

Army Regulation 700–147

Logistics

Contingency Basing

**Headquarters
Department of the Army
Washington, DC
24 February 2019**

UNCLASSIFIED

SUMMARY

AR 700–147
Contingency Basing

This new regulation, dated 24 February 2019—

- o Incorporates the provisions of DODD 3000.10 (throughout).
- o Supersedes AD 2015–42 (Army Contingency Basing Policy) (throughout).

Effective 24 March 2019

Logistics Contingency Basing

By Order of the Secretary of the Army:

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General, United States Army
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History. This publication is a new Department of the Army regulation.

Summary. This regulation prescribes policy and responsibilities for strategic system and policy integration: planning and design, construction, operations and management, and transition, transfer or closure of base camps outside the United States. It describes both existing and maturing concepts, responsibilities, policy, and implementing procedures and is intended to evolve as Army doctrine is developed and refined. It is expected to be used by Soldiers

and Department of the Army Civilians and to be referenced by other Government and non-Government agencies. It implements DODD 3000.10.

Applicability. This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. Also, this regulation applies to all Army designated and managed base camps supporting contingency operations outside the United States.

Proponent and exception authority. The proponent for this regulation is the Deputy Chief of Staff, G–4. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the first general officer in the

chain of command of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

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

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–4 (DALO–ZA), 500 Army Pentagon, Washington, DC 20310–0500.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–4 (DALO–OPS–C), 500 Army Pentagon, Washington, DC 20310–0500.

Distribution. This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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Chapter 1

Introduction

Section I

General

1–1. Purpose

This regulation prescribes policy and responsibilities for strategic system and policy integration: planning and design; construction, operations and management; and transition, transfer, or closure of base camps outside the United States. This regulation applies to all organizations with direct responsibility for contingency basing (CB), and/or units that operate or occupy an Army base camp. This regulation also applies to a Joint or coalition base camp where the Army is the lead Service, is designated as base operating support (BOS) for a portion of the base camp, or is a base camp commander and base operating support–integrator (BOS–I).

1–2. References and forms

See appendix A.

1–3. Explanation of abbreviations and terms

See the glossary.

1–4. Responsibilities

Responsibilities are listed in section II.

1–5. Records management (recordkeeping) requirements

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in the Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

Section II

Responsibilities

1–6. Assistant Secretary of the Army (Acquisition, Logistics and Technology)

The ASA (ALT) will—

- a.* Oversee and establish acquisition policy and guidance for Army CB, to include supervising the development, coordination, and implementation of policy and programs for the Army’s materiel related CB activities.
- b.* Develop and field high-efficiency base camp systems that will minimize the OE footprint.
- c.* Incorporate metering and monitoring capability into base camp utility materiel systems.
- d.* Establish policy for power and water productivity, efficiency, sustainability, integrated waste management, and interoperability with existing systems as a high priority when selecting commercial off-the-shelf equipment.

1–7. Assistant Secretary of the Army (Financial Management and Comptroller)

The ASA (FM&C) will—

- a.* Oversee and establish internal Army policy regarding CB for the request and use of funding, in accordance with applicable fiscal law and external guidance.
- b.* Collect and review contingency funding requirements from affected commands, in accordance with Office of Management and Budget (OMB) and OSD guidance.
- c.* In conjunction with the Deputy Chief of Staff (DCS), G–4, develop funding requests and justification for submission to appropriate authorities.
- d.* Distribute appropriated funding.
- e.* Oversee and provide guidance for cost estimating and cost-benefit analysis in support of CB programs and initiatives.

1–8. Assistant Secretary of the Army (Installations, Energy and Environment)

The ASA (IE&E) —

- a.* Serve as the Secretariat lead to oversee and establish policy and strategic guidance for Army CB, to include operational energy (OE), safety, and occupational and environmental health (OEH) policies.
- b.* Establish and maintain Army policy that implements instructions delineated in DODD 3000.10.
- c.* Interface with other Services, the Office of the Secretary of Defense (OSD), and other Federal agencies regarding CB issues.
- d.* Incorporate interoperability considerations and requirements into Army installation, military construction (MILCON), energy security, OE, water security, CB, and environment, safety, and occupational health (ESOH) programs.
- e.* Serve as the Secretariat lead CB integrator and work with Army Staff (ARSTAF) to synchronize, monitor, and report on Army CB programs and activities and to promulgate CB policies.

1–9. Assistant Secretary of the Army (Manpower and Reserve Affairs)

The ASA (M&RA) will provide strategic guidance for CB-related policies and will supervise plans and programs for Army workforce, readiness, force management, and health-affairs matters executed by ARSTAF in CB matters involving military, civilian, and contractor personnel.

1–10. General Counsel

The GC will—

- a.* Provide legal advice to the Secretariat in all matters relating to CB, including determining the Department of the Army (DA) position on any legal question or procedure and providing final Army legal clearance on all legislative proposals.
- b.* Serve as the point of contact for all CB legal matters between DA and DOD Office of the General Counsel and the general counsel offices of other Services and other Federal agencies.
- c.* Take final action on claims filed against the Army under Section 2733 , Title 10, United States Code (10 USC 2733) and 10 USC 2734 through 2736.

1–11. Chief Information Officer/G–6

The CIO/G–6 will—

- a.* Advise on CB information and signal operations, force structure, equipping, security, and employment of signal forces and systems.
- b.* Assess the effects on the warfighter of CB information management-related strategy, policies, plans, services, and programs.
- c.* Advocate for and monitor the implementation of CB information management requirements on behalf of the warfighter and provide policy and guidance for the Army’s communications needs.
- d.* Resource the Army’s enterprise network infrastructure and assigned coalition networks.
- e.* Plan and execute information network security.
- f.* Monitor, advise, and coordinate requests to establish new data centers in conjunction with the OMB Data Center Optimization Initiative (DCOI) Memorandum, DOD CIO guidance and applicable execution order.
- g.* Consolidate and close appropriate types of data centers in conjunction with the OMB DCOI memo, DOD CIO guidance, and applicable execution order.

1–12. Chief, National Guard Bureau

The Chief of the National Guard Bureau (CNGB), will facilitate and coordinate with other Headquarters, Department of the Army (HQDA) principal officials on the development of departmental policies and programs for mobilizing and employing the Army National Guard (ARNG) as part of the Army’s operational force to meet CB requirements.

1–13. Director of Army Safety

The Director of Army Safety, in coordination with The Surgeon General (TSG) and Commanding General (CG), U.S. Army Medical Command (MEDCOM), will provide ESOH advice to the Secretariat and ARSTAF in all matters as it relates to CB.

1–14. Deputy Chief of Staff, G–1

The DCS, G–1 will determine appropriate military manning levels and personnel policies for CB after the DCS, G–3/5/7, determines the structure and HQDA, sourcing policies for units.

1–15. Deputy Chief of Staff, G–2

The DCS, G–2 will support the DCS, G–4, with subject matter expertise on Army personnel and information security policies and procedures for CB.

1–16. Deputy Chief of Staff, G–3/5/7

The DCS, G–3/5/7 will—

- a.* Assess and coordinate CB support to combatant commanders (CCDRs).
- b.* Support and coordinate with the Under Secretary of the Army to advise the Secretary of the Army on strategizing, resourcing, programming, and aligning these functions as it relates to CB.
- c.* Coordinate with the DCS, G–4, TSG, and Office of the Provost Marshall General (PMG) to integrate the implementation of the Army Protection Program, according to AR 525–2, for base camps, including critical infrastructure risk management, antiterrorism, emergency management (including public health emergency management), health protection, and law enforcement.
- d.* In coordination with DCS, G–4, contribute to the development of policy for base camp mission command, manning, and training.
- e.* Assist the ASA (IE&E) and the DCS, G–4, in supporting CB functions related to interoperability.
- f.* Support U.S. Army Training and Doctrine Command (TRADOC) in developing base camp management policy and doctrine for military occupational specialties, additional skill identifiers, and training programs for CB management staff roles.

1–17. Deputy Chief of Staff, G–4

The DCS, G–4 will serve as the ARSTAF lead CB integrator and policy proponent; support the ASA (IE&E) efforts to synchronize, monitor, and report on Army CB programs and activities; and promulgate CB policies. Specifically, the DCS, G–4 will—

- a.* Serve as principal ARSTAF adviser on CB-related matters.
- b.* Coordinate changes to policy with the Maneuver Support Center of Excellence (MSCOE), TRADOC Capability Manager—Maneuver Support (TCM–MS) and as the force modernization proponent for Army base camps.
- c.* Coordinate and integrate CB support to the Army service component command (ASCC) commanders for overall ARSTAF staffing, including its responsibilities for planning, directing, and coordinating Army CB actions, research, investments, and new interoperable CB acquisitions.
- d.* Coordinate a continual review of regulatory authority, policies, procedures, doctrine, and programs that influence CB-related, research, capability development, and activities of the CB life cycle.
- e.* Formulate and recommend coordinated DA policy for the allocation, supply, conservation, and management of OE (specifically, power, water, and waste) and OE data standardization within the Army.
- f.* Establish and coordinate a governing body to oversee the development and execution of CB policies.
- g.* Facilitate a review process for CB-enhanced service funding requests and justifications for submission to appropriate authorities.
- h.* Serve as the proponent for land-based water resource matters in support of contingency operations (CONOPs) in accordance with AR 700–136.
- i.* Serve as the ARSTAF lead for OE to execute the Army’s OE policies, requirements, resources, and activities subject to the direction and guidance of the ASA (IE&E) and to improve operational sustainability subject to the direction and guidance of ASA (ALT) and ASA (IE&E).
- j.* Ensure that sustainment functions and related logistics automated information systems management are fully integrated and properly balanced between acquisition and sustainment for CB.

1–18. Deputy Chief of Staff, G–8

The DCS, G–8 will—

- a.* Manage the programming phase of planning, programming, budgeting, and execution to facilitate developing CB requirements in the Army’s Future Years Defense Program.
- b.* Validate, approve, and prioritize force structure and materiel requirements for CB to ensure synchronization of total Army analysis with national military strategy and to ensure that current and future Army strategy, planning guidance, operations, and policy for CB are incorporated in force development requirements.

1–19. Chief, Army Reserve

The CAR will facilitate and coordinate with other principal officials of HQDA in developing departmental policies and programs to mobilize and employ the U.S. Army Reserve as part of the operational force to meet CB requirements.

1–20. Chief of Engineers

The COE will—

a. Serve as the principal adviser to HQDA principal officials for the formulation of policy related to the implementation, management, and evaluation of engineering, construction, and real property for DA and will be responsible for developing the engineering and facilities portion of contingency plans (CONPLANS) and base support development for CB.

b. Oversee and provide guidance to U.S. Army Corps of Engineers (USACE) for execution; coordinate standards of design with the DCS, G–4, and the ACSIM to ensure contingency construction interoperability with contracted construction services; and coordinate contingency unified facilities criteria (UFC) construction standards and ensure their integration into standards of design and specifications.

c. Supervise activities of the USACE to maintain standards for contingency construction, including engineering designs and planning guides for facilities and utilities, and execute base camp establishment and transition, transfer, or closure in support of Army commands (ACOMs), ASCCs, and other Services and agencies, as appropriate. The USACE has ARSTAF responsibility for managing the contingency facilities component systems (CFCS) according to AR 415–16.

d. Coordinate with the DCS, G–4, ACSIM and the TCM–MS to ensure base camp planning, design, and construction policy fully addresses all identified capability gaps.

e. Assist and provide input for base camp establishment and transition, transfer, and closure to support ACOMs, ASCCs, and other Services and agencies, as appropriate.

f. Provide expeditionary engineering capability to develop base camp plans, acquire real estate rights, and manage design and contingency construction.

g. Provide forward deployed and reachback design support and oversight to ASCC or lower engineering staffs involved in the design and construction of base camps to ensure timely execution of high-quality, safe, and survivable facilities.

h. Support establishing operating electric, water, waste water, and other utility systems.

i. Provide, manage, and maintain information on the location, quantity, and quality of available water resources to support CB planning efforts as requested by planners and field units. This information is maintained in an automated repository for documents and input that supports planning, design, and construction of base camps, and it includes the database of water-related data maintained by the Army Geospatial Center.

j. On behalf of the COE, the CG, U. S. Army Corps of Engineers (USACE) will—

(1) Provide comprehensive technical reachback support to sustain the initial environmental surveillance mission.

(2) Integrate interoperability where appropriate in all Army CB facility planning, engineering, and construction for allies and potential coalition partners and keep DCS, G–3/5/7, informed of programs with interoperability implications.

(3) Maintain a comprehensive construction management system containing CL designs and construction standards.

1–21. The Surgeon General

TSG will—

a. Advise and assist the Secretariat and ARSTAF as it relates to CB and for matters regarding medical and public health policy, medical force structure and equipping, force development, health protection, public health emergency management, medical research and development, medical training and education, and medical MILCON.

b. Support the DCS, G–3/5/7, with subject matter expertise relating to public health emergency management equities in emergency management planning.

c. On behalf of the TSG, the CG, U.S. Army Medical Command (MEDCOM) will—

(1) Train American Medical Department and other personnel as required to assess base camp health and environmental conditions.

(2) Provide technical, policy, and reachback assistance to base camp commanders for establishing force health protection measures based on the identified threat in accordance with published guidelines.

(3) Provide technical assistance to base camp commander to ensure health surveillance activities are in place and are being accomplished in accordance with published guidelines.

(4) Provide technical assistance as required to base camp commanders to ensure appropriate individuals are appointed as public health officers for base camps and provide reachback and consultation.

(5) Develop, coordinate, and provide training on OEH surveillance, data archival via Defense Occupational and Environmental Health Readiness System (DOEHRS), Military Exposure Surveillance Library, other appropriate classified network applications, and health risk communication to preventive medicine (PM) staff prior to deployment.

(6) Provide reference laboratory reachback support for OEH surveillance.

(7) Provide technical support, including personnel augmentation when requested, to complete the initial base camp assessment, the occupational and environmental health site assessments (OEHSAs), and the exposure pathways in DOEHRS, routine updates, and data archival in DOEHRS.

- (8) Establish, equip, train, and sustain specialized MEDCOM response capabilities for public health teams for deployment as requested.
- (9) Be prepared to provide initial OEHS and base camp planning support.
- (10) Provide comprehensive technical reachback support to sustain the OEHS surveillance mission from initial site entry to base camp transition, transfer, or closure.

1–22. Assistant Chief of Staff for Installation Management

The ACSIM will—

- a.* Assist ASA (IE&E) and DCS, G–4 in developing policy, guidance, and standards for CB operations and management. It will also coordinate the development, implementation, and evaluation of policies, plans, and strategies for military facilities’ investment requirements and comply with environmental requirements.
- b.* Contribute to the development of base camp management doctrine.
- c.* Provide reachback advisory resources through the ASCCs.
- d.* Oversight and assist ASCCs with establishing real property accountability using manual processes for Army base camps and contingency locations (CLs).
- e.* When the Army is lead Service for a CL and when the Global Posture Executive Council designates it for transition to an enduring location (EL), lead ARSTAF efforts to establish Service base funding through the program objective memorandum or contingency funding processes and establish real property accountability in the General Fund Enterprise Business System (GFEBS) in accordance with DODI 3000.12.

