

25 July 2012

Personnel-General

Mass Casualty Operations

For the Commander:

JAMES C. BOOZER, SR.
Major General, GS
Chief of Staff

Official:



DWAYNE J. VIERGUTZ
Chief, Army in Europe
Document Management

Summary. This regulation establishes procedures for responding to mass casualty incidents in the USAREUR and USAFRICOM areas of responsibility.

Applicability. This regulation applies to U.S. Army personnel, DOD employees, and their Family members assigned to USAREUR, IMCOM-Europe, and USAFRICOM, and their tenant units.

Supplementation. Organizations will not supplement this regulation without USAREUR G1 (AEPE-M) approval.

Suggested Improvements. The proponent of this regulation is the Military Personnel and Plans Division, Office of the Deputy Chief of Staff, G1, HQ USAREUR G1 (DSN 370-6086). Users may suggest improvements to this regulation by sending DA Form 2028 to the USAREUR G1 (AEPE-M), Unit 29351, APO AE 09014-9351.

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CHAPTER 1 GENERAL

1-1. PURPOSE

This regulation establishes policy, responsibilities, and procedures for responding to mass casualty (MASCAL) and fatality incidents in the USAREUR and USAFRICOM areas of responsibility (AORs) or as directed by HQ USEUCOM. A MASCAL incident is defined as a single incident involving more deaths or injuries of reportable individuals than a garrison casualty manager or U.S. embassy can manage. For the purpose of this regulation, an event that occurs outside the European and African theaters and that involves multiple casualties whose next of kin (NOK) are within the European or African theater is considered a MASCAL incident.

1-2. REFERENCES

Appendix A lists references.

1-3. EXPLANATION OF ABBREVIATIONS

The glossary defines abbreviations.

1-4. RESPONSIBILITIES

Chapter 3 provides responsibilities.

1-5. JURISDICTION AND LEGAL AUTHORITY

a. Responsibility. According to AR 600-8-1, the CG, USAREUR, has responsibility for responding to MASCAL incidents and providing casualty support for U.S. personnel based in the European and African theaters.

b. Determining Jurisdiction. The physical location of a MASCAL incident will determine which organizations are responsible for responding to it.

(1) Incidents Occurring in Garrison AORs. Garrison commanders have command and control over the response to MASCAL incidents in their AOR.

(2) Incidents Occurring Outside Garrison AORs. When a MASCAL incident occurs in the AOR of the Europe and Africa Casualty Assistance Center (CAC) but outside a garrison AOR, the USAREUR G3 will task a unit to be responsible for responding to the incident.

(a) If U.S. Army personnel are involved in a MASCAL incident that occurs beyond the established garrison AOR, the USAREUR G3 will task a USAREUR major subordinate command (MSC) to provide personnel to maintain site security until they are relieved of this duty by the CG, USAREUR. The tasked unit will provide military liaisons based on the type of incident and the physical location within the European or African theater.

(b) The local criminal investigation division (CID) will coordinate with local authorities to determine if the U.S. Army has a legitimate interest in a MASCAL incident. USAREUR will respond at the lowest possible level to ensure the highest quality of support is provided to host-nation authorities.

c. Remains Recovery. The 21st Theater Sustainment Command will maintain a mortuary-affairs capability to support the response to MASCAL incidents.

d. Military Liaison and Site Security. USAFRICOM will be responsible for providing military liaisons and site security while working in conjunction with local embassy assets for incidents occurring within the African theater.

e. Military Police. The military police may not be used outside U.S.-controlled installations to maintain order and discipline unless permitted under customary international law or if such authority has been granted by the host nation. Unless the host nation makes a formal request for support, the military police may be used outside U.S.-controlled installations only with respect to maintaining order and ensuring the safety of the U.S. Forces, the civilian component, and dependents.

f. Remains. The U.S. Forces may not take possession of or transport the remains of personnel not associated with the U.S. Forces unless this authority has been granted to them by the host nation.

1-6. USE OF SUPPORTING AGENCIES

The American Red Cross (ARC) and volunteers may be used in the event of a MASCAL incident.

a. American Red Cross. The ARC is required by congressional charter to undertake relief activities to mitigate the suffering caused by disasters and to provide support and resources.

(1) ARC disaster assistance is available only to personnel residing in U.S. military quarters on an installation or in military-leased or -contracted housing off an installation. The immediate mobilization of ARC aid includes assisting the emergency needs of disaster victims for food and clothing and other related assistance. ARC aid to disaster victims and emergency workers is provided as an outright grant.

(2) Aid to disaster victims does not depend on a Presidential declaration of a major disaster or emergency and is provided regardless of the size of the catastrophe or the number of people involved. The ARC may help notify extended Family members regarding the injury or death of military personnel or their Family members at the direction of the primary next of kin (PNOK). The ARC may also help distribute financial aid on behalf of Army Emergency Relief (AER).

b. Volunteers. In accordance with AR 608-1 and coordinated under the Army Volunteer Corps Coordinator, volunteers such as military personnel, DOD civilians, and Family members can help in a wide variety of assignments. These assignments include but are not limited to mortuary, administrative, general labor, and technical duties.

(1) Volunteers must be properly screened for any task they will be asked to perform.

(2) Records must be maintained on all volunteers, including how the volunteers were used, the amount of time they served, and the special or unique skills they had.

1-7. EUROPE AND AFRICA CAC OVERVIEW

The Europe and Africa CAC—

a. Is the servicing agency for responding to MASCAL incidents involving U.S. Forces personnel that occur within the European and African theaters.

b. Will implement the policy identified in the references and as prescribed by this regulation.

CHAPTER 2 OPERATIONS

SECTION I CONCEPT

2-1. INCIDENT EVENT LOCATION

The nature and size of a MASCAL incident will determine the magnitude and scope of operations needed to respond it. Many required actions, however, are common to all scenarios.

a. Mass Casualty Action Team. The Europe and Africa CAC will activate a mass casualty action team (MCAT) when the number of reportable casualties exceeds the CAC's reporting capability. The MCAT will be colocated with the CAC, and its designated members will be predetermined by the local headquarters.

b. MASCAL Incidents on U.S. Army Installations. To verify the details of a MASCAL incident, the garrison provost marshal will dispatch a military police patrol and provide for initial site security and reporting until a tasked relief unit takes over. The relief unit will serve as the incident command and will contact the Europe and Africa CAC to provide initial incident reports. Local host-nation coroners may provide mortuary-affairs support.

c. MASCAL Incidents Outside U.S. Army Installations. The top U.S. Army official at the nearest embassy will serve as the site commander for MASCAL incidents that occur outside established garrison basing areas until relieved by senior leadership.

d. MASCAL Incidents Involving Deployed USAREUR Units. The following applies to operations in the continental United States that involve U.S. Forces personnel:

(1) **Casualty Reporting and Incident Command.** Casualty reporting and incident command are the responsibility of the CAC servicing the geographic area where an incident occurs. If wounded personnel are evacuated to an area served by another CAC, the CAC servicing that area will maintain all applicable reports as long as the personnel remain in a reportable state.

(2) In-Transit Reporting. The CAC servicing the geographic area where a casualty has occurred or a Servicemember is hospitalized will maintain primary reporting responsibilities until the reportable Servicemember has been moved into a new CAC AOR.

(3) Incidents Involving Reporting Outside the Continental United States. The responsible theater CAC will provide for all casualty reporting and assistance within its AOR.

(a) Soldiers assigned by the CAC may be tasked with providing telephonic notification and casualty assistance, escorting remains, and serving on funeral details within their command.

(b) Rear detachments may have the added responsibilities of tracking the location of unit casualties when the casualties are evacuated from other theaters. Rear detachments are bound by procedures and doctrines not intended to be covered by this regulation. This regulation provides supplemental information and does not replace or supersede other procedures.

2-2. OPERATIONAL TASKS

a. The following are key operational tasks that must be accomplished to ensure a timely response to a MASCAL incident:

(1) Call for emergency medical support. This is the first task to be accomplished after verification that a MASCAL incident has occurred involving DOD personnel.

(2) Initiate site-security measures. After calling for medical support, site-security measures must be initiated, and local governmental, military, and civil authorities and higher military headquarters must be notified.

(3) Set up an incident command post (ICP) to process and accurately track all wounded DOD personnel who are listed as being either seriously injured or very seriously injured. In addition, the state of the incident site should be properly documented, search-and-rescue operations should be established and maintained, and recovered remains should be processed.

(4) Vacate the incident site. The incident site may be vacated only after receiving proper headquarters authorization. Established mortuary affairs policy will be used to determine how to handle personal effects (PE).

b. The following are the key operational tasks for the CAC:

(1) When the Europe and Africa CAC is notified that a MASCAL incident involving DOD personnel has occurred in its AOR, the CAC must first verify that the information is accurate. After verification, the CAC will request signed copies of the casualties' DD Form 93 and (for Soldiers) Servicemembers' Group Life Insurance Election and Certificate. These documents may be obtained from the records branch of the servicing military or civilian personnel division or through the Personnel Services Delivery Redesign.

(2) The Families of casualties will be officially notified before the casualties' names are released to the media. Because of the sensitive nature of the information being provided, extreme care must be used to ensure the accuracy of the information and the timely and proper NOK notification. AR 600-8-1, chapter 5, section I, provides procedures for notifying NOK.

c. The installation survivor workgroup (SWG) may need to be activated, depending on the size and scope of the MASCAL incident. The SWG serves as an additional resource to track, monitor, and coordinate the support functions outlined in AR 600-8-1, chapter 3. Key functions to consider are the need to provide casualty assistance officers (CAOs), remains escorts, and funeral details on an as-needed basis. Established mortuary affairs policy will be used when appointing summary court-martial officers (SCMOs) to dispose of PE.

SECTION II PLANNING FOR AND RESPONDING TO A MASS CASUALTY

2-3. PLANNING ASSUMPTIONS

a. Commanders at all levels must be prepared to act when MASCAL incidents occur. Garrison commanders or senior military personnel outside of garrisons must serve as onsite commanders during MASCAL incidents until a senior military official arrives.

b. Direct coordination with local authorities for support in case an incident occurs must be arranged for in advance, and this support must be rehearsed.

c. Civil resources must be used to meet the potential hospitalization and mortuary-affairs requirements resulting from a MASCAL incident.

d. Commanders should be aware that normal communication channels, transportation, roads, and utility networks may be disrupted during a MASCAL incident.

e. Funding to offset MASCAL operational expenditures requires the approval of the Army Casualty and Mortuary Affairs Operations Center (CMAOC), United States Army Human Resources Command.

d. According to AR 525-27, emergency managers must “prepare by planning C2, communications, accountability, rescue, extrication, atmospheric monitoring and detection, and environmental sampling to identify contaminant and determine level of contamination.” Planners will incorporate the ability to determine the level of contamination, conduct triage and mass decontamination, and preserve evidence for situations that merit this level of response.

NOTE: MASCAL incidents involving weapons of mass destruction are beyond the scope of this regulation.

2-4. PLANNING PHASES

This regulation uses three phases for preparing and responding to MASCAL incidents: planning (para 2-5), responding (para 2-6), and post response (para 2-7).

