ATP 3-90.20

REGIONAL SUPPORT GROUP

SEPTEMBER 2024

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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REGIONAL SUPPORT GROUP

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Preface

ATP 3-90.20 establishes regional support group (RSG) doctrine. It also aligns and nests with joint and Army doctrine. To comprehend the doctrine contained in this publication, readers must first understand the nature of operations as described in JP 3-0, ADP 3-0, and FM 3-0. In addition, readers must fully understand the fundamentals of the operations process contained in ADP 5-0, the principles of mission command described in ADP 6-0, Armies, corps, and division operations in FM 3-94, the execution of defense support of civil authorities (DSCA) discussed in JP 3-28, ADP 3-28, and ATP 3-28.1, the protection tasks discussed in ADP 3-37, theater Army operations described in ATP 3-93, and the base camp life cycle described in ATP 3-37.10. In addition, readers should understand ADP 1 to understand the organization and doctrinal principles of the Army Profession and know how the moral principles of the Army Ethic apply to all operations, decisions, and actions.

The principal audience for ATP 3-90.20 is commanders and staffs at the division, corps, and theater army echelons, RSGs, and units in a command or support relationship with RSGs primarily tasked with conducting base camp management, base security and defense operations, DSCA operations, joint reception, staging, onward movement, and integration (RSOI), and mobilization force generation installation (MFGI) operations. Army Civilians, trainers, educators, and contractors will also use this publication. Leaders and staff sections within units that employ a RSG or may operate under a RSG also use this publication. Furthermore, unified action partners and higher headquarters commanders and staff use this publication to guide their actions on RSG employment.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States (U.S.), international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of armed conflict and applicable rules of engagement. (See FM 6-27 for more information on the law of war.) They also adhere to the Army Ethic as described in ADP 6-22.

ATP 3-90.20 uses joint terms where applicable. Selected joint and Army terms and definitions appear in the glossary and the text. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. ATP 3-90.20 is not the proponent for any terms.

ATP 3-90.20 applies to the Active Army, Army National Guard/Army National Guard of the United States and United States Army Reserve unless otherwise stated.

The proponent of ATP 3-90.20 is the United States Army Combined Arms Center. The preparing agency is the Combined Arms Doctrine Directorate, United States Army Combined Arms Center. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Center and Fort Leavenworth, ATZL-MCD (ATP 3-90.20), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337; or submit an electronic DA Form 2028 by email to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@army.mil.

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Introduction

ATP 3-90.20 discusses the RSG. Its topics include the mission, structure, and operations during daily activities. The topics are arranged to describe its activities in support of operations inside or outside the United States.

ATP 3-90.20 contains three chapters and two appendices:

Chapter 1 discusses the RSG mission and organization. The chapter begins with an overview of the RSG's role and other potential missions. Next, it covers the organization and capabilities of an RSG. Lastly, the chapter describes activities of RSGs during operations followed by its dependencies and augmentation requirements.

Chapter 2 discusses how base camps organize for security and defense. The chapter describes the different organizations and how the RSG uses them to synchronize its operations, followed by a discussion of RSG communications. Next, the chapter focuses on base security and base defense and the framework used. The chapter concludes with discussions on the threat levels and various security considerations.

Chapter 3 covers base camp operations and management. It first discusses base camp operations, followed by base camp management. Next, it describes base camp support to tenant units. The chapter concludes with a description of base camp characteristics.

Appendix A provides a brief overview of RSOI. It discusses how the RSG enables the joint task force (JTF) to conduct RSOI. The appendix concludes with a discussion of RSOI during DSCA.

Appendix B describes mobilization support force (MSF) operations. It covers the RSG's mission as part of the MSF in supporting a MFGI Rapid Expansion Operation.

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Chapter 1

Mission and Organization

This chapter discusses the mission and organization of a regional support group (RSG). The chapter begins with an overview of the RSG's role and other potential missions. Next, it covers the organization and capabilities of an RSG. Lastly, the chapter describes activities of RSGs during operations followed by its dependencies and augmentation requirements.

REGIONAL SUPPORT GROUP OVERVIEW

1-1. The RSG is a deployable, brigade-level headquarters that provides a combatant commander (CCDR) an optional means to command and control (C2) critical operations within the area of responsibility. An RSG's span of control makes it an essential organization for contingency plans in or outside the United States. Nearly all the RSGs are in the Reserve Component (known as RC) and they C2 assigned Army National Guard (ARNG) or United States Army Reserve (USAR) units acting as a link between those units and general officer-level commands when not mobilized.

1-2. The role of the RSG is providing contingency and expeditionary base operations support, with responsibilities for managing facilities, providing administrative and logistical support of Soldier services, and ensuring the security of personnel and facilities on a base camp. Other missions the RSG may be required to perform include—

- C2 for military forces responding to state, local, or territorial disasters or emergencies.
- C2 for forces supporting mobilization operations.
- Support to reception, staging, onward movement, and integration (RSOI).

1-3. RSGs may conduct operations in the continental United States (CONUS) or outside the continental United States (OCONUS). Nevertheless, planners must understand that RSGs are a headquarters with limited organic capabilities to perform the various support missions described in this publication. However, RSGs can perform the missions when sufficiently augmented or task-organized according to the mission variables.

CONTINENTAL UNITED STATES OPERATIONS

1-4. Within the CONUS, RSGs typically provide C2 for military forces responding to state, local, or territorial disasters or emergencies such as defense support of civil authorities (DSCA), homeland security, or homeland defense operations. A potential mission of the RSG in CONUS is to support the mobilization process of USAR and ARNG units activated for deployment by providing a mobilization support force (MSF) to a designated site called a mobilization force generation installation (MFGI). *MFGIs* are Army installations including federally activated state-operated installations designated to provide continuous Regular Component/RC power projection, combat preparation, post-mobilization training, sustainment capabilities, and pre-mobilization training support (AR 525-93).

Defense Support of Civil Authorities Operations

1-5. DSCA is support provided by United States Federal military forces, Department of Defense civilians, Department of Defense contract personnel, Department of Defense component assets, and National Guard forces (when the Secretary of Defense, in coordination with the governors of the states, elects and requests to use those forces in Title 32, United States Code, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events (See DODD 3025.18 for policy guidance on DSCA).

1-6. The Army conducts DSCA only in the U.S. homeland. DSCA includes support to prepare, prevent, protect, respond, and recover from domestic incidents. The Army provides DSCA in response to requests from civil authorities and upon direction from United States Northern Command.

1-7. Title 10 USC Section 12304a authorizes the USAR to provide disaster assistance to a major natural disaster or emergency at the request of the governor of a state. This includes the authority to order up to 200,000 members of the components to active duty for a continuous period of up to 365 days to aid either the federal government or an individual state in time of a serious man-made disaster, accident, or natural catastrophe.

1-8. For effective DSCA operations, Regular Army, ARNG, and USAR personnel operating under differing military authorities must understand the integration of capabilities, duties, and legal limitations as they support state and federal civilian agencies. Domestic emergencies or incidents (including all hazard disaster response operations) present unique challenges for tactical-level commanders who operate under differing legal authorities and chains of command when coordinating and working with local, territorial, state, tribal, or federal authorities. (See ATP 3-28.1 for how Title 10 and Title 32 forces collaborate and the challenges affecting Department of Defense support operations.)

1-9. During DSCA operations, an RSG supports a designated task force with leadership for the necessary military capabilities and units activated from the ARNG or USAR. When mobilized under Title 10 for DSCA operations, the Army typically assigns RSGs to an Army task force or a joint task force (JTF). When mobilized under state active duty or on Title 32 orders, RSGs are assigned to an ARNG joint force headquarters-state, to a JTF-State, or an ARNG division headquarters that is also in a Title 32 or state active-duty status.

MSF Operations

1-10. RSGs conduct the MSF mission at MFGIs. At home station, an RSG trains for its primary role and provides C2 for training, readiness, and mobilization oversight of assigned forces.

1-11. The MSF mission includes operating mobilization sites and managing the mobilization process for deploying ARNG and USAR units. The MSF provides this support to the senior commander of the MFGI. The RSG acts as an integral part of an activated MFGI by providing C2 and operations management capabilities for the mobilization, deployment, redeployment, and demobilization support operations for units and individual Soldiers. (See Appendix B for more information on MSF.)

OPERATIONS OUTSIDE THE CONTINENTAL UNITED STATES

1-12. During OCONUS deployments, RSGs will C2 a base camp or base cluster. This relieves the burden of base camp management from the operation's senior commanders so they can focus on their primary mission.

1-13. The other potential mission for RSGs is supporting the theater army's RSOI of forces. Since all RSGs except one are in the USAR or ARNG, they must also progress through the phases of mobilization. (See Appendix A for more on RSOI.)

Command and Control of Base Camps

1-14. CCDRs typically assign RSGs to a theater army or assign them directly to a joint force commander (JFC) in a particular joint operations area. The theater army may further assign or attach an RSG to a subordinate general officer command. When assigned to a JFC, the RSG will typically fall under the ARFOR. The *ARFOR* is the Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command (FM 3-94).

1-15. RSGs will likely command base camps or base clusters within the joint security area. In general, they do not command base camps or base clusters beyond the joint security area forward boundary because such areas are typically tactical support areas commanded by a maneuver enhancement brigade or other multifunctional brigade.

1-16. RSGs provide expeditionary base operations support to enable C2 and administrative support structure for operating a base cluster with a population of 6,000 or more personnel. A *base camp* is an evolving military facility that supports military operations of a deployed unit and provides the necessary support and services for sustained operations (ATP 3-37.10). A *base cluster* is a collection of bases, geographically grouped for mutual protection and ease of command and control (JP 3-10).

1-17. The population of base camps consists of military forces, Army Civilian professionals, other government agency personnel, nongovernmental organization personnel, government contractors, and transients. (See figure 1-1 for an example of RSGs as base cluster commanders.)
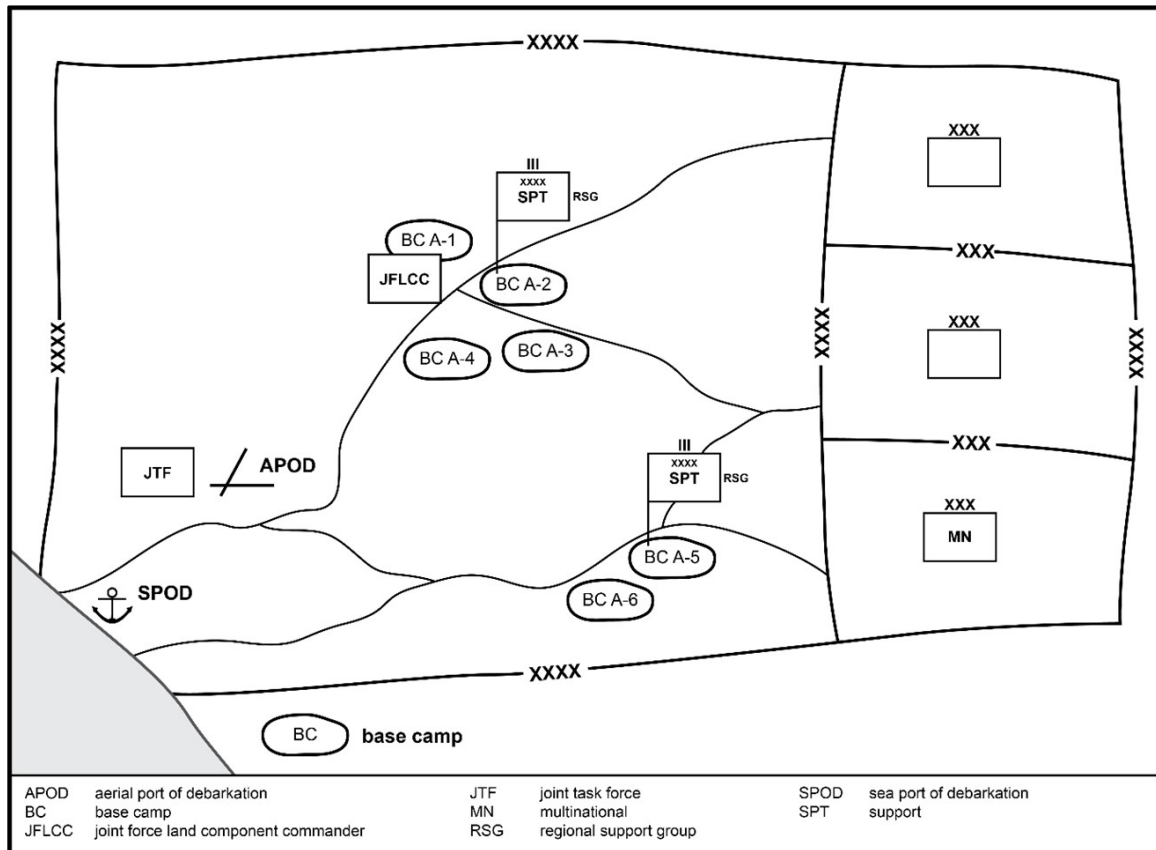
Figure 1-1. Regional support groups in support of OCONUS operations