1–23. The Judge Advocate General

TJAG will provide legal advice to the Chief of Staff, Army (CSA), and the ARSTAF in all matters related to CB, including environmental law, contract law, fiscal and tax law, and international law, to include acting as the Army single office of record for international agreements and matters concerning the worldwide deployment of Army Forces (ARFORs).

1–24. Chief of Chaplains

The CCH will advise the CSA and the ARSTAF on all matters of religion, morals, and morale, as they pertain to CB, including providing religious support, supplies, equipment, and facilities needed for the mission, as well as for the impact of indigenous religions on CB.

1–25. Provost Marshal General

The PMG will support the ASA (M&RA), the ASA (IE&E), the DCS, G–4, and the DCS, G–3/5/7 to coordinate and execute the Army Protection Program that includes policy for antiterrorism, law enforcement, and physical security.

1–26. Commanding General, U.S. Army Forces Command

The CG, FORSCOM will incorporate base camp management training and base camp systems into predeployment training and mission readiness exercises.

1–27. Commanding General, U.S. Army Training and Doctrine Command

The CG, TRADOC will—

- a.* As the force modernization proponent for Army base camps, execute levels I through III integration of doctrine, organization, training, materiel, leadership, and education, personnel, facilities, and policy (DOTMLPF–P) solutions for base camps, through the MSCOE TCM–MS.
- b.* Coordinate implementation of the U.S. Army CB training strategy.
- c.* Generate capability requirements for CB, using the Joint Capability Integration and Development System.
- d.* Develop base camp management predeployment training for regional support groups (RSGs) and other units that may be designated to manage a base camp in a theater of operation.
- e.* Develop base camp management doctrine and training and military occupational specialties and additional skill identifiers as required in support of base camp management.

1–28. Commanding General, U.S. Army Materiel Command

The CG, AMC will—

- a.* Serve as Army lead agent for management and execution of the Army prepositioned stocks program and the Logistics Civil Augmentation Program (LOGCAP).
- b.* Assign a Department of Defense Activity Address Code (DODAAC) to each Army base camp for requisitioning base camp supplies and equipment.

1–29. Commanders, Army service component commands

The Commanders, ASCCs will—

- a.* Develop basing strategies that support the CCDR's theater basing strategies contained in standing CONPLANS.
- b.* Establish and maintain copies of all subordinate base camp master plans in an automated georectified repository and provide current base camp master plans to the combatant command (COCOM) engineer.
- c.* Evaluate all available sources of support (organic military, multinational, host nation (HN) support, and strategic sources) to identify the best-value sustainment method to meet the operational parameters of the mission.
- d.* Execute and coordinate CB logistics and sustainment support for CONOPs within COCOM area of operations (AOs).
- e.* Define and validate all known operational contract support (OCS) requirements for CB and how these requirements will be fulfilled.
- f.* Develop requirements to conduct CB interoperability activities with Joint, interagency, and multinational (JIM) partners.
- g.* When designated as the lead Service for a CL, ensure the planning, design, requirement coordination, construction, BOS provision, and operation of the location to support the mission and tenants.
- h.* When the Army is a tenant at a CL, ensure that the senior Army unit commander coordinates BOS requirements with the lead Service and BOS-I and that the BOS-I provides Army requirements.
- i.* Support CCDR, as required, to execute their responsibilities according to DODD 3000.10.
- j.* Review CCDR posture plans and provide input to HQDA to assist the Army in assessing feasibility, execution, programmatic issues, and resource constraints.
- k.* Support CCDR theater posture plan (TPP) development.
- l.* When the Army is the designated lead Service, support HQDA analysis regarding those CLs that have potential to transition to an EL.
- m.* Maintain visibility on the number and disposition of CLs where the Army is designated as the lead Service to inform global posture decisions.
- n.* Designate an area commander, doctrinally a maneuver enhancement brigade (MEB), to manage the terrain in the theater support area or in the Joint security area (JSA) if the CCDR designates one and if the CCDR assigns the ASCC as the Joint Security Coordinator.

1–30. Commanding General, U.S. Army Installation Management Command

The CG, IMCOM will—

- a.* Provide installation management and operations expertise to ASCC commanders.
- b.* Maintain base camp management reach-back advisory capability for base camp commanders.
- c.* In support of TRADOC training development, provide installation management expertise and best practices that are transferrable to base camp operations and management.

1–31. Corps, division, and brigade combat team commanders

The BCT commanders will—

- a.* Designate terrain managers to manage support areas, doctrinally MEBs at corps and division level. The BCT manages the terrain within its AO.
- b.* Develop basing strategies, commensurate with their AO, that are nested within higher headquarters basing strategies.
- c.* Designate the number, size, and location of base camps; assign units to base camps; and designate base camp commanders.
- d.* Provide base camp support to subordinate base camp commanders using the hub-and-spoke method.

1–32. Terrain managers

The terrain managers will allocate terrain and resources and coordinate wide area security within their assigned AO.

1–33. Base camp commanders

The base camp commander is responsible for the day-to-day operation and management, protection, and provision of BOS services on the base camp. The base camp commander will—

- a.* Provide BOS services in accordance with this regulation, with Army Techniques Publication/Marine Corps Reference Publication (see ATP 3–37.10/MCRP 3–40D.13), and with base camp, COCOM, and ASCC guidance.
- b.* Coordinate provision of base camp services and support from other service providers.
- c.* Establish and maintain base camp policies in accordance with respective Army regulations and with COCOM and ASCC policies.
- d.* Develop and implement base security and defense operations according to ATP 3–37.10/MCRP 3–40D.13.

- e. Establish and maintain the base camp master plan.
- f. Provide current base camp master plans to ASCC and COCOM engineering staff.
- g. Be responsible for BOS on Army base camps and CL when the Army is the lead Service and the BOS-I.

Chapter 2

Strategic Integration

2–1. General

a. *Contingency basing life cycle.* Base camps are created to support specific mission objectives by providing a protected location from which to sustain deployed forces and project power. The Army CB life cycle is best described by the specific, interrelated activities involved in basing. These activities are mutually reinforcing, not mutually exclusive, and include: strategic system and policy integration; planning and design; construction, operations, and management; and transition, transfer, or closure (see fig 2–1 for a life cycle diagram). Base camps may be established for a specific purpose, or they may be multifunctional. While base camps are not permanent bases or installations, the longer they exist the more they exhibit many of the same characteristics as permanent bases or installations in terms of the support and services provided and types of facilities developed to support base camp operations and the life cycle activities (see table 2–1):

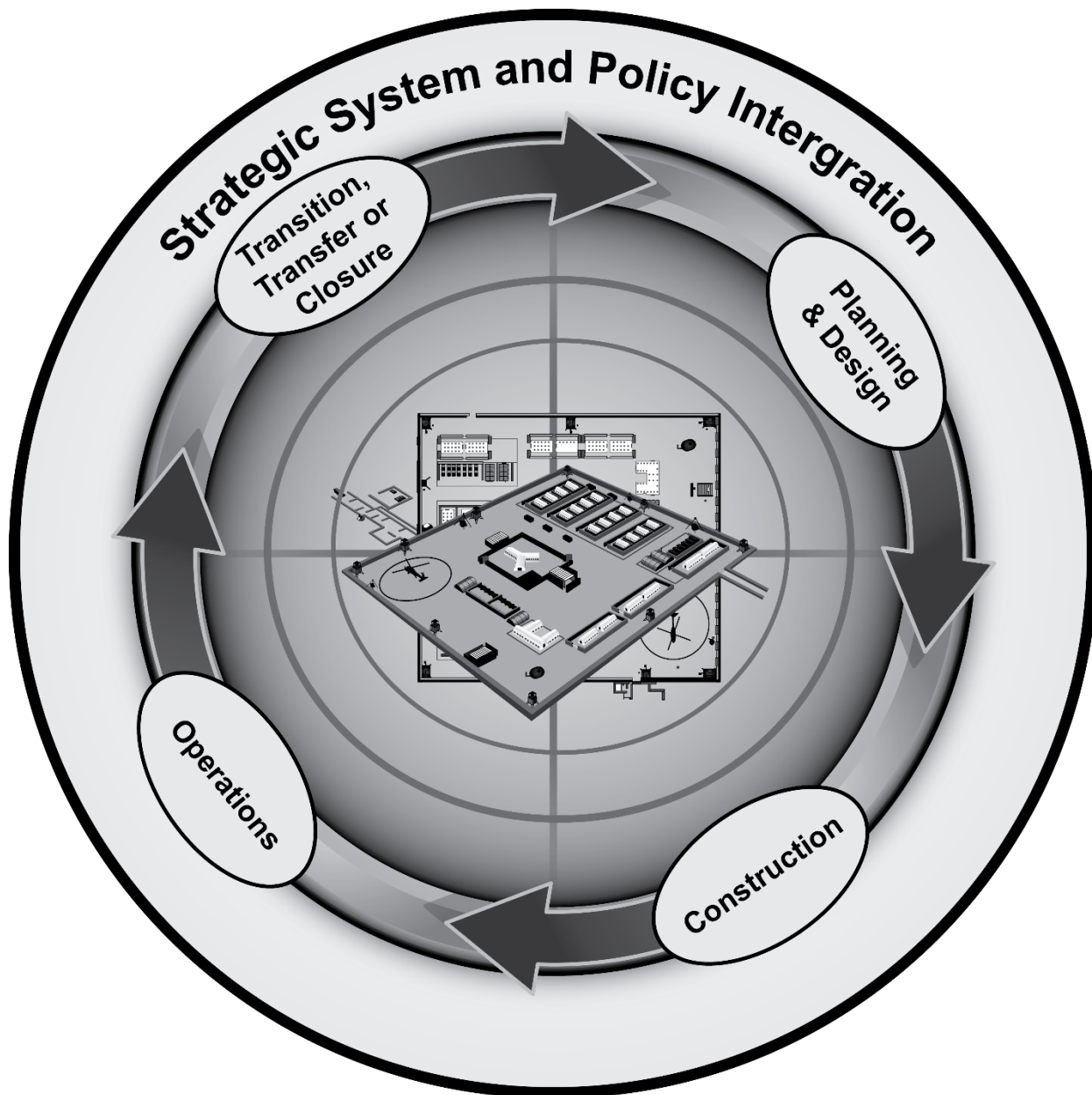


Figure 2–1. Contingency Basing Life Cycle

Table 2–1
Base camp operations and life cycle activities

| Strategic system and policy integration | Planning and design | Construction | Operations and management | Transition, transfer, or closure |
|--|---|--|------------------------------------|----------------------------------|
| Joint and Services policies | Preliminary planning and site investigation | Construction of buildings, infrastructure, and utilities | Supply operations | Archiving base camp records |
| International and U.S. laws and regulations | Location selection | Establishment of sustainment and services | Field services | Maintaining base camp archive |
| HN and local customs and practices | Land-use planning | | Service member support services | Transfer of base camps |
| Availability or access to existing facilities or infrastructures | Facility structure and infrastructure requirements | | Real property asset management | Closure of base camps |
| | Antiterrorism, force protection, and survivability | | Base camp services | Transition to ELs |
| | Master planning | | Protection | |
| | Generate plans, designs, cost estimates, and output | | Facility and structure maintenance | |
| | | | Infrastructure management | |
| | | | Command and control | |
| | | | Mission support | |

(1) *Strategic system and policy integration.* Base camps are a complex system of systems governed by policy and procedures established at the national and Service level. The CB life cycle is encompassed by strategic system and policy integration, which recognizes and emphasizes the requirement. Base camp efforts are integrated at the highest levels to provide consistent policy and doctrine, comprehensive training, integrated command and staff functions, and coordinated resource support, which enables execution of the other life cycle activities. Efficiency and effectiveness are gained by integrated Army efforts across DOTMLPF–P domains and common standards. The CDR defines their base camp policies to ensure calculated synchronization through a basing strategy that is reflected in plans and orders and that is passed to the subordinate Joint force commander responsible for the Joint operations area (JOA) and to each base camp commander.

(2) *Planning and design.* Planning involves the specific tasks conducted to gather, enumerate, and share the information needed to site and establish a base camp and develop a master plan capable of supporting the mission objectives at the selected location for a planned period. Planning actions also include all necessary information gathering, including

related surveys and assessments prior to detailed design or contingency construction efforts, and considering the results of that reconnaissance. Design correlates operational limitations and contingency construction standards against the selected locations identified requirements to develop the necessary architectural, engineering, construction, and contractual products needed for the specific facilities and infrastructure elements of the base camp.

(3) *Construction.* Contingency construction focuses on executing the related horizontal and vertical construction capabilities and actions of troop or contract labor efforts applied to the earlier completed planning and design products to build, modify, and/or upgrade, as required, the facilities and infrastructure elements that comprise the entire base camp.

(4) *Operations.* Operations consist of managing execution of the support and service functions that comprise BOS and the operations and maintenance functions that keep the base camp running. These key functions and supporting tasks support the sustainment and protection of base camp tenants, equipment, and infrastructure and provide the quality of life (QOL) standard established by the CCDR.

(5) *Transition, transfer, or closure.* Mission requirements typically drive final disposition of a base camp. Base camps by definition are temporary, and the mission activities they support are expected to end. If the CCDR determines the base camp is required to support long-term objectives, the CCDR may recommend it be transitioned to an EL through the global defense posture process in DODI 3000.12. If the mission changes or expands, the base camp might be transferred to a follow-on unit, a new lead Service, another U.S. government agency, an allied or partner nation, or the HN. The CCDR may close the base camp if it is determined it is no longer needed.

b. Elements. A base camp's physical elements and supporting services can further be described in terms of protection, sustainment, construction standards, and mission support commensurate with mission requirements and anticipated mission longevity. The result is often a better QOL for deployed personnel, with a reduction in operational risk and an increase in operational effectiveness. Short-duration missions are typically more austere, while long-duration missions generally require more resources and provide a greater standard of living.

2-2. Policy

a. The Army generating force is responsible for CB strategic system and policy integration in support of the operating force. The Army designated three proponents to manage the various aspects of this function for CB: the ASA (IE&E) is the CB Secretariat proponent; DCS, G-4, is the ARSTAF CB lead integrator; and the TRADOC MSCOE's TCM-MS is the AR 5-22 force modernization proponent for Army base camps, responsible for DOTMLPF-P integration across the force.

b. The operating force is responsible for the other base camp life cycle activities. Each CCDR develops a basing strategy to support unified land operations. The CCDR designates a lead Service to develop and manage each CL (base camp) within the JSA. ASCC and subordinate commanders at each echelon, corps, division, and BCT develop supporting basing plans, designate subordinate commanders to establish and manage base camps within their areas of operation, and oversee executing the CB life cycle activities.

