidence custodian and senior noncommissioned officers.

- Proper collection, preservation, and sealing of evidence in a deployed environment are the same as in the continental United States and outside the continental United States.

- DA Form 4137 reviews are essential. Team chiefs or the special agent in charge must take the necessary time to review evidence property custody documents to ensure they are properly completed. They should also be comparing the evidence to the evidence property custody document to ensure they match (e.g., serial numbers are annotated properly, etc.).

- The evidence custodian needs to conduct a thorough review of all

evidence property custody documents and ensure all administrative data is complete and correct. Further, the evidence custodian must compare the evidence property custody document to the evidence to ensure items, such as serial numbers, are annotated correctly.

- Proper sealing and shipping of evidence must occur, from outlying offices to a consolidated evidence room. Ensure that the agents in the field are familiar with proper sealing and shipping procedures in accordance with Army Regulation 195-5, *Criminal Investigation Evidence Procedures* and Field Manual 3-19.13, *Law Enforcement Investigations*. Remember, improper sealing or shipping of evidence can create issues such as cross contamination or destruction of vital evidence.

- Evidence shipped to the U.S. Army Criminal Investigation Laboratory by agents in the field can be done, but it is not recommended unless all the evidence collected is going there. This in itself should confirm that in a deployed environment, coordination with the evidence custodian is a must.

- Long-term storage of evidence includes such components as sexual assault evidence. Additionally, sexual assault evidence pertaining to restricted reporting varies from location to location as to where the evidence will be stored. Evidence for completed sexual assault investigations will be retained for five years.

Death investigations evidence, such as unsolved death investigations, will be retained after the final report has been completed. In solved cases, evidence will be properly returned upon completion of the final report, appeals process, and coordination with the battalion forensics officer prior to releasing evidence. **Note:** The appeals process which includes the death penalty, dismissal, a dishonorable or bad-conduct discharge, or confinement for one year or longer is required.

Final disposition of evidence should be driven by the CID battalion commander and involves detailed preparation and coordination.

- Staff judge advocate coordination in a deployed environment must be conducted before evidence can be returned to its rightful owner or destroyed. Additionally, if it is known that evidence being tested by a laboratory will be consumed in testing, the evidence custodian or agent must immediately coordinate with the staff judge advocate.

- Property owner contact information is very important to the evidence custodian. This is who he/she will coordinate with to ensure he/she has a proper mailing address in which to return the property. Standard

operating procedures must outline how agents in the field, who are collecting property as evidence, should obtain good owner contact or mailing information. It should also advise owners to contact the evidence custodian should they have a change of address.

- The final disposition tracking system is used in conjunction with DA Form 4833, *Commander's Report of Disciplinary or Administrative Action*, to identify property that can be released.

- Evidence custodian sustainment training should be considered during deployment to ensure evidence disposition regulatory and legal standards are met over time. This requires agents to train in evidence custodian duties. This in itself will provide a potential pool of candidates as future unit evidence custodians.

Liaison Responsibilities

Senior CID leaders at all levels — battalion commanders, detachment commanders, and special agent in charge — have inherent liaison responsibilities that cover a wide span of activities. Typically, the CID battalion commander deals directly with all general officer command levels — division, corps and U.S. Forces Commands. Detachment commanders and/or special agents in charge will generally deal directly with battalion and brigade level commanders.

- Senior CID leader support to local commanders has to be based on strong personal and professional relationships to be effective. Investigating felony crimes and non-Title 10 operations are the CID battalion's primary mission supporting the nation's strategic goals. Commanders at all levels are the direct customer of CID services. Ensuring they are kept informed on a regular basis is paramount. Constant communications with supported commanders enables them to be armed with the most current and accurate information available. Production of a redacted and sanitized (elimination of law enforcement sensitive information) weekly significant case update and its distribution to the senior theater leadership — corps and above — is strongly recommended. In addition, regularly scheduled face-to-face briefings to the senior supported commander is encouraged. This engagement has proven to be value-added for all parties.

- Often, it is hard for the CID community to translate daily efforts into something that can readily be understood by senior maneuver commanders. It is recommended to translate weekly and monthly efforts into a strategy built on specific lines of operations, much like the ones stated in the overall theater campaign plan. This supports the

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ability to articulate to senior commanders how the CID is supporting their efforts. See Figure 1-1 as an example of how to produce a nested crime prevention strategy. This should be developed by the S3 shop and approved by the battalion commander.

- Maintain liaison and an open relationship with the staff judge advocate. Every major subordinate command has an assigned staff judge advocate who is the primary legal advisor to the supported commander and prosecutor. Moreover, the staff judge advocate provides legal opines and legal guidance to the CID throughout the investigative process. Working closely with the supported command's staff judge advocate ensures that the investigation is legally sufficient, adequate for prosecution, and facilitates timeliness of case disposition.

- Maintain liaison and relationships with other military criminal investigative organizations while deployed. Working in unison with other organizations, such as the Naval Criminal Investigative Service, Air Force Office of Special Investigations, U.S. Marine Corps CID, and the Defense Criminal Investigative Service is a daily occurrence in a joint and international environment. Maintaining open lines of communication is crucial for establishing jurisdiction between services on a joint forward operating base or when forming a joint-investigative task force.

- Maintain liaison with other MP units in theater regardless of specialty or entity assigned. This allows leveraging the strengths of each against the mission or particular situation. These actions can be done both at the detachment and battalion level to ensure mission success. Furthermore, maintaining liaison with these units, whether an organic company or staff element, can be very useful in relationship-building with other units on the ground and logistical resupply operations, as well as obtaining last-minute movement and force protection support.

- Maintain liaison and relationships with other law enforcement organizations. CID regularly operates with other law enforcement organizations, such as the Federal Bureau of Investigations, U.S. Department of State, Bureau of Alcohol, Tobacco, Firearms and Explosives, Drug Enforcement Administration, Department of Homeland Security, and international law enforcement organizations (e.g., Italian Carabinieri). Multiple Government of the Islamic Republic of Afghanistan mentoring task forces are established to provide Afghan law enforcement organizations with guidance and training on conducting investigations.
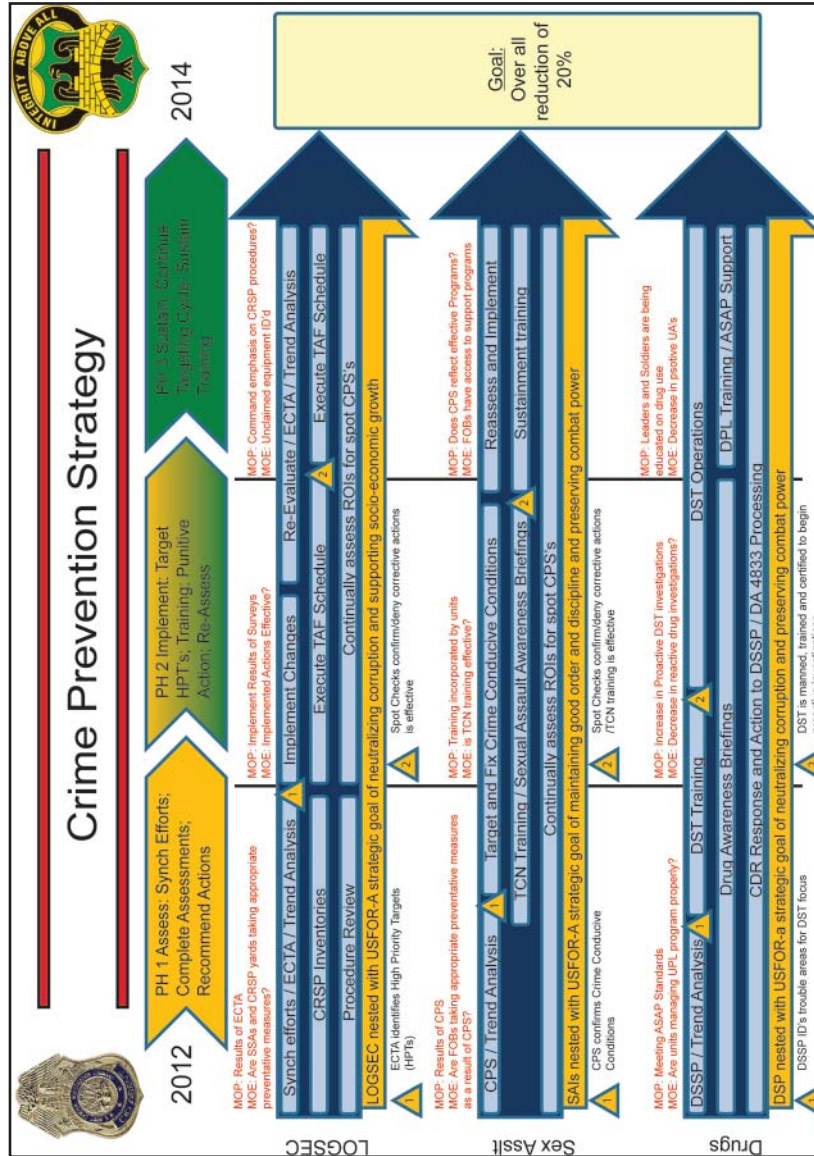
Figure 1-1. Crime Prevention Strategy

Chapter 2

Non-Title 10 Operations

The Criminal Investigation Command (CID) provides support to host nation law enforcement by providing training and mentorship to local law enforcement personnel and organizations. This may include conducting actual training of local national law enforcement personnel, as well as working jointly with them in the community.

Non-Title 10 Management is a Critical Component to Mission Resourcing and Mission Accomplishment

It all begins with sourcing requirements. Non-Title 10 operations are governed by a variety of requirements and known restrictions. In theater, this includes personnel manning, as articulated in a request for forces (RFF). RFFs dictate the number of personnel and their job functions within a given operation. RFFs also describe the task(s) to be accomplished by personnel designated in the RFF. In addition, they describe the command relationship for personnel assigned under the RFF.

Comprehensive, yet concise memorandums of understanding (MOUs) outline the responsibilities of each party entering into the agreement. They place the right and left limits of what personnel assigned to a task force operation may perform. It also should accurately describe the task force's mission so that all parties understand the task force's goals and objectives. Moreover, these types of MOUs must outline, in detail, the support relationship between each organization within a task force. Well written MOUs also clarify managerial responsibilities so that task force functions operate under a single senior commander's intent, with all subordinate leaders executing unity of effort.

CID elements conduct directed security force assistance operations. U.S. Command Authority establishes the limitations of CID involvement in coordination with the Government of the Islamic Republic of Afghanistan (GIRoA) authorities when employing CID support within the Combined Joint Operations Area-Afghanistan.

Regardless of the task force's mission — mentorship, training, joint investigative operations, or logistics security — the purview, mission, and responsibilities must be clearly articulated and defined. In addition, the task force's mission must be reviewed by both U.S. and GIRoA legal authorities to ensure that it does not conflict with the U.S. and GIRoA policies and does not violate any Army regulations.

Security force assistance training is a known baseline when conducting partnerships. CID training personnel can assess the needs of the host nation law enforcement personnel and provide insight into the types of equipment and training that might be beneficial to them. This could include leveraging other U.S. governmental and international organizations (e.g., U.S. Department of State, U.S. Agency for International Development, and coalition partners) to provide needed supplies, equipment, and specialized training to improve the capacities of host nation personnel.

CID personnel provide liaison between host nation law enforcement personnel and U.S./coalition personnel. This asset may be utilized when Title 10 personnel are investigating an offense involving local national offenders. CID personnel may also act as the link between host nation law enforcement/prosecutors and other U.S./coalition organizations by preparing reports for crimes that are prosecuted in the host nation court system. CID personnel are uniquely positioned to prepare these reports. Agents understand the concept of elements of proof, and they have the necessary clearances to access sensitive information required to complete the reports.

CID may provide mentors with various investigative task forces. These are partnership operations between U.S./coalition personnel and the host nation law enforcement. These task forces operate in a cooperative environment assigned to investigate crimes in which the U.S./coalition and host nation have a mutual interest. Frequently, Criminal Investigative Task Forces (CITFs) are composed of a variety of U.S. law enforcement agencies that include the Federal Bureau of Investigation; Drug Enforcement Agency; Bureau of Alcohol, Tobacco, Firearms, and Explosives; Department of State; and U.S. Marshal's Service. However, CID provides the critical link because of its access to U.S. military personnel and resources.

In Afghanistan, all stakeholders across U.S. forces, coalition forces, and GIRoA bring their expertise, knowledge, and resources together to solve issues of common concern. Each side leverages the other to maximize aggregate strengths. The Afghan National Police and other Afghan police variants provide their unique knowledge of local culture, customs, and language to the table. The United States and coalition forces bring specialized law enforcement experience, advanced training/techniques, and technical support to the fight. By working together, all those involved benefit from each another in solving crimes and mitigating criminal networks.