2-5. PHASE 1: PLANNING

Phase 1 involves the development of a MASCAL response plan and covers the coordination, training, and planning that must be arranged in advance to prepare for a MASCAL incident or exercise. This phase ends when the provisions of the plan are implemented during a real or simulated MASCAL incident.

a. Theater Planning. The USAREUR G1 will maintain a theater-level MASCAL response plan that may be used for immediate action if a MASCAL incident takes place. The response plans outlined in this regulation should be exercised annually to address required updates.

b. Conducting Annual Preparedness Exercises. Garrisons will conduct installation-wide training exercises that incorporate a MASCAL response scenario.

c. Maintaining NOK Contact Information. Families of deployed Soldiers may choose to leave the command for a variety of reasons, such as taking a vacation or moving. For this reason, rear detachments must maintain a current database that lists the Family members who reside within their command. This can be done by working with the unit Family readiness group. Maintaining accurate contact information allows the contact process to operate more smoothly and reduces the chances of an inadvertent notification being made. Maintaining contact also serves as an added way to ensure that Family needs are being taken care of. Commanders must ensure this is being done.

d. Alert Rosters and Notifying Personnel. All units and DOD agencies must develop, update, and periodically exercise their emergency-notification rosters. The purpose of this exercise is to establish accountability and to have a reliable, tested means of contacting key personnel if a MASCAL incident should occur.

e. Mutual Aid Agreements. Mutual aid agreements that establish cooperation among agencies (both civilian and military) must be periodically updated in relation to the roles the agencies agree to take when responding to a MASCAL incident.

f. Agency Staffing. Response agencies and the Europe and Africa CAC must identify the positions and skills needed to respond to MASCAL incidents. Trained mortuary affairs personnel may be in short supply, which will require that other than mortuary-affairs personnel be used. These personnel may require additional training to carry out their roles in responding to a MASCAL incident (chap 10).

g. Implementation of Unit and Agency Standing Operating Procedures (SOPs). Casualty SOPs must be established and maintained, and scheduled exercises must be integrated into organization planning matrixes as part of internal organizational casualty SOPs.

h. Notification and Casualty Assistance Officers. Units will establish and maintain a roster of trained and ready casualty notification officers (CNOs) and CAOs. The servicing CAC and casualty managers are responsible for briefing CNOs and CAOs. Casualty-related training materials may be provided on request.

i. Logistics Planning. Any agency that could be tasked with responding to a MASCAL incident must plan for which equipment, supplies, and accommodations may be needed. Environmental issues should be considered and planned for, such as the need for port-o-lets and the disposal of potentially hazardous waste. Appendix B provides a list of critical and mortuary supplies.

j. Responding to Off-Post Events. Garrisons will plan and prepare to respond to MASCAL incidents that may take place on or off post. The provisions established in local mutual aid agreements should be reviewed and must be followed when responding to MASCAL incidents.

k. Composite Risk Management (CRM). CRM will be applied to all emergency-response planning scenarios to identify appropriate resources and response procedures (AR 385-10).

2-6. PHASE 2: RESPONDING

The responding phase has several areas that are personnel and equipment intensive. This phase involves sending notification teams to affected Family members and submitting reports. It also includes establishing various site-security taskings, addressing transportation needs, initiating search-and-recovery operations, establishing mortuary-affairs operations as needed, and possibly creating a Family assistance center (FAC).

a. The Incident Commander.

(1) First Responders. Under the direct guidance of the incident commander, the responsibilities of first responders (usually the CID and the garrison provost marshal) in responding to incidents on U.S.-held installations will be divided.

(a) The incident commander will create and identify an ICP and ensure a survey of the MASCAL incident site is conducted. Personnel conducting the survey should consider appropriate site-access and egress routes, the number of personnel and the type of equipment required to respond to the incident, and the steps that need to be taken to limit the spread of contaminants that may be present. Consideration of staging areas and appropriate safety measures must also be considered.

(b) After conducting the site survey, an initial assessment report must be submitted through the emergency communications center to the installation operations center (IOC) if based on a U.S.-held installation.

(c) Precautions must be taken to ensure the safety of first responders from potential hazards such as fire, ammunition “cook-off,” and exposure to potentially hazardous materials. When first approaching the incident area, a preliminary determination must be made regarding the situation and hazards associated with the incident. First responders are critical in determining if hazardous materials may be present and should act with extreme caution. The potential for various hazards and secondary explosive devices may exist. All first responders should be briefed on the precautions necessary and the potential hazards they may encounter in the incident area (DA Pam 385-40).

(d) Before attempting to rescue casualties in a known contamination area, responders must put on required personal protective equipment and clothing.

(e) Ways must be determined in advance to identify personnel involved in responding to incidents. The use of hats, vests, and other markers will help to identify the personnel who are assigned specific tasks and allow for the quick identification of those who do not belong in the incident area.

(f) A security perimeter should be established to gain and maintain control of the scene. This secured area may encompass both the inner and outer perimeters. Commanders should be prepared to rope off areas and provide guards as needed.

(g) First responders and other personnel responding to incidents must be trained to refer all media requests to the public affairs officer. This will help to provide a common message and ensure that only approved information is released. Senior leaders will work with their public affairs officer to develop and distribute public affairs guidance to respond to media inquiries in accordance with public affairs doctrine. No names of individuals involved in the incident may be released until confirmation that official notification of NOK has been made.

(h) Patient-collection and triage sites will be established as required. These sites will be located in an area that is upwind from the incident site. Victims will be evaluated at these triage sites by emergency medical personnel, and ambulances should be staged nearby. Casualty liaison teams (CLTs) must be aware of the medical facilities to which injured personnel are moved in order to provide updated status reports to the CAC.

(i) Before removing injured personnel, an assessment of the incident site must be made to determine if contamination hazards exist. Once a positive assessment has been made, injured individuals may be removed. If the possibility of contamination exists, those who may require decontamination must be separated to remove the risk of spreading contaminants to the unaffected.

(j) If contaminants are detected, decontamination sites must be established and decontamination procedures must begin if necessary. Emergency ground and air evacuation should be coordinated with the emergency communications center. Responders should be prepared to handle the need to remove and replace outer clothing. This process should be done at a site that is properly equipped as directed by the incident commander.

(k) The medical examiner (ME) must first release the remains of deceased personnel before the incident commander may authorize them for removal. Remains may not be removed until this release is obtained.

(l) To ensure uninterrupted incident-command functionality is maintained, a planned shift rotation will be implemented to keep a number of rested, capable personnel on hand.

(m) Records must be kept of all actions taken. This includes the names of those working in hazardous conditions, the time spent at the location, and the protective measures taken.

(2) Army Medical Emergency Services. Army medical services could become overburdened and unable to handle the number of casualties generated by a MASCAL incident. Planning assumptions should consider that military medical assets will be limited in scope and availability.

(a) Once notified that a MASCAL incident has occurred, the local medical command for the assigned operational environment (AOE) will implement its emergency management plan. This plan covers the tracking of patients who have been evacuated from the incident area but hospitalized in the command's AOE in order to provide reporting information to the CAC. The medical command for the AOE will—

1. Contact local hospitals in the area to alert them of the incident and the risk of any identified contamination hazards. Local hospitals will then be able to set up decontamination areas and initiate separate screening options before admitting new arrivals. This allows hospitals to reduce the possibility of contaminating hospital facilities.

2. Maintain communication with the local hospital in order to track the status of admitted DOD personnel and keep a current record of their status for as long as they remain hospitalized.

3. Reply to any requests for medical records and keep the CAC informed of the wounded, deaths, and changes in status (chap 5).

(b) Various suppliers of both military and civilian ambulances may be used as needed. Casualties will be evacuated to the nearest medical treatment facility (MTF).

(c) Contaminated personnel require additional caution when being transported. MTFs will be notified before contaminated patients are transported to their facilities. The transportation used for contaminated personnel will not be used for uncontaminated personnel to ensure that unaffected casualties are not inadvertently exposed. Commanders must ensure that a means is available to decontaminate transport vehicles.

b. Security and MASCAL Site Accessibility.

(1) Access and MASCAL Site Security. The tasked MSC will have the primary mission to secure the site of a MASCAL incident. For incidents occurring on a U.S.-controlled military installation, initial site security may be provided by a military police patrol until the tasked unit personnel have arrived on the site. Host-nation assets such as civil law enforcement usually will provide the initial site security for off-post incidents.

(2) Accessing the Secured Site. Disasters cause hazardous circumstances to occur. If a hazard is discovered, all operations must be stopped. Action must be taken to neutralize the hazard or procedures must be developed to minimize potential risks to the health and safety of personnel on the site. An entrance and exit point must be established where authorized personnel (personnel essential to the preservation of life, property, and evidence) can present their identification for entry clearance. Boundaries that can be placed around the area can vary from temporary fencing materials to yellow *DO NOT CROSS* ribbons. Only media representatives who have escorts from or designated by the public affairs office are allowed to be at the site. Even when media representatives are allowed access or are escorted, they are legally permitted to be no closer to the affected area than the general public. The use of a badge system is recommended to ensure that only authorized individuals are allowed onto the site.

(a) Personnel authorized to be in the restricted area will be allowed to remain only during the recovery and investigatory stages. This will allow authorized workers, including any allowable volunteers, to conduct their work undisturbed. It will also allow the search-and-recovery operation to be conducted away from public view. This minimizes unwanted or unauthorized filming or videographing. A log must be kept of all personnel working on the site, and inbound and outbound equipment must be maintained.

(b) Personnel who interact with media should refer to public affairs guidance when establishing a staging area to conduct briefings for workers and those requiring entry. The following should be included when briefing workers as part of the orientation process:

1. The need to keep the disposition of the scene intact. Workers must be instructed that the area should be left as undisturbed as possible to help prevent subsequent legal issues.
2. A review of the rules for the use of force that may be implemented.
3. How to manage the stress associated with witnessing and retrieving MASCAL remains.
4. The need to get counseling and guidance for responders who appear to be in a manic or distressed mental state.
5. How to respond to the reactions of affected Family members they may meet at the site.
6. The need to identify off-limits areas.

(c) The MSC will establish the identification and logging processes that will be implemented at the secured access point (such as the ICP), staging areas, triage-care sites, the incident morgue (if in use), the FAC, and the MTF.

c. Reports and Notifications.

(1) Incident Command. The incident command will do the following in addition to making the notifications that are normally conducted in the military chain of command:

- (a) Distribute an updated contact-call roster.
- (b) Alert the CAC. On confirmation of a death, the CNO has 4 hours to accomplish the notification mission. The CNO will also advise Family members that they will be contacted by a CAO to assist with further details and to provide additional assistance.

(c) Contact the military police desk. The military police desk will in turn alert the CID and the Federal Bureau of Investigation as required.

(d) Notify selected crisis action team (CAT) members as directed.

(e) Submit required reports to higher headquarters.

(f) Advise the on-call United States Army Dental Activity official to expect requests for dental records.

(g) Notify and advise the local ME about site-access timelines for remains-recovery operations. When directed, the incident commander will request the assistance of the Office of the Armed Forces Medical Examiner (OAFME).

(h) Request an updated personnel accountability report from all installation organizations.

(i) As directed, notify the SWG (para 3-5a).

(j) As directed and in coordination with the public affairs officer, Government relations adviser, or U.S. Forces liaison officer (as appropriate), inform local civic leaders, including local and host-nation authorities and nearby mayors.

(k) Contact the USAREUR Safety Division and provide sufficient information regarding the known details of the MASCAL incident. This will allow the Safety Division to determine whether or not the United States Army Combat Readiness/Safety Center needs to be contacted.

(2) Europe and Africa CAC. The Europe and Africa CAC has exclusive control and management for notifications of NOK according to AR 600-8-1. The CAC may also request the Medical United States Army Medical Department Activity and United States Army Dental Activity to provide medical and dental records through their offices. When making an urgent request for dental or medical records, the last name and last four digits of the casualty's social security number are needed as a minimum. Chapter 9 provides a brief description of the various casualty-related reports.

(3) Garrison Provost Marshal Office. The garrison provost marshal office should submit serious incident reports to the incident commander and supporting CAC.

(4) Media Operations. When required, the public affairs office will create a media operation center. The public affairs office will handle casualty-related media matters in conjunction with the SWG. The public affairs office will be the coordinating agency for all media releases.

(5) Message-Relay Systems. In case of massive communication loss, an emergency courier system that will ensure information confidentiality between the CAC, incident command, patient staging area or incident triage site, incident morgue, FAC, and media operations center will be established. Information security safeguards must be kept in place in the absence of conventional means of communication.

d. Evacuation and Transportation.

(1) Evacuation of Patients. If the MASCAL incident exceeds the available ambulance capability, the initial need may be met by using bus and van transportation available from local motor pools. Contamination issues should be considered and vehicle-decontamination procedures determined before using their vehicles. Drivers should be arranged and briefed on potential hazards and egress routes.

(2) Transportation of Remains. Remains should be transported to locations where refrigeration capabilities are available for storing remains. Host-nation assets must be contracted for this capability when necessary.

e. Search-and-Recovery Activities. Site access must be approved by the incident commander. This approval will be coordinated with the appropriate safety and law-enforcement agencies that have jurisdiction over the site. This coordination will take place before initiating search-and-recovery missions. Care must be taken to preserve and avoid damaging evidence. The following major activities are associated with the search-and-recovery process:

(1) All wounded individuals must be evacuated before initiating the search-and-recovery mission to recover remains.