2-3. Resourcing

a. Establishing base camps is resource intensive—not only in terms of the labor, equipment, and materials needed for construction, operations, and maintenance of facilities and infrastructure but also the command and staff efforts required throughout the base camp life cycle. Scaling and standards for base camps should be established by the COCOM, to include specific resourcing responsibilities and requirements, to inform the planning process. Programming and funding procedures for base camp development seldom keep pace with rapidly changing mission requirements inherent in CONOPs. Expectations of base camp duration may shift as missions mature and develop. When new timelines are developed, ASCCs should reevaluate base camp master plans to ensure equipping and construction plans meet the requirements of the new time horizon. ASCCs will identify base camp requirements as early as possible in the planning phase to provide enough lead time to ensure base camp requirements are funded and fulfilled in a timely manner. ASCCs will conduct cost benefit analysis for alternative means to construct or equip base camps to ensure the most cost-effective solutions are employed.

b. The ASCCs will submit validated requirements for Overseas Contingency Operations (OCOs) and special contingency authorities funding to the Army Budget Office in accordance with published data calls. All submissions for OCO funding must identify the supported operation. Activities must ensure that requests for OCO funds are directly related to readiness of deploying forces and mission requirements in support of CONOPs in accordance with OMB guidance. Specific instructions for submitting requirements are distributed each year by the Army Budget Office. Before requirements are built into the budget, they must be validated by DCS, G-4, as the appropriate HQDA functional proponent for CB and additionally ACSIM and Assistant Secretary of the Army for Installations, Housing, and Partnerships for construction.

2–4. Criteria for designating locations as base camps

a. Units occupy various positions during the course of an operation or campaign, ranging from staging areas to tactical assembly areas to defensive positions, such as combat outposts, patrol bases, and base camps.

b. DODD 3000.10 defines CL — A non-enduring location outside of the United States that supports and sustains operations during named and unnamed contingencies or other operations as directed by appropriate authority and is categorized by mission life-cycle requirements as initial, temporary, or semi-permanent.

c. DODI 3000.12 defines an installation as an EL which has been nominated by the COCOM and included by OSD on the EL master list.

d. Joint Publication (JP) 4–4, CB (draft) describes base camps as CLs. CLs are base camps that typically have more than one Service as tenants and may be managed by any Service. The CCDR assigns a lead Service to each CL.

e. ATP 3–37.10/MCRP 3–40D.13 defines a base camp as an evolving military facility that supports the military operations of a deployed unit and provides the necessary support and services for sustained operations. Common to other types of CLs, base camps provide support, facilities, and infrastructure systems necessary to move, receive, and billet deploying forces.

f. Army basing generally falls into two categories: enduring (bases or installations) and nonenduring (base camps). Bases or installations consist of permanent facilities and are generally established in HNs where the United States has a long-term lease agreement and a status-of-forces agreement. Base camps are nonpermanent by design. Changing the designation of a base camp to a base only occurs when the intention is permanent. Base camps may have a specific purpose, or they may be multifunctional. While base camps are not permanent, the longer they exist, the more they exhibit characteristics of permanent bases or installations in terms of the support and services provided and types of facilities developed. The expected base camp duration (see table 2–2 for estimated duration) and size and population ranges (see table 2–3 for estimated capacity) will inform the commitment of resources and can affect the contingency construction standards used for facilities, infrastructure, and QOL depicted in figure 2–2.

Table 2–2
Base camp classification and duration

| Phase | Construction standard | Expected duration |
|-------------|-----------------------|-------------------|
| Contingency | Organic | Up to 90 days |
| | Initial | Up to 6 months |
| | Temporary | Up to 5 years |
| Enduring | Semi-permanent | 2–10 years |
| | Permanent | 5 years or longer |

Table 2–3
Base camp sizes and population planning numbers

| Base Camp Size | Capacity |
|----------------|------------------|
| Platoon | 50 |
| Company | 300 |
| Battalion | 1,000 |
| BCT | 3,000 |
| Support area | 6,000 or greater |

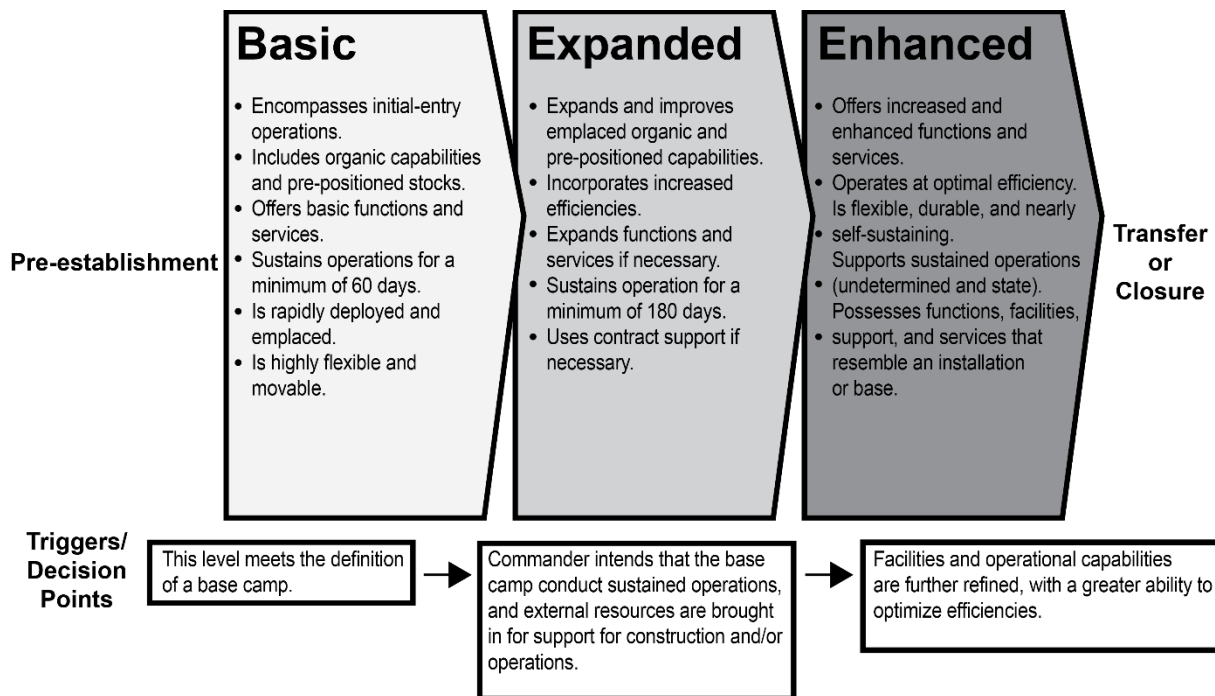


Figure 2-2. Base camp level of Service standards

g. A base camp has the following characteristics that differentiate it from other positions—

(1) A commander with terrain management responsibility designates a location as a base camp. A commander may designate a base camp in a CONPLAN, or during any phase of operations plan (OPLAN) execution, when conditions require a protected location, to sustain operations and project forces within the AOs for an extended period of time.

(2) The designated location should meet the following minimum criteria to inform the commander's decision to designate it as a base camp:

- The location requires a defined, contiguous perimeter and established entry and access controls.
- The location provides services beyond those provided in assembly areas or bivouac sites.
- The location is planned to be occupied for 60 days or longer according to ATP 3-37.10/MCRP 3-40D.13.

2-5. Standards and scaling

a. Standards refer to the essential life support functions and services associated with every base camp, regardless of size, mission, duration, or other planning factor. Scaling refers to the level of functionality and services provided on a given base camp, based on size, mission, duration, and other planning factors. For example, field feeding is an essential service but will range from meals, ready to eat, to contract-operated dining facilities, based on the scaling applied to a given base camp.

b. The COCOM establishes common service standards for their AO.

c. As shown in figure 2-2, there are three levels of service standards for base camps: basic, expanded, and enhanced. Services standards describe the characteristics of a base camp in terms of support, services, overall QOL, and the nature of the contingency construction effort applied commensurate with the anticipated duration of the mission. There is no direct link between contingency construction standards and QOL standards. The CDR sets QOL standards for each level depending on local conditions. Base camps in short-duration missions are more austere and require fewer resources to establish and operate than those for long-duration missions. Not all similarly sized base camps have the same services, and these capabilities are not directly linked to operational phases. Service standards are scaled within the three levels. Scaling refers to the quality, not number and type of services provided. On Army base camps and Joint CL camps where the Army has been designated as the lead Service, base camp commanders will use the following guidelines to determine standards and scaling for base camp QOL, consistent with COCOM standards—

(1) Basic services are established as part of the initial entry and are primarily implemented using organic capabilities and prepositioned stocks. Basic services are those essential for sustaining operations for a minimum of 60 days and are characterized by rapid deployment and emplacement. Basic facilities and infrastructure are highly flexible, movable and

capable of being constructed with minimal to no augmentation or engineering effort. Facilities are intended for immediate operational use by units upon arrival for up to 6 months and follow initial construction standards. There is little to no contracted support (for construction or services) affiliated with basic QOL standards.

(2) Expanded services are intended to increase efficiencies in support and services to sustain operations for a minimum of 180 days. They may sustain operations for up to 2 years; their continued use may fulfill requirements up to 5 years. Expanded facilities require engineer effort above the basic facility standards. Because temporary construction is not intended for long-term use, extending the life of these facilities and infrastructure through modifications, increased maintenance, and repairs is generally more expensive than building semi-permanent facilities and infrastructure from the start. Expanded facilities comply with initial or temporary Joint construction standards. Engineer units or contracted support may be used to achieve the desired results. See JP 4–10 for more information on contracted support. The expanded QOL standard is based on support and services beyond operational unit capabilities and involves contracted support or specialized military units and organizations. The expanded QOL decreases the stress on personnel deployed for longer periods of time.

(3) Enhanced services surpass expanded services and are intended to operate at optimal efficiency and sustain operations for an undetermined duration, typically from 2–10 years. Enhanced services are flexible, durable, nearly self-sustaining, and primarily reached through the use of contracted support. Many of the functions, facilities, and services will closely resemble that of a permanent base or installation. Enhanced facilities allow for finishes, materials, and systems selected for moderate energy efficiency, maintenance, and reduced life cycle costs. Enhanced facilities comply with semi-permanent Joint construction standards. DOD construction agents (USACE, Naval Facilities Engineering Command, or other such DOD-approved activity) are the principal organizations to design, award, and manage construction contracts to support enduring facilities according to the applicable UFC. Enhanced QOL standards approach those of an installation.

d. Changing the level of base camp services should be a deliberate decision linked to a decision point in the OPLAN or a clearly identifiable trigger for change. Each base camp has a planned life cycle that can be adapted as the operation progresses. Incorporating scalability into the master plan facilitates changes without a major base camp redesign. When a decision point or trigger cannot be clearly established based on the uncertainty of the situation, the base camp commander and planners anticipate the requirements necessary to achieve the next level of capability and include them in the base camp master plan, which is linked to the basing strategy. This allows for a timely response once a decision is made to change the level of base camp services.

e. Units use their organic construction capabilities to the fullest extent possible to construct base camps to the directed standard. Contingency construction capability varies based on the type of unit, training, experience, and equipment available. For example, an infantry unit augmented with an engineering capability may be able to construct some facilities to the initial or temporary standard, while a general engineering unit with a greater organic construction capability may be able to construct some facilities to the semi-permanent standard. Area commanders ensure subordinate engineering units tasked to construct base camps have the necessary capabilities to execute contingency construction tasks to standard, based on a troop-to-task analysis.

2–6. Interoperability

The Army develops interoperability to enhance readiness in support of U.S. national defense and military strategic goals, which include operating effectively with JIM partners across the full range of military operations. Consider and support CB interoperability as part of the Army planning, programming, budgeting, and execution system; doctrine and policy; training; research, development, and acquisition; information and data processes for assessment, monitoring, and evaluation; materiel management; construction; and logistics support processes. Shape base camp capabilities to be JIM interoperable to the maximum extent possible. Army organizations involved with CB will develop the capability to define proposed requirements for and participate in required activities

Chapter 3

Reporting and Recordkeeping

3–1. Reports

a. ASCCs will provide the following base camp reporting requirements to the DCS, G–4, during phase zero and/or when there are significant changes or enhanced upgrades or during the planning phase transitioning to an EL:

- (1) Agreements related to U.S. use to include a specific area.
- (2) Maps of the area.
- (3) Current and surge population estimates (for example, the number of military personnel, the number of DOD Civilians, and the number of contractors).
- (4) CCDR's description of contingency missions to include anticipated end date.

- (5) CCDR's description of the potential enduring mission and the date of the transition.
 - (6) Description of assigned equipment and major end items.
 - (7) Listing of area facilities or planned facilities by type.
 - (8) Planned adjustments to U.S. activities or missions, if any.
 - (9) Description of current camp operational management to include concepts of BOS and assigned responsibilities, cost, and funding source.
 - (10) HN issues, if any.
 - (11) History of U.S. presence in the area.
- b.* Maintain all documents that support planning, design, and construction of base camps to facilitate management, maintenance, relief-in-place or transfer of authority, transition to EL status, or return to the HN, as applicable. The office of the ASCC engineer is responsible for collecting and managing this information, including but not limited to site master plans and real property inventories and records. Track real property in an applicable database using, at a minimum, the data elements listed in appendix C. This will facilitate crosswalk of information into the GFEBS for real property reporting and accountability if a particular base camp transitions to an EL at some point in the life cycle.
- c.* Proper documentation of the life cycle activities of a base camp is an essential component of proper accountability of Army activities during contingencies. Maintain the following documents in the automated repository:
- (1) Current approved base camp master plans (including all related as-built drawings).
 - (2) ESOH documentation, to include:
 - (a) Environmental condition studies (ECSs) documenting environmental conditions (that is, environmental baseline surveys) using Department of Defense (DD) Form 2993 (Environmental Baseline Survey (EBS) Checklist), DD Form 2994 (Environmental Baseline Survey (EBS) Report), and DD Form 2995 (Environmental Site Closure Survey)—initial, periodic, and final.
 - (b) ECSs (that is, environmental site closure reports) using DD Form 2995 and the resultant corrective action plans.
 - (c) Periodic occupational and environmental monitoring summaries (POEMSs) in the list of ESOH documentation for the base camp.
 - (3) OEHSA environmental final reports.
 - (4) Sampling reports to include chain reports.
 - (5) Spill reports.
 - (6) Results of environmental inspections.
 - (7) Waste turn-in documents and removal manifests for hazardous waste.
 - (8) Documentation of solid waste disposal into burn pits, incinerators, and landfills.
 - (9) Documentation of all clean-up actions taken on site.
 - (10) Documentation of pesticide application.
 - (11) Real estate documents, to include:
 - (a) Deed verification map and deeds in English and the predominant HN language.
 - (b) Leases and other contractual documents related to real estate acquisition.
 - (c) Support contract records.
 - (d) Preliminary excess property inventory.
 - (e) Approved property change notification.
 - (f) Property (real, personal and unit) inventories.
 - (g) Property (real, personal and unit) disposition documents.
 - (h) Completed final closure or transfer documents.
 - (i) Legal reviews of any of the aforementioned actions, if applicable and releasable.
 - (j) Claims arising out of base camp operations.