Logistics security (LOGSEC) operations are a Title 10 mission. This certainly remains true for Afghanistan military operations. However, the Afghan National Security Forces and/or other GIRoA Ministry representatives are frequently involved in the transportation, security, and the use and storage of U.S./coalition property. Therefore, non-Title 10 resources may be utilized to monitor theft, pilferage, and diversion of U.S./coalition equipment, property, and funds. CID personnel, in conjunction with other law enforcement personnel, conduct LOGSEC investigations that identify Afghan nationals or third country nationals involved in these types of crimes.

- LOGSEC operations tend to be very intelligence dependent. They are designed to target the in-country criminal organizations that seek to victimize U.S./coalition supply operations. Criminal organizations are not only a local problem, but are quite often networked/financed regionally and even globally. Through the use of criminal intelligence, LOGSEC operations attempt to prevent unauthorized individuals or businesses from accessing friendly resources. This is accomplished by providing information about unscrupulous individuals and businesses direct to U.S. contracting authorities. This allows contracting officials to bar various businesses from working for the United States and coalition forces.

- In addition to barring corrupt businesses from dealing with the United States, LOGSEC operations provide a tool for U.S. civil courts to attempt to recover damages from corrupt businesses and individuals.

- Depending on how LOGSEC cases develop, the offender(s) could be prosecuted in either U.S. or GIRoA courts. Determination on who will prosecute the offender(s) is based on the legal decision made by GIRoA and U.S./coalition judicial authorities according to prevailing law. Worldwide applicability may also be determined as prescribed by an existing status of forces agreement.

The CITF is an investigative task force formed by the Department of Defense to conduct investigations related to the War on Terror. CITF deploys resources to support the Department of Defense's anti-terrorist operations throughout the world.

- CITF deploys its support after coordinating with the operational environment commander in the manner that best supports both the CITF and the area of responsibility's mission. The aligned RFF/MOU for CITF employment are determined between the CITF and the supported commander.

- CITF configures its support to assist the warfighter by providing three specialties: attorney, CID agent, and analyst. Personnel can be military members or civilian employees, either federal employees or contractors. In addition to deployed personnel, the CITF provides for "reach back" support to its elements in the field. This reach back support is primarily dedicated to analytical assistance for the area in which CITF personnel are investigating. CITF reach back is also available to any CID element, should the need arise.

- CITF personnel's command relationship is determined by the RFF/MOU that provides CITF personnel to the operational environment commander. However, because CITF personnel are CID resources, the senior CITF representative needs to keep the area CID battalion commander in the loop. This includes matters of current operations, personnel issues, and other situations that might require a Commander's Critical Information Report to the CID.

- In the Combined Joint Operations Area-Afghanistan, CITF agents will not be used to conduct Title 10 investigations. Their investigative missions are limited to providing support to the Department of Defense's anti-terrorist mission and program.

Chapter 3

Operating in a Joint Environment

Overall, conducting criminal investigations in a joint environment is rarely as clear cut as one may think. The Soldier-on-Soldier cases are straight forward. The challenge comes when dealing with third country nationals, Afghan military or civilian personnel, or contractors who commit crimes upon each other. This includes crimes committed on a U.S. sister-service member. It is also challenging when conducting a criminal investigation on a sister service member who commits a crime on a base that is not supported by his/her own investigative service. Each Military Criminal Investigation Organization (MCIO) has its defined investigative authority, jurisdiction, and responsibility. However, it appears that some MCIOs do not conduct criminal investigations, and compounding this situation, it is not their primary mission when in a deployed environment. The experience has been that they either assume or expect another MCIO to cover the gap. The solution was to ensure, in the absence of a formal agreement between MCIO headquarters, that a composite memorandum of agreement was established between each "in-theater" MCIO to clearly define the roles and responsibilities of each organization.

While deployed, many of the forward operating bases have service members from across the joint and combined forces. As Criminal Investigation Command (CID) operations are established at these bases, it is recommended to develop a memorandum of understanding with the MCIO of all services present on the forward operating base. This is similar to agreements made on military installations in the continental United States.

The North Atlantic Treaty Organization bases tend to bring their own unique challenges. They host not only members from different U.S. Armed Forces, but from different countries. Clearly defined roles and responsibilities need to be established between MCIOs and law enforcement entities of all services and countries represented.

One of the most important aspects of the CID mission is to overcome challenges preventing optimum support to the theater commander. Mission accomplishment equals providing these leaders with timely, thorough, and actionable criminal investigations by having the right MCIO/law enforcement entity rapidly respond to and investigate all reported criminal incidents. The bottom line is, the supported theater commander normally does not care what MCIO/law enforcement entity is responsible for investigating the incident, as long as it is aggressively investigated. Keep in mind that in Afghanistan all MCIOs are present by the request of their aligned national support element as recorded in an approved request for forces. Therefore, all MCIOs work for the requesting commander, to a

certain extent, and sole service responsibilities are no longer applicable. When in doubt or in absence of defined boundaries, respond to the scene and sort the respective agency responsibility issues out later.

Within theater, it is typical for a single MCIO to not have total coverage across the geographical footprint of which their specific service forces are deployed. Based on this, it may be necessary to develop geographical areas of responsibility according to the specific concentrations of all MCIOs in theater. This division is enhanced if developed and managed by the overall Joint Provost Marshal Cell and agreed upon by all involved. This becomes even more important in areas where there are a lot of Department of Defense and Department of State contractors and staff personnel. These governmental departments bring to the fight multiple investigative agencies such as the Defense Criminal Investigative Service and other investigative elements.

Another area that may need to be considered in a geographical area breakdown is the capabilities of each of the investigative agencies deployed to the area. These disparate capabilities demand synchronization and assessments. This will enable investigative elements to capitalize on strengths and to improve, adjust, or reassign duties to mitigate known deficiencies. Simply put, some agencies are better suited to perform certain types of investigations than others. For example, in the case of death investigations, CID deploys a forensic science officer. The Naval Criminal Investigative Service and Office of Special Investigations do not bring that capability in from other geographical locations. The following list of organizations should be planned for at a minimum:

- CID – Army.

- Naval Criminal Investigative Service – Navy/Marine Corps.

- Office of Special Investigations – Air Force.

- Defense Criminal Investigative Service – Department of Defense.

- Major Procurement Fraud Unit – CID.

- International Corruption Crime Task Force – a mixture of agencies.

- Special Investigator General for a specific area – a mixture of agencies.

- Federal Bureau of Investigations.

- Drug Enforcement Administration.

Chapter 4

Training and Resourcing

Planning, resourcing, training, deploying and integrating the Criminal Investigation Command (CID) units to support the warfighter is complex. Mission accomplishment begins with ensuring the CID headquarters has the mission essential force mix with the right skill sets across active duty and the Reserve component elements. Task organization only highlights the next challenge of leveraging available training time. Leaders at all echelons must think, act, and adjust three-dimensionally across time, space, and resources. Since much of the CID force structure resides in the Reserve component, specific considerations must be made and refined as Soldiers get closer to their deployment date.

Resourcing a Reserve CID Detachment for Deployment/ Integration

Acceptable Mixture Of Reserve Warrant And Enlisted Agents. After multiple CID rotations supporting Operation Enduring Freedom, the U.S. Army Reserve (USAR) has witnessed significant challenges in providing personnel of sufficient rank to fill required CID positions. Maintaining the authorized modified table of organization and equipment allotted rank structure for the detachment is essential to accomplish the directed deployment mission essential task list requirements; it is also important to be postured to assume even more evolving missions in theater. To counter this delta, rank structure should be enforced based on the approved "one up-two down" manning concept. This will prevent junior enlisted Soldiers from being slotted in warrant officer positions.

Specialized Skill Set Manning. The U.S. Army Criminal Investigation Command publishes a governing document that requires agents to have certain skill sets (e.g., forensics, hostage negotiations, etc.). Identifying qualified personnel with required schools is essential. When supporting an upcoming deployment, it is essential to identify personnel well in advance that require specialized training/specific schools, and allow sufficient time to schedule training courses in the Army Training Requirements and Resources system. Gaining these enablers once in theater is difficult to impossible.

Maintain a List of Qualified and Trained Alternates. Preparing for deployment, the active duty military police group or battalion must work with the Reserve battalion to establish and maintain a list of all assigned personnel and their qualifications. Assessments should include skills or qualifications acquired by the USAR agent's civilian employment. Due to the practice of selecting USAR agents from across the country, the USAR

MP command must synchronize this list across all USAR CID battalions. Use the established database and assign selected agents based on CID experience, training, and civilian experience.

Pre-Mobilization Screening. Pre-mobilization screening will disqualify agents with issues prior to mobilization station and Soldier readiness processing. Conducting pre-mobilization screening will eliminate any medically non-qualified agents prior to the start of training. Doing this will ensure qualified agents are selected and training resources are preserved.

Pre-Mobilization and Mobilization Training. During pre-mobilization training at the Reserve detachment level, detachment commanders must coordinate with the deploying battalion to develop a comprehensive training program to be conducted during the six months of weekend battle assemblies (formerly known as weekend drills) prior to deployment training. Briefings should cover theater-specific safety topics and identified "train up" topics designed to refresh Reserve component agents on CID investigative procedures and crime reporting.

Pre-mobilization annual training with the deploying battalion will pay dividends. Experience has proven the value of scheduling Reserve annual training (two weeks) with the deploying battalion. Reserve detachments should strive to coordinate training at the deploying battalion location two months prior to deployment. The purpose is to create a training schedule to strengthen identified weaknesses and to develop additional CID-specific training topics for inclusion into the mobilization training schedule.

Army Reserve Command publishes a list of training topics to be certified during pre-mobilization training. A critical requirement for deployment is pre-mobilization certification by the Reserve battalion on pre-determined topics. Before the Reserve detachment can be certified for mobilization, a comprehensive memorandum must be authored and signed by a Reserve command general officer. This memorandum is included in the mobilization packet and certifies to the appropriate CID group commander that the Reserve detachment has met all pre-mobilization training requirements.

The mobilization training schedule combines required topics and identified needs. Reserve detachment commanders should consult with the deploying battalion S3 to identify additional CID-specific training topics to be incorporated into the battalion mobilization training schedule. The topics should include specific areas of weakness identified in pre-mobilization training. These CID-specific training topics will ensure Reserve component agents are current on investigative policies and procedures.

Special agent in charge/team chief training for identified Reserve component agents is critical. During pre-mobilization, the detachment commander should meet with the deploying battalion commander to identify positions for Reserve Soldiers on the deployment battle roster. This is especially important if a Reserve component agent is identified as a potential special agent in charge or team chief. Additional training on the responsibilities of these positions will be presented to qualified agents. This CID-specific training will ensure that special agents in charge/team chiefs are prepared for the duties required of their position.

Headquarters and Headquarters Detachment Pre-Deployment Training Focus

Equipment-Specific Training. Request a copy of the deployed unit's property book to develop and resource necessary training. It is important to plan for any required new equipment training as necessary.

S3 Training Overview

Training a Multi-Compositional Unit. A multi-compositional task organization should be expected when deploying. This requires special consideration for simultaneously training active and Reserve component Soldiers. It is recommended to incorporate an installation mobilization training unit (for example, 1st Army) to train both components. Plan training in accordance with U.S. Army Forces Command (FORSCOM) and CID-mandated collective training requirements, such as the convoy live fire exercise or mandatory special agent training/CAPSTONE training event.

Training is Multi-Echelon and Occurs at Multiple Locations. It is both pre-deployment and in theater. Composite individual and collective training at home station prepares the unit to receive tailored theater-directed reception, staging, onward movement, and integration training, unit training during relief in place/transfer of authority, and sustainment training occurring throughout the deployment timeframe. Some examples of leveraging available training time include:

- Phase I: Individual training and readiness at home station.

  ○ Complete all FORSCOM required pre-deployment training tasks. Detachment commanders should provide a training validation memorandum to the battalion S3 upon completion of all Phase I training.

  ○ Use USAR multiple unit training assembly drills to complete Phase I training such as online training or mandatory classes.

○ Synchronize long-range planning to execute the two-week annual training to train with the active unit, completing Phase I individual training tasks and portions of Phase II collective tasks. Partner with deploying active duty agents for training on such tasks as case management, investigative skills, and the Automated Criminal Investigation and Intelligence system.

• Phase II: Collective Training.

○ Develop agent-specific training for the deployment. Tailor agent-specific training to address doctrinal changes and theater-specific investigative requirements.

○ Plan and execute a rigorous certifying exercise/CAPSTONE. Tailor CAPSTONE scenarios to reflect what agents will experience in theater throughout the upcoming phases of operations. Utilizing training units to assist in supporting training (for example, 1st Army) is a proven effective enabler.

○ Consider the need to source for disqualified deployers. Ensure that units train additional personnel to allow flexibility to back-fill personnel that cannot deploy.

○ Planning in a resource and time constrained environment is a reality. Moreover, additional constraints are placed on the unit when a Reserve component unit has, for example, only 30 days to complete required Phase II training. It is imperative to coordinate with the Reserve component training brigade or other tenant units no later than 120 days out to support training requirements.