1-18. The RSG mission includes protection, antiterrorism, and most management functions normally ascribed to a garrison commander on an installation. This mission set for the RSG includes—

- Commanding assigned or attached units.
- Commanding small contingency bases.
- Overseeing base camp management and operations.
- Operating and manning a 24-hour base defense operations center (BDOC).
- Conducting area security.
- Determining base camp support requirements and providing sustainment.
- Conducting homeland security, homeland defense, and civil security missions.
- Conducting MFGI operations.
- Supporting units and personnel as directed.
- Providing contract requirements definition and oversight assistance.

1-19. Base camp commander is the designation used for commanders of base camps occupied by U.S. Army units only. When multiple Services occupy a base camp, the CCDR will designate a lead Service and appoint that Service lead as the base operating support–integrator (BOS-I). Each combatant command has criteria for determining lead Service designation on a base camp. The roles and responsibilities for the base camp commander and BOS-I are the same, regardless of Service. The base camp commander or the BOS-I is responsible for managing the day-to-day operations of the base camp. This includes the protection of the base camp and its occupants and the provision of base services and support. For smaller base camps, the senior tactical commander is typically dual-hatted as the base camp commander and BOS-I.

1-20. The RSG requires staff assistance from the base camp commander or BOS-I's staff to conduct its mission, especially when deployed OCONUS. It also requires augmentation from military units, Army Civilians, and contractors based on mission variables and other considerations to run a base camp.

1-21. An RSG is designed to manage base camps in which two or more brigade-level commands or a general officer command is present. The RSG commander performs the role of base camp commander and BOS-I to oversee base camp operations through a base operations center. RSGs may also operate a joint or multinational base in which they provide support to other Services or support to multinational Allies or partners. (See Chapter 2 for more on base camp organizations.)

Phases of Mobilization

1-22. *Mobilization* is the process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or other national emergency (JP 4-05). This includes activating all or part of the Reserve Component, as well as assembling and organizing personnel, supplies, and equipment. When the Army activates ARNG or USAR units for federal missions, they generally go through nine phases: preparation and planning; notification of sourcing; alert; home station; mobilization station; port of embarkation; redeploy; reception and arrival at demobilization station; and reconstitution and reintegration.

1-23. Phase I occurs at home station where units conduct activities to build readiness. During phase II, units receive deployment orders, conduct Mission Essential Task List training, plan sustainment, and prepare for formal mobilization. During phase III, commanders ensure completion of Soldier readiness program requirements and complete all identified pre-mobilization tasks. During phase IV, First Army assumes command, forces assemble at home station and on order move to the designated mobilization station or MFGI. Phase V encompasses all actions necessary to ensure the unit meets required deployment criteria to include the assurance of mission capability. Actions at the mobilization station include the processing of personnel and equipment and the actual accession of the unit into the active structure. Phase VI begins with the departure of the unit from its mobilization station and ends with departure of personnel and equipment from the aerial port of embarkation and transfer of authority to the Army Service component command. Deploying units are usually placed under operational control of the gaining CCDR upon arrival in the joint operations area, at the designated location for the MSF, or the CONUS support base mission. During phase VII, the unit is released from the tactical commander and redeploy to the demobilization station. Phase VIII begins at transfer of authority for the returning unit. Installation commanders perform all demobilization and personnel readiness processing tasks to include support for welcome home ceremonies prior to releasing units or individuals for movement to home station. During phase IX, units are released from federal service at the unit's home station or the Soldier's home of record (See ATP 1-0.1, AR 500-5, AR 525-93, Department of the Army (DA) PAM 525-93, ATP 3-35, and DA Financial Management Guidance for Mobilization and Deployments for more information on deployment and mobilization planning.)

> *Note.* ARNG or USAR Soldiers deploying as individual replacements go through the same nine phases of mobilization.

ORGANIZATION

1-24. The RSG consists of an administrative and support headquarters of between 79 and 83 personnel. Depending on its assignment, the RSG must be resourced with staff assistance from its higher headquarters (typically the senior commander) and task-organized with subordinate elements to provide required activities, such as support to RSOI, base security, and defense. The RSG has a basic command structure. (See figure 1-2 for a depiction of RSG command structure.)
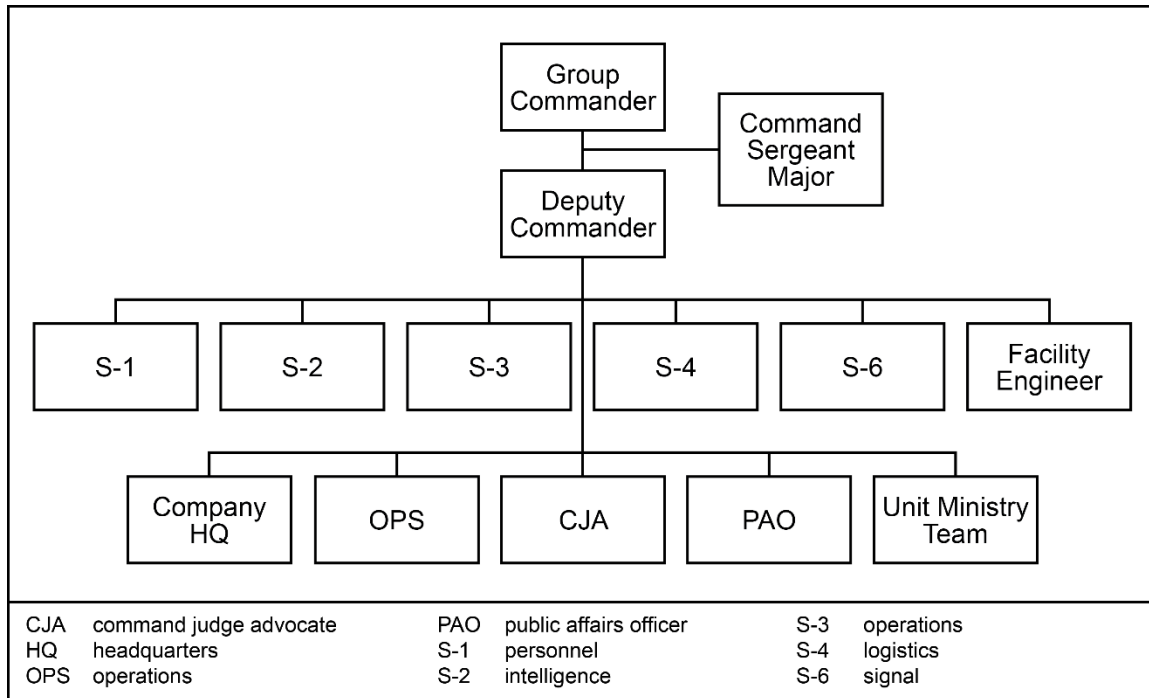

Figure 1-2. Regional support group command structure

1-25. In addition to the basic structure of an RSG organization used in typical deployments, an OCONUS theater army might assign duties to an RSG with garrison-type tasks. In these situations, and with the requisite augmentation, RSGs may find success realigning to a directorate-type structure like that of United States Army IMCOM. In a directorate-type structure, the functions align under coordinated IMCOM names with the same requirements or duties as their IMCOM counterparts.

1-26. IMCOM's directorate-type structure groups organizational entities by how they relate to the unit headquarters and the function(s) they perform. Management and control offices provide internal support to the headquarters. Support directorates and offices would provide external support and services to the base, base camp, or base cluster. RSG commanders considering this type of reorganization would require significant augmentation from the higher headquarters to acquire the necessary capabilities across the staff to perform the associated tasks in each of the directorates and offices. (See figure 1-3 on page 6 for an example of a directorate-type structure.)
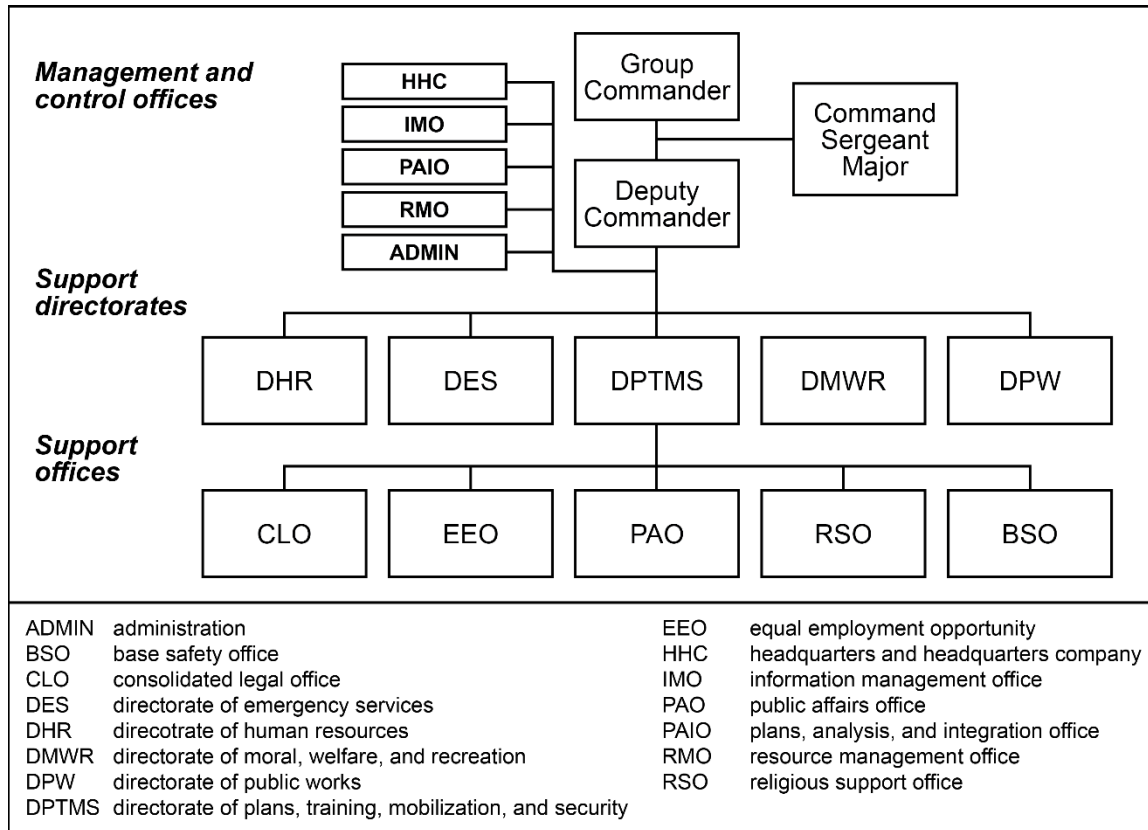
Figure 1-3. RSG directorate-type structure

CAPABILITIES

1-27. The RSG has specific capabilities. It remains scalable and tailorable based on the mission variables. The RSG can C2 one base camp or one base cluster consisting of up to seven battalion-sized base camps. It can C2 up to seven battalions, such as military police, engineers, or combat sustainment support battalions. Higher headquarters assign these units to RSGs for daily operations and administrative requirements. When not mobilized, RSG commanders serve as a link between commands. They exercise command, control, training and readiness support, and oversight of assigned forces. These RSG commanders ensure units meet sustained readiness requirements and serve as a link between those units and general officer-level commands such as the ARNG joint force headquarters-state or a USAR geographic or functional command.