Chapter 4 Planning

4–1. General

- a.* Planning for CB begins with a strategic system. Policy integration for CB begins at the DA level and extends across the generating force, addressing the DOTMLPF–P domains. Planning for operational CB begins at the COCOM level for a theater of operation in standing CONPLANs, and it flows down through subordinate, supporting plans, from the ASCC to the battalion level for Army base camps.
- b.* Lessons learned from recent operations proved that detailed, coordinated CB planning, modeling, and simulation before executing CONPLANs reduces operational risk, decreases manpower and other resource requirements, and increases efficiency in executing CB in theater. CB planning and design considers OE (power, water, and waste) efficiencies,

such as microgrids, energy efficient shelters, water reuse systems, waste reduction systems, and renewables to support mission requirements. Another consideration is situational awareness for cultural, historic, and natural property protection. Planners must also consider the type of appropriation (that is, operation and maintenance, Army (OMA); other procurement, Army; MILCON) necessary to finance the acquisition of (see app B for the contingency construction funding decision tree), or to contract services for, CB technologies.

4–2. Funding and operational contract support

a. Funding. The ASA (FM&C) will establish and maintain guidance for CB planning, programming, budgeting, and execution and establish roles and responsibilities for planning, programming, budgeting, and execution, cost management, financial management, and financial oversight of base camps.

b. Operational contract support. OCS is the process of planning for and obtaining supplies, services, and minor construction from commercial sources to support expeditionary operations, along with the associated contract management functions. Conduct OCS planning and execution in support of CB, in accordance with established OCS policy and doctrine, including AR 715–9, AR 700–137, ATP 4–10/MCRP 4–11H/NTTP 4–09.1/AFMAN 10–409–O, and JP 4–10.

(1) In executing CB life cycle activities, the Army Secretariat, ARSTAF, ASCCs, and ARFORs commanders will ensure the effective planning and efficient execution of OCS.

(2) OCS is a command responsibility. ARFOR commanders and staffs assigned CB responsibilities will effectively plan and synchronize contract support integration, contracting support, and contractor management throughout the CB life cycle.

(3) CB plans will include a contract support integration plan that provides overarching contract support guidance, including the organization of the supporting contracting organizations, and that defines how contracted support will be acquired and managed.

(4) CB plans will include a contractor management plan (CMP) that provides information on contractor management issues, including accountability of contractor personnel; ingress and egress of contractor personnel; required and issued personal protective equipment; and access to base life support, medical support, transportation support, and protection, and 42 USC 1651 insurance considerations. The CMP must also address base camp staffing plans to provide risk-based oversight of contracted support by qualified personnel who are trained as contracting officer's representatives (CORs) and knowledgeable in the types of support provided.

(5) ARFOR commanders and staff assigned CB planning or execution responsibilities will ensure OCS planners, military or civilian: (a) possess an additional skill identifier 3C or operational contract planning and management certificate or have attended Army Logistics University's OCS course to obtain an additional skill identifier 3C and (b) have completed training on contractors accompanying the force.

(6) ARFOR commanders and staffs assigned CB planning or execution responsibilities must—

(a) Coordinate with the responsible contracting authorities to plan and execute OCS in support of CB. Include the contracting support brigade, battalion, or team, as well as other elements, with unique contract authorities, such as USACE (construction and real property leasing), the MEDCOM (medical logistics, PM, and veterinary services), the Army field support brigade and LOGCAP, and the Army Intelligence and Security Command (intelligence and linguistics requirements).

(b) Ensure compliance with DODI 3020.50. Ensure there are sufficient qualified and trained contract oversight personnel (CORs and technical inspectors) to adequately monitor contractor performance.

(c) Conduct a risk-based analysis of contingency construction and other support contracts and designate qualified personnel to oversee high-risk efforts, to include technical inspections and quality assurance.

4–3. Combatant command basing strategies

a. CCDRs develop theater basing strategies for establishing, maintaining, transitioning, transferring, or closing CLs to support named and unnamed operations within their AO. These basing strategies align with the CCDRs overarching TPP for the AO.

b. The CCDR establishes the base camp level of construction and QOL standard for JOA. These standards are intended to provide the operational commanders with acceptable living and operating conditions.

4–4. Army service component command basing strategies

a. ASCCs will develop basing strategies that support the CCDR's theater basing strategies contained in standing CON-PLANS and OPLANS.

b. ASCCs basing strategies will include the following:

(1) Decision points and criteria for commanders to initially designate and establish a base camp.

(2) Location specific requirements, such as proximity to a major line of communication.

- (3) Projected size: population, square meters or kilometers, perimeter length.
- (4) Anticipated duration: operational phases, months, years.
- (5) Purpose or mission: fire base, sustainment base, mission command headquarters, et cetera.
- (6) Common levels of service and support.
- (7) Anticipated end-state: transition to EL, transfer or closure.
- (8) Cultural sites: in some circumstances, the base camp location may include cultural properties and resources. Basing strategies should include the impact to these sites.
- (9) Risk and hazard assessments.
- (10) Reporting requirements.
- (11) Required inter-Service support agreements for multiservice or interagency use

4–5. Corps, division, and brigade basing plans

Commanders at each echelon below theater Army will develop basing plans for their assigned AO, in support of COCOM and ASCC basing strategies.

4–6. Base camp planning

a. Preparation. Base camp planning identifies when, where, and for what purpose the commander needs base camps, and it details life cycle activities. The basing strategies will include all base camp life cycles expected to be 60 days or more. Planning is linked to mission objectives and the commander's intent, which results in detailed guidance that directs the timeline, locations, and design considerations of individual base camps as part of a larger basing strategy.

b. Goal. ASCCs will develop an initial array of base camps as part of any OPLAN according to the basing strategy during key transition points as the campaign or major operation progresses.

c. Site selection. The goal of base camp site selection is finding the best possible location for a base camp that balances mission, sustainment, protection, environmental, health and engineering requirements, and possible future expansion requirements. Site selection involves the following steps:

(1) Criticality, threat, vulnerability, and risk assessments, in accordance with ATP 5–19, AR 11–35, DODI 2000.16 and DODI 2000.12.

(2) Review of available aerial and satellite imagery, historical land usage records, and online databases of protected areas to identify and geospatially locate significant cultural, historic, and natural properties.

(3) An initial ECS to characterize the environmental conditions at base camps as early as mission conditions allow. An ECS must consider the intended use of the site and document known environmental conditions that may impact the health of the force and risk of future financial claims against the Government. Include assessment of groundwater; surface water quality; subsoil; surface soil quality; air quality; and the presence of sensitive or important cultural, historic, and natural resources, as necessary.

(4) Review of historical land usage records, if available, to identify any possible contamination and remediation requirements, prior to occupying the site. Consult with the lead Service, CCDR, appropriate medical authority, and servicing staff judge advocate to determine permissible remediation measures in accordance with DODI 4715.22.

(5) PM planning in accordance with AR 40–5 and DA Pamphlet (DA Pam) 40–11.

(6) Additional site selection activities in accordance with ATP 3–37.10/MCRP 3–40D.13.

d. Master plan. Require detailed master planning for any base camp with an expected life cycle of 60 days or more.

e. Real property. When acquiring real property, the designated real estate component will prepare an incoming inventory and condition report as well as a baseline environmental assessment of the real property at the time of possession is relinquished by the HN. Also continuously update all real property inventories and report them semi-annually to ACSIM. Whenever feasible, coordinate this report with the authorized representatives of the HN before taking of possession of the property.

f. Real estate.

(1) The designated lead Service estate component, in conjunction with the COCOM, will complete a basic rights agreement for real estate matters.

(2) 10 USC 2675 provides the DA, via the Under Secretary of Defense for Installations and Environment, the authority to engage in leasing of real property outside the United States that are needed for military purposes.

(3) The designated lead Service state component will maintain a current list of all U.S. real estate holdings under its control or use in their respective geographic areas. Verify and update this list annually as directed by the designated real estate component.

(4) Components and DOD agencies will provide records and reports required to satisfy management and customer service functions, to include copies of all agreements affecting property rights, to their designated real estate components.

g. Synchronization. U.S. Forces must synchronize base camp utility infrastructure (electric, oil and gas, water and wastewater, communications, and trash and waste management) development in accordance with Engineering Pamphlet (EP) 1105–3–1. The intent is to have base camp utility infrastructure which is independent of HN utility infrastructure, to the maximum extent possible, until HN infrastructure is mature and stable enough to support additional load and capacity without negatively impacting the HN.

h. Infrastructure. Base camp utility infrastructure designs must be modular and scalable to respond to changes in the base camp size, capacity, and mission. Once connected to any HN utility infrastructure, base camps must maintain backup redundancy for all utilities and services.

Chapter 5

Design

5–1. General

a. Goal. Base camp design integrates functionality, protection aspects, standards, and the prescribed level of base camp capabilities to achieve sustainable and scalable facilities and infrastructure that fulfill the base camp’s purpose and functional requirements in the most efficient and cost-effective means possible. Base camp design in general involves land-use designation (overall site planning) and the detailed design of specific facilities and infrastructure projects supporting the base camp.

b. Host nation considerations. HN construction, cultural standards, and environmental practices should be considered during design but will not dictate the standards of construction for base camps. This is to facilitate potential future use and/or transfer of the facility to the HN.

(1) *Scalability and modularity.* Size base camps to allow for the rapid or periodic surge or reduction of forces as necessary for mission requirements.

(2) *Sustainability.* Base camp designs must consider all available efficient means of construction, habitation, and operation to maintain utility, land, and facilities needs to an absolute minimum consistent with QOL standards for those assigned to the base. This includes maximizing base camp resiliency, protection from natural hazards and threats, and resource efficiency and reuse, including OE, water, and solid waste, consistent with mission requirements.

(3) *Standardization.* To achieve commonality and interoperability among DOD components, ASCC will use facility designs from CFCS and Joint construction management systems (JCMSs) or will ensure designs are consistent with applicable UFC.

(4) *Survivability.* Base camp designs will adhere to the standards in UFC 4–010–01 and other COCOM force protection best practices, consistent with the threat to ensure the survivability of the force. Survivability measures provide cover and mitigate the effects of enemy weapons on personnel, equipment, facilities, and supplies. These measures include hardening critical infrastructure and other facilities as required.

5–2. Guidance

a. All base camp designs (organic tent age to semi-permanent structures) must comply with the basing strategy, standards, the master plan, and resourcing authorization and constraints. Initial designs must take into consideration subsequent improvements and modifications (expansion and contraction) of the base camp to minimize negative impacts (for example, operations, sustainment, utility, corridors, and traffic circulation) on future designs.

(1) Facility design standards for base camps will be consistent with applicable U.S. laws and contingency UFCs.

(2) HN construction standards and environmental practices should be considered but will not dictate the standards of construction for base camp facilities.

(3) Army units will utilize CFCS and JCMS for design of base camps. In the event of a conflict with COCOM or ASCC design standards, design engineers will advise the ASCC and ARFOR engineer accordingly.

(4) Submit requests to deviate from CFCS standards to the ASCC engineer for a waiver.

(5) Base camp design must take into consideration use of existing facilities and infrastructure. Existing facilities and infrastructure must be evaluated in accordance with UFC 2–100–01 and AR 415–16.

(6) Analytical tools and virtual environments will greatly assist in planning base camps that are effective, efficient, and minimize risk.

b. Commanders will use the integrated planning process during the base camp design phase to ensure all aspects of the design are supportable and sufficient for the needs of the force.

(1) Use master planning principles and processes as guidance to establish a foundation for facilities development, maintenance, and reduction over the life cycle of the base camp.

(2) All proposals for base camp facilities are required to be constructed in accordance with legislative and Army guidance regarding new construction unless specifically waived by appropriate authority. Submit construction projects that

exceed the local commander's funding authority for approval through the ASCC and HQDA, as required. Designs which exceed the Army's funding approval limit must be reviewed and approved by the HQDA lead for contingency installations before execution of the construction or be submitted through OSD for legislative approval, if necessary. See appendix B the contingency construction funding decision tree.

(3) Environmental standards and management practices will be consistent with contingency location environmental standards (CLES) in accordance with DODI 4715.22.

Chapter 6

Construction

6–1. General

a. Goal. Base camps are typically constructed in phases based on priorities and sound construction practices and according to approved designs. They are completed on time, within budget, and to the specified quality. The constructing organization adapts the design and finalizes the construction plan based on the actual resources that are available at the time of construction. Planners, designers, and leaders within the constructing unit or organization consider operational and mission variables, available construction resources, theater construction standards, base camp levels of capabilities, and the base camp principles in determining the optimal means and methods for constructing base camps.

b. Approval authorities.

(1) CCDRs and ASCC commanders, or their delegated representative designated to provide 10 USC support for forces in a contingency, are authorized to initial, temporary semipermanent facilities, as defined in this regulation, immediately in support of that contingency utilizing organic or assigned forces.

(2) Facilities which exceed an enhanced level of services and/or facilities must be endorsed by the ARSTAF.

c. Principles of base camp facilities construction.

(1) Base camps are constructed during contingencies to provide a platform to project forces on a mission. Base camps are located based on mission, enemy, terrain, troops, time, and civil considerations and are designed and constructed to ensure the safety, health, security, and a reasonable QOL for forces assigned there.

(2) Base camp facilities will be accounted for in accordance with real property accounting practices comparable to those found in AR 405–45.

6–2. Construction guidance

a. When the Army is the lead Service, real estate required for base camps will be acquired, managed, and disposed of on behalf of the Government through the authorities granted by the Secretary of the Army to the Chief of Engineers during contingencies.

b. Where security, availability, and quality permit, the use of HN materials and personnel for contingency construction is authorized, subject to statutory restrictions.

c. Incorporating or using existing facilities into base camps utilizing criteria found in UFC 1–201–02 is authorized.

d. Construct base camp facilities and utilities (for example, water, electricity, waste water, solid waste, and hazardous material (HAZMAT) storage) in accordance with UFC to minimize risk of hazards for potential impact to local population in accordance with UFC 1–201–01 and UFC 1–201–02.

e. Army senior mission commanders responsible for base camps will establish internal project management, project approval processes, and acquisition review boards to ensure equitable distribution of resources according to established priorities and to validate requirements against justifiable needs that are captured in base camp master plans, ensure best value, and prevent unnecessary or wasted construction.

f. USACE will provide both deployable and reachback support to assist in real estate acquisition, contracting, and construction management of the base camp facilities to ensure standardization and quality and to capture and incorporate lessons learned into future operations.

g. The following relates to site preparation.

(1) Units will conduct a thorough site reconnaissance before establishing and occupying a site as an Army base camp. This reconnaissance will include the following assessments:

(a) Contingency real estate support teams and environmental support teams will conduct initial real estate assessments upon being granted any land for U.S. Forces to occupy in an HN. They will conduct remote detection, identification, and quantification of chemical, biological, radiological, and nuclear toxic industrial material and other OEH hazards.

(b) PM teams and other appropriate teams will evaluate health and environmental factors for potential immediate and long-term safety and occupational health impact to personnel.

(c) Before occupying a site, conduct antiterrorism and force-protection assessments according to DODI 2000.12, using the risk management methodology to assess asset criticality, terrorist threat, and vulnerabilities and to make risk-based decisions for site selection for occupation by ARFORs.

(d) Complete a preliminary hazard analysis.