○ Consider all rear detachment requirements. Balance mission and training support for the rear detachment that is responsible for training support while still meeting institutional mission requirements at home station. A thorough troop to task is essential to ensure both missions are resourced and conditions are set for success.

• Phase III: In-Theater Training.

○ Coordinate well in advance with the on-ground CID headquarters in theater to receive higher levels of command training guidance. Gathering in-theater command training guidance, directives, and organizational training requirements supports both home station and theater reception, staging, onward movement, and integration training.

○ Prepare and distribute in-theater training guidance and resources throughout the duration of the deployment.

○ Supervise in-theater training programs. Ensure training requirements are balanced with mission requirements to avoid impacting the mission or over-taxing personnel and resources.

Chapter 5

Battalion S1

Policies. Refer to the local approval authority policies and battalion commander policies. If a battalion level policy does not exist, one needs to be established.

Awards. The S1 section needs to submit all individual and unit end of tour awards and track their status throughout the deployment timeline. This includes individual and unit end of tour awards, campaign medal certificates, and unit streamer requests. Award procedure considerations are:

- Global War on Terror awards for civilians. Submit award recommendations approximately 30 days out. If deserving, all Department of Defense civilians are authorized this award. However, contractors are not.

- Statement of Service. Following in-theater policy, complete in memorandum format approximately 60 days prior to redeployment. Complete for both active and Reserve components as a record of the deployment. This is important to serve as proof of service in case awards are not received prior to redeployment. The statements of service are signed by the battalion commander.

- Campaign Medal. Submit approximately 60 days prior to redeployment. Create a certificate for the battalion commander to sign.

- Meritorious Unit Commendation. Submit approximately 90 days prior to redeployment to group. Following review, the Criminal Investigation Command (CID) group will submit the Meritorious Unit Commendation to Human Resources Command.

Ceremonies. Schedule and facilitate inbound subordinate unit deployment and redeployment ceremonies, changes of command and responsibility awards ceremonies, and ramp ceremonies as required.

Awards Ceremony. Present all awards within approximately 30 days of redeployment.

Reports. At the beginning of each month, the following reports need to be sent to higher headquarters: rating scheme, end of month reports, unit status reports, and promotion board memorandums of instruction. The joint personnel status report and personnel status report are daily requirements.

Mail Data. Due to the size of the unit, there is no need to appoint a mail orderly. Appoint mail clerks (normally S1 and S4 personnel) and have a mail officer. Personnel serving in this capacity will need to attend a

short class in the mail room. Units should produce duty appointment memorandums/orders on those attending this class. **Note:** Department of Defense Form 285, *Appointment of a Military Postal Clerk,* (cards allowing the Soldier to pick up mail which they will receive after attending the mail class) expires every six months.

Evaluations. Evaluation shells should be sent out approximately 60 days prior to the thru date, use officer "memoranda of input" when applicable. U.S. Army Criminal Investigation Command requires routing evaluations through a tracking system such as "my forms" on Army Knowledge Online. Finally, submit all evaluations to Human Resources Command on the thru date. Evaluation supporting documentation should consist of:

- Army physical fitness test card (with profile and body fat percentage worksheet, if applicable).

- Support form.

- Officer record brief/enlisted record brief.

- Recommended senior rater comments.

Personnel Actions. The following actions are submitted through CID group and must follow CID group standard operating procedure guidelines:

- CID packets.

- Retirement.

- Warrant officer candidate packets.

- Schools.

- Special duty assignment pay.

- Letters of release. A letter of release is a memorandum requesting that a person be released from a theater of operations for a specified reason; it is required to maintain accountability at the appropriate command level. Potential reasons for release are courts martial testimony or emergency leave. Both must be completed two weeks prior to release date. Letters are signed by the designated authority level as dictated by theater policy. The required authority level in the Afghanistan theater of operations is O6 level. Due to the frequent movement of personnel into and out of theater, a delegation of signature authority from the O6 level should be completed in order to allow the battalion commander to manage this personnel movement at the battalion level.

- Emergency leave. Red Cross messages are received over the phone. Ensure the message is typed word-for-word. Give the message to the commander to alert the service member and chaplain if needed. If no Red Cross message is received, a memorandum needs to be written giving the service member permission to take emergency leave. The battalion commander, along with the Soldier's detachment commander, makes the decision on whether the Soldier meets the criteria set forth in Army Regulation (AR) 600-8-10, *Leaves and Passes*. Soldiers may be authorized emergency leave for up to 30 days for emergency situations within the immediate family or *in loco parentis* defined as:

  - Parents, including stepparents.

  - Spouse.

  - Children, including stepchildren.

  - Sisters, including stepsisters.

  - Brothers, including stepbrothers.

  - Only living blood relative.

  - A person *in loco parentis*.

  - Other situations involving extended family members can be authorized on a Soldier-by-Soldier basis

- Department of Army (DA) Form 31, *Request and Authority for Leave*. Red Cross message number *must* be put in the remarks section, or the memorandum from the commander giving permission for the leave must accompany DA Form 31. DA Form 31 must be sent to Theater Command Element for a control number as well as an accounting code for the Soldiers flight. The DA Form 31 must be turned in to the S1 upon return from emergency leave. The following is a list of documents submitted for emergency leave:

  - DA Form 31.

  - Deployed cycle support checklist.

  - Temporary letter of release.

Note: It may be beneficial for the S1 to create a memorandum for record in order to state that the Soldier was briefed on chargeable emergency leave procedures.

Finance. Setting up Soldiers for financial success and peace of mind during a deployment is a proven combat multiplier. Not addressing current finance problems or having systems in place to prevent them from happening in the first place can negatively impact Soldier performance and morale. Furthermore, it can bring undue hardship on his/her family. Remember, Soldiers are entitled to the following:

- Savings deposit program. Soldiers may contribute all unallocated pay up to $10,000. Interest accrues on the account at an annual rate of 10 percent (per Executive Order 11298) and compounds at a rate of 2.5 percent, quarterly.

- Special duty assignment pay. This special pay is authorized for sergeant/E5 agents only. This must be established by earning accreditation and termination of apprenticeship.

- Hazardous duty/imminent danger pay. This special pay starts the moment service members sign into country. If it does not show on their leave and earnings statement the following month, immediately fill out a DA Form 4187, *Personnel Action*, to start entitlements.

- Family separation allowance-temporary pay. This special pay is only authorized for service members with dependents. Soldiers will receive payment after 30 days of being in country. This is requested through Department of Defense (DD) Form 1561, *Statement to Substantiate Payment of Family Separation Allowance*, and does not start automatically like hazardous duty/imminent danger pay. Soldiers that have temporary custody of children are not eligible for family separation allowance-temporary pay.

Promotions

- Reserve promotions. The battalion is not authorized to process promotion packets for reservists. Reserve promotions are dependent on positions available at the next higher grade and the geographic location of those positions. All Reserve promotion packets should be forwarded to the rear Reserve battalion and tracked by the forward S1.

- Active duty promotions.

  ○ Promotion boards will be conducted while in theater. All Soldiers attending the board are required to be within the guidance set forth in AR 600-8-19, *Enlisted Promotions and Reductions*, military personnel messages, and all Army activities governing promotions.

○ Soldiers that are fully eligible to attend the promotion boards by the Army Audit Agency (AAA)-294, *Enlisted Promotion Report*, but are not recommended must be counseled and presented with the AAA-294 stating the reason they are not attending the board. This is an inspectable item. Promotion board results will be submitted to group within 72 hours of the promotion board. A warrant officer 1 being promoted to chief warrant officer 2 must receive DA Form 71, *Oath of Office*, on his/her promotion day, along with his/her promotion certificate and orders. All other officers receive just their promotion certificate and orders.

Staff Assistance Visits

CID elements will both undergo and conduct multiple staff assistance visits (SAVs) during deployment. Guidance and insights to successfully conduct these visits include:

• SAVs will be conducted in accordance with the commander's guidance with respect to timing of the SAVs.

• Give a copy of the checklist to each office.

• Checklists should not have a go/no go or satisfactory/unsatisfactory written on them. They are simply visits and the checklists are used to provide assistance.

• Submit a memorandum to the executive officer after the SAV. Describe what the S1 clerk assisted with and what else needs to be done.

• Coordinate with the S3 for flights.

• Ensure each location has proper tracking systems for evaluations, awards, and leave; verifiable counseling done for Soldiers; bulletin boards with proper and updated information; mail handlers (certified) list; and updated input against the Army Records Information Management System for records being maintained.

Casualty Operations. S1 section personnel need to gain access to the Defense Civilian Intelligence Personnel System (DCIPS). In accordance with AR 600-8-1, *Army Casualty Program*, which is required in order to fill out a DCIPS report for all Soldiers who are sick, injured, wounded, missing in action, etc. Reports are sent to the J1 and the command team is sent a copy of the report. Updates are sent every five days until the Soldier has been assigned to the Warrior Transition Unit (WTU) or returned to theater. The Soldier will come off the personnel status report and joint personnel status report after he/she has arrived at the WTU or returned to theater.

Evacuations. Soldiers being evacuated from theater due to medical reasons must have the following paperwork: outpatient aero-medical evacuation command clearance; Air Force Form 3899, *Patient Movement Record*; and Standard Form 513, *Medical Record Consultation Sheet,* if presented to the Soldier. These documents should be provided by medical personnel. Submit a packet with temporary change of station orders to the J1. If an escort is required, also supply the memorandum, temporary change of station orders, and DD Form 1610, *Request and Authorization for Temporary Duty Travel of Department of Defense Personnel*, if needed.

Casualty Checklist. Units should consider the following to enable not only expeditious casualty evacuation, but also to ensure the Soldiers' service records accurately reflect the commanders' intent:

- Complete DA Form 1156, *Casualty Feeder Card.*

- Submit initial DCIPS report.

- Complete DA Form 2823, *Sworn Statement*.

- Have a copy of DD Form 93, *Record of Emergency Data*.

- Have a copy of the servicemember's group life insurance Form 8286.

- Add casualty to casualty log.

- Ensure letter of sympathy is written by the company commander.

- Ensure letter of condolence and concern is written by the battalion commander.

- Consider posthumous promotion.

- Appoint 15-6 investigating officer.

- Appoint summary court martial officer.

- Type up awards: Purple Heart, Combat Action Badge, Bronze Star Medal, etc.

- If applicable: posthumously award U.S. citizenship.

Chapter 6

Battalion S2

The primary function of the battalion S2 is to provide timely, accurate, predictive, and tailored intelligence that focuses on missions and operations. Intelligence supports the planning, preparing, execution, and assessment of operations. Analysis of the broad aspects of an operational environment, in terms of the operational variables — political, military, economic, social, information, physical environment, and time — provide relevant information that senior commanders use to *understand*, *visualize*, and *describe* an ever evolving operational environment.

Timelines are also critical and should have understood "latest time information of value" decision criteria and decision points trained to Soldiers, disseminated, and battle tracked. Throughout operations, a list of significant dates should be developed and monitored along with relevant information and analysis. Seek to provide a context to operational conditions. In many operations, key local national holidays, historic events, and significant cultural and political events can be extremely important. Timelines could include descriptions of population movements or political shifts that are relevant to the operational area. As analytical tools, timelines help the analyst predict how key sectors might react to given circumstances.

- Weather forecast. This task entails obtaining detailed current information along with recent and historical weather trends, seasonal patterns, aspects of the weather, and weather zones. This includes obtaining information from sources about the weather's effects on friendly and enemy forces, and equipment and operations in the area of interest.

- Daily intelligence summary (INTSUM). The INTSUM is the current assessment of the threat situation for the commander, staff, and Soldiers. It provides a summary of the enemy situation, operations, and capabilities. Items included in the INTSUM may include but are not limited to: date-time group, significant threat activities, notable trends in threat activity, and assessments. The INTSUM is used to facilitate planning operations and should be disseminated to all subordinate units. The intel analyst must coordinate for and receive theater, regional, and land owner/brigade combat team level INTSUMs. This ensures a comprehensive product for the commander.

- Regional command route status. Each regional command should have the current route travel status available for subordinates. The regional command should be identified and route statuses made available to the commander at a moment's notice. The different route statuses (i.e., black: no travel, green: open for travel) should be verified daily and disseminated to all subordinate units to help in planning movement operations. These statuses should also be used as the standard for battalion movement operation policies.

Intelligence contingency operations planning factors must include everything from threats, atmospherics, and controlled access to supporting digital systems.

- Regional command current threats. Current threats in the operational area should be made available by the regional command or battle-space owner. These threats need to be obtained for the commander to make assessments of the current operational environment.

- Regional command current atmospherics. Command atmospherics in the operational area should also be made available by the regional command or battle-space owner. These atmospherics help the commander to determine the "pulse" of the operational environment allowing for better analysis when deciding to plan operations in and around areas of operation.

- Areas of controlled access. In accordance with Army Regulation (AR) 190-13, Army Physical Security program, prescribes minimum uniform standards and procedures in the use of security identification cards and badges to control personnel movement into and movement within restricted areas. Local procedures must be identified to obtain identification cards or badges for necessary access to restricted areas.