1-28. RSG commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. In all cases, Army professionals base their decisions and actions on the moral principles of the Army Ethic. The RSG commanders, staff, and subordinates ethically, effectively, and efficiently manage, administer, and maintain accountability of resources entrusted to them. Regardless of its mission, the RSG requires co-location with one or more senior-level commands—brigade or higher—to address its various support requirements for base camp management.

1-29. The commander and the staff of the RSG have specific functions on the base camp. The RSG commander, aided by the deputy commander and command sergeant major—

- Serves as the base camp commander.
- Supervises overall base management and operations on a base camp.
- Supports RSOI operations with appropriate augmentation.
- Provides command, control, and administrative support for assigned or attached units in peacetime.
- Provides command, control, and administrative support for units assigned or attached to the RSG for base camp support.
- Provides operational or tactical control (TACON) of individual replacements.
- Submits accountability reports of individual replacements when tasked with supporting RSOI.
- Sets base camp safety policy and conducts safety inspections.
- Exercises stewardship of Army resources and oversees, directs, and enables ethical, effective, and efficient allocation and management of resources.
- Leads, manages, and inspires RSG staff to adhere to and live by the principles of the Army Profession and Army Ethic.

1-30. The RSG personnel staff conduct many services and often rely on attached Human Resource organizations to enable operations. The S-1—

- Provides personnel and administrative support for the RSG, attached or assigned units, and other units or personnel as directed.
- Conducts the human resources; morale, welfare, and recreation; and safety functions associated with those command directorates when mobilized and deployed.
- Coordinates and supports RSOI and redeployment operations with attached Human Resource capabilities.
- Provides oversight for postal operations.
- Provides internal official distribution and mail delivery.
- Supports Red Cross operations on the base camp.
- Reports casualties.

(See ATP 1-0.1 for more information on Army techniques for human resources support.)

1-31. The RSG intelligence staff provides security information and support. The S-2—

- Conducts intelligence preparation of the operational environment in support of base camp operations and base camp security.
- Coordinates for information collection to update intelligence preparation of the operational environment in support of base camp security and coordinates with local and federal agencies for integration of information for appropriate intelligence production.
- Conducts security clearances and security compliance functions of the command Directorate of Plans, Training, Mobilization, and Security when mobilized and deployed.
- Runs a badging and screening program for access to the base camp.
- Conducts base camp antiterrorism related assessments.
- Manages a sensitive compartmented information facility, when authorized by the special security officer.

(See JP 2-0 for more information on a sensitive compartmented information facility.)

1-32. The RSG operations staff provides several coordination and security functions. The S-3—
- Operates a 24-hour BDOC with augmentation from assigned or attached units.
- Conducts the Directorate of Plans, Training, Mobilization, and Security (less security clearances, and security compliance) and Directorate of Emergency Services functions associated with those command directorates when mobilized and deployed.
- Oversees physical security of the base camp.
- Plans for joint RSOI operations.
- Plans, synchronizes, integrates, and organizes protection capabilities and resources to safeguard the force, personnel (combatants and noncombatants), systems, and physical assets.
- Coordinates area security for the base camp.
- Conducts land management.
- Ensures the safety and security of supporting contractors.

1-33. The RSG logistics staff have multiple functions. The S-4—
- Manages logistic functions for the base camp.
- Conducts the logistics functions of the logistics readiness center when mobilized and deployed.
- Serves as the RSG commander's liaison to Army Air Force Exchange Service facilities on the base camp.
- When designated, serves as requirements developers and subject matter experts for dining facility requirements.
- Manages tenant unit and transient billeting for the base camp.
- Maintains and manages the RSG organizational property book and the base camp property book.
- Coordinates bulk petroleum, oils, and lubricants management on the base camp. (See ATP 3-34.5 for more information about environmental considerations.)
- Coordinates traffic management on the base camp.
- Oversees and coordinates operational contract support (OCS).
- Coordinates with the theater army contracting support element for base camp requirements planning and execution.

1-34. The RSG signal staff provides several management and communication functions. The S-6 —
- Manages and controls the use of information network capabilities and network services.
- Manages signal support interfaces with subordinate units and higher headquarters.
- Manages the communication security account and distributes communications security devices.
- Manages internal distributions and reproduction operations.
- Manages automation, both hardware and software, to include the operations of the Automation Management Office.
- Establishes and maintains communication systems connectivity to include both voice and data transmissions and receptions, as well as Local Area Networks.
- Conducts the information management and cybersecurity functions when mobilized and deployed.
- Provides limited equipment maintenance to support the base camp tenant units' communications connectivity.
- Coordinates cybersecurity for base tenants.

1-35. The RSG facility engineer staff have multiple functions. The facility engineer—
- Develops preliminary plans for base construction and deconstruction.
- Coordinates infrastructure surveys and base master planning.
- Determines power requirements and coordinates power distribution for the base camp.
- Coordinates the Directorate of Public Works function when mobilized and deployed.
- Coordinates management of environmental requirements, including site surveys and reports. (See AR 200-1, ATP 3-34.5, and DODM 4715.05 for information about environmental requirements and considerations.)
- Plans and coordinates facility management and engineering functions on the base camp. (See JP 3-34 and ATP 3-34.40 for information about engineer responsibilities and operations.)
- Oversees waste management. (See TM 3-34.56 and DODI 4715.19 for information about waste management for deployed forces.)
- Oversees and manages base utilities.

1-36. RSG special staffs conduct missions according to their specialty. The RSG command judge advocate conducts or contributes to the legal office function when mobilized and deployed. The RSG unit ministry team conducts the religious support office function when mobilized and deployed. It also coordinates religious support functions on a base camp with subordinate or tenant unit ministry teams. The RSG public affairs office conducts the public affairs office function when mobilized and deployed.

1-37. Whether in CONUS or OCONUS, the RSG will, at some level, be involved with contracting. *Operational contract support* is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander-directed operations (JP 4-10). When preparing for their mission, the RSG commander and staff must evaluate the contracting-related capabilities required and where to obtain the necessary resources. Staff members with the 3C additional skill identifier enhance the OCS capability because they are Army Sustainment University trained for OCS planning and management. (See ATP 4-10 for more information on multi-service tactics, techniques, and procedures for OCS.)

1-38. RSG staff perform several key functions, including representing the contracting officer. The *contracting officer's representative* is an individual designated in writing by the contracting officer to perform specific technical or administrative functions (JP 4-10). Contracting officer representatives must be employees, military or civilian, of the U.S. Government, a foreign government, or North Atlantic Treaty Organization (NATO)/coalition partners. In no case will contractor personnel serve as contracting officer's representatives. (See DODI 5000.72 for more information on certification of the contracting officer's representative.)

ACTIVITIES DURING OPERATIONS

1-39. RSGs support operations across the competition continuum and range of military operations. RSGs must consider the different activities of its potential deployment, whether it is for a CONUS or OCONUS mission.

PREDEPLOYMENT

1-40. Upon alert, USAR and ARNG RSGs activities have a dual purpose: They must prepare to mobilize and deploy like any other unit, and they begin the military decision-making process for the assigned mission. The RSG plans and prepares for deployment in the compressed time of a crisis based upon the guidance issued by its higher headquarters. Regardless of the mission, the RSG must provide the higher headquarters commander with a mission analysis. This analysis considers the size and composition of the force, the time required to initiate and deploy the force, and the lift required to deploy it. During mission analysis, the RSG determines the augmentation requirements for staff assistance and assigned or attached units. The RSG also considers the necessary headquarters facilities and develops the concept of operations. Often, the RSG commander provides the higher commander with a rapid assessment, followed by a more detailed concept once the staff has completed mission analysis.

MOBILIZATION

1-41. When activated for DSCA, the RSG may or may not go through the complete mobilization process. The mobilization process includes the movement to, and required activities at, the MFGI and movement to the deployed location. RSGs prepare for their assigned mission at the mobilization site. Due to the urgent nature of federal emergencies, the RSG may move directly to the deployment site from home station.

1-42. The RSG provides management and protection functions for a base camp or base cluster, such as an intermediate staging base for deploying forces. RSGs may also provide support to other Services, allies, or partners and operate a joint or multinational base. The strength and composition of the RSG and its subordinate augmentation depends on mission variables and political considerations. Commanders consider political factors such as the ability of friendly host-nation forces to provide security, the enemy's strength and abilities, and the availability of joint forces to provide support.

1-43. Commanders work to create partnerships, develop trust, and maintain effective working relationships with friendly host-nation forces. The resulting legitimacy and trust optimize operational support, interoperability, and positive results. Additionally, commanders work to create, develop, and maintain effective working relationships with joint forces to leverage and effectively and efficiently use resources, support, systems, and forces; conduct operations; and achieve strategic, operational, and tactical objectives.

FORCE BUILDUP

1-44. As the situation develops (for example, lodgment expands), and the Army establishes more base camps, the RSG continues to provide management and protection functions for the base camps or base clusters. The sooner in the life cycle of the base camp that the RSG deploys to manage the base camp, the sooner the combat or sustainment unit commander can delegate that responsibility.

1-45. The RSG cannot conduct base camp management or operations to standard without augmentation (See paragraphs 1-48 through 1-51 for more information on dependencies and augmentation requirements). RSG Soldiers plan, resource, support, and execute base camp management and operations. RSG staff leaders and members build mutual trust, collaborate with personnel from all organizations, and use disciplined initiative to accomplish all missions and tasks in accordance with the commander's intent.

EVOLVING OPERATIONS

1-46. Whether the situation is a crisis or armed conflict, the RSG continues to provide base camp or base cluster management and protection functions. As the campaign or major operations evolve, the boundary lines can shift throughout the area of operations (AO). An *area of operations* is an operational area defined by a commander for the land or maritime force commander to accomplish their missions and protect their forces (JP 3-0). The RSG may need to relocate to a more forward location to assume C2 of a new base cluster or base camp. The RSG's assumption of command of more forward bases provides a critical role in assisting the higher command as it consolidates gains. While the RSG executes its normal operations, it also continues to develop plans for the base camp as it goes through its life cycle, so that it is efficiently and effectively expanded and contracted as necessary.

REDEPLOYMENT

1-47. The RSG continues to conduct base camp or base cluster management and protection functions until no longer necessary. When directed to redeploy, the RSG executes the closure or handover of base camps or base clusters as forces redeploy. On occasion, an RSG may support the theater army by managing aspects of the redeployment of personnel and units.