(e) Before occupying a site, conduct antiterrorism or force-protection assessments according to DODI 2000.12 and, DODI 2000.16, the implementation standards for force protection and antiterrorism, using the risk management methodology to assess asset criticality, terrorist threat, and vulnerabilities and to make risk-based decisions for site selection and the application of appropriate countermeasures once the site is selected for occupation by ARFORs.

(2) Complete an initial ECS in the format prescribed in ATP 3–34.5/MCRP 4–11B within 30 days of occupying a site.

(3) Initiate OEHSAs within 30 days and complete it within 3 months of occupying a site as outlined in NTRP 4–02.9/AFTTP 3–2.82IP/ATP 4–02.82.

(4) Prepare a POEMS 1 year after completion of the initial OEHSAs.

h. The following relates to construction management.

(1) *Troop construction.*

(a) Army construction units will apply construction management processes as found in DA Pam 420–1–2.

(b) Perform contingency construction in accordance with the unit and project-specific quality control plan.

(c) A technically qualified member from the base camp staff or from the construction unit's higher headquarters will provide quality assurance.

(2) *Contracted construction.*

(a) The base camp staff will provide a technically qualified COR to execute contract and contingency construction oversight.

(b) Contractors will execute contingency construction in accordance with an approved quality control plan.

(c) COR and construction inspectors will provide quality assurance.

(3) *Safety.* All construction activities, as well as new construction, modifications, and repairs, will comply with Section 1910, Title 29, Code of Federal Regulations (29 CFR 1910), 29 CFR 1926, AR 385–10, DA Pam 385–16, DA Pam 385–26, applicable UFC standards, and Engineer Manual (EM) 385–1–1.

(4) *Construction project turnover.* Upon project completion, the construction entity will produce a set of as-built facility designs and relevant operations and maintenance manuals to be archived in the base camp repository. This data will be available digitally to the base camp commander (BOS–I in the case of a Joint CL camp) as well as the CCDR and their staff. This will allow for continual availability of base camp specific documentation to each base camp commander (or BOS–I) for their unit's use as they rotate on and off a specific base camp.

i. MILCON, as defined in 10 USC 2801(a/b), “includes any construction, development, conversion, or extension of any kind carried out with respect to a military installation, whether to satisfy temporary or permanent requirements, or any acquisition of land or construction of a defense access road. It also includes all military construction work, or any contribution authorized to produce a complete and usable facility or a complete and usable improvement to an existing facility (or to produce such portion of a complete and usable facility or improvement as is specifically authorized by law).

j. When the Army is the lead Service, authority to approve MILCON projects in contingency areas is provided to ASCC and specified senior mission commanders via annual written delegations from HQDA. The aforementioned delegations include MILCON project cost ceilings which may not be exceeded without prior approval from the delegating authority. See appendix B for the process for approval and funding in the contingency construction funding decision tree.

k. In CONOPs relocatable buildings (RLBs) may be purchased and used for the duration of the operation. In accordance with DODI 4165.56, RLBs are accounted for as personal property when purchased and used as an equipment item or real property when purchased as part of a construction project or through the construction processes. If RLBs are components of a MILCON project, the costs of the RLBs are considered funded construction costs and are included in the total project cost to be measured against the statutory thresholds set forth in 10 USC 2805. Whether as categorized equipment (personal property) or as real property, the RLB is looked at under the system concept. If it takes three RLBs to make a complete and useable facility, then the three are purchased as one, and all calculations are made using the cost of the system.

(1) An RLB is an arrangement of components and systems designed to be used outside other structures and transported over public roads with minimum assembly upon arrival and minimum disassembly for relocation. An RLB is designed to be moved and reassembled without major damage to floor, roof, walls, or other significant structural modifications. Any work to be accomplished on the inside or outside of the RLB at the time of installation must not interfere with the ability to easily move the RLB.

(2) The costs for disassembly, repackaging, exterior refinishing (for example, brick facade), and interior modifications (for example, electrical systems, fire suppression systems, walls, and ceilings) may not exceed 20 percent of the purchase price of the RLB. This includes labor after site delivery to make the RLB useable and non-recoverable building components, including foundations. Non-recoverable building components are those that cannot be used again in the reassembly

of the RLB at a different site. The 20-percent calculation makes an absolute determination on whether the RLB is equipment or real property. In turn, the determination will dictate the type of funds that may be used to procure the RLB—other procurement, Army, or the MILCON.

(3) RLBs may not be constructed on-site. Any RLBs constructed on site are to be funded as a real property construction project using construction appropriations.

l. Contractor-provided services, such as sanitation, power generation, dining facility operations, building maintenance, and information technology helpdesks, must abide by statutory restrictions related to the obligation of appropriated funds and may not accomplish construction indirectly through a contractor for a purpose it could not accomplish by direct construction expenditure. An OMA-funded service contract may not provide the Government an end item which exceeds the expense or \$2,000,000 investment threshold; or an OMA-funded service contract may not be used to execute a MILCON project exceeding the unspecified minor MILCON threshold set forth in 10 USC 2805(c).

(1) A contractor's election, for its own account, to purchase what in government practice would be investment end items requiring a procurement appropriation or to engage in construction to perform the services for which the contract was awarded is not subject to the Government's requirement to use specific appropriations for such expenditures. The expense or investment threshold and unspecified minor MILCON threshold are restrictions on the Government and are not intended to constrain private contractors in exercising their judgment as to the best means of providing services to the Government.

(2) A contractor may elect to acquire investment items to support contract performance, but the Government may not directly finance the contractor's acquisition of those investment items via OMA-funded cost reimbursement contract clauses. The business risk of capital asset acquisition must lie with the contractor, not the Government. Whether the Government takes ownership of the equipment or not, structuring an OMA-funded, cost-reimbursement, service contract to reimburse a contractor for the acquisition of capital assets appears to be a subterfuge to avoid the Government's requirement to use a procurement appropriation, were the Government to acquire the equipment directly.

(3) The Government may not use an OMA-funded, cost-reimbursement, service contract to engage in construction beyond the unspecified minor MILCON threshold set forth in 10 USC 2805(c).

m. Regarding service contracting and prime power generation, though future guidance on the decision point for transition from spot power generation to generation and distribution systems (grids and power plants) will be forthcoming, the following principles are intended to address past abuse of service contracting for providing prime power in contingency areas. A service contract to provide power is the preferred method of power generation in a contingency environment; however, the administration of such a service contract is still subject to paragraph 6–2*m*. As such, an OMA-funded service contract to provide power should not contain OMA-funded clauses which require the contractor to build a power plant infrastructure with a cost in excess of the unspecified minor MILCON threshold set forth in 10 USC 2805(c), nor should it contain OMA-funded clauses for contractor reimbursement of investment items to be used in support of the service contract. Additionally, the following principles apply.

(1) Power generation should evolve synchronously with the growth of the camp. If a camp evolves from a tent-based initial entry staging area into an EL—for example, the power requirement should evolve from spot power generation and personal property generators to a prime power plant—applying this general principle should be applied holistically, with common sense, and in the context of a contingency environment. Connecting a spot-power or personal-property generator to an existing facility which lacks power does not convert the generator itself into real property; rather, it is a field-expedient method of adapting to the existing environment until the mission and camp evolves and matures. Conversely, planning for the construction of a new real property facility without providing power with the intent to connect spot power generators to the new facility is an example of impermissible project splitting and results in something less than a complete and useable facility. New construction must consider the provision of power; planners either connect the new construction to prime power (if it exists) or incorporate generators as installed equipment, which would be a funded construction cost.

(2) Although AR 420–1 states that permanently installed generators which support a combination of both real and personal property are themselves considered real property, which would be funded as a MILCON project, such a reading of AR 420–1 should not be dogmatically applied in the context of an evolving camp. The spirit and intent here is not to address auxiliary power but rather to guide planners on the decision point to move from power generated with personal property to power generated by a prime power plant. When a camp is evolving into a combination of personal and real property, planners should plan a MILCON project for a prime power plant or for a service contractor to provide prime power. However, when a camp expands to include one piece of real property, it does not automatically convert all existing personal-property power generation equipment on that camp into real property. Existing personal-property generators on such a camp still retain their identity as personal property unless they are incorporated into a MILCON project as installed equipment.

(3) A service contract to provide power is the preferred method of power acquisition in the expanded services contingency environment. Structure the contract to reflect the acquisition of power and costs, and base it upon measurable output,

for example, kilowatt hours. Planners seeking the acquisition of power alone should consider a contractor-owned, contractor-operated (COCO) operation wherein the contractor assumes the business risk of capital asset acquisition and construction. Thus, the contract to build, maintain and operate a COCO power plant may not contain clauses for reimbursing contractor-provided equipment or contractor-built infrastructure, as such reimbursement risks violating the principles outlined in paragraph 6–2*m* and results in something other than a COCO.

(4) If a service contractor is tasked with building a power plant infrastructure, the proper appropriation must fund the infrastructure and the title must be vested with the Government, thereby creating a Government-owned, contractor-operated (GOCO) facility. Likewise, if the Government provides the contractor with capital assets, such as generators, the generators should be classified as government-furnished equipment provided to the service contractor. If those generators are emplaced as part of a MILCON project, they are classified as installed equipment and become part of the real property facility upon completion of the MILCON project.

(5) Planners may not split the requirement of prime power generation into a contract for the operation and maintenance of a power plant combined with a lease of the capital assets (that is, generators) which power the plant. Such a strategy allocates all business risk with the Government and is inconsistent with selecting either the COCO or GOCO options discussed in paragraph 6–2*m*.

Chapter 7

Operations and Management

7–1. Operations

a. Base camp operations consist of the operation and management of the physical base camp (infrastructure and utilities), base security and defense, emergency services, and management of support services. The terrain manager determines responsibility for operation of Army base camps within the assigned AO.

b. The BCT is assigned its own AO within a division. The MEB manages the terrain in division, corps, and ASCC support areas, and it may be assigned that responsibility in a JSA when the CCCR establishes one. BCT and MEB commanders designate locations for base camps, assign units to occupy them, and designate base camp and base cluster (multiple base camps grouped together for mutual support in base defense) commanders within their respective AOs.

c. In a JOA, the CCCR designates Joint CLs (base camps), assigns units to them, and designates a lead Service and BOS–I for each. The lead service is responsible for funding Joint CLs, while the BOS–I is responsible for operating and managing them, in accordance with Service doctrine. The lead Service and BOS–I are not always the same Service. The CCCR establishing a JSA may assign an MEB as the Joint security coordinator, in accordance with JP 3–10, and delegate responsibility to the MEB commander to designate Joint CLs and base clusters and their commanders.

d. Base camp commanders are responsible for the day-to-day operation of a base camp, including operations and maintenance of infrastructure and utilities, base security and defense, and provision of support services.

7–2. Management

a. Base operating support—integrator matrix. The CCCR maintains a matrix showing which Services have BOS–I responsibility for each Joint CL within the JSA. The ASCC maintains a copy of the CCCR BOS–I matrix. The CCCR updates the BOS–I matrix annually or when BOS–I responsibility changes from one Service to another.

b. Base camp command matrix. ASCC, corps, division, and BCT commanders will establish and maintain a base camp command matrix for Army base camps within their respective AOs to track which Army units are responsible for base camp operations. Commands will update this matrix a minimum of annually or as changes occur. Each command will forward their base camp command matrix through G–4 and/or S–4 channels to the ASCC for consolidation.

c. Base camp management units. At each echelon of command, specific units have direct responsibility for the operation and management of base camps. These units are:

(1) *Brigade combat teams.* BCTs may establish a main brigade base camp and, based on mission requirements, one or more battalion(s), company(ies), and/or platoon-size base camp(s) within their AO. Each lower echelon commander within the BCT operates these smaller base camps using organic personnel. Staff augmentation of these tactical units for base camp operations will be limited to what the BCT can provide, using the hub-and-spoke method, in accordance with ATP 3–37.10/MCRP 3–40D.13.

(2) *Regional support groups.* The RSG is the only Army unit with the specified mission of operating support area base camps with populations of 6,000 or more. RSGs can operate division, corps, and ASCC support area base camps, Joint CLs, and theater intermediate staging bases.

(3) *Other units.* The Army can designate any unit to operate and manage a base camp in response to a request for forces. These units will receive base camp management predeployment training and undergo a base camp operations focused mobilization readiness exercise before deployment.

d. Staff assistance and reachback. Echelon commanders (ASCC, corps, division, and brigade) will provide staff assistance to base camp commanders within their capability, using the hub-and-spoke method. In addition, USACE will provide reachback support for engineer expertise (through the USACE Reachback Operations Center), and IMCOM's headquarters will provide reachback for garrison management functions.

e. Operations roles and responsibilities.

(1) *Military personnel.* Army unit commanders are responsible for operating base camps. A commander may delegate oversight of day-to-day base camp operations to a deputy, staff member, or other subordinate, however, the ultimate responsibility rests with the base camp commander.

(2) *Department of Defense and Department of the Army Civilians.* Government Civilian employees may deploy to augment unit staffs in base camp operations. This support may range from being the civilian deputy to a base camp commander to the head or a member of a staff section to the head of a service organization, education center, Army and Air Force exchange service concession, or other Civilian-run government entity on the base camp.

(3) *Contractor personnel.* Contract support personnel typically support larger Army base camps. Depending on the security environment and terms of the contract, contract personnel on support contracts may reside on the base camp they support or at a separate GOCO or COCO facility. HN personnel or third-country nationals providing contract support normally will not reside on Army base camps but will enter the base camp only to perform assigned duties.

(4) *Host nation personnel.* HN personnel may provide support either through contract or through bilateral support agreements between the United States and the HN. HN personnel normally will not reside on Army CLs but will enter the base only to perform assigned duties.

f. Supplies and equipment.

(1) Base camps require a separate unit identification code (UIC) or DODAAC from the units that occupy and run them. Assigning a base camp UIC or DODAAC ensures requested supplies and equipment do not become frustrated due to units rotating and the UICs and DODAACs changing.

(2) AMC will assign these DODAACs through coordination with the ASCC, who will provide AMC a copy of the base camp command matrix for tracking purposes.

g. Real property management.

(1) ACSIM will establish procedures to account for real property during CONOPs. This will include establishing a real property database separate from the GFEBS and maintaining it on a classified network.

(2) ASCCs will account for any real property using established Army processes.

h. Sustainable operations. Sustainability is the ability to maintain the necessary level and duration of logistics support to achieve military objectives in accordance with JP 4-0. This means that base camps must achieve and maintain effectiveness within the means of available resources (materials, labor, OE, and funds) without placing unnecessary strain on existing sustainment systems. Operate base camps on principles of sustainability. Sustainability is primarily achieved through minimizing demand and reducing the consumption of resources. Sustainability for CB involves minimizing the demand for OE, water, and land resources in the operation of the base camp. Reducing the demand for resources also reduces the associated logistic costs and support burden. Army policy is to—

(1) Minimize the logistics footprint through optimized delivery of materiel solutions, contracting practices, and services.

(2) Increase sustainability practices that optimize OE (power, water, and waste) use and minimize waste streams.

(3) Increase OE efficiency by leveraging renewable energy.