- Joint Personnel Adjudication System (JPAS). JPAS provides an improved database and process within the security manager realm of functions, which allows better communication to the security personnel in the field. The main purpose of JPAS is to verify security clearances. Access to the website must be given by the higher headquarters.

- Intelink. Intelink is a group of secure intranets used to take advantage of internet capabilities and services to promote intelligence dissemination. It allows the intelligence community to share information, conduct business, and collaborate across agencies. The key feature to Intelink is Intellipedia, an online system for total data sharing.

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- Tactical Ground Reporting (TIGR) System. TIGR is a multimedia reporting system for Soldiers that allows them to collect and share information to improve situational awareness and to facilitate collaboration and information analysis. It is a web-based software application that runs on a classified network.

- Destruction of classified material. Destruction of classified material is covered in AR 380-5, *Department of the Army Information Security Program*, Chapter 3, Section 5. Further restrictions must be determined by the current area of operation's higher headquarters' policies.

Chapter 7

Battalion S3

The roles, responsibilities, and functions for the S3 officer and noncommissioned officers (NCOs) in a Criminal Investigation Command (CID) battalion are composite and varied. The S3 section has oversight on the four functional pillars of operations: plans, current operations, future operations (to include contingency operations), and training. The S3 section is essential in determining the CID's efforts for ways, means, and ends. The CID is both a supported and a supporting headquarters in a forward deployed location.

Mission success starts with a well-structured CID battalion tactical operations center. This includes manning, communications architecture/ networks, report standardization and intelligence, and operational battle tracking systems. The S3 shop is comprised of a small traditional cell, along with an investigative operations cell that oversees battalion investigative operations. The S3 is the only authorized tasking authority below the battalion commander and is responsible for managing all operations for the unit (tactical, investigative, and training). Moreover, the S3, in conjunction with the battalion operations officer, conducts mission analysis for all agent manning, prepares/issues orders, and synchronizes current and future operations. The S3 is supported by the following positions:

- Operations officer. The battalion operations officer is responsible for all investigative operations. This position also manages the daily investigative operations and provides technical oversight of felony investigations, which is accomplished by synchronizing operations with the battalion S3.

- Operations NCO. The operations NCO is the primary liaison between the S3 and investigative operations. He/she is responsible for coordinating court appearances for agents; planning and resourcing protective services missions; managing requests for assistance from the continental United States and theater offices; ordering, receiving, and distributing the field investigative equipment stock; and any additional duties as required by the S3 and operations officer.

- S3 noncommissioned officer in charge. The S3 noncommissioned officer in charge manages the day-to-day operations of the S3 shop. This position manages all air and ground movement required to conduct battalion operations and investigations, manages all battalion and detachment training programs, coordinates travel in and out of theater, orchestrates the battalion's chemical, biological, radiological and nuclear program, and any additional duties as assigned by the S3.

Orders Development Process is the Center of Gravity for Battalion Operations

Mission command is the conduct of military operations through decentralized execution based on mission orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently to accomplish the mission within the commander's intent (Army Doctrine Publication [ADP] 3-0, *Unified Land Operations)*. Mission command emphasizes timely decision making and an understanding of the higher commander's intent. The commander's intent, formalized in the order and understood two levels below the issuing commander, provides subordinates with the broad idea behind the operation and allows them to act promptly as the situation requires.

Commanders issue written plans and orders that contain both text and graphics. Graphics convey information and instructions through military symbols (ADP 1-02, *Operational Terms and Graphics*). They complement the written portion of a plan or an order and promote clarity, accuracy, and brevity. Written orders are often generated and disseminated by electronic means to shorten the time needed to gather and brief the orders group. Orders are easily edited and modified when electronically produced. The same order can be sent to multiple recipients simultaneously. Using computer programs to develop and disseminate precise corresponding graphics, adds to the efficiency and clarity of the orders process (ADP 5-0, *The Operations Process*).

Planning factors to consider are:

- Coordinate with higher, adjacent, and lower units.

- Establish policies and procedures for a direct reporting unit. If applicable, attain direct reporting unit status to the National Support Element (NSE). Determine reporting and support requirements.

- Information management. Establish and record in standard operating procedures all orders/ fragmentary order distribution lists. Determine techniques to ensure the CID battalion is nested with its major subordinate command (MSC) reporting requirements. Determine the required level of information, both push and pull, necessary to maintain situational understanding.

- Insertion into orders production/staffing process. Due to its small size, the CID battalion is often overlooked in its higher headquarters staffing process and quite often is not provided a "seat at the table." Determine requirements and establish relationships to ensure the CID

battalion is inserted into the orders production and staffing processes. It is crucial to be added into appropriate distribution lists on the Non-Secure Internet Protocol Router Network and classified networks.

- Mission analysis to determine investigative requirements. Conduct mission analysis to determine an effective agent-to-population and agent-to-case load ratio. Array forces accordingly. Determine required agents based on total Soldier and civilian populations using an optimal ratio of one agent per 1,000 population. This includes a civilian population subject to the Military Extraterritorial Jurisdiction Act, the average case load for an installation of similar size and case load per agent as applied to Army averages. Also, be aware that personnel requirements for non-Title 10 missions are determined separately from Title 10 requirements.

- Battalion footprint and manning. Determine theater personnel limits and the best location for battalion headquarters to provide effective mission command. Additionally, determine the minimum number of staff personnel required to meet detachment support needs.

- Integrate active and reserve component units. Evaluate personnel strengths and weaknesses to achieve a balanced active and reserve component mix.

Air Movements Supporting CID Battalion Operations are Fundamental to Mission Accomplishment

Aggressive air movement planning and the ability to rapidly adjust fragmentary orders/missions when fixed and rotary wing airframes are late or are not available are essential planning factors. Movements by air during combat operations can be unreliable. Having multiple courses of action will increase the Soldier's chances of getting to the location when required. Air assets can be affected by weather, maintenance, and last minute cancellations, etc. Experience has shown the key factor is establishing and building relationships with all air assets in every area of operation.

- Establishing agent travel priority. Most air assets in theater do not give CID agents travel priority. The preferred method is to work with the senior mission commander to establish a priority through standard operating procedures or memorandums of agreement. Barring an established priority — a phone call or email to the right person with an explanation of why priority is needed — generally has a positive outcome (e.g., a Catagory 1 case or a death), which helps with building relationships.

- Intra-theater and inter-theater fixed wing. The majority of all fixed wing aircraft movements will be scheduled within the Airlift Passenger Reservation System. This may generate an approval that will give the traveler priority over space-available travel. The Airlift Passenger Reservation System has limited locations for request into, out of, and within theater. Researching of different air assets available may determine that there are contracted civilian-run aircraft available. Signing up for space-available travel is always an option.

- Inter-theater rotary wing. Availability of rotary wing assets is based on the division land owner's assets within theater. Normally, these requests will be made on the land owner's classified or North Atlantic Treaty Organization base systems.

Ground Movements Supporting CID Battalion Operations are Also Fundamental to Mission Accomplishment

Aggressive ground movement planning and ability to rapidly adjust fragmentary orders/missions when conditions change are essential planning factors. Soldiers that have been deployed to Afghanistan before know that ground movements can be directly affected by enemy threat conditions or winter weather road conditions. When conditions are highly elevated, ground movements are restricted, requiring one- or two-star approval to conduct ground convoy operations.

- In-theater movement policy. NSE may have a policy that directs all MSCs to produce their own ground movement policy. The CID battalion must research current policies and guidelines of all areas of operations to ensure a comprehensive and safe ground movement policy.

- Threat conditions. In context of movements, the CID battalion S2/S3 must know who establishes current threat conditions for all areas of operation within theater. They must know when, where, and how often these are posted in order to provide convoy commanders and agents with the most up to date information for movement planning purposes.

- Movement restrictions. Route status conditions, generally given a color to indicate different levels of movement restrictions, may be determined by a higher headquarters or have to be established by the CID battalion.

- Concept of operations. The CID battalion must create a concept of operations format that shows all pertinent information pertaining to a ground movement. This format should include the five W's of

a movement, a strip map, and a detailed risk assessment prepared by the convoy commander. Additional information may be required by the CID battalion (see Figure 7-1). Additional considerations for movement with supporting movements must be included in the standard operating procedures. Acquiring a copy of the supporting unit's approved concept of operation, radio frequencies, risk assessment, and regular updates are highly encouraged.

INSERT MAP

EXAMPLE

INTELLIGENCE ANALYSIS:

S3 RECOMMENDATION: Y / N Approved
OPERATIONS OFFICER RECOMMENDATION: Y / N Approved

SAFETY: EXTRACT FROM RISK ASSESSMENT COMPLETED BY DETACHMENT COMMANDER; ATTACH COMPLETED ASSESSMENT

Determine overall mission/task level after controls are implemented (Circle One)

LOW (L) MODERATE(M) HIGH(H) EXTREMELY (H)

Approval (Rank, Last name, Duty position, Unit, Signature, DTG)
LTC Bullet Maker, BN CDR, XX MP

SITUATION: FRIENDLY FORCES

UNIT PROVIDING SUPPORT

MISSION OF UNIT PROVIDING SUPPORT

MISSION:

WHO

WHAT

WHEN

WHERE

WHY

EXECUTION:

CONCEPT OF THE OPERATION

COORDINATING INSTRUCTION

SERVICE SUPPORT: N/A
COMMAND AND SIGNAL:

COMMAND

SIGNAL

Figure 7-1. Concept of Operations

Emergency Operations Center

The S3 will be prepared to organize the CID battalion to resource, stand-up, and conduct emergency operations center (EOC) functions. Determine the personnel and support required for the EOC. Use all pertinent commanders' critical information requirements to determine triggers for activating the EOC.

Investigative Task Force

The S3 will be prepared to establish an investigative task force as required for major cases such as mass homicides. Relationship-building with theater MSCs for travel and support requirements enhances this mission set. Determine troop to task for task force requirements and required investigative equipment. Another critical requirement is providing command and control. Establish lines of communication between the MSC and CID battalion operations and agents. Leverage techniques developed between CID battalion operations and investigative task force leadership to provide sufficient information and buffer between the MSC and on-scene investigators.

An example of an investigative task force for a mass homicide case might look follows:

- Task force commander. Field grade 31A whose primary focus is not only serving as the task force officer in charge, but also dealing directly with local commanders on the ground allowing the agents 100 percent autonomy while conducting the investigation.

- Senior agent. CW3 or higher to serve as the overall agent in charge for the investigation. This position will synchronize the daily investigative efforts of all involved to ensure maximum effectiveness of all assets.

- Forensic science officer. CW2 or higher with the necessary fire support officer training to conduct the critical on-site analysis pertaining to the crime scene.

- Additional agents. These can be of various grades and specialties depending on the situation and agents available to surge to the scene.

- Support personnel. Situations may arise where it is necessary to send additional support personnel to the location to perform specific tasks and coordination not available at the site.

The above list is just an example of what may or may not be needed. The task force can range in size from 5 to as many as 20 agents throughout the course of the investigation. While this task force is deployed, it will work out of and be supported by the local CID office that has geographical responsibility for the incident.

Courts Martial Proceeding Considerations for CID Agents

- Requesting agents. Work with requesting trial counsels to ensure the request is submitted to the group staff judge advocate in sufficient time for review and to coordinate movement of the agent from theater.

- Ensure correct lines of accounting for Defense Travel System routing through assigned Defense Travel System approving officials. Sometimes, the headquarters and headquarters detachment commander is the approval authority for all travel back to the continental United States, which is required when agents are tasked with investigative travel back to the continental United States for courts martial.

- Movement to courts martial location. Determine the theater-established guidelines for scheduling travel and release from theater. Ensure travel from theater is scheduled in accordance with those guidelines and in sufficient time for the agent to arrive at the courts martial location on the requested date.

- Return to theater. Plan movement for the agent back to theater from the courts martial location.

Request for Assistance

- Receive request for assistance (RFA). Provide CID groups with the individual responsible for managing RFAs in theater to ensure receipt, distribution, and central management for oversight.

- Determine investigative responsibility. Establish access to the Deployed Theater Accountability System to validate the subject of the RFA is actually in theater and ensure distribution to the responsible CID office in theater.

- Distribute. Once it is determined the subject is in theater, distribute the RFA to the responsible office and maintain oversight to ensure completion.

Protective Service Battalion Support

- Receive and analyze the mission. Once protective service battalion (PSB) support mission is received, determine the assets needed to meet the mission, determine the effect it will have on offices within theater, and request relief from the mission if the effect is detrimental.

- Identify support agents. Utilize agents in theater who are most effective to support the mission so that it places the least negative impact on overall CID mission requirements. This has proven to conserve logistics and time lost due to unnecessary movement.

- Coordinate with the PSB. Obtain a point of contact — usually the mission special agent in charge — for each mission that is received in order to work directly with them to mitigate potential issues that may arise. This also enables the battalion in theater to deconflict issues directly with the mission special agent in charge.