DEPENDENCIES AND AUGMENTATION REQUIREMENTS

1-48. Based on mission variables, RSGs require augmentation from military units, Army Civilians, or contractor personnel to perform their mission. These potential or necessary personnel and capabilities are shown in tables 1-1 on page 11 and 1-2 on page 13 respectively.

1-49. RSGs typically have a command relationship to a senior commander of a headquarters responsible for the AO, such as a corps or division. Often, these commanders have TACON of the RSG for security operations, serve as the higher headquarters for fire and air support planning, and provide a tactical combat force (TCF) when required. A *tactical combat force* is a rapidly deployable, air-ground mobile combat unit, with appropriate combat support and combat service support assets assigned to, and capable of, defeating Level III threats, including combined arms (JP 3-10). (See Chapter 2 for more information on base defense.)

1-50. The RSG depends on other elements for support and augmentation. In CONUS it depends on appropriate elements of a regional readiness command, state area command, or any Service component command for religious, legal, and Army Health System support; financial, personnel, and administrative services; field maintenance; and field feeding. More importantly, the RSG relies on augmentation to perform its mobilized mission based on the mission variables.

Table 1-1. Potential augmentation to Regional Support Groups

	Source	*Type of augmentation*
Theater-level assets	Appropriate elements or individuals of— • Theater army • Theater engineer command • Corps of engineers • Installation management command • Army materiel command • Prime power	Finance, personnel, postal, and administrative services Laundry and shower services Real estate and facilities management Engineer and environmental support Power generation Firefighting
Sustainment	Theater sustainment command Expeditionary sustainment command Sustainment brigade	Multifunctional logistic support for integrated supply and maintenance management Personal service Fiscal/resource management
	Army field support brigade	Forward support when RSG functions are being executed via field ordering officers, contracting authorities, or LOGCAP
	Contracting support brigade	Contracting personnel
Medical	Theater medical command Medical brigade Medical battalion (Multifunctional)	Army Health System support
Military Police	Military police command Military police brigade	Law enforcement support Security and mobility support Detention operations (including detainees and U.S. military prisoners) support
Signal	Theater signal brigade	Department of Defense information network access
Legal	Legal operations detachment-Trial defense Legal operations detachment-Judicial	Trial defense Military judge team support
CA	CA company	Host-nation support and civil-military operations coordination

Table 1-1. Potential augmentation to Regional Support Groups (*continued*)

	Source	Type of augmentation
Engineer	Engineer brigade	Facility planning and operations support Facility utilities maintenance support Base camp construction support Environmental support
	Prime power	Power supply to buildings
	Engineer firefighting team	Firefighting services and protection
	Forward engineer support team-advanced	Support to engineer planning and design; environmental surveys, real estate surveys, disposal, and support
Contracting	Contracting support brigade Contracting battalion Contracting detachment	Support to develop, assist, write, and award theater support contracts in support of RSG operations Depends on theater contracting support arrangements
Intel	Counterintelligence support team	Investigations, screenings, biometric enrollments, and processing of access badges
CA civil affairs Intel intelligence		LOGCAP logistics civil augmentation program RSG regional support group

Table 1-2. Required augmentation

	Source	Type of augmentation
Signal	Elements of an expeditionary signal battalion or commercial equivalent	Appropriate signal capabilities for network connectivity
Sustainment	Elements of General Services Administration	Administrative use of vehicles for additional transport Contract personnel to maintain vehicles Dispatch personnel
	Elements of morale, welfare, and recreation Army Air Force Exchange Service personnel	Army Civilians or contractors for Soldier support
	QM supply company or LOGCAP	Supply support activity
	Field services or LOGCAP	Food services; laundry and shower services
	Finance company	Financial management and Comptroller support
Medical	Medical company (Area Support)	Army Health System support
MP	MP law and order detachment Military working dog teams	Law enforcement support
Maneuver	Combat forces	Guard the base camp perimeter and/or respond to Level I and II threats Provide a TCF to respond to Level III threats
	Additional tactical forces	Support counterintelligence, human intelligence, and air defense artillery (counter-rocket, artillery, mortar)
	Tactical commander's staff or subordinate units	Manage the terrain for fire support, cyberspace and electromagnetic warfare, intelligence operations, military police operations, information activities, resource management, inspector general support
Theater-Level Assets	Chemical, biological, radiological, and nuclear	Respond to chemical, biological, radiological, and nuclear threats and hazards
	Explosive ordnance disposal	Detect, identify, conduct on-site evaluation, render safe, exploit, and achieve final disposition of all explosive ordnance, including improvised explosive devices and weapons of mass destruction
Note. Civil affairs forces supporting the terrain-managing maneuver force are responsible for civil affairs operations and civil-military operations in those areas of operations. The civil affairs company supports the regional support group to coordinate all actions with the primary civil affairs forces planning and executing civil affairs operations for unity of effort.		
LOGCAP logistics civil augmentation program MP military police		QM quartermaster TCF tactical combat force

1-51. Combatant command planners include base camp requirements in contingency plans using rules of allocation to establish requirements for RSGs to manage base camps. Planners include these requirements in time-phased force and deployment data to support these contingency plans. Base camps being operated by deployed tactical units can often grow to a size that exceeds the tactical unit's ability to manage (approximately 6,000 personnel) and still conduct their tactical missions. In these cases, the combatant command can request additional RSGs to assist in managing these bases. In such cases, the RSG mobilizes, deploys, and assumes responsibility for base camp management from the tactical unit commander in charge of that base. The RSG could receive augmentation from additional Army units (engineer, military police, or others), Army Civilians, contractors, or a combination of all three to support managing the base camp. (See ATP 3-37.10 for more information on managing base camps)

Chapter 2

Base Camp Organizations and Security

Chapter 2 discusses how base camps organize for security and defense. The chapter begins with an overview on basecamps. Then, the chapter describes the different organizations of base camps and how the RSG uses them to synchronize its operations, which is followed by a discussion of RSG communications. Next, the chapter focuses on base security and base defense and the framework used. The chapter concludes with discussion on the threat levels and various security considerations.

BASE CAMP MISSION OVERVIEW

2-1. The Army creates base camps to support specific mission objectives by providing a protected location from which to sustain deployed forces and project power. Army basing typically falls into two general categories: permanent (bases or installations) and nonpermanent (base camps). Bases or installations consist of permanent facilities generally established in host nations in which the United States has a long-term lease agreement and a status-of-forces agreement. Base camps are nonpermanent by design and designated as a base only when the intention is to make them permanent. Base camps may have a singular purpose or they may be multifunctional. (See ATP 3-37.10 for more information on base camps.)

2-2. The longer base camps exist, the more they exhibit characteristics of permanent bases or installations. Older base camps provide support, services, and types of facilities that resemble those on permanent bases or installations. At the base level, the component in command of the base has overall responsibility for the security of everything within the base boundary. The actual base boundary typically extends beyond physical structures that form a perimeter, such as berms, walls, or fence lines. For joint purposes, the *base boundary* is a line that delineates the surface area of a base for the purpose of facilitating coordination and deconfliction of operations between adjacent units, formations, or areas (JP 3-10).

2-3. The JFC or designated representative appoints the base cluster commander. In base defense operations, the base cluster commander is a senior base commander designated by the JFC responsible for coordinating the defense of bases within the base cluster and for integrating defense plans of bases into a base cluster defense plan. There is no fixed number of base camps in a base cluster, but, typically, a base cluster contains two to seven base camps. The JFC normally designates each base cluster through the joint security coordinator. When not designated as the base cluster commander, the relationship of the RSG commander to the base cluster commander is analogous to the relationship of a garrison commander to an installation commander. The RSG manages garrison functions for base camps within the base cluster in support of the base cluster commander.

BASE CAMP ORGANIZATIONS

2-4. When deployed, RSG commanders primarily integrate and synchronize operations of base camps as either a base camp commander or a base cluster commander. All commanders understand they operate as part of a larger force. To be successful, they integrate and synchronize their actions with the rest of the force to achieve the overall objective of the operation. They gain such integration and synchronization by establishing one or more operations-oriented organizations. These organizations focus on base camps and become part of the commander's C2 system:
- Base operations center (BOC).
- Base camp management center (BCMC).
- Base defense operations center (BDOC).
- Base cluster operations center (BCOC).

(See figure 2-1 on page 16 for more on base camp organizations.)

Figure 2-1. Base camp organizations

BASE OPERATIONS CENTER

2-5. The BOC is the recommended centralized command facility for operating and managing the base camp. It is the base camp commander's primary means for managing base camp functions. The BOC provides services and support to ensure efficiency and effectiveness. Key BOC tasks are—

- Conduct the operations process.
- Monitor, assess, and manage base camp activities, services, and support.
- Plan and coordinate for contracted support.
- Coordinate with tenant and transient units and organizations, subordinate base camps (for base clusters), adjacent base camps, and higher headquarters.
- Plan and coordinate for emergency management (incident response and consequence management).
- Conduct master planning, to include land and facility space management.
- Incorporate DD Form 2993 (*Environmental Baseline Survey [EBS] Checklist*).
- Incorporate DD Form 2994 (*Environmental Baseline Survey [EBS] Report*) into the master planning.
- Incorporate an environmental conditions report into the master plan when conditions change.
- Incorporate DD Form 2995 (*Environmental Site Closure Survey [ESCS]*) upon site closure or transfer.
- Direct and control base camp security and defense if a BDOC is not established.
- Perform base camp administrative tasks to include records keeping.

2-6. The BOC resembles a typical command post. A *command post* is a headquarters, or a portion there of, organized for the exercise of command and control (FM 6-0). The commander, or designated representative, arranges personnel and equipment to facilitate coordination, the exchange of information, and timely decision-making. Well-designed BOCs integrate command and staff efforts by matching personnel, equipment, information systems, and procedures against their internal layout. (See ADP 6-0 for more information on command posts.)