(2) The incident area must be mapped by applying a grid with 3-meter squares to aid in identifying the location of evidence, remains, disassociated portions, PE, and equipment. This documentation can be critical to settling future medical or insurance claims related to associated pain and suffering from the incident.

(3) Remains will be removed from the site. By law, only the on-scene ME or the coroner has the authority to direct the removal of remains. The public affairs office must be informed before initiating removal to ensure no unintended imagery is captured or observed. All remains must be tagged and placed in labeled human-remains pouches before being removed from the scene. Unattached, disassociated parts must be placed in separate bags that are annotated with the location where the parts were found and their proximity to certain remains. Human-remains pouches must be stored in a vehicle with refrigeration capability or a facility until the post mortem exam can be completed. Accountability and logging of all remains and any separate human-remains pouches that are removed from the scene must be maintained. Ambulances will usually not be used to remove remains.

(4) Accountability of PE must be established. The chain of custody must be clearly defined, even for PE that is being used by law-enforcement authorities for evidence.

(5) Documenting the incident scene is a primary task. Only authorized photography and videography may be used. Aerial and ground-level shots may be used. This documentation is usually compiled or coordinated by the lead law-enforcement or safety personnel onsite. The coroner assistance team may also have trained personnel who can be of assistance in properly documenting the scene.

(6) When a scene has been contaminated, various mortuary activities that would otherwise be performed at a morgue may be carried out onsite. Remains will be decontaminated before they are removed. This measure will help prevent the contamination of other areas and people. To prevent the loss of evidence vital to the investigation, the ME must inspect the remains before initiating the decontamination process. Personnel tasked with decontaminating remains must use adequate personal protective equipment at all times.

f. Worker and Volunteer Support. Proper support of volunteers and others who are assisting with search-and-recovery operations must be maintained.

(1) All workers will be supplied with the necessary protective equipment. This includes items such as protective eyewear, rubber or latex gloves, and air-filtration devices such as filters or respirators, depending on the air quality in the working environment.

(2) The incident command must arrange for temporary lodging and meals for responders (including the funds required for these services).

(3) Critical incident-stress debriefings will be managed by the incident command. This task may be given to a safety officer, chaplain, therapist, or a combination of these individuals. These individuals will monitor the conditions of those responding to or affected by the MASCAL incident, and will be available to provide followup support and counseling services.

g. Implementing the Family Assistance Center. The use of an FAC may be initiated at the guidance of the SWG. The FAC may be used as a means to handle incoming casualty inquiries, as a place for the affected Family members to assemble and be briefed, and as a coordination center to pass along survivor assistance information as it is made available. Commanders should consider appropriate buildings within their garrisons that can be used for this function and include this information in their community MASCAL plans (AR 608-1).

(1) Meal Supplies. Organizations and individuals may wish to provide food and other supplies to Families at the FAC on a voluntary basis. The incident commander will determine if a need exists and which volunteers or organizations will be approved.

(2) Ante Mortem Information. To aid in the process of identifying remains, information may be obtained from the NOK or other relatives about the potential victims' jewelry and any known fractures or identifying marks, such as scars. The casualty reporting section will obtain medical and dental records.

h. Establishing an Incident-Site Morgue. Because of logistics, temporary mortuary provisions may need to be arranged in close proximity to the event area. Various characteristics should be considered when establishing onsite mortuary services:

(1) The morgue should be secure and out of the sight of the public and the media. The standard is that no direct viewing is possible, either by telephoto lenses or other means.

(2) Complete access control must be maintained to verify that only authorized personnel are allowed into the area.

(3) The site should have adequate capability for operations.

(4) The site should be easily accessible by vehicle.

(5) Proper capacities for the site will include consideration of the following:

(a) Appropriate air ventilation.

(b) Portable electrical capability for lighting, communication and x-ray equipment, office workspace, and restrooms or portable toilets.

(c) Potable hot and cold running water and waste-water drainage.

(d) Room to conduct debriefings and an area where personnel serving in the onsite morgue may rest.

(6) Certain supplies and equipment will be required if an onsite morgue is established. This may include but is not limited to the following:

(a) Camera equipment to document post mortem evidence.

(b) Information technology equipment.

(c) Portable x-ray and developing equipment (including that required for dental x rays).

(d) Refrigeration equipment.

(e) Striker saw.

(f) Tables for autopsies.

(g) Various mortuary office supplies, such as autopsy report forms, death certificates, and DNA specimen containers.

(h) Wastewater sinks.

(7) Personnel working in the morgue must be briefed on and prepared for the possibility of dealing with burned or dismembered remains.

i. Remains Processing and Mortuary Affairs.

(1) Depending on the size of a MASCAL incident, the CAC commander may request additional assistance from the OAFME. When contacted, the OAFME may dispatch a forensic team from the Armed Forces Institute of Pathology. This forensics team has a projected 17-hour response time for availability.

(2) The host-nation coroner's office may be used to process remains, conduct autopsies, and handle PE. The incident command will establish a collection point for PE. Items not in the immediate vicinity of remains will be logged, recorded, and secured. If additional assistance is requested, Fort Lee can provide a mortuary affairs rapid-deployment team.

2-7. PHASE 3: POST RESPONSE

The post-response phase addresses areas such as identifying and handling remains. Additional items of concern with this phase include the return of PE, issuing death certificates, preparation of burial uniforms with appropriate awards, escorting remains, stress management, and any long-term Family assistance required.

a. Investigating Incidents.

(1) Accidents.

(a) The USAREUR Safety Division may also conduct investigations for accident-prevention purposes, evaluation, and education (chap 8). The accountable owning organizations of Army military or Army civilian personnel, damaged Army property, or Army operations that have a causal or contributing role in the accident are responsible for security before centralized or installation-level accident investigation boards arrive.

(b) Accident investigations and assessments are designed to determine what happened and why it happened so that the activities responsible for correcting identified system inadequacies can be notified.

(2) **Criminal Investigations.** The local CID detachment is generally responsible for investigating MASCAL incidents that occur on U.S.-held installations. For investigations that occur outside of U.S. Government control, the CID will work with local authorities to determine if military assets are involved.

(3) Related Damage Investigations. A collateral-damage investigation will be completed for any MASCAL incident that may result in claims being filed.

(4) Line-of-Duty Investigations. Line-of-duty investigations must be conducted any time a Soldier on active duty dies (AR 600-8-4).

(5) Vehicle-Related or Traffic Incidents. The garrison provost marshal office will exercise the primary responsibility to investigate vehicle-related or traffic incidents that occur on a military installation.

b. Identification of Remains. The lead coroner or the ME's office is tasked with assembling a forensic pathology team to identify remains at the onsite morgue.

(1) Relaying Remains Identification Information. The ME's office will notify the Europe and Africa CAC on the status of ongoing identifications and the shipment of remains. The CAC will make the necessary arrangements for a trained CNO to notify the affected Family when the remains have been positively identified and confirmed.

(2) Releasing Remains. DA policy is to release the remains to the person authorized to direct disposition (PADD) after all the remains are recovered or the recoverable portions of an individual are associated. The confirmation of death and the NOK notification process may precede the release of the remains by several days. For that reason, knowledgeable, trained, and compassionate casualty assistance personnel must be ready to prepare Family members and explain what may otherwise appear to be a delay in the process.

(3) Death Certificates. On confirmation of remains identification, the host-nation ME's office will issue the appropriate death certificate. This certificate is generally in the official language of the host nation and a certified transcribed copy must be requested. The transcribed copy will be forwarded to the CAC as well as to the local Department of Veterans Affairs (VA) representative for the area. In addition, the CAO will provide one copy to the NOK.

c. Providing Remains-Escort Details. An appointed Soldier will escort the remains. This Soldier will travel with the remains from the preparing mortuary to the location designated by the PADD. Federal statute provides that only one escort is authorized per decedent.

d. Final Disposition of Remains and the Return of PE. The CAC and the PADD are responsible for the final disposition of the remains and the return of PE. AR 638-2 and DA Pamphlet 638-2 provide more information about these procedures. CAOs must handle the return of remains with dignity, ensure accountability, and return sentimental PE with the utmost respect and professional care.

e. Uniforms for the Deceased. Working with the appointed CAO, the CAC will ensure that a uniform with all the appropriate awards, patches, badges, and service stripes is purchased and provided. This uniform is to be made ready in advance to allow the preparing (embalming) mortuary the opportunity to appropriately dress the deceased.

f. Memorial Ceremonies. Commanders will conduct memorial ceremonies after the immediate crisis response is complete. Memorial ceremonies may honor multiple victims of the MASCAL incident. Chaplains will advise the commander on the planning and execution of memorial observances. The servicing protocol office will assist with distinguished-visitor invitations and visits that may require additional coordination. The public affairs officer will coordinate appropriate media coverage. AE Pamphlet 600-20 provides more guidance on conducting memorial ceremonies.

g. Personal Effects Depot. The PE depot has the capacity to secure, store, and handle PE that requires cleaning or destruction. This PE processing location must have more than adequate shelving space, industrial strength cleaning supplies, photographic capability, and the availability of laundry or dry cleaning (DA Pam 638-2).

h. Managing Stress. Individuals who respond to a MASCAL incident are likely to be affected by the trauma of the event. Responders must be made aware that chaplains and medical professionals are prepared and ready to provide assistance to care for the associated emotional and ongoing psychological issues that may arise.

i. Transporting Household Goods (HHG). Permanent change of station movement of HHG is authorized for deceased personnel. This move is coordinated between the deceased Family, the CAC, the servicing joint personal property shipping office (JPPSO), and the housing office (para 4-6).

j. Long-Term Family Member Assistance. When a MASCAL incident involves numerous remains, a variety of relief agencies may be used to help the Families cope with the event. The duties of the CAO may continue well beyond 90 days after burial. The CAO may be required to make multiple visits to the Family over a period that could last several months. These trips may be necessary to fully resolve the disposition of remains, memorial services, honors, funeral arrangements, and the return of PE. The CAC must ensure that the CAO keeps the CAC aware of his or her whereabouts, including any periods of scheduled temporary duty, leave, and permanent change of station. The CAC will monitor the availability of CAOs and ensure that a suitable alternate is tasked if the primary CAO is not available.

k. Recognizing Worker Contributions. Commanders should organize and conduct an appreciation or recognition ceremony to honor those who have assisted in recovering from the MASCAL incident.

l. After-Action Reviews (AARs). At each stage, AARs must be considered to assess progress and alternative solutions, and to provide a guide for lessons learned to better prepare for future event scenarios.

m. Documenting Expenditures. Because of the amount of liability and insurance issues that will have to be settled after the event, maintaining accurate records of all expenses is critical. During the response phase, expenditures must be made quickly. Documenting all expenses during this process will help settle all claims.

CHAPTER 3 RESPONSIBILITIES

3-1. SUPPORTING UNITS

Supporting units must be prepared to deploy a contingency response team anywhere in the USAREUR or USAFRICOM operational environment.

a. Supporting units will—

(1) Develop, update, and exercise alert-notification rosters semiannually. Units should be prepared to conduct unit personnel-accountability exercises routinely.

(2) Draft, update, and exercise the organization casualty SOP.

(3) When required, provide CNO, CAO, SCMO, and remains-escort details.

(4) When required, provide a subject-matter expert to the casualty information center (CIC) (para 3-3b).

(5) As required, provide requested augmentees to the CAC.

(6) Keep current contact information for the NOK associated with their command.

(7) When applicable, provide any requested personnel manifests.

(8) When warranted, request childcare service and support from child, youth, and school services.

(9) Document any lessons learned and prepare input for the AAR.

b. The Commanding General, United States Army Europe Regional Medical Command (ERMC), will—

(1) Serve as a member of the SWG (para 3-5).

(2) Provide liaison support and patient tracking for Servicemembers who are medically evacuated to host-nation facilities using current working agreements on sharing of patient information.

(3) Within the ERMC's capability, provide emergency medical care.