- Move support agents to the mission site. Base this on the mission analysis plan and coordinate movement of support agents in sufficient time to arrive at the mission site prior to the beginning of the mission.

Chapter 8

Battalion S4

The Criminal Investigation Command (CID) battalion will coordinate support through theater channels and will not use institutional sustainment channels without notification and approval from the CID group headquarters. The two methods for procurement of supplies and equipment across the theater of operations will be the Army systems. These include the Property Book Unit Supply Enhanced System, Self Service Supply Center, Supply Support Activity, etc., and contracting. Many of these systems require a prolonged lead time for the delivery of supplies, so units should plan accordingly. Additionally, keep in mind the dramatic difference between what is needed during the hot summers and cold winters in Afghanistan and the lead time to requisition items.

Property. The unique mission and dispersion of small CID elements throughout theater requires more sustainment support responsibilities and accountability to be pushed to lower levels than most other units. Separate from the standard logistics accounts set up for battalions and detachments, most CID offices require accounts that allow them to draw supplies, account for theater provided equipment (TPE) and CID equipment, and receive equipment.

CID Office Accounts. The CID battalion will determine the number of offices that require TPE and CID accounts for property accountability/maintenance and will submit a memorandum to the G3 defining the type of accounts needed by location (including the Army post overseas zip code). Theater policy may limit the number of derivative unit identification codes that can be established. The G3 will identify Yankee unit identification codes (used for deployment) for use in creating these accounts and provide them to the G4 to create applicable Standard Army Maintenance System-1E, Property Book Unit Supply Enhanced System, and Department of Defense activity address codes.

TPE Property Books. TPE accounts will be established by detachments and outlying offices where available. TPE consists of automations equipment (computers, monitors, etc.), vehicles (Mine-Resistant Ambush Protected all terrain vehicle), and weapons (M2, M240B). Installation property at detachment level requires that all inventory sheets are distributed and collected by the theater property book office team chief at the TPE office. The TPE office must assign document numbers for all contracts and decides if contracted items will be placed on the TPE books or not. The TPE office also assigns the united identification code.

Organizational Property Books. Ensure that all equipment brought from a continental United States (CONUS) location is added to the forward organizational property book. All equipment must be accounted for and inventoried separately from stay behind equipment and TPE property. The bottom line is to ensure that property is not added to the unit organizational property books from TPE following proper procedures.

Central Issuing Facility. Soldiers should arrive in theater with their central issuing facility. Utilize a central issuing facility where available to direct exchange damaged issued items, to turn-in items for removal from clothing records, or to exchange clothing items that were ordered through Army Direct Ordering if tags are still attached.

Rapid Fielding Initiative. Rapid fielding initiative should be issued at home station prior to deployment training. Use rapid fielding initiative to issue equipment to Soldiers who have not received necessary equipment prior to departure or to fill shortages for combat losses. Soldiers will be able to draw rapid fielding initiative in theater if available.

Operational Needs Statement. Submit an operational needs statement as a material solution to an operational requirement in order to correct a deficiency, improve an existing capability, procure a new/emerging capability, or if required for mission accomplishment. This procedure requires the approval of an O6 command or higher.

Equipment Sourcing Document. An equipment sourcing document is a request for filling an equipment shortage that has already been validated and authorized by Headquarters, Department of the Army. Source documents include the modified table of organizational equipment (MTOE), table of distribution and allowances, and the mission essential equipment list. Since an equipment sourcing document does not require validation, users can submit with an O5 approval or the approval of individuals with a division equivalent or higher who have equipment sourcing document submission authority for their command/division. The equipment sourcing document process is identical to the operational needs statement, but does not require G3 validation (see Figure 8-1).

ONS / ESD MAJOR PROCESS

Start

- Unit Request (Colonel or higher)
- ARFOR
- ACOM / SUPPORTING ASCC / DRU
- OCAR
- SUPPORTED ASCC
- HQDA G-3 Validation
- HQDA G-8 Sourcing
- AR2B CoC
- HQDA G4 (Verify Recept)

Finish

RDD AC = MRE/MRX - 30
RDD RC = MOB + 30 (If miss MOB + 30, Goal is MRE/MRX - 30
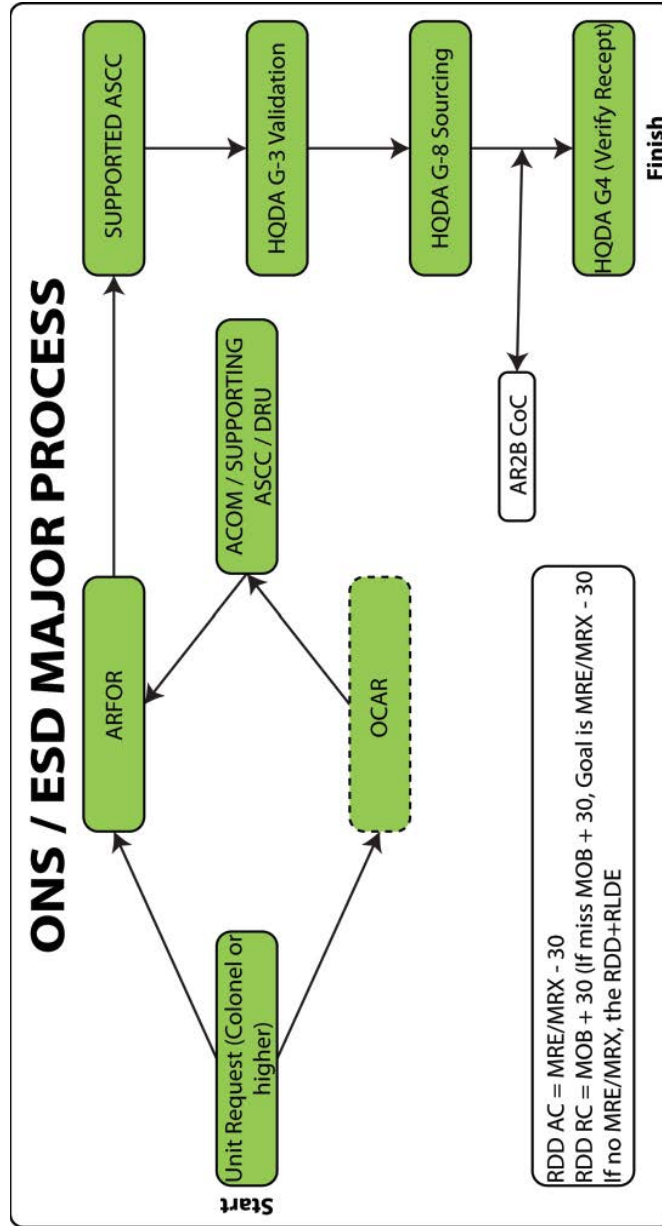If no MRE/MRX, the RDD+RLDE

Figure 8-1. Equipment Sourcing Document

Equipment Common Operating Picture. This is a Headquarters, Department of the Army computer system providing a "start to finish" classified web-based database for requesting and sourcing specified operational needs statement and equipment sourcing document equipment for both deployed and deploying units. Under the equipment common operating picture, units and their chain of command can:

- Check the endorsement, validation, and sourcing status of an operational needs statement or equipment sourcing document.

- Receive automatic notifications of shipping status of equipment.

- Action open items until the unit confirms receipt of equipment in the equipment common operating picture, unless the unit's confirmation is not received within 120 days of shipment, at which point the line item number is administratively closed.

Inventories. Transfer of authority inventories: A change of command inventory will be conducted between the outgoing commander and incoming commander no later than 24 hours prior to the transfer of authority ceremony. The change of command inventory of TPE property will be conducted as follows:

- The S4 noncommissioned officer in charge will schedule an appointment with the TPE property book officer prior to the arrival of the incoming commander.

- The TPE property book officer will brief the outgoing and incoming commanders on the conduct of the inventory.

- The outgoing commander will provide the TPE property book officer with adjustments and supporting documents.

- The TPE property book officer will provide all applicable property book hand receipts to the incoming commander.

- The outgoing and incoming commanders will conduct responsible officer's physical joint inventory in accordance with Department of Army (DA) Pamphlet 710-2-1, *Inventory Management*, *Using Unit Supply System (Manual Procedures)*.

- The property book officer will provide an updated version of the hand receipt for the incoming responsible officer's signature. The outgoing hand receipt holder will initiate the appropriate action by entering his/her initials in the remarks block of the clearance record and will note that, "All property has been inventoried by me and all discrepancies have been reported to the property book officer."

Sensitive Item and Cyclic Inventories. Current policy in theater directs that sensitive items and cyclic inventories will be conducted no later than the 25th of each month, similar to rear operations. All sensitive item and cyclic inventories will be conducted in accordance with TPE policy or respective CID group policy for the CID property books. Any loss of sensitive items will be reported immediately to the battalion S4.

Reserve Component Sensitive Items Inventories. Will be conducted in accordance with the CID battalion policy and annotated with a memorandum listing all items by type and serial number. The CID detachment commander will sign and send the memorandum to the CID battalion property book officer with the monthly inventories. Any discrepancies will be reported in a memorandum to the CID battalion property book officer and the CID battalion S4.

Receipt and Issue of Property Inventories. When property is received or issued, the receiving or issuing person must conduct a complete inventory. Serial numbers will be verified against the receipt documents. All shortages and components of major end items will be properly inventoried and shortages will be identified.

Change of Hand Receipt Holder Inventory. When a primary hand receipt holder or sub-hand receipt holder is replaced, all property assigned to the unit/office/individual must be inventoried. This procedure is a unit level responsibility. If an inventory is not conducted after 30 days of the acknowledged changeover, the incoming hand receipt holder automatically assumes responsibility under the provisions of Army Regulation (AR) 735-5, *Policies and Procedures for Property Accountability*.

Accounting for Lost, Damaged and Destroyed Property. When lost, damaged, or destroyed property is suspected or discovered, hand receipt holders will immediately take the following actions:

- If an item is lost, conduct a physical inventory of all like property and conduct a thorough search of the area of operations.

- The property book officer will be notified and adjustment documents will be initiated in accordance with AR 735-5.

- Since timeliness is essential in proper documentation of lost, damaged, or destroyed property, the accountable officer or primary hand receipt holder must make sure that a financial liability investigations of property loss document is initiated within 10 days upon discovery of lost or damaged property. If a financial liability investigations of property loss is not initiated within 10 days, a letter of lateness is required when submitting it to the S4.

- Total processing time for financial liability investigations of property losses will not exceed 75 calendar days. Financial liability investigations of property losses exceeding the total processing time will be justified in writing, explaining the reason for the delay.

- The battalion S4 will be notified immediately upon the initiation of any financial liability investigations of property loss within the battalion. Unit supply personnel will email a digital copy of the initiated DA Form 200, *Transmittal Record*, to the battalion S4. Prior to sending a digital copy, supply sergeants should obtain all signatures on the front of DA Form 200. The battalion property book officer will sign as the accountable officer for all stay-behind equipment and MTOE property issued from the property book. The TPE property book officer will sign as the accountable officer for all TPE property issued from the property book. Additionally, the property book officer will assign a document number as appropriate. Upon completion of the financial liability investigations of property loss, a completed copy of the DA Form 200 (front and back) with exhibits will be digitally sent to the group G4.

Request for Issue and Turn-In (Non-Expendable and Property Book Items).

- Initial issue of non-expendable or property book items not listed on authorization documents will be justified in writing.

- Replacement issue of non-expendable or property book MTOE items will be coordinated with the battalion property book officer.

- Excess and serviceable or unserviceable equipment will be classified to establish condition codes in accordance with AR 725-50, *Requisitioning, Receipt, and Issue System*.

- The battalion property book officer will contact other supporting maintenance activities that are authorized to technically inspect nonstandard equipment.

- Disposition instructions will be issued by the battalion property book officer directing turn-ins and lateral transfers.

Clothing, Absentee Baggage, and Table of Allowance-50. There are specific requirements in establishing disposition on property left by a Soldier absent without authority or when evacuated from theater. The commander, without delay, will designate a commissioned officer, warrant officer, or noncommissioned officer to conduct an inventory. Procedures that have proven effective include the following:

- The inventory officer, with witness, will make sure clothing is not exchanged for clothing with other unit personnel.

- The inventory officer will prepare a DA Form 3078, *Personnel Clothing Request,* with the original and three copies. Record on this form the items and quantities of personal military clothing issued. Excesses of personal military clothing will not be included on the personal effect inventory (white sheet of paper). See DA Pamphlet 600-8, *Management and Administrative Procedures*, for instructions. The inventory officer will then enter the words "inventoried by" and sign in the "remarks" block of the DA Form 3078.

- The witness and commander or designated representative will verify and initial this form, place the original in duffel bag, and place other copies in the unit files pending further action or disposition.

- All baggage will be securely stored until sent to the rear to ensure safekeeping.

Supply Operations. Supply operations include the requisitioning, receipt, storage, issue, distribution, protection, maintenance, retrograde, and redistribution of supplies.

- Classes of supply.