2-7. BOCs are organized into functional areas that generally reinforce the base camp to help focus efforts. (See figure 2-2 on page 17 for a typical BOC organization and types of services provided, Chapter 3 for more information on base camps and base camp commanders, and ATP 3-37.10 for a more detailed discussion of base camp operations.)
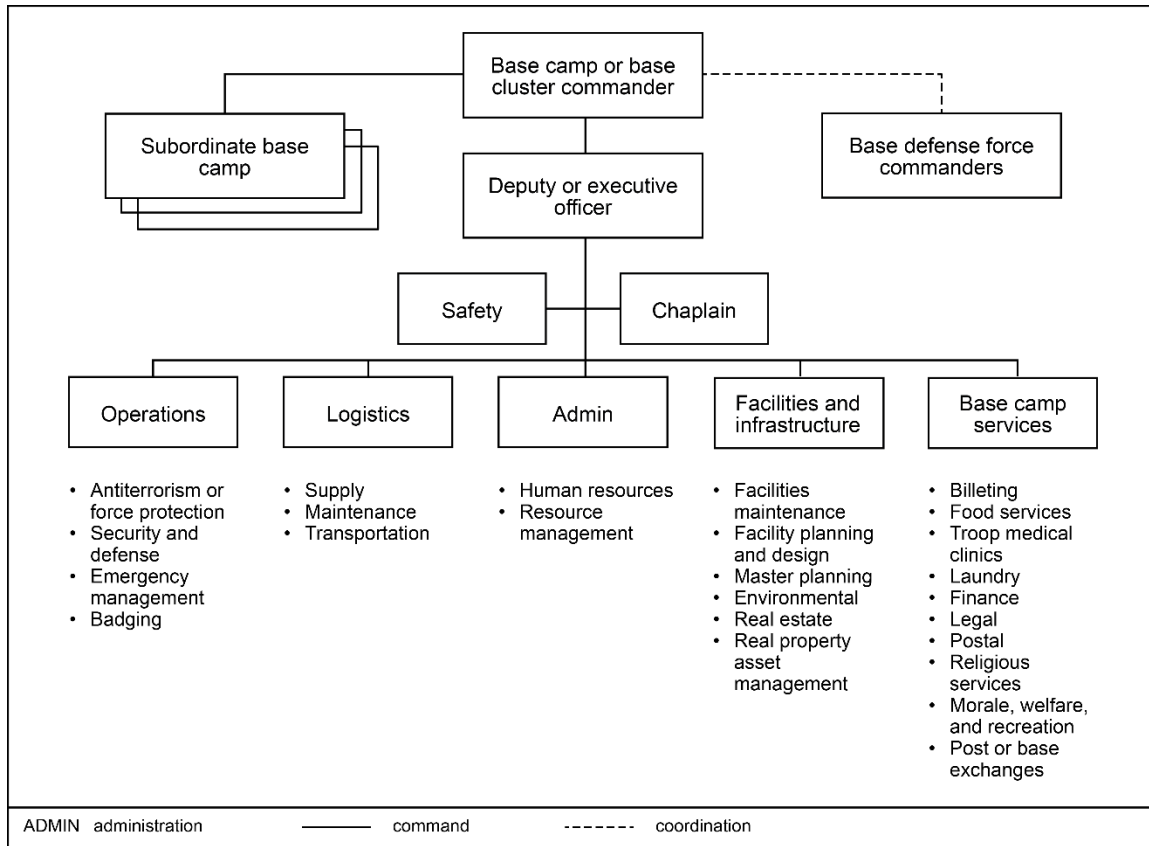
Figure 2-2. Base operations center organization

BASE CAMP MANAGEMENT CENTER

2-8. BCMCs coordinate, monitor, direct, and synchronize actions needed for establishing, operating, sustaining, and managing base camps within an echelon's AO. BCMCs are typically established at division-level headquarters and above because of their capabilities. When the mission requires a BCMC within a brigade AO, the brigade's higher headquarters will need to provide additional personnel or units for its operation. A higher headquarters creates a BCMC from its organic resources or through augmenting its structure with the necessary individuals or units. BCMCs are like the functional and integrating cells formed within command posts. RSG commanders organize personnel and equipment from select staff sections to help accomplish base camp mission objectives.

BASE DEFENSE OPERATIONS CENTER

2-9. A *base defense operations center* is a command and control facility established by the base commander to serve as the focal point for base security and defense (JP 3-10). Through the BDOC, the base commander plans, directs, integrates, coordinates, and controls all base defense efforts. The commander also coordinates and integrates security operations with the BCOC as appropriate. Such coordination normally involves TACON of forces assigned or attached to the base primarily for the purpose of local base defense. The base commander may also exercise TACON of other forces residing on the base for primary purposes other than local base defense (such as medical or emergency services). For example, when these forces perform functions related to base defense or local security missions as part of the overall base defense plan, they are TACON to the base commander. TACON may be authorized at the first common higher headquarters.

2-10. The BDOC can conduct 24-hour operations. Basic BDOC functions include—
- Providing organization for coordinated base security operations.
- Preparing plans to implement the base commander's base defense guidance.
- Monitoring assigned, attached, and tenant unit forces and resources, and providing the commander information to aid, allocate, and move forces and materiel to meet base defense requirements.
- Informing the base commander of base security concerns.
- Developing and executing a reconnaissance and surveillance plan to ensure proper security from standoff threats within base boundaries and coordinating with the base and base cluster commanders for the area outside the base boundary.
- Coordinating with the base commander or tenant commander to de-conflict security activities from combat and stability operations.
- Identifying and sharing base emergency response and area damage control capabilities, to include medical support, combat engineering, explosive ordnance disposal, and firefighting, as required.
- Evaluating actions to identify operational deficiencies, lessons learned, and best practices; developing methods to improve combined operational effectiveness to include coordinating training and exercising base security measures.
- Incorporating movement control team operations to manage entry and exit access control at base camp entry control points.

2-11. The BDOC provides several protection functions. The functions include—
- Planning and executing all applicable primary protection tasks and any additional tasks in accordance with published guidance.
- Conducting a protection working group.
- Ensuring that all units within the base perimeter use active and passive measures to provide local security.
- Monitoring and directing guard forces (for example, deterring unmanned aerial surveillance with organic assets such as Drone Defender, AN/TPQ-53, RQ11 Raven).
- Providing support to personnel recovery coordination cell to conduct phase I post-isolation reintegration.

2-12. Assigned tenants may be multi-Service or multinational. With these assigned tenants, the first common higher headquarters may grant authority. The BDOC functions for multi-Service or multinational tenants include the following:
- Identify base defense shortfalls and communicates them to the base cluster commander or joint security coordinator, as well as to the Service or applicable functional component command.
- Assess competing operational demands inherent to multi-Service or multinational environments.
- Establish and maintain connectivity with higher-level staff (BCOC or joint security coordination center).
- Participate in fire support planning for the base. However, the RSG has no assigned military occupational specialty or dependency that directly plans fire support. This is a function of the CCDR or designated headquarters with fires planning capability.

BASE CLUSTER OPERATIONS CENTER

2-13. The *base cluster operations center* is a command and control facility that serves as the base cluster commander's focal point for defense and security of the base cluster (JP 3-10). BCOCs are established to control several subordinate base camps that may be grouped together in a cluster for mutual support for either sustainment or protection. BCOCs are usually found at brigade or echelons above brigade headquarters. The BCOC resembles the base camp management center in both organization and function.

2-14. The BCOC acts as both a BDOC and BCOC, so it performs all basic functions and specific BDOC tasks described in the discussion beginning in paragraph 2-9. Additional BCOC tasks include, but are not limited to, the following:

- Inform the base cluster commander of the current situation within the base cluster, including enemy, friendly, and civilian activities.
- Prepare comprehensive plans to implement the base commander's overall base cluster defense and security guidance.
- Provide centralized collection and processing of information from various intelligence and operational sources and share resultant base cluster intelligence reports, products, and assessments, as appropriate. Information includes—
    - Weather.
    - Civil considerations.
    - Lines of communications.
    - Chemical, biological, radiological, and nuclear threats and hazards.
    - Explosive threats and hazards.
    - Other known hazards.
- Provide the essential organization to conduct an integrated base defense.
- Develop and execute a reconnaissance and surveillance plan to ensure that bases are properly protected from standoff threats outside their base boundary.
- Establish and maintain connectivity with the higher-level staff joint security coordination center.
- When necessary, coordinate and de-conflict base security, base cluster security, and any local combat operations.
- Identify and share base and base cluster emergency response and area damage control capabilities, to include medical support, combat engineering, explosive ordnance disposal, and firefighting.
- Evaluate actions to identify operational deficiencies and develop methods to improve combined operational effectiveness, to include coordinating training and exercising base defense measures.

2-15. The BCOC conducts tasks for joint operations. Those tasks include the following:

- Communicate any base defense shortfalls identified to the joint security coordinator, Service component, and applicable functional component command.
- Assess potential conflicting interests and operational demands of base cluster forces inherent when operating in multi-Service or multinational environments.
- Participate in fire support planning for the base. The RSG works with fire support planners regarding civilian casualty and collateral damage mitigation to exercise judicious use of lethal force balanced with restraint, tempered by professional judgment.

REGIONAL SUPPORT GROUP COMMUNICATIONS

2-16. As with any headquarters element, communications links are necessary for RSG operations. Generally, the means of communications for the RSG while conducting base camp management operations is via the tactical network provided by elements of an expeditionary signal battalion-enhanced. (See figure 2-3 on page 20 for RSG communications during OCONUS operations.)
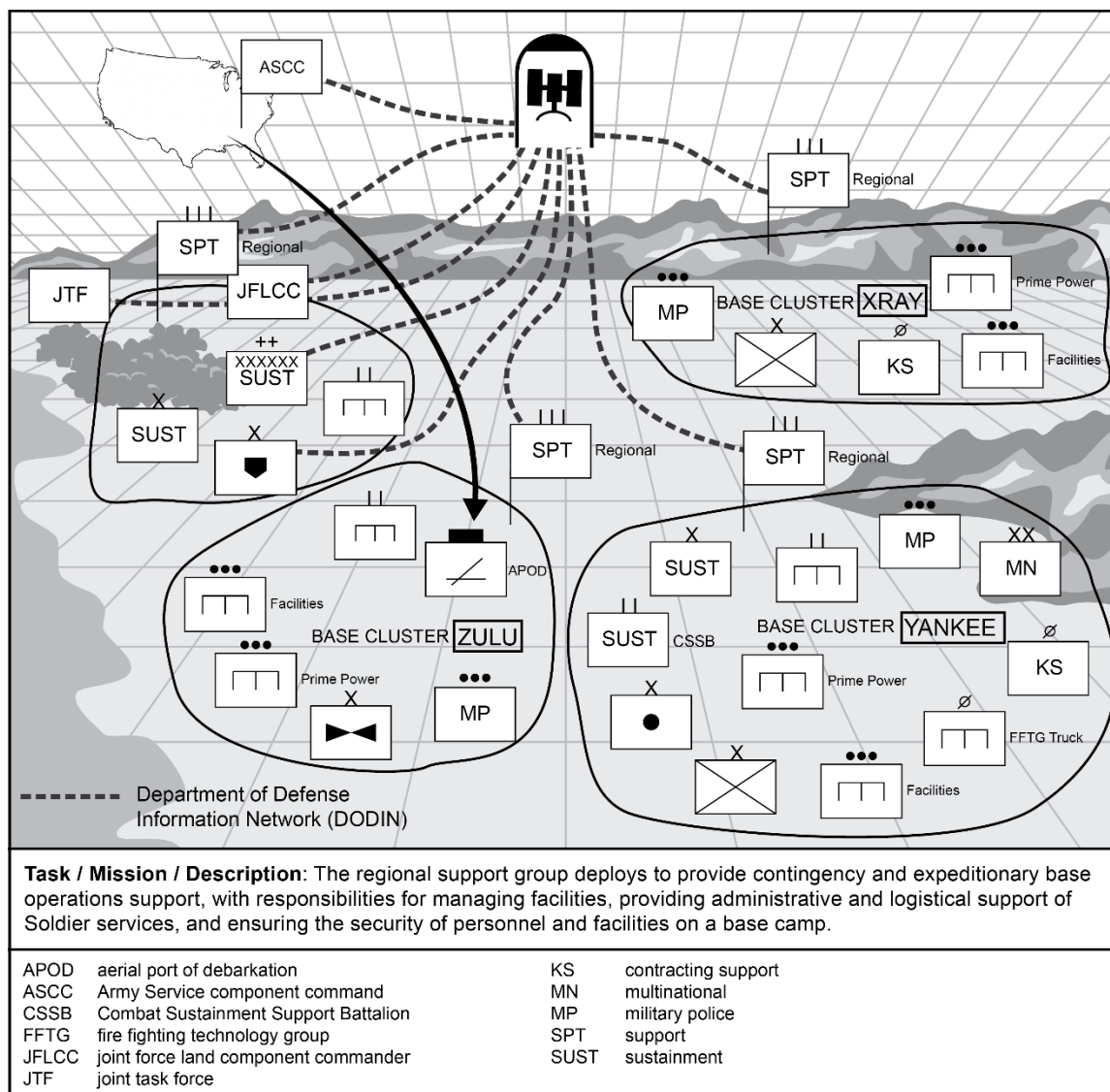
Figure 2-3. RSG communications during OCONUS operations