(4) Provide a CLT for up to 24-hour operations that can brief the ICP and CAC on the status of patients, including patient transfers. The ERMC will provide additional CLTs as required.

(5) Notify the casualty reporting section when a Soldier has life-threatening injuries and when a Soldier dies while hospitalized.

(6) Provide all medical records requested by the casualty reporting section. Offices responsible for holding medical records must identify individuals responsible for obtaining requested records, particularly after normal duty hours.

(7) Conduct 24-hour medical logistics operations for anticipated demands from supported medical units.

(8) Within the ERMC's capability, provide refrigeration support for a temporary morgue.

c. The Commander, United States Army Europe Regional Dental Command, will arrange for the release of requested dental records through the casualty reporting section to the OAFME. Offices responsible for holding dental records must identify individuals responsible for obtaining requested records, particularly after normal duty hours.

3-2. STAFFING

Community commanders will take a lead role when dealing with host-nation authorities and municipal governmental staff. The imbedded relationships between the community commanders and their local support structure will be invaluable in attaining much needed support services.

a. Garrison Commanders. Garrison commanders will—

(1) Initiate military security and access control and ensure that it is maintained.

(2) Coordinate with the Theater Adjutant General (TAG), Office of the Deputy Chief of Staff, G1, HQ USAREUR; Office of the Chaplain (OCH), HQ USAREUR; Office of the Chief, Public Affairs (OCPA), HQ USAREUR; Army Community Service (ACS); and rear detachment commanders to arrange for subject-matter experts needed to staff the CIC. Commanders coordinate with the ACS director and designate a team leader for each shift in the CIC (para 3-3b).

(a) Coordinate with designated installation organizations to obtain staffing for the FAC (para 3-3c).

(b) Create and track the roster of personnel allowed authorized access to the FAC. Current rosters will be provided to assigned access-control points to maintain controlled-access capability.

(c) Select a briefing area to keep Family members updated. Commanders should establish a briefing schedule and format, and distribute this information to all concerned parties. This may require establishing an FAC.

(d) Make arrangements for a JPPSO representative to be on hand to answer questions and provide assistance with any required documents needed to initiate the shipment of HHG.

(3) Ensure that any required investigations are conducted and completed (para 2-7a).

(4) Act as the enforcing command for specific provisions in this regulation.

(5) Act as the approving authority for exceptions to this regulation.

(6) Chair the installation SWG.

b. Garrison Director of Human Resources. Garrison directors of human resources will—

(1) Serve as the incident commander's executive agent for issues relating to the CAC.

(2) Serve as vice chair of the SWG (para 3-5).

(3) In coordination with the public affairs officer and ACS director, determine which information may be posted on publicly accessible casualty websites and submit this information to the local director of information management.

(4) Prepare necessary training for those who have been identified as possessing required skills needed for staffing and augmentation.

(5) Create and staff a casualty reporting section.

(6) When available, appoint a subject-matter expert for staffing at the CIC (para 3-3b).

(7) Assist the CAC commander in augmentation of personnel requests from the OAFME.

NOTE: The lead time needed for a response is projected to be 17 hours.

(8) Ensure the CAC is provided with any requested personnel records or manifests when requested from the records holding office.

(9) Ensure that all CNOs, CAOs, SCMOs, and remains escorts are briefed and assigned in a prompt manner.

(10) Inform the public affairs office of all NOK notifications and any other information released to the public.

(11) Coordinate with MSCs to ensure that awards, promotions, and officer and noncommissioned officer evaluation reports are initiated and processed for affected Soldiers.

c. ACS Director. The Director, ACS, will—

(1) Will provide a representative to serve on the SWG (para 3-5).

(2) Properly staff the reception station.

(3) Activate and operate a toll free-telephone line to respond to requests of assistance or inquiries about the incident. This telephone will be manned as directed by the garrison commander.

(4) Provide a subject-matter expert for staffing at the CIC.

d. CID Special Agent. The CID special agent in charge will—

(1) Conduct any required criminal investigations.

(2) Provide a representative to serve on the SWG.

e. 409th Support Brigade. The 409th Support Brigade will—

(1) Contract for additional refrigeration capability if required for temporary morgues or transportation to a morgue.

(2) Create contracts to work with host-nation coroners for additional mortuary-affairs support.

(3) Contract for additional mortuary affairs augmentation if the capability of local mortuary services is exceeded.

f. Director of Emergency Services. Directors of emergency services will—

(1) Provide an incident commander and first responders.

(2) If necessary and if able to do so based on available resources, provide hazard detection and decontamination support.

(3) Provide a representative to serve on the SWG (para 3-5).

(4) Dispatch a traffic-accident investigation team to vehicular-accident scenes on or off U.S.-controlled installations that involve U.S. Forces personnel. For off-post incidents, the director of emergency services will serve a liaison in support of and at the request of host-nation law-enforcement investigators.

g. Office of the Director of Army Environmental Programs. The Office of the Director of Army Environmental Programs will—

- (1) Help with identifying environmental issues during the planning phase and with resolving any environmental issues that arise during the execution phase.
- (2) Coordinate with the host nation on possible environmental hazards and proper cleanup and disposal.

h. Director of Logistics (DOL). DOLs will—

- (1) If requested, provide evacuation transportation support and drivers if available.
- (2) Assist and support in ordering supplies for mortuary affairs (app B).

i. Director of Morale, Welfare, and Recreation. Directors of morale, welfare, and recreation will—

- (1) Provide a representative to serve on the SWG (para 3-5).
- (2) Provide morale, welfare, and recreation facility support as needed.
- (3) Provide licensed childcare support as available to Families at the FAC.
- (4) Initiate child, youth, and school services contingency plans for any additional childcare services that may be required.

j. Director of Plans, Training, and Mobilization (DPTM). DPTMs will—

- (1) Conduct required notifications and track the implementation of this regulation through the IOC. DPTMs will also transfer all casualty-reporting responsibilities to the CAC once the CAC is ready to assume these responsibilities.
- (2) Within the first 30 minutes after a MASCAL incident occurs, the DPTM will—
 - (a) Task the local garrison provost marshal office for additional military police patrols to secure and protect the scene if needed.
 - (b) Provide an initial report of the event to all MSCs and in conjunction with USAREUR Command Group notification.
- (3) Provide a liaison team to the ICP as soon as possible.
- (4) Appoint (by memo) a field grade or equivalent civilian representative to serve on the SWG (para 3-5).
- (5) Maintain responsibility for all operational reporting and for all tasking functions in response to requests from the ICP, and assemble the CAT if warranted by the magnitude of the incident.
- (6) Create taskings that provide for access-control teams at key points, including but not limited to the casualty reporting section and the media operations center.

(7) When warranted, task for the establishment and operation of a temporary but continuous emergency courier service. The courier route may include but not be limited to key points such as the IOC, ICP, patient staging area, incident morgue, FAC, and media operations center.

(8) Gather input for the AAR and distribute the completed AAR.

(9) Serve as the proponent for coordinating exercises of the procedures in this regulation when the procedures are modified.

k. Director of Public Works. Directors of public works will provide—

(1) Any required building or utilities plans.

(2) A representative to serve on the SWG (para 3-5).

(3) Assistance to survivors and to the CAO or SCMO to coordinate a workable schedule to vacate any Government quarters.

l. USAREUR G8.

(1) The USAREUR G8 will provide guidance for tracking the expenditure of funds associated with the implementation of this regulation.

(2) The Agreements Division, Office of the Deputy Chief of Staff, G8, HQ USAREUR, will help DPTMs identify and track interservice support agreements and memorandums of agreement or understanding affecting this regulation.

NOTE: Most agreements related to MASCAL incidents will be prepared by the IMCOM-Europe Strategic Initiatives Group.

m. Office of the Chaplain, HQ USAREUR. The OCH will—

(1) Coordinate all religious support provided by garrison and operational unit chaplains to ensure unity of effort and synchronization with the overall MASCAL response.

(2) Provide periodic situation reports to the USAREUR and IMCOM-Europe chaplains' offices and request additional religious-support resources when required.

(3) Provide religious support to the injured and wounded at casualty collection points and MTFs.

(4) Provide a chaplain, when available, to accompany the CNO.

(5) Provide a representative to serve on the SWG (para 3-5).

(6) Provide grief counseling at the FAC and any other location as required.

(7) Provide a subject-matter expert to the CIC.

(8) Make provisions to provide critical incident stress counseling using chaplains trained in casualty incident stress management.

(9) Provide additional unit ministry team support in the event that unit Soldiers are used in search-and-recovery operations.

(10) Make arrangements for any required local funeral service to support the Families of victims.

n. Safety Officer. Safety officers will—

(1) Make telephonic notification to the United States Army Combat Readiness/Safety Center after clearing the information with the USAREUR Command Group.

(2) Prepare reports and inform the USAREUR Command Group of information concerning accident investigation boards.

(3) Review and process copies of DA Form 285 initiated by the affected unit commanders.

(4) Arrange for and coordinate other safety-related matters to update chapter 8 of this regulation as needed.

o. Protocol Officer. Protocol officers will—

(1) Make all necessary arrangements for general officers and civilian equivalents who may visit the installation during MASCAL operations or unit memorial services.

(2) Send invitations to general officers and civilian equivalents in the event that a memorial service is scheduled.

(3) Make arrangements for any required CID support to distinguished visitors.

p. Public Affairs Officer. Public affairs officers will—

(1) Assemble and edit initial news releases for review in a timely manner for quick distribution. The DA standard for providing media news releases is 2 hours.

(2) Track public affairs guidance with all affected agencies before any news briefings are conducted or releases are made public.

(3) When applicable, ensure escorts are provided to visiting media representatives and are briefed on any access restrictions that may be in place.

(4) Before arranging media visits to a MASCAL site, consult with the incident command and ensure that prior authorization from the CG, USAREUR, has been granted. Under no circumstances will access be granted without this prior approval.

(5) Establish a media operations center for approved releases and official briefings.

(6) Provide a subject-matter expert, advisory input, or a representative to the CIC.

(7) Provide representation to the SWG (para 3-5) when the SWG convenes.

(8) Train designated media escorts (if needed).

(9) Coordinate public affairs operations with OCPA and MSC public affairs offices as appropriate.

q. Office of the Judge Advocate (OJA), HQ USAREUR. The OJA will—

(1) Provide a representative to assist on the SWG (para 3-5).

(2) Ensure legal assistance teams are assembled and provided at the FAC. These teams will aid Family members with preparing legal documents and provide any needed legal counseling.

(3) Provide the USAREUR Command Group information about legal issues regarding collateral damage and potential areas of concern. The OJA will provide detailed analyses of ongoing investigations and on how military assets may be subject to specific host-nation laws (chap 7).

(4) Advise and assist the SWG on the legality of support services being provided. Services that may require a legal review include temporary lodging, transportation agreements or timetables, and use of Government facilities to aid Family members.

r. Tenant Commands. Tenant commands will—

(1) Ensure that all emergency preparation issues are incorporated into applicable SOPs. These SOPs must clearly identify any detailed tasks, unit responsibilities, and (when applicable) the potential workareas needed to provide an adequate response to a MASCAL incident.

(2) Ensure all key personnel are reachable through a current contact list or alert roster. All sections must be able to account for their assigned personnel during emergency operations.

(3) Create, update, and exercise organizational casualty SOPs to determine shortcomings before an actual event.

(4) Create a list of all potential supplies the unit will need for responding to a MASCAL incident. When appropriate, commands will stock supplies that are needed for daily operations with regard to expected shelf life and use dates. (Appendix B has a list of useful and mortuary supplies.)

(5) Refer media queries to the public affairs office. Under no circumstances are direct media releases authorized.

(6) Explicitly prohibit the photographing of remains. Requests to photograph remains for official use must receive prior authorization.

(7) Document lessons learned for future preparations and provide the lessons learned for the AAR.