  - Class I (Subsistence). Coordinate through the assigned dining facility manager under the mayor's cell. Additionally, Class I supply will be coordinated through the battalion S4 and tasked to the supporting unit for issue.

  - Class II (Individual Equipment). Requests for issue will be submitted to the battalion S4. Units will maintain a 15-day basic load of expendable supplies. All authorized MTOE equipment will be on hand unless directed otherwise. Establish accounts with the supporting forward operating base no later than boots-on-ground +14 as applicable. Conduct reconciliations monthly and send through the Property Book Unit Supply Enhanced system account to the local supply support activity yard. Account information is available at the supply support activity and is a military occupational specialty task for 92Ys. Hardcopy requests are sent to the supply support activity using DA Form 2765-1, *Request for Issue or Turn-In*, and signed by the appropriate authority (property book officer or commander). This method is used if the Property Book and Unit Supply Enhanced system goes down, or when sent to the office level where there is not any 92Y personnel.

○ Class III (Petroleum, Oil, and Lube). The supporting operating base will have designated resupply/issue points. Bulk supply requisitions for internal support will be submitted through the battalion S4. The petroleum, oil, and lube issue point or mayor cell will provide guidance on procedures.

○ Class IV (Construction Materials). These materials will be requested through the battalion S4. Use DA Form 2765s and hand-carry them to the Class IV yard. Certain types/quantities of lumber will require a letter of justification signed by an O5.

○ Class V (Ammo). Establish Class V accounts with the supporting ammunition supply point. This requires assumption of command orders, DA Form 1687, *Notice of Delegation of Authorization-Receipt for Supplies*, and a weapons density memorandum to forecast and draw operational load. Commanders must ensure that their personnel knows and understands ammunition draw and turn-in procedures, how to properly fill out the DA Form 581, *Request for Issue and Turn-In of Ammunition*, and have at least two personnel who are hazardous material (HAZMAT) qualified. CID detachments and outlying offices should coordinate with local military police units to draw training 9 mm ammunition for quarterly M11 ranges.

○ Class VI (Personal Demand Items). Soldiers should bring a 90-day supply of comfort items (as well as medications). Army and Air Force Exchange Services are available at most forward operating bases (mail order is also an option).

○ Class VII (Major End Items). The deployment operation order will dictate major end items that will deploy with the unit. Follow established theater procedures to procure replacements. Units will submit battle loss reports and prepare DA Form 2765 when requesting major end item replacements.

○ Class VIII (Medical). Battalion S4 requests resupply from the supporting medical company or troop medical clinic.

○ Class IX (Repair Parts). Requests for repair parts not on a unit's prescribed load list will be requested through the Supply Support Activity. Establish accounts immediately upon arriving in theater. Unless the unit has a functioning Very Small Aperture Terminal or Combat Service Support Automated Information system bridge that links to the Very Small Aperture Terminal on the forward operating base, the requirements should be submitted to the local Supply Support Activity on a DA Form 2765. Conduct reconciliation monthly.

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○ Investigative equipment. Investigative equipment includes non-expendable, expendable, and durable equipment. Units will determine the basic loads for the different types of kits according to the mission. Ensure enough expendable supplies are on hand to last for at least 90 days before replenishment in theater.

○ Water. Water supply and resupply points are designated by the supporting operating base. Bulk water and special requests will be coordinated through the battalion S4.

○ HAZMAT. These type materials will be brought with the unit. Special requirements may be directed to the battalion S4 for coordination. HAZMAT violations will be immediately reported to the proper authorities.

• Office Supplies, building materials, and repair parts (Class II, IV, and IX).

○ All requests for supplies must be submitted on a supply request form (available upon request from the battalion S4 office).

○ Once supply requests for Class II and IV are received, the battalion supply specialist will requisition the request through the Property Book Unit Supply Enhanced system to the Supply Support Activity yard or Class IV yard.

○ Once supply requests for Class IX are received, the battalion supply specialist will requisition the request through a manual DA Form 2765 to the Supply Support Activity yard.

○ The battalion supply specialist will notify the requester and schedule a delivery as requests are filled.

○ If supplies are for outlying forward operating bases (and weigh less than 70 lbs), the battalion supply specialist will mail the supplies to the requester and will also process the shipment of supplies through the movement control team.

○ If supplies are urgent, sensitive, or otherwise deemed special by the commander, a courier will hand carry the items to the outlying forward operating base.

○ Special consideration must be planned to support the Expeditionary Forensics Lab/Joint Expeditionary Forensics Facility/Criminal Investigation Task Force elements. The CID battalion will provide administrative supplies to the Expeditionary Forensics Lab/Joint Expeditionary Forensics Facility/Criminal Investigation Task Force elements under its command. However,

the U.S. Army Criminal Investigation Laboratory will provide lab-specific logistics and sustainment support to forward deployed Expeditionary Forensics Labs and Joint Expeditionary Forensics Facilities.

Requesting Forensics Investigative Equipment.

- All requests for supplies must be submitted on a supply request form and validated by the battalion Title 10, Investigation Operations Cell with the following items:

  ○ A letter of justification articulating the purpose, background, impact (if not funded), recommendation, and point of contact for the request.

  ○ A valid quote not to exceed 30 days.

  ○ Once supply requests are received, the battalion S4/contracting officer representative (COR) will complete the required DA Form 3953, *Purchase Request and Commitment*, and all supporting documentation for signatures, processing for approval, and funding.

  ○ Battalion S4/COR will notify the requester as requests are filled with the battalion supply specialist, scheduling delivery under the same procedures as above.

Army Direct Ordering. An Army Direct Ordering Program will be established within 30 days of arrival (reference the *1st Theater Sustainment Command Army Direct Ordering Smartbook*). **Note:** The Army Direct Ordering Program was established to provide sustainment of clothing bag items (military personnel appropriation, organizational clothing, and individual equipment) to deployed Soldiers. Soldiers on temporary change of station orders in support of combat operations are authorized to enroll in or receive items through the Army Direct Ordering Program. Soldiers on permanent change of station or temporary duty are not authorized this conveyance. Additionally, civilians are not authorized to enroll in the Program and cannot order items from the Army Direct Ordering Program menu.

- In accordance with AR 735-5, replacement of organizational clothing and individual equipment/military personnel Army appropriation other than fair wear and tear before a replacement issue can be accomplished.

- Army Direct Ordering is not to be used for initial issue or to fill shortages. Army Direct Ordering can be used to supplement catastrophic losses when properly documented.

- In accordance with AR 710-2, *Inventory Management – Supply Policy below the National Level*, commanders at all levels will ensure their personnel maintain serviceable equipment.

- How the Army Direct Ordering Program works:

  ○ The unit sets up its account through operational sustainment. Once the unit is set-up, the Soldier places orders by size via the Army Knowledgement Online link through the Defense Logistics Agency-Europe/Commerce to Kentucky Logistics Operations Center website. The website is *https://army.kyloc.com*. The unit designee can order for Soldiers if the internet access is limited. The orders must be placed in the Soldier's name.

  ○ Orders are held in the system until the unit point of contact validates and approves the expenditure of funds. Unit point of contacts are usually supply sergeants or a representative appointed by the commander.

  ○ Validated orders are pulled from the Defense Supply Center Philadelphia inventory at the Commerce to Kentucky Logistics Operations Center. Defense Supply Center Philadelphia/Commerce to Kentucky Logistics Operations Center are not the same organizations as the Program Executive Office Soldier. Commerce to Kentucky Logistics Operations Center will:

    ∗ Package the complete order for the Soldier.

    ∗ Post shipment date to the Commerce to Kentucky Logistics Operations Center website.

    ∗ Estimated elapsed time is 3 days (order to shipment).

    ∗ Orders are sent parcel post to a unit's Total Army Communications 1 address (Army post office mailing address) with an estimated shipping time of 7 to 10 days.

Contracting. Contract support is used to augment other support capabilities by providing an additional source for required commodities and services that otherwise would not be available (see Figure 8-2).
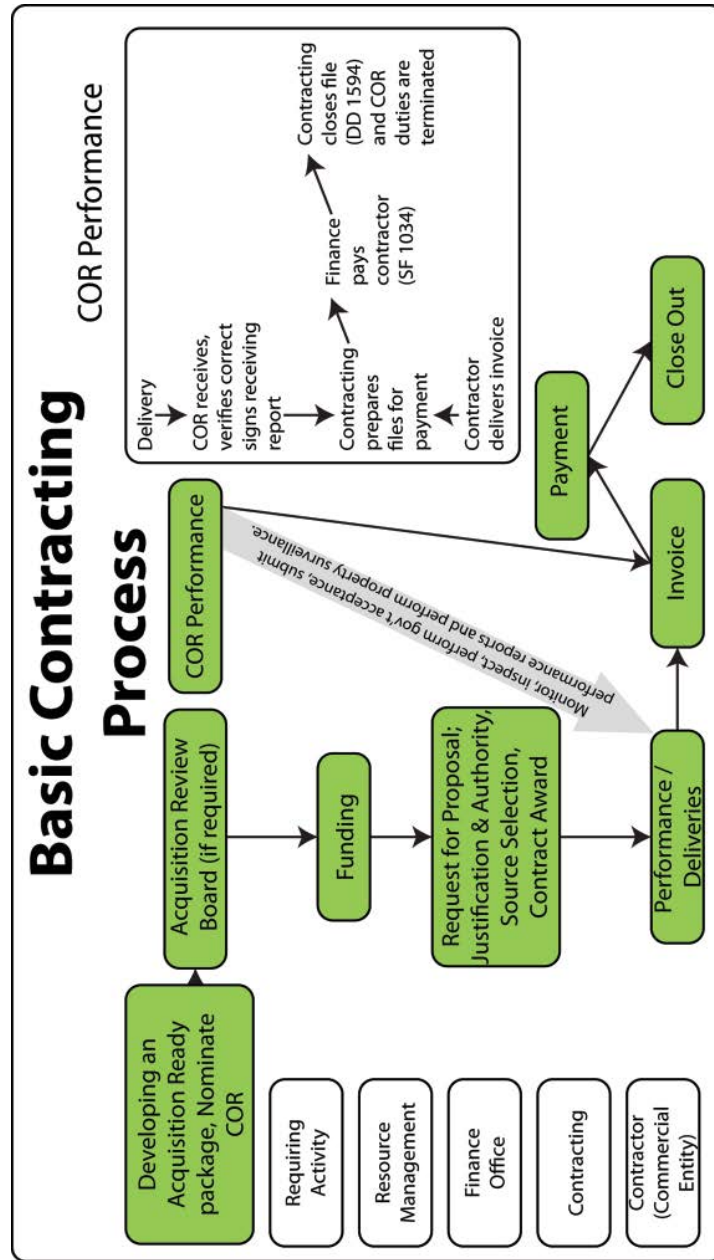
Figure 8-2. Basic Contracting Process

Contracting Officer's Representative.

- COR training required in order to certify and appoint a COR.

  ○ Regional contracting center, one to two-hour course. Explains concepts and procedures for completing, submitting, and awarding contracts in theater.

  ○ Online training (Defense Acquisition University Course).

    ∗ CLC 106: *Contracting Officer Representative with a Mission Focus*.

    ∗ CLC 206: *Contracting Officer Representative in a Contingency Environment*.

    ∗ CLM 003: *Overview of Acquisition Ethics*.

    ∗ Army Knowledge Online Training: *Trafficking in Persons General Awareness Course*.

- Nomination of a COR.

  ○ The COR must be nominated by the battalion commander in a memorandum for record. The COR must also be designated by all of the regional contracting offices they will do business with in theater. These memorandums for record, as well as the COR training certificates, will be included in all contract requests.

  ○ Use DD Form 577, *Appointment/Termination Record*, to maintain a record certifying an accountable officer's appointment as a COR. This document must be signed by the battalion commander and included in all contracting requests.

- Purchase request and commitment.

  ○ Covers commodities, services, and construction projects. It has become the primary pool of money for Operations and Maintenance Army/Title 10. Clearly, 75 percent of contracts are commodities through Operations and Maintenance Army for field investigative equipment/information technology, and 25 percent are services through Operations and Maintenance Army for vehicles.

  ○ Commodities contracts. These are supply items or property not available through the standard supply system. The best example is field investigative equipment. As for other commodities, the digital forensics examiners are a primary customer for computer

equipment and software. Some digital forensics examiners'
licenses expire throughout the deployment and a purchase request
and commitment is needed to renew these licenses (lead time
required).

○ Department of Defense (DD) Form 250, *Material Inspection
and Receiving Report*, is completed upon receipt of an item. See
receiving items and closeout. Completed monthly for service
contracts. This document is completed once the vendor sends
the monthly invoice. The DD Form 250 verifies that the services
were satisfactorily rendered and required for the vendor to receive
payment. The completed DD Form 250 and invoice will be
scanned and sent to the regional contracting office.

○ Service contracts. This venue primarily deals with vehicle leases.
These are usually restricted to six-month leases. If planning on
renewing the service contract, ensure a new purchase request and
commitment packet is submitted no less than two months before
the expiration date to prevent service interruptions.