2-17. RSGs have assigned radio communications capabilities and the Joint Battle Command-Platform to contact or receive reports from personnel roving the base camp or base cluster in vehicles and to interact with the BDOC to contact security forces. They also have limited satellite and line of sight voice and data communications capabilities. However, RSGs do not have signal assets, so the signal support must come from the RSG's higher headquarters' signal assets or from a theater signal brigade. Communications during DSCA operations in CONUS are like those when RSGs are deployed OCONUS. (See figure 2-4 on page 21 for a depiction of RSG communications for DSCA.)
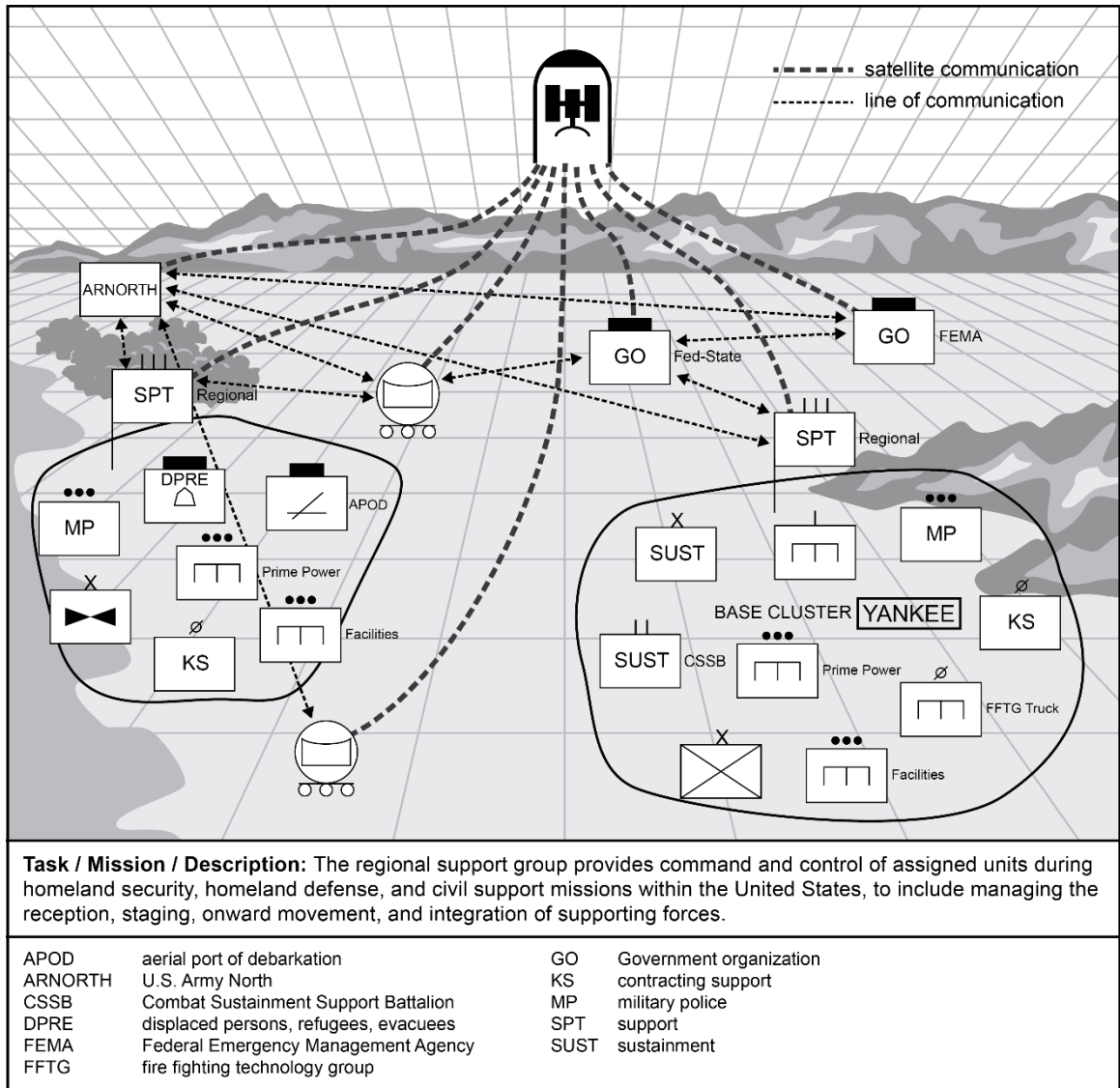
Figure 2-4. RSG communications for DSCA

BASE CAMP SECURITY AND DEFENSE

2-18. Base camp security and base defense are major concerns for RSG commanders. To mitigate these concerns, RSG commanders can use a common framework and set of threat levels for base security and base defense, as well as additional considerations.

BASE SECURITY

2-19. Commanders often designate a specific area as a base or base camp and assign responsibility to a single commander for security and terrain management within the base. Units located within the base or base camp are under TACON of the base or base camp commander for base security and defense. Within large echelon support areas, controlling commanders may designate base clusters for mutual protection and command, control, and support.

2-20. When a base camp expands to include clusters of sustainment, headquarters, and other supporting units, commanders may designate a support area. The *support area* is the portion of the commander's area of operations that is designated to facilitate the positioning, employment, and protection of base sustainment assets required to sustain, enable, and control operations (ADP 3-0). Within a support area, a designated unit such as a brigade combat team (BCT), maneuver enhancement brigade, or other multifunctional brigade provides area security, terrain management, movement control, maneuver support, clearance of fires, and required quick response forces. *Area security* is a type of security operation conducted to protect friendly forces, lines of communications, installation routes and actions within a specific area (FM 3-90). Conducting area security enables units to focus on their primary tasks without having to dedicate additional resources to security. (See paragraph 2-36 for more information on area security.)

2-21. The RSG commander has responsibility for base camp security as either a base camp commander or a base cluster commander. In either case, the RSG must receive forces capable of security operations to provide security and execute terrain management independently. Typically, the RSG receives and incorporates forces for internal or external security and terrain management, provided by its higher headquarters, a BCT, military police brigade, or a maneuver enhancement brigade or other multifunctional brigade. Security-capable units such as maneuver forces or military police are generally necessary to manage the outer security area and the terrain between multiple base camps. These additional forces enable the RSG commander to focus on allocating assigned forces to secure internal security for the base camp or base cluster.

2-22. As a base camp commander, the RSG commander takes responsibility for base camp security. The base camp commander integrates the appropriate protection and force protection tasks as part of mission planning and throughout the operations process using integrating processes and continuing activities. Additionally, the base camp commander, whether dual-hatted or as a separate commander with a staff, conducts selected protection tasks and coordinates, enables, supports, monitors, or enforces other tasks for the base camp and tenant units.

2-23. As a base cluster commander, the RSG commander takes responsibility for base cluster security. A base cluster consists of two or more base camps with varying requirements and resources. As a base cluster commander, the command relationship between the base camp units and the RSG commander may be assigned, attached, or TACON for base defense or security operations. The RSG commander designates base camp commanders from those resident units. Additionally, the base cluster commander establishes a BCOC to plan, coordinate, and control support area operations among the bases in the cluster. The BCOC is sourced internally from the RSG and from those of other elements in the cluster.

2-24. A base security force is a security element established to provide local security to a base. It normally consists of dedicated and on-call forces assigned or attached as well as forces from tenant units attached under TACON for base defense or security operations. A base security force may also include a mobile security force consisting of military police, Air Force security forces, contractors, or combat arms units. The mission of the base security force is to counter Level I and Level II threats. The base commander normally appoints a base security force commander to execute force protection, security, and defense functions within the base boundary. The security force commander plans and executes all base security in accordance with the base commander's guidance. The base commander tasks units located within the base to provide personnel, equipment, and materiel to form or augment the base security force. (See table 2-1 on page 25 for more information on threat levels.)

BASE DEFENSE

2-25. *Base defense* is the local military measures, both normal and emergency, required to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base to ensure the maximum capacity of its facilities is available to United States forces (JP 3-10). A division or corps may be required to protect multiple bases or base camps. Units may be assigned base defense operations on a permanent or rotating basis, depending on the mission variables. (See ADP 3-37 for more information on protection.)

FRAMEWORK

2-26. The framework for base camp security and defense enables commanders to focus protection and defense information, requirements, and efforts to specific locations. The framework consists of three primary parts. These parts include—
- Inner security area.
- Outer security area.
- Perimeter zone.

2-27. The inner security area sits inside the base camp perimeter. Interior barrier plans around individual unit locations, critical assets, and traffic control measures add depth to the base camp security plan and halt or impede the progress of threat penetrations of the perimeter zone.

2-28. The outer security area encompasses the area outside the perimeter that extends out to the limit of the base camp commander's AO. Commanders establish an outer security area to provide early warning and reaction time, to deny enemy reconnaissance efforts, and to obstruct enemy vantage points for conducting standoff attacks. Mobile security elements typically patrol the outer security area.

2-29. The perimeter zone includes the base camp perimeter and the area immediately in front of or behind it needed for observation posts, fighting positions, and entry control points. Selected base camps have designated inner and outer perimeters. Larger base camps seldom employ this double layer of perimeters. Instead, they rely more on a single perimeter supplemented with inner barriers and access control measures around critical facilities. Employing a double perimeter is extremely resource intensive.

2-30. Collectively, the three parts form the base camp AO. The AO is divided into four equal quadrants called sectors. By identifying an area and sector, RSG commanders can get protection where they need it without expending resources needlessly. Commanders assigned an AO have inherent responsibilities. RSGs do not have the organic capabilities to perform all these responsibilities. Therefore, the higher commander must either augment the RSG with the necessary capabilities or relieve it of those responsibilities it is unable to accomplish. (See ADP 3-0 for more information on AO responsibilities and figure 2-5 on page 24 for a depiction of a framework for base camp security and defense.)
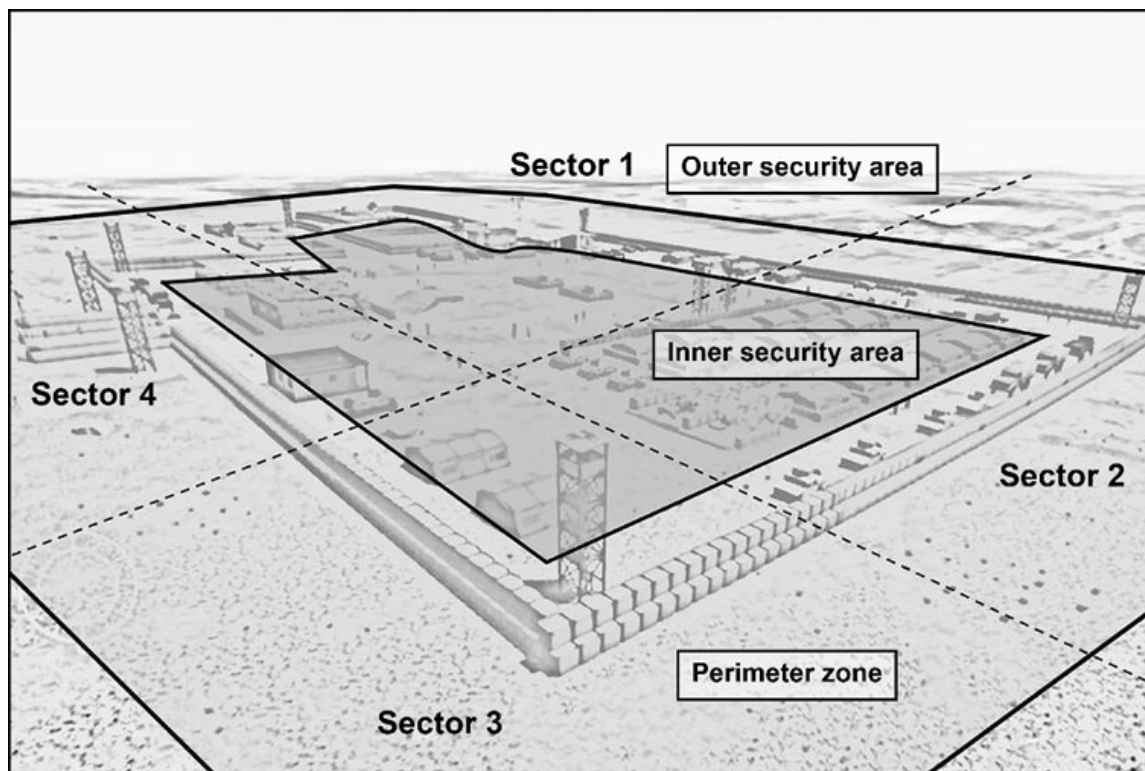
Figure 2-5. Framework for base camp security and defense

2-31. Base camp commanders and their staffs apply the framework for base security and defense to focus their planning activities and ensure all critical elements of base security and defense are addressed. The framework is not intended as an all-inclusive solution to base security and defense; it aims to provide a general template for planning. (See ATP 3-37.10 for more information on base camp security and defense.)