3-3. ORGANIZATION AND FUNCTIONS

When justified, the garrison commander will appoint an officer in charge for the FAC under the authority of the SWG. The FAC operations center will be organized into various components. These will include a reception team; a survivor assistance section, which will work with approved volunteer aid organizations and comprise numerous agencies; and a casualty reporting section (the CIC), which will send updates on the site when available to the MCAT colocated with the theater CAC.

a. Reception Team. The reception team will help Family members seeking assistance and, when capable, provide telephonic support. The ACS will provide initial staffing for this support. This team may also be required to meet and greet visiting dignitaries or general officers if the situation merits.

b. CIC. The CIC will be established to respond to incoming telephonic requests for updated information or for guidance on where to direct Family members who seek further assistance. The CIC will release only approved messages or information and will be instructed on which information to give that will be of particular use.

(1) Because of expected telephone requests for information, a staff hotline must be established. This hotline will be staffed with subject-matter experts from the TAG, OCH, OCPA, ACS, appropriate unit rear detachments, and the ARC whenever possible. When appropriate, callers should be directed to approved websites where information will be updated as it is approved for release.

(2) The TAG will provide input in coordination with the public affairs office and ACS to operate a publicly accessible webpage with frequently asked questions that are related to the MASCAL incident. The webpage will provide contact information directing queries for additional information and should attempt to answer the most easily answered questions.

(3) All members of the CIC staff will be informed of public affairs questions and answers in order to provide appropriate responses to media or other inquiries. Appendix C provides a list of frequently asked questions and recommended responses.

(4) Hotline information will include but not be limited to the following:

(a) General information regarding Army hotline policy and procedures.

(b) A weblink for information that can be released to the general public.

(c) The names of Soldiers whose Families have already been notified (only after verification that the names are approved for public release).

(d) Assistance programs that are available to victims and Family members.

(e) Unit mailing addresses when applicable.

(5) The CIC will log and track all incoming calls received, and document all appropriate information for future correspondence as needed.

(6) The CIC will refer media queries to the public affairs office and report any media contact in accordance with the public affairs guidance.

(7) No member of the CIC is authorized to release the names of victims. All release of information will be coordinated with the public affairs office. Measures must be taken to limit the release of information that could result in inadvertent notification or add to speculation about the incident.

(8) Only the lead investigative agency in coordination with the public affairs office may release information about the cause of the incident and about ongoing investigations.

c. FAC. When activated, the FAC will be staffed as needed to handle Family matters, including financial relief and available aid organizations, counseling (for example, legal, financial, stress-related), legal documentation, the disposition of HHG for on-post quarters, temporary lodging arrangements, and transportation assistance. Chapter 4 provides additional information.

(1) Processing Claims. The CAO will process VA claims. The Social Security Administration will process financial documents related to social security claims. These types of claims should be referred to the office at the casualty's the home of record.

(2) Army Emergency Relief Program. The AER's main objective is to provide interest-free emergency financial aid to Soldiers (both active and retired) and spouses and orphans of deceased Soldiers. An agreement between the ARC and AER provides that neither organization has exclusive responsibility for providing financial assistance to Army personnel for any category of need authorized by either organization. The AER section hours will correspond with the FAC hours of operation.

d. CAC and CIC Sections. CAC and CIC sections provide critical functions supporting notification and status tracking, and keeping higher headquarters informed of the casualty status of all personnel within their command. Key AORs for these sections include the following:

(1) Requesting and training personnel capable of handling the emotional nature required for this difficult and demanding mission.

(2) Serving as the focal point for all reports going to the IOC and those provided directly to the CMAOC.

(3) Maintaining continual communication channels with the Landstuhl Regional Medical Center (LRMC), the Walter Reed National Military Medical Center, and local host-nation medical centers. This communication capability will allow for tracking the status of all hospitalized casualties.

(4) Staying in current communication with the ME's office. This communication channel will allow for the tracking the status of the disposition of remains.

3-4. FAMILY ASSISTANCE CENTER

Depending on the magnitude of the MASCAL incident and the logistics of the incident site, an FAC may be established. The level of the support structure needed should be tailored to the incident. When used, the FAC will serve as the focal point for coordinating the reporting and resolution of surviving Family issues. The FAC also provides the incident command a focal point for tracking Family members in the affected area of operation and keeping them informed as the situation develops. The FAC can use the local Family readiness group support structure for access to volunteer and contact information. The incident command will use the SWG to determine the appropriate level of staffing for the FAC and the hours of operation.

3-5. SURVIVOR WORKGROUP

a. Organizational Structure.

(1) The SWG will be chaired by the garrison commander and include representatives from the following organizations:

(a) OCH.

(b) OCPA.

(c) Provost marshal office.

(d) OJA.

(e) ERMC and LRMC.

(f) CID.

(g) ACS.

(h) DOL.

(i) DPTM.

(2) The organizations in (a) through (i) above must ensure that their SWG representatives are available for recall on short notice, including on holidays and weekends.

b. SWG Responsibilities. SWG responsibilities are further outlined in AR 600-8-1 and AE Regulation 608-2 and include the following:

(1) Maintaining oversight of the notification process. The SWG must ensure that the primary NOK is notified quickly and that a CAO is appointed to assist in all cases involving a death. The CAO appointment will help prevent potential problems that may arise when the Family has questions regarding information timelines and benefits processing.

(2) Validating information concerning the status of remains, the incident location, and the duty status of the deceased at the time of death. A line-of-duty investigation must be completed for all active-duty deaths.

(3) Initiating necessary legal investigations when collateral damages may be involved (chap 7).

(4) Ensuring that all efforts are made in the recovery and identification process to quickly facilitate the return of remains to the Family. Completion of this task will likely require working with applicable host-nation civil coroners' offices and legal authorities.

(5) Ensuring that CAOs are appointed to the PADD of remains. The SWG will also provide guidance on services available to Family members on request (chap 6).

(6) Overseeing appointed SCMOs. The SCMO is tasked with conducting inventories of PE and safeguarding the PE until they can be returned. The SWG will also—

(a) Determine which person is eligible to receive PE. PE must be returned as quickly as possible.

(b) Explain to the NOK any delays in returning PE, such as ongoing legal investigations or shipment delays. Most cases require a close working relationship and coordinated effort between the SCMO and CAO.

(7) Staying in constant contact with any applicable host-nation ME offices that are tracking or conducting autopsies. The SWG must ensure that—

(a) Remains are released to military control in the appropriate manner.

(b) All proper steps are completed in the preparation and shipment of remains.

(c) Affected Families are kept informed about the status of remains at all times. Staying in constant contact with Family members and ME offices can help prevent problems caused by delays that will affect the funeral and memorial events, and help reduce the stress the Family may be under.

(8) Dispatching death certificates and letters of sympathy. The SWG must ensure that these documents have been properly prepared and are internally consistent.

(9) Being ready to provide a wide array of needed services at the FAC for surviving Family members. (The VA Handbook “Federal Benefits for Veterans, Dependents and Survivors” (at http://www.va.gov/opa/publications/benefits_book.asp) provides more information.)

(10) Staying in contact with Families for any future considerations that may be necessary. Certain cases may warrant that a senior officer be sent to talk with the Family.

(11) Coordinating with the public affairs office to ensure that public statements to be released have prior approval and provide a consistent message as determined by the CG, USAREUR, or Chief of Staff, HQ USAREUR.

(12) Ensuring that assigned CAOs are forwarding unresolved issues the NOK may have to the MSC representative serving on the SWG.

(13) Providing chaplain support and ensuring that this support is available when requested.

(14) When requested by the NOK, helping the NOK obtain investigation reports or service records related to the deceased Soldier according to AR 600-8-1. AR 600-8-1 explains the public law requirement regarding fatality reports and associated records that pertain to members of the Armed Forces who die in the line of duty. The public law requires that certain records be made available to Family members.

c. Associated Responsibilities. The following responsibilities are not all-inclusive, but are included as an aid in completing specific functions:

(1) The SWG will convene when called to assemble by the chair. The SWG will meet as often as needed. The purpose of the SWG is to review required actions, provide for an exchange of information, and ensure the NOK is being given the most up-to-date information available and all required support.

(2) When implementing a MASCAL response plan, the SWG will assemble to determine any FAC support functions that must be considered, decide if a FAC needs to be operational, and, if so, to direct activation. When activating the FAC, a minimum of 2 hours’ notice must be given. After the FAC is activated, the SWG will monitor it to ensure casualty-inquiry responses, casualty reporting, and associated survivor assistance are being given in an accurate, timely, and complete manner while supporting the MCAT. The SWG will also determine at which point the FAC may stand down and will begin receiving direction from the MCAT being overseen by the CAC.

(3) The SWG will develop guidance regarding the use of public contributions for individual Family support.

(4) The SWG will ensure that all affected agencies and units are made aware of the provisions of this regulation. Each garrison will have its own policy for emergency planning, tailor the policy to the specific geographic area of the garrison, and make the policy available to the SWG, MCAT, and CAC.

(5) Any responsibilities that are associated with the implementation of this regulation because of a MASCAL incident will require an additional AAR. The SWG will ensure this regulation is reviewed once a year, exercised once every 2 years, and updated as needed. The intent of the annual review is to familiarize new group members or refamiliarize those already familiar with the MASCAL policy. This review will serve as a guide to evaluate the provisions in this regulation and any associated changes that have been noted since its publication in order to meet the needs of the organizations to which it applies.

(6) The SWG may modify the provisions in this regulation. Changes should be made to better serve the needs of specific communities and outlying units. The intent of this regulation is to help organizations create a workable MASCAL response plan, including those in outlying areas that may lack key support structures or services.

CHAPTER 4 LOGISTICS

4-1. GENERAL

MASCAL incidents trigger logistical issues on a large scale. These support operations usually entail the need to acquire or transport supplies such as medical and mortuary supplies that must be delivered to conduct or maintain operations. Because of the potential number of sources required, a variety of transportation arrangements must be considered. In addition, housing and HHG are covered in this chapter because of their associated transportation requirements. Also included are logistics requirements for planning and escorting those attending events that require invitational travel orders (ITOs).

4-2. INVITATIONAL TRAVEL ORDERS

In general, the CAC processes ITOs for one round trip plus per diem for up to three NOK to visit the hospital bedside of a seriously injured or very seriously injured Soldier, if requested by the attending physician. The CAC also provides unit commanders with the approved list of Family members authorized to be invited to unit memorial ceremonies. For these ceremonies, the CAC serves as the ITO-issuing authority.

4-3. ESCORTING PERSONNEL ON INVITATIONAL TRAVEL ORDERS

The garrison commander will take the initiative to establish and train escort teams from the tenant units in their area of jurisdiction. The team will be trained to travel to the aerial port of debarkation (APOD), identify personnel on ITOs, and escort Family members to the nearest Fischer House. Fischer House personnel have procedures in place to lodge members traveling on ITOs or to make arrangements for off-post accommodations.

4-4. MEDICAL AND MORTUARY SUPPLIES

The responding medical teams generally provide these supplies, which may include host-nation assets. The LRMC or other military medical logistics sections should be prepared and capable of operating on a 24-hour basis until the need for medical resupply has been met. This requirement is in accordance with emergency issuing procedures and is used when needed to augment the local supply. The proponent agency for ordering class VIII supplies is the United States Army Medical Department Activity. (Appendix B provides a list of potential mortuary supplies.)

4-5. TRANSPORTATION

a. Evacuating Casualties. The incident command will request any needed ground support to facilitate the evacuation of casualties to an MTF. Fatalities will be transported to the local host-nation coroner's office or assigned collection point for instances where the incident occurs on a U.S.-controlled installation.

b. Refrigeration Capability. Military capability and facilities for the refrigeration of remains may be extremely limited. The DOC will initiate the necessary contracts when required. Collection teams will be assembled, and mobile refrigeration storage units should be used when need exceeds capacity.

c. Transportation Liaison. When required, the DOL will provide a transportation-liaison team to the FAC (when in use). This team will help coordinate transportation-related support matters.

d. PADD Authorization for the Army to Ship Remains. The mortuary affairs office will coordinate or contract the transportation of remains to the designated funeral home. The transportation of escorts for the remains will be coordinated from the APOD to any remote funeral homes.

4-6. MOVEMENT OF HOUSEHOLD GOODS

CAOs will advise the NOK that the survivors of deceased Soldiers are authorized to remain in Government-owned quarters or may continue to receive basic allowance for housing for up to 90 days. The NOK may request an extension for up to 365 days through the garrison commander (AE Suppl 1 to AR 420-1). The NOK will stop receiving individual logistic support, however, after 90 days (AE Reg 600-700). Family members wishing to remain in the command for more than 90 days should be aware that this support will end.