(4) Increase awareness so personnel are attentive to the amount of resources key activities require and the potential mission impacts.

(5) Consider use of local resources (materials and labor) to the maximum extent possible.

(6) Leverage OCS to ensure resource-efficient outcomes are built into contract requirements and incentives, to include:

(a) Train CORs on appropriate language for inclusion in base camp operational requirements.

(b) Requirement for contract incentives to support sustainability objectives.

(c) Requirement for OE (power, water, and waste) use and waste generation rates be collected and reported to the base camp commander.

(7) Ensure environmentally preferable purchasing considerations are included when procuring supplies and equipment, to include training procurement officers on the desirable features, such as low-energy light bulbs, low-flow water fixtures, reusable and recyclable packing materials, and biobased solvents.

(8) Conduct cost-benefit analyses on CB programs and initiatives.

(9) Meter and monitor power, water, and waste systems to identify and reduce inefficiencies and enable optimization of utilities for more sustainable operations, where feasible.

(10) Leverage modeling and simulation tools to design fuel, water, and utility capability for base camp operations to maximize the most efficient and effective means to sustain the camp.

i. *Operational energy efficiency.* Army policy is to use OE efficiently by—

(1) Maximizing the use of OE- (power, water, and waste) efficient designs as base camps expand or are enhanced and as facility upgrades are implemented. This includes implementing optimal use of sun, shade, and insulation whenever possible.

(2) Using OE- (power, water, and waste) efficient equipment (generators, environmental control units, and low-flow toilets and showers) and materials (thermal insulation).

(3) Maximizing use of renewable energy sources (for example, solar and wind power) and reusable or recyclable materials.

(4) Developing sustainable facilities and infrastructure (simple and inexpensive to operate, maintain, and repair).

(5) Minimizing the use of spot power generation since this typically results in generators running under loaded and inefficiently.

(6) Maximizing the use of smart-power distribution systems and employing demand management.

(7) Establishing planning factors and standards to improve efficiencies in spot power generation.

(8) Developing and issuing guidance on when to transition from spot power generation to generation and distribution systems (grids).

j. *Water.* Water is a critical commodity. Establishing a self-reliant means for water production, packaging, storage, and distribution on site or nearby allows base camps to shorten supply lines and greatly reduces the overall demand on the theater supply and distribution system. It also reduces the number of required logistics convoys and the inherent risks associated with them. However, impacts on local water sources and uses (such as agriculture, industry, and fisheries) must be considered because depleting HN water sources may strain relations with local populations. Army policy is to use water efficiently and continually reduce the amount of water purchased and delivered to base camps by—

(1) Implementing effective water treatment, conservation, and reuse approaches.

(2) Using water-efficient equipment, such as low-flow fixtures.

(3) Quickly identifying and repairing water leaks.

(4) Implementing water recycling and reuse technologies and approaches.

(5) Capturing and maximizing reuse of gray water in accordance with Army Technical Bulletin Medical 577/Navy Bureau of Medicine and Surgery P-5010-10/Air Force Manual 48-138_IP (TB MED 577/NAVMED P-5010-10/AFMAN 48-138_IP).

(6) Implementing and enforcing water-conservation plans to reduce water consumption.

(7) Maximizing the use of tactical water purification, testing, storage, and distribution equipment and minimizing dependency on commercial bottled water in accordance with AR 700-136.

(8) Locating and developing water resources and providing contingency construction support necessary to establish water well sites and to construct, maintain, and operate permanent and semi-permanent water utility systems at base camps in accordance with AR 700-136.

k. *Environmental management.* The integration of environmental considerations into base camp operations will help protect human health and sustain mission effectiveness in accordance with DODI 4715.22 and ATP 3-34.5/MCRP 4-11B.

(1) *Environmental management plan.* Base camp commanders will develop and maintain a location-specific, environmental management plan. This plan will provide guidance consistent with the requirements of the CCDR's plan for the operational theater and includes:

(a) An environmental management structure.

(b) Incorporation of—

1. Site-specific safety and environmental concerns identified in the ECS.

2. Relevant requirements to maintain standards in CLES.

3. Any specific applicable environmental law or international provisions.

4. Requirements applicable to those locations in the CCDR's OPLAN (for example, Annex L, Environmental Considerations).

5. Identification of necessary procedures, materiel, supplies, and equipment.

6. Assignment of responsibilities to specific offices, including contact information.

7. Projected fiscal requirements.

8. Identification and analysis of environmental risks associated with the location.

(c) Environmental management plan reviews and updates to be completed at least every 2 years or after any significant change in mission.

(d) The requirement for an environmental management plan at a base camp may be waived by the COCOM if the base camp commander's risk analysis determines there is minimal risk of impact to the environment.

(e) An ECS is essential to characterizing environmental conditions and risks at base camps. Site conditions will be reviewed annually to determine if additional studies and sampling are needed to characterize environmental conditions

that have changed over time due to U.S. presence or outside influences. These studies are used to develop, refine, and re-evaluate the environmental management plan and subsequent environmental guidance. Complete DD Form 2995 per ATP 3-34.5/MCRP 4-11B.

(2) *Environmental requirements.* Where the Army is the lead Service for BOS—

(a) Meet the standards established in the CLES.

(b) Maintain a HAZMAT spill response capability consistent with the guidelines established by the CLES to meet the intent of this regulation.

(c) Request reachback as necessary to support and assist base camps to meet the requirements of the CLES, as appropriate.

(d) Strive to transition environmental management practices to more closely align with the CLES provisions as a temporary CL matures and additional environmental capabilities become available.

(e) When applying the CLES, balance the risk to the force against the maturity of the operation, force health protection considerations, and logistics capabilities.

(f) Dispose of hazardous waste in accordance with DODI 4715.22.

(g) Conduct an environmental program evaluation at least every 2 years and include a written report with recommendations to the COCOM, as required by DODI 4715.22.

(3) *Cultural property protection.* Cultural property will be respected during armed conflict in accordance with the Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict (1954 Hague Convention). Parties to the agreement are required to avoid using cultural property and its immediate surroundings for purposes that are likely to expose it to destruction or damage in the event of armed conflict and refrain from any act of hostility directed against such property. Detailed requirements are outlined in the CLES.

(4) *Remediation of environmental contamination.* Remediation beyond initial spill response must not be performed except as allowed by DODI 4715.22. Consult with the lead Service, CCDR, appropriate medical authority, and servicing staff judge advocate to determine permissible remediation measures.

Chapter 8

Transition, Transfer, or Closure

8-1. General

a. Base camps are temporary by design. Final disposition of a base camp is determined by mission requirements and the theater basing strategy. The transition, transfer, or closure of a base camp encompasses a series of actions to plan, coordinate, prepare, document, execute, and finally transition, transfer, or close the base camp. A base camp may be transitioned from a CL to an EL if it is determined that the location is required to support the CCDRs long-term strategic and operational objectives for the theater or AO and will be done according to the global defense posture processes and DODI 3000.12. A base camp may be transferred to a new lead Service, a follow-on unit during periods of relief in place or transfers of authority, to another Government agency, allied or partner nations, or to the HN. If the base camp is determined to no longer be necessary to support operations, it may be closed and the land returned to the HN and/or a private local national landowner.

b. Depending on the planned disposition, location, size, and complexity of the camp, the entire process can take between 90 days to more than a year. The related individual supporting tasks are broken down into parallel lines of effort leading to the final transition, transfer, or closure and the completed end-state documentation. These major process areas are real estate management and disposal actions, contracted support and logistics actions, property actions, and environmental actions, each having necessary process steps with specific documentation and recordkeeping requirements.

c. When the mission dictates or when a specific base camp is no longer required, commanders may be required to transfer, close, or abandon them. All or portions of a base camp may be closed when no longer needed or transferred to another Service, multinational force, governmental or nongovernmental organization, or the HN. If hostilities dictate abandoning a base camp, mission requirements will inform commander decisions on the disposition of U.S.-owned and contractor-owned real and personal property. Document disposal decisions in such a fluid environment within a reasonable period after the fact to the extent possible.

d. During transition, transfer, or closure of a base camp, commanders must account for and properly dispose of or transfer all real estate, property, and contracts with minimal environmental impact caused by DOD actions.

8-2. Transition, transfer, or closure guidance

a. *Goals.* As the operation progresses and mission objectives are achieved, base camps are often realigned and closed to consolidate resources and reduce the overall logistics or sustainment footprint in support of the theater basing strategy. Activities include meeting all legal requirements and obligations, real estate reconciliation, real and personal property

transfer and turn in, reduction (or cessation) of contractual requirements, approved environmental remediation, and proper documentation, recordkeeping, and archiving of those records to document the associated transactions and agreements and to document site conditions. Proper transfer and closure procedures facilitate the timely reduction or withdrawal of U.S. forces, and they can reduce costs, prevent undue liabilities, protect U.S. interests, and promote good relations with the HN and the international community.

b. Redesignation. Base camps supporting CONOPs are by definition temporary in nature; the missions they support are specific and expected to conclude. During the conduct of operations, it may be determined that a specific base camp is needed to support the CCDR's long-term strategic and operational objectives. When so determined, a base camp might then be nominated and redesignated from a CL to an EL under the global defense posture processes according to DODI 3000.12. This transition from a CL to an EL may impact related funding, policy, and planning decisions as well as the strategic and operational focus and governance of the headquarters and commands occupying and resourcing them. Unlike transfers or closures of a base camp to the casual observer, it may seem that nothing has changed on the base camp they are residing or working on; the underlying, fundamental services and support provided to the tenants will look very similar if not remain the same. But the mechanisms to provide those services and support will drastically change, as well as many of the personnel that oversee or provide that support.

c. Transfers. In certain cases, the Army will transfer a base camp to another military or civilian entity for continued operation. Many of the necessary actions for conducting these transfers of base camp ownership and command responsibilities will be the same in all types of transfers.

(1) *Transfers to other Department of Defense components and/or U.S. agencies or allies.* Transfers are recognized as one of the most difficult missions because both parties (the incoming entity and the outgoing entity) have mission demands and potential requirements for their operational processes making detailed planning for these transfers critical. All base camp areas and facilities must be available to support both entities; this includes items like maintenance areas, HAZMAT storage sites, ammunition storage, waste treatment, power generation, and contracted support services. All of these increased uses and activities will increase the potential impact they may have on the base camp and surrounding environment; therefore, a properly coordinated plan and synchronized effort is critical to mission success.

(2) *Transfers to the host nation.* Transfer of a camp to the HN requires a process be established between the Department of State and HN. Many parts of a base camp can possibly remain intact where only essential or identified equipment must be removed or replaced and key identified or negotiated elements returned to the pre-existing site conditions or an agreed upon state.

d. Closures. Closures are similar to transferring or returning a base camp to the HN. When a base camp is closing, the necessary process to facilitate this action are agreed upon and established between the Department of State and the HN. As with transfers, conduct actions relating to the focus areas, provide the necessary supporting documentation, and archive. The completed environmental site closure survey (ESCS) (DD Form 2995) documents the final status and condition of the site.

e. Abandonment. Commanders also establish procedures for abandoning or destroying base camps in response to an emergency or controlled evacuation. In both scenarios, account for sensitive items and either remove or destroy them to prevent their capture or use by threat forces. The base camp commander will establish local procedures, including evacuation routes, rallying points, and personnel accountability actions, and will ensure tenant and transient units understand their requirements. If conditions and time permit an ESCS using DD Form 2995 ECS and environmental site closure report to document the final status and condition of the site is conducted. If conditions and time do not permit, the last form of ECS that was conducted will serve as the document of record.

f. Basing strategy and transition, transfer, and closure plan. Specified policies and procedures for base camp transitions, transfers, or closures are developed as part of the commanders basing strategy and will include guidance on the necessary actions leading to the transition, transfer, closure, or abandonment. This guidance establishes the criteria and requirements for retrograding, transferring, dismantling, or demolishing parts of or all base camp facilities and infrastructure prior to the final disposition of the camp. Many operational variables will influence transitions, transfers, or closures, such as mandated timelines for reductions in forces, retrograde, and withdrawal from the AO as part of the theater exit strategy. These variables, in conjunction with specific theater guidance derived from negotiated agreements with the HN or the gaining unit or organization and existing U.S. and HN laws and regulations, will lead to the necessary tasks for each base camp and impact the final condition and state of the facilities and infrastructure on each base camp being transitioned, transferred, or closed. In addition to the routine tasks required for redeployment of units and transfer of authority, there are many specific tasks that should be executed prior to transfer or closure of a camp, some of which may also be necessary during transition to an EL as well.

g. Transition, transfer, or closure activities. These activities encompass the necessary steps to plan, prepare, document, execute, and finally transition, transfer, or close the base camp. These activities are typically sequenced to avoid competing demands between mission requirements and the transfer and closure requirements. This approach helps maximize the use

of protection, security, and defense resources; transportation assets; engineering and construction assets; or specialized teams. The basic concept is essentially a reverse sequence of the activities used during the initial buildup of the base camp. These activities are grouped into four major focus areas (real estate management and disposal actions, contract support and logistics actions, property actions, and environmental actions) to help to provide focus and ease coordination requirements.

(1) *Real estate management and disposal actions.* There may be a mix of HN government and/or several private landowners for the real estate properties that a camp's footprint is located on. One critical task is to identify the rightful landowner(s) so that necessary negotiations and final lease payments can be made. Depending on the ability of the HN government and the availability of land records, forces may need to research and verify ownership through deed and title verifications to facilitate the timely disposal or return of real estate and closure of lease agreements. Based on HN agreements and negotiations with landowners, it may be necessary to restore land areas to certain specified conditions (for example, return them to agricultural use, remove fencing or geotextile barrier). However, do not assume restoring land to its original use is required. Consult the applicable agreements and seek advice from the servicing Office of the Staff Judge Advocate.

(2) *Contract support and logistics actions.* Contracted support is often an integral part in prolonged operations. Commanders determine which contracts to retain (and for how long) to sustain essential support and services, while reducing the scope and closing out unnecessary contracts to reduce costs and ensure that the transition, transfer, or closure stays on track. This begins by identifying the number and variety of open contracts, including any ongoing material requisitions. Construction contracts are reviewed to determine those that should continue to move forward and those that should be terminated based on cost-benefit analysis and the base camp's planned transition, transfer, or closure date and the follow-on mission or use of the base camp. Base camp service and support contracts should be commensurately reduced in scope or right-sized as the camp population decreases. Commanders coordinate with requirement owners and determine which contracted services or support is mission essential or necessary for continued life, health, and safety support. Commanders of remaining base camps will ensure their necessary support and services contracts are adjusted to handle increased demands based on population expansion as a result of realignment and consolidation of forces. Contractors and vendors must be given adequate advance notice of closures so they can plan and execute their own recovery and/or redeployment activities. Commanders are to ensure the accountability of contractors as contracts are closed and camps are transferred and closed so that unauthorized personnel do not remain on camps or in theater.