THREAT LEVELS

2-32. There are three levels of threat to a base camp. Regardless of the level, RSGs require some type of augmentation to counter it (e.g., assigned or attached units or TACON of tenant units for security and defense). Each threat level consists of different size and type of units with different capabilities and goals. Each level or any combination of levels may exist in the AO independently or simultaneously. Paragraphs 2-33 through 2-35 provide a general description and categorization of threat activities. Table 2-1 on page 25 identifies three types of threats, recommends security responses to counter each, and provides information so staffs can establish a common reference for planning. (See JP 3-10 and ADP 3-37 for discussions on threats.)

Table 2-1. Threat levels

Level	Examples of threats	Capability requirements to defeat threat*
I	Squad size unit of enemy forces, agents, saboteurs, sympathizers, terrorists, civil disturbances, criminals	Base security force capable of reinforcing unit organic protection capabilities to conduct base defense and line of communications security. May require military police (or Service equivalent) presence.
II	Small tactical units, enemy special operations teams, long-range reconnaissance units, mounted or dismounted combat reconnaissance teams, and partially attrite small combat units; irregular forces may include significant standoff weapons threats	Level I requirements plus additional mobile security forces (military police) or area security forces with specified base and line of communications security-related mission requirements such as a quick-reaction force with appropriate fire support. If the JFC assigns a base boundary to an installation, sufficient joint forces to defeat enemy Level II threat forces.
III	Large tactical force operations, including airborne, heliborne, amphibious, infiltration, bypassed threat forces that consolidate and organize, and major air operations	Level II requirements plus a fully mobileTCF or other significant forces.
Note. Regional support groups require augmentation to counter any threats.		
JFC joint force commander TCF tactical combat force		

2-33. Typical Level I threats involve enemy agents and terrorists whose primary missions include espionage, sabotage, assassination, and subversion. These threats include a potential for insider attacks by elements or individuals of host-nation partners and security forces, often characterized as green-on-blue. When enemy forces conduct these attacks or assist the insurgency, commanders categorize the attack as one of four broad categories: co-option, infiltration, impersonation, and personal grievances.

2-34. Level II threats involve small-scale enemy forces conducting irregular warfare that can pose serious threats to military forces and civilians. Attacks by Level II threats can cause significant disruptions to military operations and the orderly conduct of local government and services. Enemy forces constituting Level II threats can conduct well-coordinated, but small-scale, hit-and-run attacks, improvised weapons attacks with roadside or vehicle-borne improvised explosive devices, raids, and ambushes.

2-35. Level III threats involve large-scale enemy forces. These forces have the capability of projecting combat power by air, land, sea, or anywhere into the operational area.

SECURITY CONSIDERATIONS

2-36. The senior commander, typically at echelons above brigade, is responsible for providing security support to all bases and base clusters designated within that command's AO. This responsibility often includes bases commanded by organizations not part of the commander's forces. This responsibility also includes providing a TCF to defend against and defeat Level III threats.

2-37. The base cluster commander has direct responsibility for area security within the assigned cluster. In cases where the isolated base commander has no dedicated land combat forces, the base commander first establishes security through tasking authority of all tenants on the base camp or within the cluster and then requests quick response force support from the terrain manager assigned the area security mission. This may entail operations outside the base boundary. In all cases, RSG commanders clearly establish command arrangements and follow joint security operations directives, orders, and policies for all anticipated situations.

2-38. Each base, and its boundary, is unique. At times, the host nation, urban terrain, and other factors constrain the size of the base boundary. In these instances, the base commander coordinates and integrates proactive security operations with the commander or host nation to counter the threat of standoff attacks or assume the risk. (See JP 3-10 for a discussion of security operations and figure 2-6 on page 26 for more on base boundary considerations.)
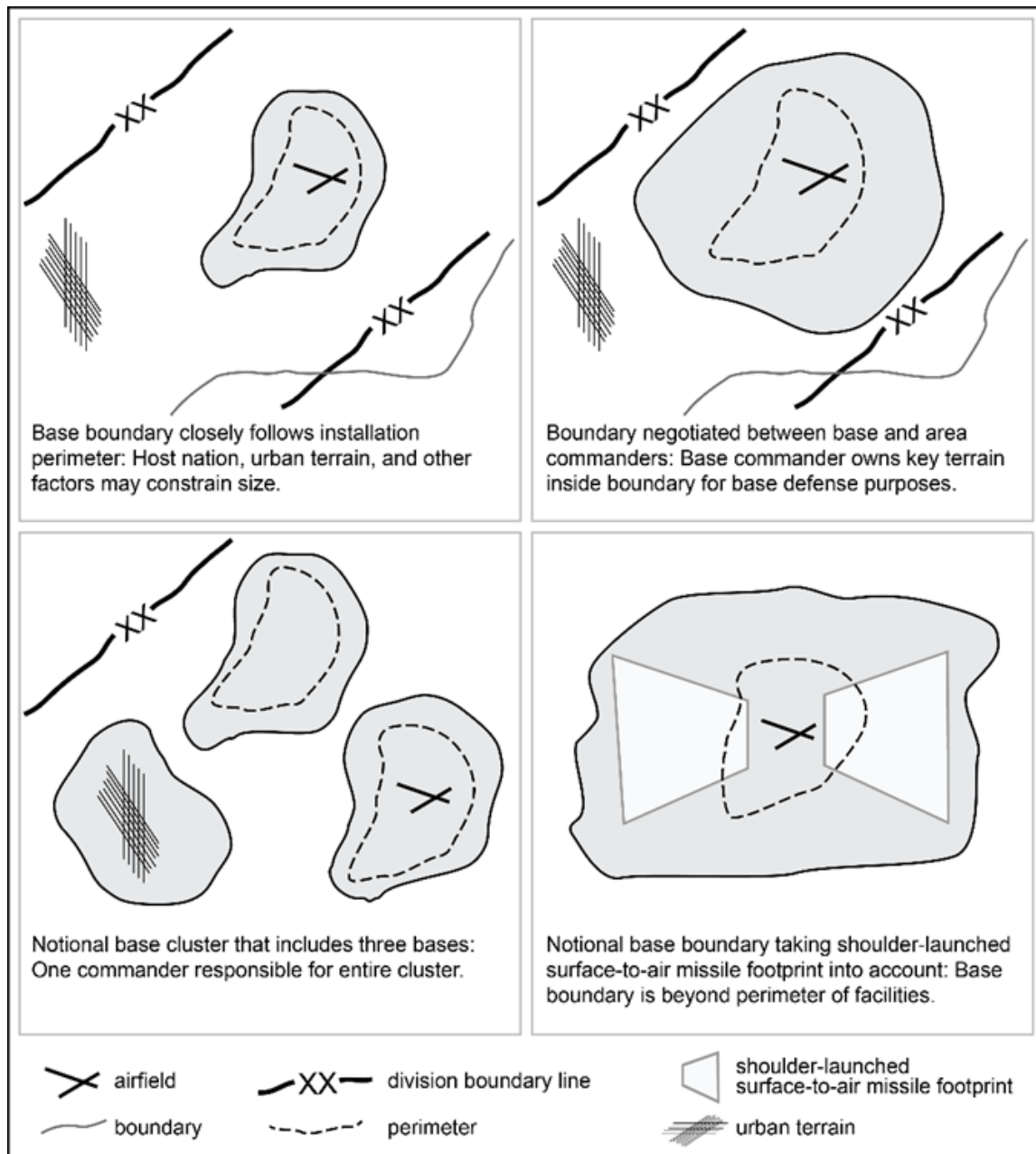
Figure 2-6. Base boundary considerations

2-39. Base and base cluster commanders set work priorities for tasks involved in base security. Work may occur on several concurrent tasks. The following list represents some base security work priorities:
- Prepare a base security plan.
- Establish appropriate perimeter standoff based on the threat and host-nation situation.
- Establish vehicle and personnel entry points and search areas.
- Establish access control processes, badges, and local national labor and visitor control procedures.
- Construct personnel survivability shelters in vicinity of work centers, living areas, and recreation facilities.
- Establish attack-warning systems (including alarms, codes, actions, and means of population education).
- Integrate host-nation or coalition forces as required.
- Establish mass casualty procedures and capabilities.
- Develop a joint coordinated fire plan and a fire support plan.
- Conduct rehearsals.
- Establish or coordinate active security patrols within the base boundary to deny the enemy freedom of action.
- Establish patrols when defending airbases to suppress a man-portable air defense system and capabilities to deny the enemy terrain from which to engage friendly aircraft landing or taking off. This defense is set within the base boundary or in coordination with the base commander.
- Establish procedures for 100-percent personnel accountability and subsequent reporting of personnel missing or unaccounted for.
- Coordinate with aviation assets to conduct surveillance passes when conducting egress or ingress routes.

2-40. The RSG supports area security—predominately through the BDOC—by providing timely analysis and report of threats near base camps or within the base cluster. Some military police units are specifically equipped and trained to conduct area security and may constitute the only available force during some phases of an operation. However, area security takes advantage of the local security measures performed by all RSG units, regardless of their location in the AO.

2-41. For mutual security, units occupying the area are organized into base clusters by the supported commander. The supported commander organizes base clusters based on the terrain manager's requirements and recommendations for placement. The RSG headquarters normally occupies the base camp within the cluster with the preponderance of forces.

2-42. In some instances, bases may be formed independent of the clusters. In coordination with the echelon commander and the terrain manager, the RSG commander assigns base camp commanders from among the tenant units. All units within a base come under the TACON of the base commander for security operations within the perimeter of the base camp or within the designated base cluster. Base commanders establish a BDOC to plan and establish organic self-defense for the base. Base units divert staff from their headquarters to the BDOC. If the base is part of a base cluster, the base camp BDOC communicates with the base cluster BDOC. When faced with a threat attack above base defense capability, the base camp BDOC requests assistance through the base cluster BDOC. If the base is independent, the base camp BDOC communicates directly with the RSG for security planning and execution.