4-7. GENERAL ASSISTANCE PROVIDED

a. A workable schedule that allows maximum flexibility to help Families vacate Government quarters should be established. This is a joint process that involves Families, the assigned CAO or SCMO, and the local housing office. In the absence of a surviving adult, the assigned SCMO will make all necessary arrangements.

b. The SCMO will act on behalf of any deceased Soldier who previously resided in the barracks. The SCMO will make the necessary arrangements to inventory, pack, and coordinate pickup of HHG with the servicing JPPSO. Chapter 6 provides information on the disposition of PE.

c. The SCMO will prepare all required documents in accordance with AR 600-8-1 and AR 638-2.

CHAPTER 5 MEDICAL

5-1. GENERAL

MTFs provide emergency medical services to affected military and civilian personnel on a limited basis. This may include casualty treatment, counseling services for the Families of victims, and medical logistic support to those involved in disaster-relief operations.

5-2. INJURED PERSONNEL

a. Once stabilized, injured personnel are evacuated to the nearest available and applicable (depending on the type of injury) hospital. Unstabilized patients may initially be taken to the nearest civilian hospital.

b. Affected civilian hospitals normally contact the MTF for their area for the ultimate disposition of patients. Local MTFs will process victims of MASCAL incidents and have established embedded relationships that permit them to acquire the disposition of patients at host-nation hospitals and report this status to the CAC. Patients will be tracked as long as they remain hospitalized and in a reportable status. Requests for ITOs for NOK to be at the patient's bedside will be processed by the CAC.

5-3. MEDICAL AUGMENTATION

Because of emergency-room limitations, at some point the number of cases may overwhelm the capability of the local MTF. When this happens, the MTF may implement its various agreements with local hospitals. If a MASCAL incident exceeds the capabilities of local hospitals, temporary medical facilities for triage care should be established and patients should be hospitalized based on the severity of the injury and the urgency of the need.

5-4. CASUALTY TRACKING

Each MTF patient administration division provides continuously updated information to the casualty reporting section concerning each casualty and the remains of any very seriously injured patient who dies. The patient administration division coordinates with host-nation medical facilities as needed to maintain the current status of patients. If applicable, the affected MTF may also provide at least one CLT to the FAC to help keep track of casualties and fatalities if an FAC is established.

5-5. COUNSELING SERVICES

Theater treatment facilities allow for an on-call team of behavioral science professionals to provide behavioral-health support to survivors, spouses, and children; affected unit Soldiers; and military community members. Behavioral health personnel may be provided for survivor assistance at the FAC when used. Trained personnel may also be provided to counsel surviving NOK on medical benefits, including TRICARE and supplemental care.

5-6. FATALITIES

Military MTFs and the associated mortuary affairs have limited refrigeration capabilities. Additional space may be contracted with host-nation companies until the remains may be transferred to military control (chap 6 and AR 638-2).

5-7. MEDICAL LOGISTICS

MTFs conduct 24-hour medical logistic operations as needed for supported medical units.

CHAPTER 6 MORTUARY AFFAIRS

SECTION I CASUALTY ASSISTANCE CENTER

6-1. GENERAL

The Europe and Africa CAC has responsibilities covering 85 countries in Europe and Africa. The 21st Theater Sustainment Command provides mortuary-affairs services for personnel in these countries. AR 600-8-1 and AE Pamphlet 600-8-1 provide more information.

a. Notification Process. The location where a Soldier becomes a fatality dictates which CAC has initial reporting responsibilities. The CAC where the surviving NOK is located has notification duties. These areas are the CAC's AOE. The CMAOC will notify the appropriate CAC to carry out the notification process. The intent is to notify all NOK listed on the Soldier's DD Form 93. A detail consisting of a CNO accompanied by a chaplain usually notifies the NOK.

b. Providing Survivor Assistance. When a Soldier dies, the assigned CAC will appoint a CAO to assist the primary NOK and PADD. This assistance encompasses all matters relating to the deceased until all associated benefits have been rendered.

c. Soldier Personal Effects. The CAC works in coordination with the affected MSC to appoint the SCMO. The SCMO is responsible for gathering and returning the PE of the deceased Soldier to the person eligible to receive it. The PE is limited to those who are under Army jurisdiction.

6-2. RESPONSIBILITIES

The CAC is responsible for a variety of MASCAL support or supporting functions. These include—

- a. Maintaining established communication channels with the CMAOC. Chapter 9 lists the different types of reports.
- b. Maintaining continuous contact with military and local MEs to remain informed of the status of casualties. The CAC will track the disposition and status of remains recovery in the Defense Casualty Information Processing System (DCIPS).
- c. Submitting requests for personnel records to the garrison casualty managers.
- d. Ensuring garrison casualty managers are assigning CAOs in a timely manner to provide immediate assistance to surviving Family members.
- e. Training CNOs, CAOs, and SCMOs. The CAC will also train the escorts for remains as needed.
- f. Managing the coordination for escorting remains to the final resting place as designated by the unit PADD.

SECTION II FORENSICS SUPPORT

6-3. GENERAL

The magnitude of a MASCAL incident may exceed the forensic capacity of the MTF staff. If requested by the CAC commander, the OAFME can arrange for additional augmentation personnel from the Armed Forces Institute of Pathology.

6-4. CONSTRUCTING THE CORONER ASSIST TEAM

If a MASCAL incident occurs on a U.S.-controlled installation, arrangements should be made for the following:

- a. Forensic pathologists to conduct autopsies or forensic examinations.
- b. Forensic odontologists for identification of remains using dental records.
- c. Forensic anthropologists for bone identification.
- d. Forensic toxicologists for chemical identification incidents.
- e. Deputy coroner investigators to document the incident area around the remains and to recover disassociated remains and the PE.

6-5. CRIME SCENE DOCUMENTING AND INVESTIGATIONS

Based on the location where a MASCAL incident has occurred, which determines who has jurisdiction to respond, the proper law-enforcement agency will conduct investigations and will usually document the incident site. If an event occurs outside the boundaries of U.S.-controlled facilities, the military police may assist only at the request of the host nation. The host nation also has jurisdiction for mortuary affairs, and Army assets may be used only if requested by the host nation. FM 4-20.64 provides additional information.

a. Marking and Removing Remains. For incidents on U.S. military installations, the location of all remains will be documented before any remains are removed from the incident site.

(1) Marking flags, stakes, twine, flagging tape, measuring tape, a surveying rod and tripod, and theodolites may be needed to survey, safeguard, and document the area.

(2) Weatherproof recovery tags with indelible numbers should be placed on remains before the remains are removed. This numbered recovery system, which is usually established by the ME, should be simple to implement and follow. Once approved by the ME, the remains may be moved from the incident site. All identification media should be closely controlled and safeguarded.

(3) If the dentition could be lost during the transport of remains, the head of the remains should be wrapped in gauze or covered with a plastic bag. (This is extremely important in cases of severe burning or head trauma.)

(4) All clothing and PE should be left with the remains. All remains will be kept from view or put into remains pouches before being transported.

b. Photography. All photography of remains is prohibited unless prior authorization for official use has been obtained (FM 4-20.64).

c. Documentation. Detailed documentation of the site is critical. At the conclusion of operations and after personnel have left the scene or are redeployed, the opportunity to gain additional information about how operations were conducted will be lost. For this reason, field notes, photographs, and sketches must be detailed enough to make accurate reports of the operation. The following rules should be used when recording information about a site or operation:

(1) Make no assumptions about anything.

(2) There is no such thing as having too much information.

(3) When in doubt, record all details.

(4) Do not discard or fail to record something that does not appear to be important.

d. Physical Evidence. Physical evidence may include anything from aircraft debris to military equipment or PE. Special care must be taken when examining aircraft debris and military equipment, which may have serial numbers or other markings that will help to positively identify the equipment.

e. Biologic Remains Evidence. Biologic remains may include skeletal, dental, or tissue remains. Forensic experts (anthropologists, odontologists, and pathologists) will determine what to classify as human remains.

CHAPTER 7 LEGAL AFFAIRS

7-1. GENERAL

The OJA provides a representative to serve on the SWG (para 3-5) in order to provide counsel concerning a range of administrative law issues. This includes but is not limited to military jurisdiction, acceptance of private donations, releasing Government records, and the requisite collateral investigation. The OJA also provides a legal team to the FAC (when one is activated) to offer legal assistance to the Families of deceased Soldiers according to AR 27-3.

7-2. COLLATERAL (LEGAL) INVESTIGATIONS

In addition to an accident investigation, MASCAL incidents also require a collateral or legal investigation (DOD Inst 6055.07). This type of investigation is conducted to obtain and preserve all available evidence for use in litigation, claims, disciplinary action, or adverse administrative actions. A legal investigation is conducted for all Class A accidents according to AR 15-6 and AR 27-20. The Office of the Secretary of the General Staff (OSGS), HQ USAREUR, usually initiates this investigation with advice from the OJA. The final report from this investigation is retained by the OSGS.

7-3. CRIMINAL INVESTIGATIONS

When military fatalities result from an incident, the CID will conduct an investigation to ensure that no criminal aspects or issues are involved. The CID also works with host-nation authorities to receive any official reporting conducted by the host nation regarding military assets or personnel.

7-4. MEDICAL LEGAL INVESTIGATIONS

The forensic investigation is designed to systematically determine the cause, manner, and mechanisms of injury and death. This investigation may be ordered for any Servicemember on active duty or member of a Reserve component on active duty for training whose death occurs in an area where the U.S. Government has exclusive jurisdiction. Such an investigation is normally initiated when circumstances surrounding the death are suspicious, unexpected, or unexplained. AR 40-57 provides further guidance.

CHAPTER 8 SAFETY

8-1. GENERAL

The USAREUR Safety Division exercises proponentcy for ground and aircraft accident prevention, education, and reporting. If a MASCAL incident occurs and USAREUR military or civilian personnel, damaged USAREUR property, or USAREUR operations have caused or contributed to the incident, the USAREUR Safety Officer will do the following in addition to carrying out the responsibilities in AR 385-10:

- a. Review and process any copies of DA Form 285 that affected unit commanders have initiated (DA Pam 385-40).
- b. Advise the USAREUR Command Group on ground- and aircraft-accident investigation board matters.
- c. Advise the USAREUR Command Group on identifying adverse, unsafe, or risky conditions that will degrade emergency-response operations.

8-2. ACCIDENT INVESTIGATIONS

Outside of U.S.-held military bases, Army service component commands will comply with Army safety standards applicable to operations and missions, unless compliance would violate applicable status of forces agreements, supplements, and undersigned protocols. On notification of a Class A or B accident, the United States Army Combat Readiness/Safety Center will determine whether a centralized accident investigation or installation-level accident investigation board will be convened.

- a. The general court-martial appointing authority may elect to initiate an installation-level accident board for any type of accident in accordance with AR 385-10.
- b. Accident investigations and assessments are designed to determine why an incident happened, so that the activities responsible for correcting each identified system inadequacy can be notified.

8-3. INCIDENT SITE SAFETY

Highly hazardous conditions are frequently present after a MASCAL incident has occurred. Even after a scene has been declared safe for entry, other hazards will continue to exist and all personnel entering the area must be so advised. CRM allows for the identification of required equipment and response procedures to increase efficiency and effectiveness during planning, responding, and post-response phases. The safety of all personnel involved in an incident (including bystanders, fire response and rescue personnel, investigators, security personnel, victims, and witnesses) is the highest priority in these operations. DA Pamphlet 385-40 provides further guidance.

8-4. ACCIDENT REPORTING

DA Pamphlet 385-40 provides information about Army accident investigations and reporting.

CHAPTER 9 REPORTS AND NOTIFICATIONS

SECTION I REPORTS

9-1. GENERAL

Reports that are specific to this regulation are addressed in this section. The CAC is primarily responsible for submitting these reports and ensuring they are complete, accurate, and provided in a timely manner.