○ Non-tactical vehicle contracts. Non-tactical vehicle contracts
are usually restricted to six-month leases. Upon completion of a
contracted lease, turn in the vehicle to the vendor and complete a
"turn-in inspection form." Send a copy of the form to the regional
contracting center that administered the contract. General Services
Administration vehicles should be sourced first, where available.
Secondary, utilize Army-owned Kawasaki Mules.

○ Federal Express. Service contract utilized to ship evidence to the
theater evidence facility or the rear continental United States. This
contract is usually for six months.

○ DD Form 250, *Material Inspection and Receiving Report*.
Purchase request and commitment packet. Consists of the
DA Form 3953, *Purchase Request and Commitment*, letter of
justification and the quotes.

　∗ DA Form 3953. Examples can be obtained from the
contracting office. Items destined for the Joint Acquisition
Review Board will be completed on a classified network.
Once signed by an O5 (O6 for the Joint Acquisition Review
Board) it is sent to the TPE office for a document number.
Expect a one to two day turn-around.

∗ O5 letter of justification. Ensure you include the five W's explaining the logic for spending tax dollars. Additionally, it is beneficial to break down requests by individual items and costs for each.

∗ Quotes. Quotes cannot be an internet print-out and should have a government contract number for the vendors used.

Joint Acquisition Review Board Process. This board convenes every couple of weeks. Chief of Staff, Army Forces presides and staff section representatives constitute the voting board members. It requires a well written letter of justification and attendance at the board, either in person or via teleconference. Once approved, the purchase request and commitment packet will go to legal review, budgeting, and then contracting for awarding.

• Legal review. Anything that is approved through the Joint Acquisition Review Board process must be legally reviewed by the board staff judge advocate. It normally takes 24 hours for review, but will result in a returned packet if not attached once submitted to budget for approval.

• Funding. Once the purchase request and commitment passes the legal review, the purchase request and commitment is sent to budget/ resource management for funding or reach-back based on items requested and cost.

• Receiving items and close out. Once a commodity has arrived in its entirety, it is required to generate a DD Form 250 to be submitted to the TPE office for a close-out document number assignment. The headquarters and headquarters detachment commander will sign a receipt, monthly, for open purchase requests and commitment document numbers. These need to be closed out or transferred to the incoming commander before clearing theater.

Joint Communications Utilization Review Board Process. This process is similar to the joint acquisition review board process, but for information technology and automations equipment.

• Cancellations. A cancellation of a purchase request and commitment can be accomplished by submitting a "cancellation of purchase request and commitment document" memorandum. This will be sent to the theater property book office and signed off by the contracting point of contact, resource management point of contact, theater property book office representative, and requesting detachment commander.

- Reach back. All Operations and Maintenance Army purchase requests and commitments are required to have a reach-back transfer memorandum attached with the packet. Contracting command processes approximately 40,000 contracts per year resulting in an enormous backlog. Any contracts that can be pushed to Army Contracting Command at Rock Island, Ill., (reach back) for government purchase card purchases are expedited and can be accomplished in about two months from request to receipt of the commodity. These are usually $15,000 or less, but non-complex purchases can go up to $6.5 million. These are typically simple purchases from U.S. based, sole-sourced vendors. The same purchase request and commitment packet for the local contracting office is used, except funding comes from a government purchase card and is reimbursed by Army contracting command.

Budget/Overseas Contingency Operations Funds. Overseas Contingency Operations funds are managed at the CID group level. Communicate with the forward battalion prior to deployment to develop a list of field investigative equipment and commodity items that are hard to procure while in theater or require a long lead time. Send a list to higher headquarters CID group for approval. Purchase the approved list of items utilizing Overseas Contingency Operations funds.

Transportation/Maintenance.

- Vehicle and equipment maintenance. Assigned vehicle operators will perform maintenance before operation checks in accordance with -10 Manual before operations begin. During the operations checks that are performed throughout the day, the vehicle is used to perform operational missions. Each driver will perform after-operations checks upon completion of the last mission each day. Non-vehicular equipment operators will perform preventive maintenance checks and services in accordance with appropriate -10 Manual.

- Weapons maintenance. Weapons maintenance will be provided by unit armorers. Maintenance above the 20 level will be coordinated through small arms repair facilities at respective forward operating bases. The CID battalion will order all Class IX replacement parts through the Supply Support Activity. Additionally, units will ensure all weapons individually assigned to deploying Soldiers are gauged and inspected prior to deployment.

- Vehicle registrations. All non-tactical vehicles located on a forward operating base will have to be registered. Vehicle registration can be accomplished through the mayor cell or garrison headquarters. A vehicle registration sticker will also be issued, which authorizes use

of the fuel point. Some larger forward operating bases with outlying camps will also require registration at the base defense operation center to grant vehicle access.

- Transportation motor pool dispatches. General Services Administration vehicles are available at some forward operating bases (e.g., non-tactical vehicles or Gators). If a unit or office signs for a transportation motor pool vehicle, they must dispatch every two weeks. The transportation motor pool will also provide necessary services.

- Contracted maintenance. Contracted non-tactical vehicles will have specified maintenance tasks written into the statement of work. The contractor shall perform both scheduled and unscheduled maintenance, including supplying all parts, materials, labor, and expertise necessary to complete the required maintenance task.

  ○ Maintenance shall be coordinated with the COR.

  ○ Contractor's mechanics shall be on site within 24 hours of notification for all unscheduled maintenance and emergency repairs.

  ○ Parts include windshield wipers, tires, headlamps, filters, fluids, and lubricants.

  ○ The contractor shall provide a replacement vehicle if maintenance (scheduled or unscheduled) being performed will exceed 24 hours.

- Scheduled maintenance. Periodic inspection or servicing of a non-tactical vehicle shall be accomplished in accordance with the vehicle manufacturer's specifications. This type of maintenance includes, at minimum: oil, fluid, and tire changes (when needed), and daily safety checks.

- Unscheduled maintenance. Maintenance that is not scheduled but is required covers any lost, damaged, or malfunctioning equipment. It is the sole responsibility of the contractor to procure parts and labor to correct such deficiencies.

- Field service representatives. Vehicle maintenance for tactical vehicles above the -20 level is coordinated through the forward operating base field service representatives. The CID battalion will order all Class IX replacement parts through the Supply Support Activity.

- Standard Army Maintenance System-1E/Army Materiel Status system reporting. Army Materiel Status system report indicating reportable and non-reportable equipment located with the unit at the base/site/cluster will be submitted by each reporting unit/element.

- Movement control team. This unit conducts planning, routing, scheduling, controlling, coordination, and in-transit visibility of personnel, units, equipment, and supplies moving over multiple lines of communication. This includes Department of Defense activity address codes to Department of Defense activity address codes shipping in theater for supplies. In order to facilitate movement, a transportation movement request must be filled out and submitted to the movement control team.

Mortuary Affairs. Each unit/office will receive mortuary affairs support from the nearest mortuary affairs collection point based on its location. During the concurrent return program and graves registration program, all personal effects found on the remains will be consolidated and evacuated with the remains to the nearest mortuary affairs collection point. The mortuary affairs collection point will forward all personal effects to the theater personnel effects depot for final disposition. The battalion S1 will appoint a summary court martial officer to inventory and package all known personal effects and to arrange for disposition of these effects to the person eligible to receive effects through the appropriate postal channels.

Battalion S4 Staff Travel Team. The battalion S4 will provide a staff travel team to support detachments/office sustainment, relocation, stand-up, and tear down. Staff assistance visits will be conducted quarterly for each CID office with additional staff assistance visits upon request. This support will allow offices to focus on their primary mission of Title 10 felony criminal investigations while providing subject matter experts to handle infrastructure and sustainment requirements. The battalion S4 staff assistance visits will focus in the areas of supply, maintenance, and safety in accordance with the battalion Organizational Inspection Program checklists.

- The tentative staff assistance visit schedule is distributed quarterly. Actual dates are determined by available flights or convoys and coordinated in advance with offices to deconflict schedules.

- Offices may request staff assistance visits for special functions by contacting the battalion S4 on a case-by-case basis.

- The staff assistance visit team will coordinate with the office's special agent in charge to correct deficiencies prior to the next staff assistance visit.

Command Supply Disciple Program. This program outlines the policies by which commanders (at all levels) ensure their subordinates understand the basic systems of supply discipline, responsibilities, expectations, and, when necessary, delegations of command authority. At a minimum, Detachment Command Supply Disciple Programs should include the following requirements:

- Denotes the responsibilities of key personnel within their organization in the execution of supply discipline.

- Identifies who is generally responsible for ensuring the commander's hand receipt is maintained along with all sub-hand receipts and shortage annexes for MTOE equipment.

- Sub-hand receipt standards. Includes how property will be divided, what forms will be used, and how often the sub-hand receipts will be updated.

- Delegation of authority. Stipulates who, aside from the commander, has the authority to direct Soldiers to sign for the commander's property.

- Directs that, failure to abide by the standard constitutes a violation of Article 92, *Failure to Obey Order or Regulation (Uniform Code of Military Justice)*.

Health Services Support. All medical evacuations and hospitalizations will be reported through institutional and theater chains of command and to the CID group G3. All personnel will be trained on the nine-line medical evacuation request.

Chapter 9

Battalion S6

A critical area for any unit's success is effective, efficient, and, where possible, redundant communications. The communications plan and common architecture must be well planned, resourced, and rapidly employed to start operations. Before deploying, commanders must visualize their communications requirements. The mission is enhanced by early collaboration with the unit a Soldier will relief in place/transfer of authority with when determining what equipment should be deployed and what equipment units will fall in on.

Operational oversight requirements of the information management office include:

- Ensure that units immediately create their information management office accounts.

- Ensure that units coordinate immediately with the Network Enterprise Center (NEC), Theater Signal Battalion, and Major Subordinate Command S6 officers within the unit's area of operations.

Communications Security (COMSEC). COMSEC will be drawn from a theater level COMSEC vault unless the COMSEC account is under another unit's account. The local COMSEC vault will inform Soldiers of all paperwork required to set up an account.

Helpdesk. Go through the local helpdesk for issues that cannot be solved organically. Remember, the helpdesk personnel are the gate keepers between the unit and the next level of technical support. They are also in charge of account creation.

Automations Issues. Ensure that the unit has 25B Soldiers assigned. Criminal Investigation Command operations require a large amount of automation support including computers, printers, switches, phones, etc. It is critical that all investigators have unfiltered internet access and are not inhibited by typically restricted websites. Additionally, it is important that specialists such as digital forensics examiners and polygraph examiners are authorized additional mailbox space due to the amount of transmitted data associated with investigations.

There are multiple considerations in establishing communications. First, prior to deployment, contact the unit being replaced and ask what equipment and tools will stay behind. For example, fluke testers are indispensable at times for network troubleshooting.

Second, make an assessment of all equipment and supplies. Ask the previous unit what and how much of anything it needs to order or what will be required once on the ground. For example, if all cabling is in place and if falling in on infrastructure already in place that won't need much for upkeep.

Third, make an assessment of required forms. Contact the local support agencies for requirements. The local helpdesk will have localized forms that are specific for each area of operations, but Department of Defense Form 2875, *System Authorization Access Request*, is a mainstay and is used by everyone. This is the account creation form. Some helpdesks might not use forms and may have the information management offices submit everything through "remedy." However, be aware that remedy front end is different from continental United States remedy.

Lastly, information management offices support other offices at multiple remote locations. Establish working relationships with each dispersed office NEC and signal unit. Coordinate training for each office to establish a system administrator. Allowing each office the capability to troubleshoot and submit work orders will pay great dividends.

Chapter 10

Religious Support

The mission of the unit ministry team (UMT) is to provide direct comprehensive religious support (RS) to Soldiers, families, and authorized personnel assigned or attached to the military police battalion (Criminal Investigation Command [CID]) in the area of operations.

UMTs are a proven combat multiplier. Commanders and their units benefit daily from chaplain program initiatives. In addition to the more traditional RS activities during deployment, UMTs orchestrate "spiritual fitness" events, such as weekly Bible study groups, spiritual movie nights, and prayer breakfasts/luncheons for Soldiers and agents at the battalion headquarters. Chapel services, water baptism, and other RS programs may be provided through the area RS. The UMT provides RS to outlying CID offices through visitations and emergency area RS coverage.

UMTs are designated special staff officers and noncommissioned officers to the CID commander. In this capacity, they render specific and specialized professional support to the command. The UMT offers advice to the commander, such as providing professional expertise on matters of religion, morals, and morale; facilitating RS; assessing unit climate by visiting Soldiers; and providing advice/counsel on religious needs of Soldiers and families.

Management and administration activities include operational oversight of the command master religious plan, facilities, personnel, supplies and equipment.

Unit Ministry Team Composition

- Chaplain. The primary mission of the chaplain is to perform or provide religious ministry to Soldiers. The chaplain, as a religious leader, executes the RS mission, which ensures the free exercise of religion for Soldiers and authorized personnel.