(3) *Property actions.* Ensuring the proper disposition (retention, reuse, redistribution, retrograde, donation, or disposal) of all property associated with or on the base camp (real, personal, or unit or organizational) is critical in the transition to an EL and to both transfers and closures. Commanders at all levels share in the responsibility for implementing the necessary controls to ensure accurate and complete official records are maintained for all property transfers. The types of property to be addressed during transfers and closures include all U.S. and/or HN-owned property associated with the base camp. In preparation for transfers and closures, base camp commanders begin by conducting hand receipt inventories to start the related processes and to recognize and plan for the various dispositions for the property. Assigning proper responsibilities and accountability for the property, infrastructure, and facilities on the base camp enables proper transitions, transfers, or closures and can reduce costs, prevent undue liabilities, and protect U.S. interests while meeting the expectations of the gaining Service, unit, or the HN.

(a) Refer to AR 735-5 for all special situations involving real or personal property

(b) Regarding the approval authority for non-U.S. Army recipients, the transfer of real or personal property, including constructed facilities, to non-U.S. Army organizations (for example, other Services and agencies, the HN, or nongovernmental organizations) must have proper legal review and must be endorsed by the chain of command and COCOM in coordination with the local embassy (when applicable) before the transfer.

(c) The logistics staff leads property- or material-disposal efforts in close coordination with the legal officer. The amount of and the planned disposition of the material items comprising the base camp (whether sold, donated, transferred, destroyed, or shipped back to the home station location) will determine the level of detailed planning and effort in execution required.

(d) Deconstruct buildings, structures, pads, pavements, hardstands, and utility systems, and dispose of their waste products, as required by the original lease, real estate, or land-use agreements and by subsequently negotiated agreements.

(e) Remove or properly dispose of all materials not earmarked for transfer to the gaining command or HN (for example, HAZMAT, petroleum, oil, and lubricants). Appropriately clean or close all waste management areas and any remaining spill sites; agreements with the HN may specify requirements prior to area closure, such as landfills and wastewater treatment systems).

(4) *Environmental actions.* The commander is responsible for the timely identification and mitigation of negative environmental impacts occurring on the base camp by conducting the necessary appropriate ECS and documenting the corrective actions taken and the final site conditions in the appropriate survey or report. Refer to DODI 4715.22, ATP

3–34.5/MCRP 4–11B and the *Environmental Surveys Handbook: Contingency Operations (Overseas) 2013* for more information on the related environmental considerations for transition, transfer, or closure of the base camp.

(a) Remediation is not authorized for the transition, transfer, or closure of a base camp unless explicitly required in an international or leasing agreement per DODI 4715.22.

(b) Review previously completed or archived environmental data, that is, all related ECSs, spill reports, and all other pertinent environmental archived data. This helps to identify potential areas of concern for more extensive study or clean-up actions.

(c) Complete an initial ESCS, using DD Form 2995, to ensure timely identification and applicable mitigation of negative environmental impacts caused by U.S. forces during occupation of the base camp. Conduct the ESCS in accordance with ATP 3–34.5/MCRP 4–11B. The ESCS ensures timely identification and mitigation of negative environmental impacts caused by U.S. forces during occupation of the base camp. Submit the ESCS to the base camp commander's supporting environmental staff to trigger developing the corrective action plan.

(d) The base camp commander will determine the standards and requirements for environmental actions for camp transition, transfer, or closure per regulatory statutes or the established standard. There are several legal and regulatory statutes, based on U.S., international, and HN laws, that will influence and impact the requirements for base camp environmental transition, transfer, or closure actions and that influence or impact the level or standards that must be met. These include, but are not limited to:

1. *Standard.* Any applicable base camp environmental standard.

2. *International agreements.* Applicable international agreements, for example, the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal. If a specific status-of-forces agreement and/or final governing standards are not developed, base camps will adhere to the provisions in ATP 3–34.5/MCRP 4–11B.

3. *A corrective action plan.* The base camp commander's environmental staff, with support from the higher headquarters environmental support staff will develop a corrective action plan, based on the ESCS and the identified requirements and standards. The corrective action plan outlines the plan to address environmental closure actions required, in terms of resources required and estimated cost to prepare the base camp for transition, transfer, or closure. It also ensures the actions will meet legal, regulatory, and negotiated standards. It should identify any environmentally related contracts that need transfer or closure, as well as transfer of knowledge (operating procedures, training, and so forth) to receiving activities. It is the base camp commander's responsibility to monitor and ensure the corrective action plan is executed prior to completing the final ESCS.

4. *A preliminary environmental site closure survey.* Complete a preliminary ESCS using DD Form 2995. The ESCS is completed by the base camp commander's environmental staff with support from the higher headquarters environmental support staff no later than 30 days before the anticipated closure or transfer date, and it will identify all environmental closure actions that still need to be completed prior to transferring the base (that is, that the corrective action plan is on schedule or completed).

5. *A final environmental site closure survey.* Complete a final ESCS, using DD Form 2995. The survey should be conducted by the base camp commander's environmental staff with support from the higher headquarters environmental support staff between the last 3 days to the final 24 hours of occupancy prior to the transfer or closure of a base.

6. *Transfer of environmental sites to the host nation.* Once the ESCS is approved, transfer all required equipment (keys, codes, et cetera) and operating procedures associated with environmental infrastructure at Army base camps—such as burn pits, wastewater septic tanks, fuel farms, generator locations, and firing ranges—to the HN.

7. *Documentation of the environmental site closure survey.* Once the base camp is completely transferred or closed, use the final ESCS to document the entire process. The survey includes initial and final sampling and testing results, a description of the closure actions, photographs, diagrams, and inspection findings. Submit this final ESCS through the chain of command and archive it with base camp records in the base camp document repository.

8. *Submittal of environmental site closure surveys.* Upon transfer or closure of the base camp, submit all ECSs and other applicable environmental documentation to the appropriate commander for review and forwarding for archiving in the base camp document repository and according to DODI 4715.22. Applicable documentation will include completed camp specific DD Form 2995, the corrective action plan, and other documentation completed throughout the life cycle of the base camp, such as DD Form 2993, DD Form 2994, other ECSs, and all spill reports.

- h. *Documentation and recordkeeping.* If the base camp is to be closed or transferred to another ally, partner nation, or the HN submit all of the required documentation (in addition to any documents that are provided to the gaining entity at closure or transfer) through the chain of command to the base camp document repository to be the historical base camp documentation package for that specific base camp.

Appendix A

References

Section I

Required Publications

DODD 3000.10

Contingency Basing Outside the United States (Cited on the title page.) (Available at <http://www.acq.osd.mil>.)

Section II

Related publications

A related publication is a source of additional information. The user does not have to read it to understand this publication. Unless otherwise indicated, DA publications are available on the Army Publishing Directorate website <https://armypubs.army.mil>. DOD publications are available at <http://www.esd.whs.mil/dd/>. JP are available at <http://www.jcs.mil/Doctrine>. UFCs are available at <http://dod.wbdg.org/>. USCs are available at <https://www.govinfo.gov/app/collection/USCODE>.

AR 5–22

The Army Force Modernization Proponent System

AR 11–2

Managers' Internal Control Program

AR 11–35

Occupational and Environmental Health Risk Management

AR 25–30

Army Publishing Program

AR 34–1

Multinational Force Interoperability

AR 40–5

Preventive Medicine

AR 200–1

Environmental Protection and Enhancement

AR 210–20

Real Property Master Planning for Army Installations

AR 385–10

The Army Safety Program

AR 405–45

Real Property Inventory Management

AR 415–16

Army Facilities Components System

AR 420–1

Army Facilities Management

AR 525–2

The Army Protection Program

AR 600–20

Army Command Policy

AR 700–136

Tactical Land-Based Water Resources Management

AR 700–137

Logistics Civil Augmentation Program

AR 710–2

Supply Policy Below the National Level

AR 715–9

Operational Contract Support Planning and Management

AR 735–5

Property Accountability Policies

ATP 3–34.40 (FM 3–34.400)/MCWP 3–17.7

General Engineering

ATP 3–34.5/MCRP 4–11B

Environmental Considerations

ATP 3–37.10/MCRP 3–40D.13

Base Camps

NTRP 4–02.9/AFTTP 3–2.82_IP/ATP 4–02.82

Occupational and Environmental Health Site Assessment

ATP 4–10/MCRP 4–11H/NTTP 4–09.1/AFMAN 10–409–O

Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support

ATP 5–19

Risk Management

CJCSI 4360.01A

Explosives Safety and Munitions Risk Management for Joint Operations Planning, Training, and Execution (Available at <http://www.jcs.mil>.)

DA Pam 25–403

Guide to Recordkeeping in the Army

DA Pam 40–11

Preventive Medicine

DA Pam 385–16

System Safety Management Guide

DA Pam 385–26

The Army Electrical Safety Program

DA Pam 415–28

Guide to Army Real Property Category Codes

DA Pam 420–1–2

Army Military Construction and Nonappropriated-Funded Construction Program Development and Execution

Data Center Optimization Initiative (DCOI) Memorandum

(Available at https://obamawhitehouse.archives.gov/sites/default/files/omb/memoranda/2016/m_16_19_1.pdf.)

Department of Defense Dictionary of Military and Associated Terms

(Available at <http://www.dtic.mil>.)

DODD 4270.5

Military Construction

DODD 6200.04

Force Health Protection

DODI O–2000.16

DoD Antiterrorism (AT) Program Implementation

DODI 2000.12

DOD Antiterrorism (AT) Program

DODI 3000.12

Management of U.S. Global Defense Posture (GDP)

DODI 3020.50

Private Security Contractors (PCSS) Operating In Contingency Operations, Humanitarian or Peace Operations, or Other Military Operations or Exercises

DODI 4165.56

Relocatable Buildings

DODI 4270.37

Unspecified Minor Military Construction Projects Pursuant to DOD Counterdrug Authority

DODI 4715.08

Remediation of Environmental Contamination Outside the United States

DODI 4715.22

Environmental Management Policy for Contingency Locations

DODI 5000.64

Accountability and Management of DOD Equipment and Other Accountable Property

DODI 6200.03

Public Health Emergency Management within the Department of Defense

DODI 6490.03

Deployment Health

DODM 6055.09

DOD Ammunition and Explosives Safety Standards

EM 385–1–1

Safety and Health Requirements (Available at <http://www.usace.army.mil/safety-and-occupational-health/>.)

Engineer Regulation 15–1–38

Boards, Commissions, and Committees: Corps of Engineers Real Estate Automation Oversight Committee (Available at <http://www.publications.usace.army.mil/>.)

Environmental Surveys Handbook: Contingency Operations (Overseas) 2013

(Available at http://www.wood.army.mil/usaes/library/documents/environmental_surveys_handbook.pdf.)

EP 1105–3–1

Base Camp Development in the Theater of Operations (Available at <http://www.publications.usace.army.mil/>.)

Executive Order 12088

Federal Compliance with Pollution Control Standards (Available at <https://www.archives.gov/>.)

FAR 2.101

Definitions (<https://www.acquisition.gov/>.)

FAR 52.245–1

Government Property (<https://www.acquisition.gov/>.)

FM 3–16

The Army in Multinational Operations

FM 3–34

Engineer Operations

FM 6–0

Command and Staff Organization and Operations

JP 1–06

Financial Management Support in Joint Operations

JP 3–0

Joint Operations

JP 3–07

Stability

JP 3–07.2

Antiterrorism

JP 3–10

Joint Security Operations in Theater

JP 3–16

Multinational Operations

JP 3–17

Air Mobility Operations

JP 3–28

Defense Support of Civil Authorities

JP 3–34

Joint Engineer Operations

JP 4–0

Joint Logistics

JP 4–02

Joint Health Services

JP 4–09

Distribution Operations

JP 4–10

Operational Contract Support

JP 5–0

Joint Planning

TB MED 577/NAVMED P–5010–10/AFMAN 48–138_IP

Sanitary Control and Surveillance of Field Water Supplies

UFC 1–201–01

Non-Permanent DOD Facilities in Support of Military Operations (Available at <http://dod.wbdg.org/>.)

UFC 1–201–02

Assessment of Existing Facilities for Use in Military Operations (Available at <http://dod.wbdg.org/>.)

UFC 2–100–01

Installation Master Planning (Available at <http://dod.wbdg.org/>.)

UFC 4–010–01

DOD Minimum Antiterrorism Standards for Buildings (Available at <http://dod.wbdg.org/>.)

Universal Joint Task List

(Available at <https://utdt.js.mil/>.)

28 CFR 1926

Safety and Health Regulations of Construction (Available at <https://www.ecfr.gov/cgi-bin/ECFR?page=browse>.)

29 CFR 1910

Occupational Safety and Health Standards (Available at <https://www.ecfr.gov/cgi-bin/ECFR?page=browse>.)

41 CFR 102–71.20

What Definitions Apply to GSA’s Real Property Policies? (Available at <https://www.ecfr.gov/cgi-bin/ECFR?page=browse>.)

10 USC 101

Definitions

10 USC 2675

Leases: Foreign Countries

10 USC 2733

Military Claims Act

10 USC 2734 through 2736

Foreign Claims Act

10 USC 2801

Scope of chapter; definitions

10 USC 2803

Emergency Construction

10 USC 2804

Contingency Construction

10 USC 2805

Unspecified Minor Construction

10 USC 2808

Construction Authority in the Event of a Declaration of War or National Emergency

10 USC 2924

Definitions

42 USC 1651

Compensation Authorized

Section III**Prescribed Forms**

This section contains no entries.

Section IV**Referenced Forms**

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate (APD) website <http://armypubs.army.mil>. DD forms are available on the Office of the Secretary of Defense (OSD) website <http://www.esd.whs.mil/directives/forms/>.

DA Form 11–2

Internal Control Evaluation Certification

DA Form 2028

Recommended Changes to Publications and Blank Forms

DD Form 2993

Environmental Baseline Survey (EBS) Checklist

DD Form 2994

Environmental Baseline Survey (EBS) Report

DD Form 2995

Environmental Site Closure Survey

Appendix B

Contingency Construction Funding Decision Tree

B–1. Funding

Funding is a constraint that must be analyzed during planning. Military construction (MILCON) may be programmed or accomplished under a number of regulations, and may be authorized and appropriated by separate acts of Congress. Typical funding sources for contingency construction are: O&M, MILCON, and local purchasing.

B–2. Planning

The contingency construction funding decision tree will assist with defining the scope of the project; classifying the work type; determining funded and unfunded costs and identifying the proper approval authority (see fig B–1).