9-2. SECURITY CLASSIFICATION FOR CASUALTY REPORTING

Reports referred to in this section are generally unclassified. They must, however, be marked For Official Use Only (FOUO) according to AR 380-5. Information may be made available for public release in accordance with current guidelines only after verification that the NOK has been provided the information. AR 600-8-1 provides more information.

9-3. INITIAL CASUALTY REPORT

The general purpose of the initial casualty report is to enter reportable persons in the DCIPS. This report will be prepared according to AR 600-8-1.

9-4. STATUS CHANGE CASUALTY REPORTS

The status change casualty report will be prepared according to AR 600-8-1. This report is restricted to reporting the following changes in status:

- a. From missing to deceased.
- b. From missing to returned to military control.
- c. From wounded, injured, or ill to deceased.
- d. From not seriously injured or seriously ill to any category for which hospital care is required.

9-5. SUPPLEMENTAL CASUALTY REPORTS

This report is used to provide additional information or corrected information to an initial report or to any previously submitted report. These reports are prepared according to the provisions of AR 600-8-1.

9-6. PROGRESS CASUALTY REPORTS

Progress reports are used to track the medical status of hospitalized, wounded, injured, or ill personnel in any reportable category for the period in which they remain hospitalized. These reports are required for notifying the NOK of seriously injured, very seriously injured, or special category patients.

a. Progress reports will be submitted as follows:

- (1) At 5-day intervals.
- (2) When the incident or patient being reported could generate a significant media concern.
- (3) When the patient's status changes.

b. Progress reports will be terminated when the patient is medically evacuated out of the command or is no longer reportable because he or she is no longer hospitalized. A final report is required to indicate this. AR 600-8-1 provides the procedures for reporting the status of Family members, DA civilians, retirees, and contractors outside the continental United States.

9-7. DECEASED CASUALTY REPORTS

The conditions referenced in AR 600-8-1 must be met before a person can be reported as deceased.

9-8. CASUALTY REPORTING PRECEDENCE

AR 600-8-1 provides a detailed list of the order of precedence for casualty reporting.

SECTION II NOTIFICATIONS

9-9. CASUALTY NOTIFICATION POLICY

a. Because of the presence of mass media and instantaneous communication, the CAC will expedite the notification process. This must be conducted while ensuring the reports are accurate and complete. It is imperative that the Army is the first to officially notify the NOK. This process is conducted to mitigate undue concern that may be generated by those who fear that a Family member could be a casualty.

b. Garrison casualty managers will assign CNOs from the available MSCs. If the notification is to be made in another country outside of the garrison AOR, the CAC will work with the embassy in that country to assign personnel and provide oversight, training, and assistance. The training for the notification process includes how to conduct a proper notification, dealing with the potential responses, and ensuring "24/7" communication capability is immediately available.

c. The notification period is immediate. The CNO will report to the CAC as soon as notification is accomplished. The CAC will report the notification status immediately to the CMAOC. Assigned CNOs will report in regularly by telephone on the notification progress and on any problems they may encounter. CNOs who have difficulty contacting the NOK should not delay informing the CAC, which will make every effort to assist with locating the NOK. The CMAOC requires a status report on incomplete notification every 4 hours.

d. The notification process depends on the situation. The CMAOC may extend the normal hours of notification (currently 0500 to 2400).

e. If the NOK does not reside at the address provided to the CNO, the CNO may try to find the correct address from several sources, including the following:

- (1) The local postmaster (to obtain a forwarding address).
- (2) The municipal police.
- (3) City or county utility offices.
- (4) Telephone directory assistance.
- (5) Online search engines.

f. When possible, the accompanying chaplain should be of the same faith as the deceased Soldier. Arranging for a chaplain of the same faith, however, should not hinder the notification process in any way.

g. After notifying the NOK, the CNO will report to the CAC any issues that may need to be addressed before appointing the CAO. The CNO will also report other considerations specific to the NOK (for example, if the Family members do not speak English or have other special needs that require unique skills or consideration).

h. AR 600-8-1 provides a more detailed list of CNO responsibilities.

9-10. NOTIFICATION WINDOW

Once a death has been positively confirmed, the CNO has 4 hours to complete the notification. The CAC has the exclusive mission of managing and monitoring the notification process.

CHAPTER 10 TRAINING AND EXERCISES

10-1. PURPOSE

The MASCAL procedures in this regulation should be practiced every 2 years to ensure—

- a. The policy in this regulation is kept current and continues to meet its intended purpose.
- b. Affected organizations maintain their established procedures and can effectively implement this plan.
- c. Agency roles are appropriately defined and interagency coordination plans are in place. This applies to required host-nation coordination and contacts.
- d. Leaders and external organizations remain familiar with the provisions of this regulation.

10-2. RESPONSIBILITY

The USAREUR G1 is the proponent for establishing the members of the SWG. The SWG initiates the annual review and biennial exercising of the MASCAL plan. In addition, the SWG develops and periodically reviews the guidance for expending public contributions for emergency Family support.

10-3. EXERCISES

Biennial exercises of this regulation should be completed in conjunction with exercises of the theater weapon-of-mass-destruction plan, the theater terrorist threat/incident response plan, and nearby civil emergency planning.

a. Tabletop Exercise (TTX). The TTX is conducted every 2 years during the training quarter preceding the quarter when either a command post exercise (CPX) or a full-scale field training exercise (FTX) is conducted.

b. CPX. The CPX is conducted every 2 years in preparation for or instead of a full-scale FTX.

c. FTX. The FTX is conducted at least every 4 years and preceded by a TTX and CPX.

APPENDIX A REFERENCES

SECTION I PUBLICATIONS

Statement of Understanding between the American National Red Cross and the Department of Defense,
6 July 1983

Joint Publication 4-06, Mortuary Affairs

DOD Instruction 6055.07, Mishap Notification, Investigation, Reporting, and Record Keeping

AR 15-6, Procedures for Investigating Officers and Boards of Officers

AR 27-3, The Army Legal Assistance Program

AR 27-20, Claims

AR 40-57, Armed Forces Medical Examiner System

AR 380-5, Department of the Army Information Security Program

AR 385-10, The Army Safety Program

AR 420-1 and AE Supplement 1, Army Facilities Management

AR 525-27, Army Emergency Management Program

AR 600-8-1, Army Casualty Program

AR 600-8-4, Line of Duty Policy, Procedures, and Investigations

AR 608-1, Army Community Service Center

AR 638-2, Care and Disposition of Remains and Disposition of Personal Effects

AR 930-4, Army Emergency Relief

DA Pamphlet 385-40, Army Accident Investigation and Reporting

DA Pamphlet 638-2, Procedures for the Care and Disposition of Remains and Disposition of Personal
Effects

FM 4-20.64, Mortuary Affairs Operations

Directive-Type Memorandum 10-008, Travel and Transportation for Survivors of Deceased Members of
the Uniformed Services to Attend Memorial Ceremonies

AE Regulation 600-700, Identification Cards and Individual Logistic Support

AE Regulation 608-2, Family Readiness System

AE Pamphlet 600-8-1, Casualty Assistance and Survivor Support

AE Pamphlet 600-20, Commander's Memorial Honors Handbook

Department of Veterans Affairs (VA) Handbook "Federal Benefits for Veterans, Dependents and Survivors," 2011 edition (at http://www.va.gov/opa/publications/benefits_book.asp)

Army Tactics, Techniques, and Procedures No. 3-39.32, Physical Security

SECTION II FORMS

DD Form 93, Record of Emergency Data

DD Form 261, Report of Investigation - Line of Duty and Misconduct Status

DD Form 397, Claim Certification and Voucher for Death Gratuity Payments

DD Form 565, Statement of Recognition of Deceased

DD Form 567, Record of Search and Recovery

DD Form 891, Record of Identification Processing - Dental Chart

DD Form 892, Record of Identification Processing - Skeletal Chart

DD Form 893, Record of Identification Processing - Anatomical Chart

DD Form 1074, Questionnaire of Local Inhabitants

DD Form 1076, Military Operations Record of Personal Effects of Deceased Personnel

DD Form 1375, Request for Payment of Funeral and/or Interment Expenses

DD Form 2065, Disposition of Remains - Reimbursable Basis

DD Form 2656-7, Verification for Survivor Annuity

DA Form 54, Record of Personal Effects

DA Form 285, Technical Report of U.S. Army Ground Accident

DA Form 2028, Recommended Changes to Publications and Blank Forms

DA Form 2064, Document Register for Supply Actions

DA Form 2773, Statement of Identification

DA Form 3078, Personal Clothing Request

DA Form 5327, Bona Fide Dependent Declaration - Military

DA Form 5328, Bona Fide Dependent Declaration (Civilian)

DA Form 5329, Escort Report

DA Form 5330, Release of Remains for Local Disposition (OCONUS)

DA Form 5897, Army Community Service (ACS) Client Case Record

DA Form 7302, Disposition of Remains Statement

DA Form 7404, Escort Briefing Checklist

DA Form 7406, Summary Court Martial Officer Checklist

VA Form 21-8834, Application for Reimbursement of Headstone or Marker Expense

VA Form 40-1330, Application for Standard Government Headstone or Marker

Servicemembers' Group Life Insurance Election and Certificate

APPENDIX B MORTUARY SUPPLIES

B-1. ESSENTIAL MORTUARY SUPPLIES

The following items are essential and may be obtained through normal supply channels or through local purchase:

- a. Basic administrative supplies and blank forms.
- b. Basic recovery tools (for example, pry bars, shovels).
- c. Buildings or tents where recovery personnel can rest and work in case of inclement weather or sustained operations.
- d. Change of clothing for recovery personnel.
- e. Clear plastic bags (NSN 9930-00-927-4569) (90 inches long, 36 inches wide, 4 millimeters thick; 50 per package).
- f. Floodlights and a power source.
- g. Human remains pouches (NSN 9930-01-33-6244).
- h. Ice (40 pounds per transfer container).
- i. Meals and relief items for recovery personnel.
- j. Protective clothing for recovery personnel.
- k. Screening materials. The recovery and storage of human remains should be blocked from public view, including protection from unauthorized photography and videography.

B-2. SUPPLIES FOR WORKERS CONDUCTING SEARCH AND RESCUE OPERATIONS

The following items may be obtained through normal supply channels or through local purchase:

- a. Disposable surgical masks (NSN 6518-00-982-7493).
- b. Eye shields.
- c. Latex gloves (small: NSN 8415-01-033-3520, medium: NSN 8415-01-033-3518, large: NSN 8415-01-033-19).
- d. Mouth and nose filters.

B-3. MOST COMMONLY NEEDED MEMORIAL ITEMS

- a. Flag (50-star interment: NSN 8345-01-334-6025).
- b. Flag case, hardwood with hinged lid.
- c. Gold star lapel button.
- d. Plastic zip-lock bags (small, medium, and large: NSN 8105-00-837-7757).

APPENDIX C

FREQUENTLY ASKED QUESTIONS

Q.1. What constitutes a mass casualty?

A.1. A mass casualty is an incident involving a large number of casualties within a relatively short period. These casualties usually result from a single incident (for example, armed attack, earthquake, flood, hurricane, military aircraft accident) that exceeds local logistic-support capabilities. In cases of mass casualties, the Casualty and Mortuary Affairs Operations Center, United States Army Human Resources Command, coordinates the notification of the next of kin of the Soldiers involved.

Q.2. What is a casualty?

A.2. The term has a broad definition beyond what may traditionally be considered and is used in an inclusive way. As it pertains to this regulation, this term is defined as a person who is lost to an organization by reason of having been declared one of the following:

- **Beleaguered:** Member of an organized element that has been surrounded by a hostile force to prevent its members from escaping.
- **Besieged:** Member of an organized element that has been surrounded by a hostile force to compel it to surrender.
- **Captured:** Seized as the result of an action of an unfriendly military or paramilitary force in a foreign country.
- **Deceased.**
- **Detained:** Prevented from proceeding or restrained in custody for an alleged violation of international law or another reason claimed by the government or group under which the person is being held.
- **DUSTWUN:** Duty status - whereabouts unknown. This transitory casualty status is used when the responsible commander suspects that someone whose absence is involuntary may be a casualty, but does not feel sufficient evidence exists to make a definite determination of whether the individual is missing or deceased. This status applies only to military personnel.
- **Ill.**
- **Injured.**
- **Interned:** Definitely known to have been taken into the custody of a nonbelligerent foreign power as the result of and for reasons arising from an armed conflict in which the Armed Forces of the United States are engaged.
- **Missing:** Not present at his or her duty location because of apparent involuntary reasons and whose location is unknown.
- **Missing in action:** A hostile casualty, other than the victim of a terrorist activity, who is not present at his or her duty location because of apparent involuntary reasons and whose location is unknown.
- **Wounded.**

Q.3. What is the purpose of casualty assistance centers (CACs)?