- Chaplain Assistant. The chaplain assistant is a Soldier who has received special technical training to assist the chaplain in accomplishing the RS mission. The chaplain assistant performs two essential roles: staff noncommissioned officer and RS provider. The chaplain assistant is vitally important and a full member of the UMT. The chaplain assistant is a combatant and bears arms for the UMT.

Pre-Deployment Training

Religious support training includes spiritual fitness, moral leadership, ethical decision making, suicide intervention and prevention, military occupational specialty tasks, and other training required by the UMT, commanders, staff, Soldiers, agents, and family members. This includes branch specific and professional training along with individual and collective training. Prior to deploying, it is also recommended that the chaplain and chaplain assistant consider training in the following courses:

- Critical incident peer support. A course designed to train Army law enforcement professionals to recognize the signs and symptoms associated with critical incident trauma and intervention strategies. The course is designed to challenge leaders to make accurate command decisions as it relates to Soldiers experiencing various types of trauma and stress.

- Traumatic event management. Training that blends combat and operational stress control functional areas to create a flexible set of interventions specifically focused on stress management for units and Soldiers following a potentially traumatizing event.

- Applied suicide intervention skill training. This workshop is for caregivers who want to feel more comfortable, confident, and competent in helping to prevent the immediate risk of suicide.

- Combat medical ministry/emergency medical ministry. These training programs are joint two-week intensive courses that prepare the UMT for the rigors, wounds, and stress associated with the combat and medical environments.

Unit Ministry Team Religious Support Activities during Deployment

Religious support planning and operations include those requirements for conducting readiness tasks, deployment, redeployment planning, and operations. Key staff contribution is providing the commander with programs for all deployment and redeployment requirements involving RS and planned ministries for families of deployed Soldiers. Specific chaplain lines of effort are:

- Religious services. Religious services include all command sponsored religious services of worship and memorial ceremonies occurring in the area of operations.

- Rites, sacraments, and ordinances. Specific rites, sacraments, and ordinances that normally take place apart from formal religious services of worship such as baptisms, blessings, daily prayers, and other religious ministrations.

- Pastoral care and counseling. Pastoral care and counseling include prayers, visitations, religious counseling, care for casualties, and caregivers, RS to survivors, and critical event debriefings.

- Religious education. Religious education includes all activities of faith sustainment, formation, and study or instruction that is appropriate in a deployed environment such as classes on religious teachings, activities of faith sustainment — enrichment, formation, study, or instruction — and religious-based programming in marriage enrichment (e.g., "Laugh Your Way to A Better Marriage"), problem solving, communication skills, parenting skills, and other vital areas.

- Combat operational stress control. UMT provides preventative, immediate, and restorative spiritual and emotional support and care to Soldiers experiencing combat/operational stress.

- Critical event debriefing. Crisis intervention helps small units soon after exceptionally traumatic events to quickly restore unit cohesion and effectiveness, reduce short-term emotional and physical distress, mitigate long-term distress and "burnout", facilitate the transition from traumatic event(s) to a sense of normalcy, and aids in future transitions.

- Accommodating religious practices. When accommodation is requested, the chaplain assists the commander and the Soldier in clarifying military necessity, faith practices, and available courses of action. The commander may approve, disapprove, or partially disapprove the request.

- Determine demographics. To optimize the chaplain program activities the UMT should know the religious and marital demographics of the unit. This has proven to enhance the ability to appropriate, provide, or perform for the RS needs of the Soldiers, agents, families, and authorized personnel in the unit. The religious needs survey is a helpful tool to identify the religious needs of all personnel in the unit.

- Develop support plan. The UMT will develop a RS plan prior to deployment. This plan provides for religious services, rites, sacraments, ordinances, and ministrations for all CID battalion personnel. The chaplain must ensure that RS meets the intent and adheres to the guidance provided by the commander. The chaplain is the officer responsible for implementing the commander's plan for RS.

- Define constraints of military necessity. The Army's policy is for the commander to approve requests for accommodation of religious practices when possible, subject to the limits of "military necessity." This means that concern for military readiness, unit cohesion, morale, discipline, and safety or health can lead the commander rightly to deny the request.

Functions and Activities

- Nurture the living. The UMT develops and provides RS activities to strengthen and sustain the spiritual resilience of Soldiers and family members. During deployment, the UMT brings hope and strength to those who have been wounded and traumatized in body, mind, and spirit, with the overall goal of assisting the healing process.

- Care for the dying. The UMT provides RS, spiritual care, comfort, and hope to the dying. This focus of RS affirms the sanctity of life through prayer and presence. The UMT provides the Soldier with courage and comfort in the face of death.

- Honoring the dead. Our nation reveres those who have died in military service. During deployment, the chaplain conducts memorial ceremonies, fulfilling a vital role in rendering tribute to America's sons and daughters who paid the ultimate price serving the nation in the defense of freedom.

Redeployment

As critical as preparing the unit to deploy is, preparing the unit's redeployment activities is equally significant and challenging for the UMT.

- Redeploying personnel. The UMT will provide all required UMT deployment cycle support and redeployment training to all personnel in the unit, which includes reintegration and suicide awareness training.

- Spouses/families (rear). The UMT (rear) will coordinate with the rear detachment commander to provide chaplain-led reintegration training to the spouses and families of redeploying personnel. The UMT (rear) will make the marital assessment tool available to spouses.

- Reintegration. During the reintegration process (on or about 60 to 90 days after the Soldiers have redeployed), the UMT should have planned to conduct retreats for reintegration of Soldiers and families, singles, and couples.

Chapter 11

Headquarters and Headquarters Detachment Operations

Convoy Operations. Leaders and Soldiers will ensure the following is completed for all convoy missions:

- Contingency of operations/mission brief. This will include the primary and alternate route, updated route status, and intelligence update.

- Risk assessment. Prior to every mission, a risk assessment will be submitted to the battalion commander for approval.

- Pre-combat checks/pre-combat inspections.

  ○ Assault load. Assault load pre-combat check/pre-combat inspections will ensure that all Soldiers going out on mission have their proper and prescribed uniforms to include: identification tags, identification card, military driver's license, advanced combat helmet, improved outer tactical vest with small arms protective insert plates, gloves, eye protection, ear plugs, M4 with optic (7 magazines with 210 rounds), M11 (3 magazines with 39 rounds), flashlight, seat belt cutter, improved first aid kit and radio.

  ○ Vehicle load. Basic issue items, two cases of Meals Ready to Eat, four cases of water, two water cans, two fuel cans, .50 caliber ammunition, 7.62 mm ammunition, 5.56 mm linked and loose ammunition, 9 mm ammunition, head space and timing gauges, team tough box, combat life saver bag, warrior aid and litter kit, smoke, spare barrel, and heat mittens.

  ○ Mission preparation. Vehicle preventive maintenance checks and services, windows/mirrors clean, individual weapon preventive maintenance checks and services, counter radio electronic warfare serve preventive maintenance checks and services, communication check (internal and external), load plan complete and secure, electronic counter-measures check, Defense Advanced Global Positioning System Receiver check, Blue Force Tracking system check, Base Defense Operations Center notified with mission brief, rehearsals, and proper weapon status checks completed.

Battle Drills. The following have proven invaluable to mission success and have undoubtedly helped save Soldiers lives:

- Replace gunner drill.

- Replace driver drill.

- Tire change.

- React to contact.

- Casualty evacuation.

- Vehicle recovery.

- Break contact drill.

- React to improvised explosive device/unexploded ordnance.

- Action at the long halt.

- Three-point turn/reverse halt.

Communication Card. Communications card will include radio frequencies and call signs for battle space commanding units.

Crew Duties. Driver, gunner, and truck commander all must be clear on their specific roles and responsibilities and know overall task organization, sectors of fire, and 5-, 25-, and 200-meter checks at the halt. It is recommended to specify crew responsibilities in the unit tactical standard operating procedure.

Rules of Engagement and Escalation of Force Procedures. Include rules of engagement and escalation of force information specific to the area of operations.

Reports. At a minimum, all Soldiers must be trained to rapidly initiate the following reports. Additionally, the following reports can be loaded into Blue Force Tracker.

- Nine-line medical evacuation (see Figure 11-1 and 11-2).

- Close Air Support Request (see Figure 11-3).

- Green-2: Sensitive items.

- REDCON: readiness condition (given to convoy commander upon request).

- SALT: size, activities, location and time.

- LACE: liquid, ammunition, casualties and equipment.

MEDEVAC REQUEST FORM		GTA 08-01-004
LINE	ITEM	EVACUATION REQUEST MESSAGE
1	Location of Pickup Site.	
2	Radio Frequ., Call Sign, & Suffix.	
3	No. of Patients by Precedence.	
4	Special Equipment Required.	
5	Number of Patients by Type.	
6	Security of Pickup Site (Wartime).	
6	Number and Type of Wound, Insury, or Illness (Peacetime).	
7	Method of Marking Pickup Site.	
8	Patient Nationality and Status.	
9	NBC Contamination (Wartime).	
9	Terrain Description (Peacetime).	

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Figure 11-1. Medical Evacuation Request Form

LINE ITEM	EXPLANATION
1. Location of Pickup Site.	Encrypt grid coordinates. When using DRYAD Numeral Cipher, the same SET line will be used to encrypt grid zone letters and coordinates. To preclude misunderstanding, a statement is made that grid zone letters are included in the message (unless unit SOP specifies its use at all times).
2. Radio Frequency, CALL Sign, Suffix.	Encrypt the frequency of the radio at the pickup site, not a relay frequency. The call sign (and suffix if used) of person to be contact at the pickup site may be transmitted in the clear.
3. No. of Patients by Precedence.	Report only applicable info & encrypt brevity codes. A = Urgent, B = Urgent-Surg, C = Priority, D = Routine, E = Convenience. (if 2 or more categories reported in same request, insert the word "break" between each category)
4. Spec Equipment.	Encrypt applicable brevity codes. A = None, B = Hoist, C = Extraction equipment, D = Ventilator.
5. No. of Patients by Type.	Report only applicable information and encrypt brevity code. If requesting MEDEVAC for both types, insert the word "break" between the litter entry and ambulatory entry: L + # of Pnt - Litter; A + # of Pnt - Ambul (sitting).
6. Security Pickup Site (Wartime).	N = No enemy troops in area, P = Possibly enemy troops in area (approach with caution), E = Enemy troops in area (approach with caution). X = Enemy troops in area (armed escort required).
6. Number and type of Wound, Injury, Illness, (Peacetime).	Specific information regarding patient wounds by type (gunshot or shrapnel). Report serious bleeding, along with patient blood type, if known.
7. Method of marking Pickup Site.	Encrypt the brevity codes. A = Panels, B = Pyrotechnic signal, C = Smokes Signal, D = none, E = Other.
8. Patient Nationality and Status	Number of patients in each category need not be transmitted. Encrypt only applicable brevity codes. A = US military, B - US civilian, C = Non-US mil, D = Non-US civilian, E = EPW.
9. NBC Contamination (Wartime).	Include this line only when applicable. Encrypt the applicable brevity codes. N = nuclear, B = biological, C = chemical.
9. Terrain Description (Peacetime).	Include details of terrain features in and around proposed landing site. If possible, describe the relationship of site to prominent terrain feature (lake, mountain, tower).

Figure 11-2. Medical Evacuation Guidelines

Reference: FM 8-10-6, Medical Evacuation in a Theater of Operations, page 7-7 through 7-9.

SAMPLE TACAIR Briefing Form (9 Line)

(Omit data not required. Do not transmit line number. Units of measure are standard unless otherwise specified. *Denotes minimum essential information in limited communications. Bold demotes readback items when requested)

Terminal controler: _____ , this is _____

(Aircraft Call Sign) **(Terminal Controller)**

Line 1 - *IP/BP: _____

Line 2 - *Heading: _____ (Magnetic).

(IP/BP to Target)

Offset: _____ (Left/Right).

Line 3 - *Distance: _____ ,

(IP -o-target in nautical mil/ BP - (-larger in meters)

Line 4 - *Target Elevation: _____ (in feet MSL).

Line 5 - *Target Description: _____ ,

Line 6 - *Target Location: _____ ,

(Latitude/Longitude or Grid Coordinates or Offset Visual)

Line 7. Type Mark: _____ Code: _____ .

(Laser, WP, IR, Beacon) (Actual Code)

Line 8 - *Location fo Friendlies _____ .

Position Marked By: _____ .

Line 9 - Egress: _____ .

In the evento of a beacon request, insert beacon bombing chart line numbers below.

_____ .

Remarks (As Appropriate): _____ .

(Threats, reactions, danger close, attack clearances, SEAD, abort codes, hazards)

NOTE: For AC-130 employment, lines 5, 6, and 8 are mandatory briefing items. Remarks should also include detailed threat descriptions, marking method of friendly locations (including magnetic bearing and distance in meters from the friendly position to target, if available). Identifiable ground features, danger close acceptance.

Time on Target (TOT): _____ .

Or

Time to Target (TTT): Standby _____ plus _____ Hack.

Figure 11-3. Sample Tactical Air Briefing Form

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