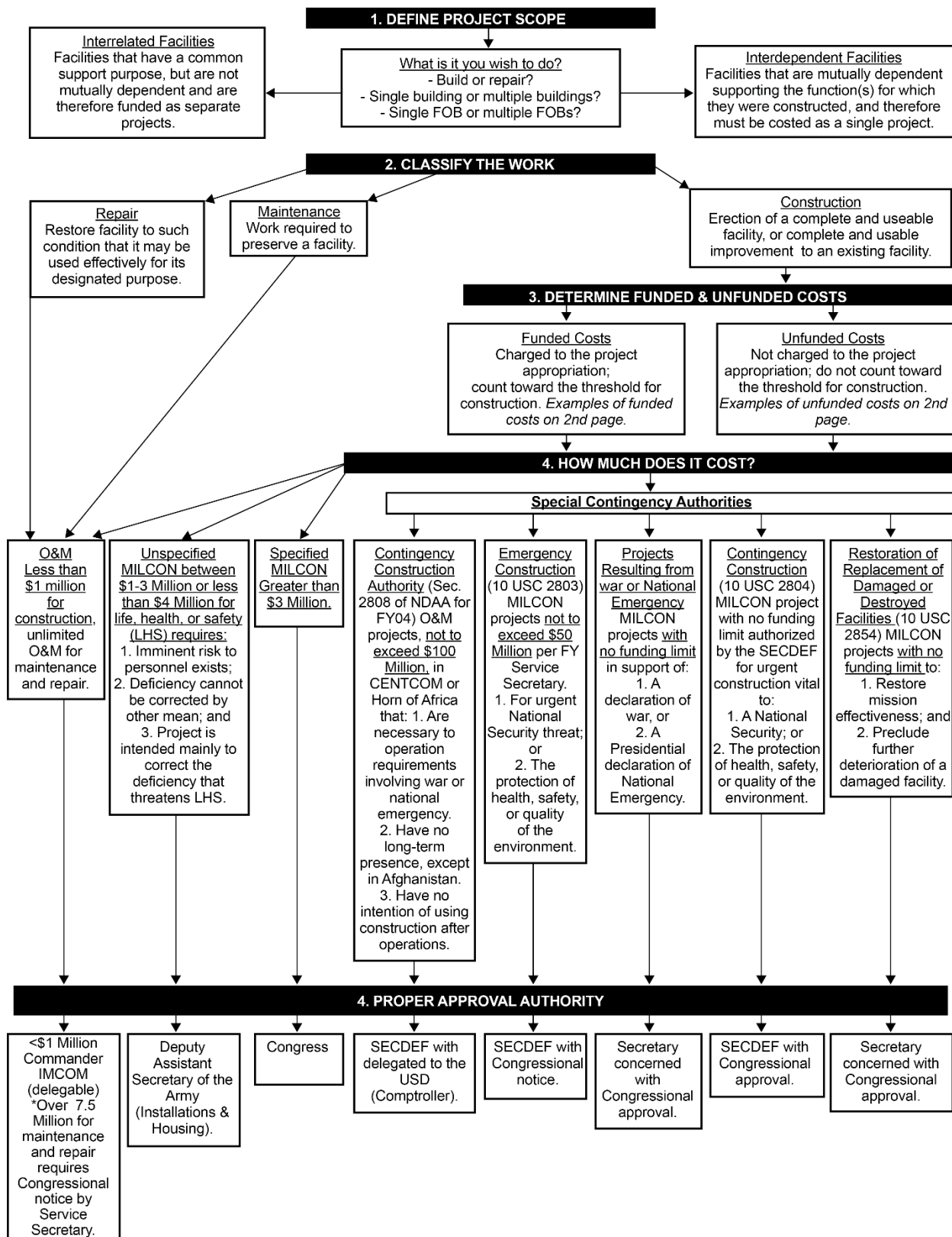


Figure B-1. Contingency construction funding decision tree

Appendix C

Real Property Data Elements

C–1. Data elements for contingency basing real property accountability

The following 19 data elements are required to request a real property unique identifier (RPUID) from OSD's new asset registry for real property out of the GFEBS. RPUIDs are useful to form the baseline for real property accountability on contingency bases. A few RPUIDs may not be appropriate for a contingency base. The bold data element name is from the Real Property Information Model (RPIM) version 9.0, which is the agreed upon naming convention for all DOD real property. Real property site unique identifier. Derived field that is autopopulated when a business entity is entered as part of real property object record creation. This is required for an RPUID, but would probably be null for contingency base situations. It could be secured at a later date if the site becomes an EL.

- a. *Facility number.* Building number.
- b. *Real property accountability operational status code (user status).* Values from RPIM pick list.
- c. *Real property accountability type code.* Values from RPIM pick list.
- d. *Real property accountability interest type code (real property accountability interest code).* Values from RPIM pick list.
- e. *Acquisition date.* May be left blank if real property accountability operational status code (user status) is set to TBA (that is, to be announced).
- f. *Real property accountability predominant design use facility activity code and real property accountability predominant design use category code.* Chose value from the most recent Real Property Categorization System (RPCS).
- g. *Construction type code (building type).* Values from RPIM pick list.
- h. *Address street name (street).* If unknown, populate location directions text.
- i. *Location directions text.* Use only if street name is unknown.
- j. *Street number.* May be left blank.
- k. *Street direction code.* May be left blank.
- l. *Street type code.* May be left blank.
- m. *Unit number.* May be left blank.
- n. *City code (city).* Values from RPIM pick list.
- o. *State (region).* Values from RPIM pick list. Use 00 for foreign assets.
- p. *County code (district).* Values from RPIM pick list. Use 00 for foreign assets or a U.S. territory.
- q. *Country code.* Values from RPIM pick list.
- r. *Postal code.* May be blank if a foreign asset.

C–2. Additional possible data elements for contingency base real property accountability

An additional 25 RPIM data elements could add useful fidelity for a real property inventory and might also be considered. Collection of some of these may be impractical.

- a. *Acquisition original asset recorded cost amount.*
- b. *Acquisition method code.* Values from RPIM Pick list.
- c. *Acquisition organization code.* Values from RPIM pick list.
- d. *Asset configuration design use category code.* Values from RPCS.
- e. *Asset configuration design use facility activity code.* Values from RPCS.
- f. *Asset configuration design use size quantity.*
- g. *Asset configuration design use total size unit of measure code.* Values from pick list.
- h. *Asset allocation user organization code.* Values from pick list.
- i. *Asset allocation current use category code.* Values from RPCS.
- j. *Asset allocation current use facility activity code.* Values from RPCS.
- k. *Asset allocation size quantity.*
- l. *Asset allocation size unit of measure code.*
- m. *Asset allocation sustainment fund code.* Values from pick list.
- n. *Asset allocation sustainment organization code.* Values from pick list.
- o. *Asset allocation operational fund source code.* Values from pick list.
- p. *Asset allocation operational funding organization code.* Values from pick list.
- q. *Facility built date.*
- r. *Installation name.*

- s. *Site name.*
- t. *Real property accountability command claimant code.* Values from pick list.
- u. *Real property accountability financial reporting organization code.* Values from pick list
- v. *Real property accountability placed in service date.*
- w. *Real property accountability description text.*
- x. *Real property accountability total unit of measure code.* Value from pick list.
- y. *Real property accountability total unit of measure quantity.*

Appendix D

Internal Control Evaluation

D–1. Function

The function of this evaluation is to manage and control all base camps outside the continental United States.

D–2. Purpose

The purpose of this evaluation is to assist all Army activities (units, installations, ACOMs, ASCCs, and/or its subordinate commands or program managers) with the planning and design, establishment, operations and management, and transition and closure of base camps through evaluating the key internal controls listed below. It is intended as a guide and does not cover all controls.

D–3. Instructions

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation, or other). Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These key internal controls must be evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

D–4. Test questions

- a.* Does the base camp (unit or location) have an appointed base camp commander as the responsible point of contact for all BOS–I functions in accordance with this regulation?
- b.* Has the base camp commander (unit or location) provided the COCOM a copy of the appointment orders (activity, unit, or location)?
- c.* What is the expected duration for occupation of the base camp? Will it become an EL?
- d.* Have construction standards for facilities been specified to better optimize the engineering effort while ensuring all facilities are adequate for health, safety, and mission accomplishment?
- e.* Have the size and population ranges for the base camp been identified?
- f.* Will the base camp be transitioned to the HN? If so, what is the transition plan?
- g.* Has the base camp commander identified and established the QOL standards and capabilities?
- h.* Has an OEHSA and initial ECS been documented for the base camp?

D–5. Supersession

Not applicable.

D–6. Comments

Comments assist with making this a better tool for evaluating internal controls. Submit comments to the DCS, G–4 (DALO–OPS–C), 500 Army Pentagon, Washington, DC 20310–0500.

Glossary

Section I

Abbreviations

ACOM

Army command

ACSIM

Assistant Chief of Staff for Installation Management

AMC

U.S. Army Materiel Command

AO

area of operations

AR

Army regulation

ARFOR

Army Force

ARSTAF

Army Staff

ASA (ALT)

Assistant Secretary of the Army (Acquisition, Logistics and Technology)

ASA (FM&C)

Assistant Secretary of the Army (Financial Management, and Comptroller)

ASA (IE&E)

Assistant Secretary of the Army (Installations, Energy and the Environment)

ASA (M&RA)

Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASCC

Army service component command

ATP

Army techniques publication

ATTP

Army Tactics, Techniques and Procedures

BCT

brigade combat team

BOS

base operating support

BOS-I

base operating support—integrator

CB

contingency basing

CCDR

combatant commander

CFCS

contingency facilities component systems

CFR

Code of Federal Regulations

CG
commanding general

CIO/G-6
Chief Information Officer/G-6

CL
contingency location

CLES
contingency location environmental standards

CMP
contractor management plan

COCO
contractor-owned, contractor-operated

COCOM
combatant command

CONOP
contingency operation

CONPLAN
contingency plan

COR
contracting officer's representatives

CSA
Chief of Staff, Army

DA
Department of the Army

DA Pam
Department of the Army pamphlet

DCOI
Data Center Optimization Initiative

DCS
Deputy Chief of Staff

DD Form
Department of Defense Form

DOD
Department of Defense

DODAAC
Department of Defense Activity Address Code

DODD
Department of Defense Directive

DODI
Department of Defense instruction

DOEHRS
Defense Occupational and Environmental Health Readiness System

DOTMLPF-P
doctrine, organization, training, materiel, leadership, and education, personnel, facilities, and policy

ECS
environmental condition study

EL
enduring location

EM
engineer manual

EP
engineering pamphlet

ESCS
environmental site closure survey

ESOH
environment, safety, and occupational health

FAR
Federal Acquisition Regulation

FORSCOM
U.S. Army Forces Command

GFEBs
General Fund Enterprise Business System

GOCO
government owned, contractor operated

HAZMAT
hazardous material

HN
host nation

HQDA
Headquarters, Department of the Army

IMCOM
Installation Management Command

JCMS
Joint construction management systems

JIM
Joint, interagency, and multinational

JOA
Joint operations area

JP
Joint publication

JSA
Joint security area

LOGCAP
Logistics Civil Augmentation Program

MEB
maneuver enhancement brigade

MEDCOM
U.S. Army Medical Command

MILCON
military construction

MSCOE
Maneuver Support Center of Excellence

OCO
Overseas Contingency Operation

OCS
operational contract support

OE
operational energy

OEH
occupational and environmental health

OEHSA
occupational and environmental health site assessment

OMA
operation and maintenance, Army

OMB
Office of Management and Budget

OPLAN
operations plan

OSD
Office of the Secretary of Defense

PM
preventive medicine

POEMS
periodic occupational and environmental monitoring summary

QOL
quality of life

RLB
relocatable building

RPCS
Real Property Categorization System

RPIM
Real Property Information Model

RPUID
real property unique identifier

RSG
regional support group

TB
technical bulletin

TCM–MS
Training and Doctrine Command Capability Manager—Maneuver Support

TPP
theater posture plan

TRADOC
U.S. Army Training and Doctrine Command

TSG
The Surgeon General

UFC
unified facilities criteria

UIC

unit identification code

USACE

U.S. Army Corps of Engineers

USC

U.S. Code

Section II**Terms****Base camp**

An evolving location that supports military operations by deployed units and provides the necessary support and services for sustained operations (see ATP 3–37.10/MCRP 3–40D.13).

Base operating support–integrator

The BOS–I is the designated Service component or joint task force commander assigned to synchronize all sustainment functions for a base camp (see JP 4–0).

Contingency

A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect U.S. interests (see JP 5–0).

Contingency basing

The life cycle process of planning, designing, constructing, operating, managing, transitioning, or closing a non-EL supporting a CDR's requirements (see DODD 3000.10).

Contingency location

A non-EL outside of the United States that supports and sustains operations during named and unnamed contingencies or other operations as directed by appropriate authority and is categorized by mission life cycle requirements as initial, temporary, or semi-permanent (see DODD 3000.10).

Contingency operation

A military operation that is either designated by the Secretary of Defense as a CONOP or becomes a CONOP as a matter of law (see 10 USC 101(a)(13)).

Contract acquired property

Property acquired, fabricated, or otherwise provided by the contractor for cost type contract performances. (Section 245–1(a) Title 52 Federal Acquisition Regulation (see FAR 52.245–1(a)), AR 735–5; AR 710–2, and DODI 5000.64).

Enduring location

An EL is a geographic site designated by the DOD for strategic access and use to support U.S. security interests for the foreseeable future. The following types of sites are considered enduring for Government purposes: main operations base, forward operating site, and cooperative security location. All three types of locations may be composed of more than one distinct site (see DODD 3000.12).

Environmental condition study

A study, report, analysis, or other document that adequately describes the environmental conditions at a CL. It includes an environmental baseline study, condition report, status report, and closure report, and depends on and follows the operational phases of the location (see DODD 4715.22).

Facility

A real property entity consisting of one or more of the following: a building, a structure, a utility system, or underlying land. All real property facilities are categorized by one or more category codes from DA Pam 415–28. Also called a “real property facility.”

Government–furnished property

Property in the possession of or directly acquired by the Government and subsequently furnished to the contractor for performance of a contract. Government furnished property includes, but is not limited to, spares and property furnished for repairs, maintenance, overhaul, or modification. It also includes contractor acquired property if it is a deliverable under a cost contract when accepted by the Government for continued use under the contract. Property (of any value) furnished to contractors as government-furnished property must be maintained within the government accountable property system

of record; this includes all classes of supply regardless of Army requirements code (see FAR 52.245–1(a), AR 735–5, AR 710–2, DODI 5000.64, FAR 2.101, and 41 CFR 102–71.20).

Lead Service

The Service that ensures the planning, design, coordination of requirements, construction, operation of the location, and provision of BOS to the mission and tenants at a CL (see DODD 3000.10).

Occupational and environmental health site assessment

An OEHSA is an iterative process used to identify and provide recommendations to manage OEH threats and their sources at a particular deployment site (for example, base camp, airbase, forward operating, or base) with complete or potentially complete exposure pathways to a current or future deployed population. The OEHSA is a comprehensive baseline assessment followed by periodic reassessments (see NTRP 4–02.9/AFTTP 3–2.82–IP/ATP 4–02.82).

Operational energy

The energy required for training, moving, and sustaining military forces and weapons platforms for military operations (see 10 USC 2924).

Real property

Land and improvements to land, buildings, facilities (including improvements and additions), and utility systems. It includes equipment affixed and built into the facility as an integral part of the facility (such as, heating systems, installed carpeting, and overhead hoists), and nonmoveable equipment. Real property is divided into the four basic classes for accounting purposes: land, buildings, structures, and linear structures (see AR 735–5).

Senior airfield authority

An individual designated by the joint force commander to be responsible for the control, operation, and maintenance of an airfield to include the runways, associated taxiways, parking ramps, land, and facilities whose proximity directly affects airfield operations (see JP 3–17).

Section III**Special Abbreviations and Terms**

This section contains no entries.

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