A.3. CACs provide military honors and casualty-related services in their assigned geographic areas of responsibility. The Army Casualty Assistance Centers Locator at <http://www.hrc.army.mil/site/active/tagd/cmaoc/caclocator/caclocatorindex.htm> provides CAC locations.

Q.4. If a Soldier is involved in a mass casualty (MASCAL) incident, how will the Families be notified?

A.4. If a Soldier is wounded or becomes ill as a result of a MASCAL incident, the primary next of kin (PNOK) will be notified. Depending on the reportable category of the Soldier, that notification could be made by telephone. Information will be made available to all notified Families once it can be confirmed. If a Soldier's status is deceased or missing, the PNOK, secondary next of kin (SNOK) (any next of kin other than the PNOK once the PNOK has been established), and other individuals, regardless of relationship, who are listed on the Soldier's DD Form 93 (Record of Emergency Data) will be notified. The notification will be made as a matter of highest priority, taking precedence over all other responsibilities the notifier has. Whenever possible, the notifier's grade will be equal to or higher than the grade of the casualty. When the PNOK is also a Soldier, the notifier's grade will be equal to or higher than the grade of the PNOK. Personal notification will always be made between 0500 and 2400 local time. The PNOK is always notified first. If the PNOK cannot be located, the Army Casualty and Mortuary Affairs Operations Center will determine when to notify the SNOK. If notified first, the SNOK will be asked about the location of the PNOK. Immediately after PNOK notification has been made, all SNOK will be notified.

Q.5. Which method is used to determine who are considered the primary next of kin (PNOK)?

A.5. The Family member who is most closely related to the casualty will be considered the PNOK for notification and assistance purposes. For married individuals, the spouse is always considered the PNOK, even if he or she is a minor. For single individuals, the parents are the most likely PNOK. The next of kin (NOK) may include divorced parents, children, and siblings. The rights of minor children will be exercised by the parent or legal guardian. The NOK's age will be used to determine the precedence of the NOK. The adult NOK is usually the first person who happens to be the highest in the line of succession and has reached 18 years of age. An example of the order of precedence that is used to identify the PNOK according to AR 600-8-1 is as follows:

1. Spouse.
2. Natural, adopted, step, and illegitimate children.
3. Parents.
4. Persons in loco parentis.
5. Persons granted legal custody of the individual by a court decree of statutory provision.
6. Brothers or sisters, including half-blood and those acquired through adoption.
7. Grandparents.
8. Other relatives in order of relationship to the individual according to civil laws.

If no determination can be made based on the exhaustive search of all reasonable means, the secretary of the military department concerned may be deemed to act on behalf of the individual.

Q.6. Will the Army make notification only if the Soldier is on active duty?

A.6. No. The Army will notify the next of kin if any of the following become casualties:

- Army members on active duty. The term “active duty” includes Reserve members in an Active Guard/Reserve status.
- Members of the Army Reserve and National Guard who die while en route to or from, or while participating in, any scheduled training activity.
- Retired Soldiers released from active duty within 120 days before becoming a casualty.
- DA civilian employees who are outside the continental United States.
- DA civilians who are in a temporary duty status in the continental United States.
- DA dependents who are outside the continental United States.
- DA contractors who are outside the continental United States.

Q.7. Will a chaplain accompany the Soldier who notifies the Family of a death?

A.7. Whenever possible, a chaplain may be included as part of the official notification team. If a chaplain is not available, another senior enlisted or officer may accompany the casualty notification officer as part of the notification team.

Q.8. What are the differences between the casualty notification officer (CNO) and the casualty assistance officer (CAO)?

A.8. The CNO is the Soldier who is tasked with notifying the Family. This Soldier is normally above the grade of staff sergeant or an officer in the grade of captain or higher. CNOs are trained and given the materials they need to complete their mission. The CNO’s task is generally limited to the notification process itself. Once the CNO has completed the notification, he or she will inform the Family that a CAO will be appointed to provide further assistance. The CAO will be an officer in the grade of captain or higher, a warrant officer, or a senior noncommissioned officer in the grade of sergeant first class or higher. The CAO will usually be of equal or higher grade than that of the casualty and, if applicable, that of the next of kin being assisted. When performing CAO responsibilities, the CAO will be relieved of all conflicting duties. The CAO is the official liaison of the Army to the Family. The CAO will be assigned to provide assistance to the Family for as long as it takes to file for benefits and complete associated tasks. This process can take several months, depending on the needs of the Family. Certain CAO tasks include helping Families complete insurance forms, meeting with funeral directors, and making funeral arrangements on the Family’s behalf. The normal course of action means that the CNO and CAO will be two different Soldiers.

Q.9. Which kinds of services are available for Family members whose loved ones have been killed?

A.9. During the very emotionally trying and difficult time after a death occurs, the Army Casualty Assistance Program assists the primary next of kin by helping to eliminate delays in settling claims, helping to apply for survivor benefits, and resolving other personnel-related matters. Families whose loved one has been killed will be provided a casualty assistance officer (CAO) by the Casualty and Mortuary Affairs Operations Center. Services provided by the CAO include but are not limited to information and assistance concerning the return of remains and belongings, funeral and memorial services, filing for benefits and entitlements, and relocation of military Family members.

Q.10. How are remains identified?

A.10. Recovery of remains is the immediate concern and will take place as soon as is possible. After the remains are recovered, forensic officials will use every means possible to complete the remains-identification process. The means used to identify remains is based on the level of trauma. If possible, the typical forms of identification include fingerprinting, comparing remains with dental records, making anatomical comparisons, and using circumstantial evidence. The Armed Forces Institute of Pathology at the Walter Reed National Military Medical Center and the Office of the Armed Forces Medical Examiner are in charge of this process. When DNA processing is necessary, the Armed Forces DNA Identification Laboratory in Rockville, Maryland, conducts the necessary testing. In some instances, the United States Army Central Identification Laboratory - Hawaii also provides forensic pathologists to assist with identification. Once identifications are complete, Family members will be told exactly which remains were recovered and receive an account of how the remains were identified, but the Army will not release this information to anyone else. The Family may release that information if desired.

Q.11. How long will it take for a Soldier's remains to be returned to the Family?

A.11. This is done as soon as is possible. At times, however, this process may be delayed, so no exact timetable exists. Once the remains are processed, they will then be taken to a location of the Family's choosing.

Q.12. Who can receive a full military funeral?

A.12. Army policy allows for full military funeral honors for active duty Soldiers and those who have received the Medal of Honor. Full military funeral honors are considered to consist of six casket bearers (who will also serve as part of the firing party), an officer or noncommissioned officer in charge, a chaplain, and a bugler. Army retirees may be provided full honors when requested if resources are available. If the resources needed to conduct a full honors service cannot be made available, deceased retirees will be provided a flag-folding ceremony. This ceremony will consist of two Soldiers and the presentation of the interment flag to the next of kin. This is the most common ceremony used to render honors to deceased retirees. Honorably discharged veterans may also be granted this ceremony.

Q.13. What is the process for requesting a military funeral?

A.13. The funeral director will usually make the request on behalf of the Family of the deceased Soldier.

Q.14. Does the media have access to the Family members?

A.14. Family members have the right to accept or decline any requests for an interview. Family members may request public affairs assistance through the casualty assistance officer. The supporting public affairs office will be determined by the Office of the Chief of Public Affairs, HQDA.

Q.15. How often will information be released to the media?

A.15. Information will be released to the public in accordance with public affairs guidance and applicable public affairs regulations. Some circumstances may dictate that the Office of the Chief of Public Affairs, HQDA, or the Office of the Chief, Public Affairs, HQ USAREUR, withhold release authority at its level.

Q.16. Are media representatives allowed to attend funerals and unit memorial events?

A.16. The Family of the deceased has the right to decide whether or not to allow members of the media to attend funerals and Family memorial events. The Soldier's unit commander will make the final determination on allowing media attendance during unit memorial services. If, however, the unit memorial service is open to the public, the media may attend.

Q.17. When will the names of Soldiers be released to the media? Do Families have the right to prevent a Soldier's name from being given to the media?

A.17. After all required notifications have been carried out and recorded, the United States Army Human Resources Command Public Affairs Office releases Soldier information to the Office of the Chief of Public Affairs, HQDA, for release to the media. Although Families may request that their Soldier's name be withheld, this information is a matter of public record and may be released without their permission.

Q.18. Have the events of 11 September 2001 changed mass casualty and antiterrorism training?

A.18. No. This type of training is routine for Army units. Events on "9/11" and since have, however, increased awareness of the need to stay current on this type of training. All Soldiers routinely receive antiterrorism training.

Q.19. Are there different degrees of injury and illness?

A.19. Yes. An individual is considered to be seriously injured or ill when he or she has an injury or illness of such severity that there is cause for medical authorities to be immediately concerned, but no imminent danger to life exists. An individual is considered to be very seriously injured or ill when the injury or illness is so severe that medical authorities consider the individual's life as imminently endangered.

Q. 20. Where can additional information about casualty operations be found?

A.20. AR 600-8-1, Army Casualty Program, is the regulation that comprehensively covers casualty operations.

GLOSSARY

AAR	after-action review
ACS	Army Community Service
AER	Army Emergency Relief
AOE	assigned operational environment
AOR	area of responsibility
APOD	aerial port of debarkation
AR	Army regulation
ARC	American Red Cross
CAC	casualty assistance center
CAO	casualty assistance officer
CAT	crisis action team
CIC	casualty information center
CID	criminal investigation division
CLT	casualty liaison team
CMAOC	Army Casualty and Mortuary Affairs Operations Center, United States Army Human Resources Command
CNO	casualty notification officer
CPX	command post exercise
CRM	composite risk management
DA	Department of the Army
DCIPS	Defense Casualty Information Processing System
DNA	deoxyribonucleic acid
DOD	Department of Defense
DOL	director of logistics
DPTM	director of plans, training, and mobilization
ERMC	United States Army Europe Regional Medical Command
FAC	Family assistance center
FM	field manual
FOUO	For Official Use Only
FTX	field training exercise
HHG	household goods
HQDA	Headquarters, Department of the Army
HQ USAREUR	Headquarters, United States Army Europe
ICP	incident command post
IMCOM-Europe	United States Army Installation Management Command, Europe Region
IOC	installation operations center
ITO	invitational travel order
JPPSO	joint personal property shipping office
LRMC	Landstuhl Regional Medical Center
MASCAL	mass casualty
MCAT	mass casualty action team
ME	medical examiner
MSC	major subordinate command
MTF	medical treatment facility
NOK	next of kin
NSN	national stock number
OAFME	Office of the Armed Forces Medical Examiner
OCH	Office of the Chaplain, Headquarters, United States Army Europe

OCPA	Office of the Chief, Public Affairs, Headquarters, United States Army Europe
OJA	Office of the Judge Advocate, Headquarters, United States Army Europe
OSGS	Office of the Secretary of the General Staff, Headquarters, United States Army Europe
PADD	person authorized to direct disposition
PE	personal effects
PNOK	primary next of kin
SCMO	summary court-martial officer
SNOK	secondary next of kin
SOP	standing operating procedure
SWG	survivor workgroup
TAG	Theater Adjutant General, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe
TTX	tabletop exercise
U.S.	United States
USAFRICOM	United States Africa Command
USAREUR	United States Army Europe
USAREUR G1	Deputy Chief of Staff, G1, United States Army Europe
USAREUR G3	Deputy Chief of Staff, G3, United States Army Europe
USAREUR G8	Deputy Chief of Staff, G8, United States Army Europe
USEUCOM	United States European Command
VA	Department of Veterans Affairs