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Chapter 3

Base Camp Operations and Management

This chapter discusses tactical base camp operations and management for the RSG. It first discusses base camp operations, followed by base camp management. Next, it describes base camp support to tenant units. The chapter concludes with a description of base camp characteristics.

BASE CAMP OPERATIONS

3-1. A base camp operation is the operation and maintenance of the base camp facilities and infrastructure. It is also the provision of base camp services and support measures needed to achieve the base camp's purpose and mission. The BOC operations section serves as the nerve center of the base camp. Operations personnel coordinate activities and work directly with all other staff sections. The BOC operations section controls daily base camp operations, maintenance, and training.

3-2. RSG commanders generally organize each BOC based on mission variables. Regardless of the organization, the BOC's operational responsibilities typically include—
- Administrative support.
- Utility services.
- Field services.
- Supply and distribution.
- Waste management.
- Facilities maintenance.
- Emergency management.
- Training support.
- Unit processing.

(See ATP 3-37.10 for more information on base camp responsibilities.)

3-3. The commander of an installation or base camp is the senior tactical commander located on the installation or base camp. At an IMCOM installation, the senior commander is the installation commander who has a garrison commander to manage the day-to-day operations. At a base camp, the general officer commander or the senior tactical commander (for example corps, division, or BCT) is the tactical commander; the RSG commander serves as the base camp commander, effectively the garrison commander for the base camp. If there are multiple brigade-level commands located on a base camp without a general officer commander present, the commanding general responsible for the AO designates the senior brigade commander as the tactical commander.

3-4. Unclear command relationships and responsibilities can cause conflicts. The service component commander's responsibilities include integrating the legal, force health protection, and other aspects of environmental considerations provided from the respective areas of staff expertise. Service component commanders produce a Service-level basing strategy that subordinate commanders use as the framework for developing their basing strategies. The base camp's tactical commander clearly defines command relationships before initiating any operations and provides resources for the individual designated as the base camp commander. These actions create unity of command for base defense efforts and day-to-day base camp operations. The tactical commander is responsible for resolving conflicts between tactical and functional command elements. The RSG commander often has TACON over tenant and transient units operating within the AO for conducting base camp security. Tactical commanders cannot consider tenant units under TACON as the primary response to Level I and Level II threats to the base camp. Commanders only consider using the RSG to respond to Level I and Level II threats when the RSG is assigned a quick response force of sufficient size to respond.

3-5. Tactical commanders provide the RSG with a mobile security force capable of defeating Level I and II threats, so the tactical commanders can focus on their primary mission. This mobile security force is generally a company to battalion-sized combat arms element. The tactical commander or higher headquarters clearly identifies command authority and responsibilities for responding to Level III threats. (See table 2-1 on page 25 for detailed descriptions of threat levels.)

3-6. The tactical commander sets overall policy for the base camp. With assistance from the tactical commander's staff, the RSG commander conducts the daily management of installation and base camp operations. This assistance can include fire support planning, information collection, military police support, civil-military operations planning, information activities planning, resource management, additional legal support, and safety support. Some of these functions, such as resource management, only exist at a general officer command staff or are of limited capacity in a brigade-level command.

3-7. Although the contracting cell may report to and support both the tactical commander and the RSG commander, contracting authority derives from Secretaries of each Service and is a separate chain of authority independent from the supported command. When the tactical commander cannot provide the required assistance, the RSG commander requests assistance through the appropriate chain of command (for example, the theater army).

BASE CAMP MANAGEMENT

3-8. The RSG manages base camp and base cluster functions consisting of a broad range of garrison-type services. Its primary responsibility is to manage facilities, provide administrative and logistic support, provide Soldier services, and protect personnel and assets. It also recommends processes that promote self-sustainability and reduce the logistic footprint of the base camp. The RSG commander exercises C2 of assigned units during DSCA missions within the United States, which includes managing the RSOI of other forces deployed in support of missions in the AO. When not deployed, the RSG provides training, readiness, and mobilization oversight of forces assigned to it.

SUPPORT TO TENANT UNITS

3-9. In the event a base camp is occupied by more than one tenant, ensure lead service responsibilities are established in accordance with the guidance provided in DODD 3000.10. Lead service designation clarifies the planning, design, coordination of requirements, construction, and provision of base support operations. A base camp with multiple tenants should establish support agreements in accordance with DODI 4000.19 for services that may be provided on a continuous, one time, or as needed basis.

3-10. The RSG provides support to tenant units on base camps and in base clusters through OCS, engineer support, military construction, U.S. Army Materiel Command, Defense Logistics Agency, Logistics Civil Augmentation Program (LOGCAP), host-nation support, and support via other Services that would normally be provided in a garrison environment. (See ATP 4-10 for discussions on contract support. See table 3-1 on page 31 for a list of the providers of services at an installation and at a base camp.)

Table 3-1. Sources of services on installation and contingency base

Services	Installation	Contingency base
Coordinating organization	IMCOM	Theater army
Operations	IMCOM	Theater army, major command
Command	Installation commander Garrison commander	Tactical commander RSG commander
Facility construction	USACE	USACE, Naval Facilities Engineering Command, Service construction engineers, Air Force Civil Engineering Support Agency, LOGCAP and other Service civil augmentation program contractors, theater support contractors
Infrastructure and facilities management	DPW (Army Civilians, contractors)	DPW forward engineer support team or engineer facility detachment (Army Civilians, contractors)
Security or force protection	Directorate of Emergency Services/Provost marshal	Military police, explosive ordnance disposal, resident units, host-nation forces, contractors (within limits of Department of Defense policy)
Personnel recovery and post-isolation reintegration support	DPTMS	BDOC/BCMC
Supply and transportation	Logistics readiness center	Defense Logistics Agency, logistics staff officer, or LOGCAP contractors, theater support contractors
Power supply	Public utility (local grid)	USACE, LOGCAP, theater support contracts, organic tactical generators of tenant units, DLA, Prime Power
Environmental support	DPW (Army Civilians, contractors)	Engineer assets, including theater-level engineer elements, RSG engineer staff, forward engineer support team, USACE, and theater support contractors
Water supply	DPW, public utility	LOGCAP, theater support contractors, Army logistic units
Waste management	Municipal, contractors	Engineer assets, including theater-level engineer elements and RSG engineer staff, DLA, LOGCAP, theater support contractors
Vehicle maintenance	Units or contractors	Units or contractors
Medical	Theater Medical Command Medical Brigade Medical Battalion (Multifunctional)	Army Health System units
Food services	Installation Contractor, AAFES	LOGCAP, Army units, AAFES, theater support contractors
Morale, welfare, and recreation	MWR Army Civilians (garrison command)	MWR (Soldiers then transitions to Army Civilians)
Housing/billeting	Residential, commercial, and industrial contractors	Base commander, contractors
Laundry	Contractor	LOGCAP, theater support contractors, Army laundry and bath units
Barber shops	AAFES	AAFES
Public grade schools	Local school district	Not applicable
Education	Post education services office, colleges	Contract colleges

Table 3-1. Sources of services on installation and contingency base *(continued)*

Services	Installation	Contingency base
Religious services	Post chaplain	Unit chaplain
Ranges and training areas	Directorate of Plans, Training, Mobilization, and Security	Base commander, theater support contractors
Military and Army Civilian human resources	Directorate of Human Resources	Unit personnel staff officer
Information Management	Directorate of Information Management	Unit signal staff officer, contractors
Safety	Installation Safety Office	Unit safety officers
USAMC national sustainment capabilities as required	Operational control of logistic readiness centers	USAMC brings an array of capabilities including forward repair activities and LOGCAP

AAFES	Army Air Force Exchange Service	IMCOM	Installation Management Command
BCMC	base camp management center	LOGCAP	logistics civil augmentation program
BDOC	base defense operations cell	MWR	morale, welfare, and recreation
DLA	Defense Logistics Agency	RSG	regional support group
DPTMS	Directorate of Plans, Training, Mobilization, and Security	USACE	United States Army Corps of Engineers
DPW	Department of Public Works	USAMC	United States Army Materiel Command

BASE CAMP CHARACTERISTICS

3-11. The characteristics of a base camp describe the span of its existence, the reasoning behind its construction, how echelons affect the dimensions, and the quality of life. These characteristics include—

- Base camp life cycle.
- Base camp duration.
- Base camp size.
- Base camp level of services standards.

BASE CAMP LIFE CYCLE

3-12. The base camp life cycle includes four activities: planning and design, construction, operations and maintenance, and transfer or closure. The life cycle—encompassed by strategic system and policy integration—emphasizes that base camps are a system of systems governed by policies and procedures established at the national and Service levels. Unity of command and economy of force are the driving forces of the base camp life cycle; they emphasize the role of each base camp commander and the RSG commander in directing, synchronizing, managing, and assessing all aspects of the base camp to ensure fulfillment of functions while minimizing waste of resources and time. Each base camp commander, as a steward of the Army Profession, ethically, effectively, and efficiently manages, conserves, and preserves all assigned resources to optimize base operations results.

3-13. The four activities of the base camp life cycle relate to the actual life span of a base camp. Planning and design are interdependent. Effective design hinges on the accuracy of the information generated during planning, particularly information related to facility and infrastructure requirements, resources, construction means, and site location. Construction refers to the means and methods devised through planning and design for constructing, modifying, upgrading, and deconstructing base camp facilities and infrastructure. Operations and maintenance address the complex systems involved in operating and maintaining base camp facilities. As the operation progresses, the headquarters transfers and closes base camps to consolidate resources. RSGs may play a part in the first two activities, but typically play a larger part in operations and maintenance and transfer or closure. The operations and maintenance activity is covered in paragraphs 3-1 to 3-10.

3-14. Commanders close all or portions of a base camp when they no longer need it. They can also transfer it to another Service, a multinational force, a government agency, a nongovernmental organization, or the host nation. Proper transfer and closure procedures facilitate the timely withdrawal of U.S. forces, reduce cost, prevent undue liabilities, protect U.S. interests, and promote good relations. The base camp commander develops a transfer and closure plan as part of the overall basing strategy. The base camp transfer and closure plan is essentially a reverse-sequence of initially building up the base camp. This plan describes the concept for transferring or closing non-mission essential base camps and realigning forces to remaining base camps.

3-15. The RSG supports the base camp transfer and closure process by overseeing base camp transfer and closure within its assigned base camp or base cluster. Key elements of transfer and closure oversight for the RSG include, but are not limited to, the following:

- Completion of transfer and closure plans for all assigned base camps.
- Completion of DD Form 2995 for all assigned base camps.
- Completion of Environmental Site Closure Report for all assigned base camps.
- Synchronization of all resources assigned.
- Identification and requests of additional resources required.
- Security of resources on the base camp.
- Coordination for security external to the base camp.
- Receipt and transmission of all required reports.
- Command and integration of all assets within the base or base cluster.
- Allocation of assets assigned to a base within the base cluster or to assets assigned to a support area base.

BASE CAMP DURATION

3-16. A base camp may be categorized according to its expected duration as shown in table 3-2. A contingency base camp is expected to operate 2–10 years or less, while an enduring base camp is expected to operate more than 5 years or longer. Ideally, facilities transition from contingency standards to enduring standards when appropriate, typically any time within a six-month to five-year period. These timelines provide a framework for staff to plan for the transition of standards, but the actual trigger for transition will be based on conditions and other factors. (See ATP 3-37.10 for more information on base camp duration.)

Table 3-2. Base camp duration

Phase	Construction Standard	Expected Duration
Contingency	Organic	Up to 90 days
	Initial	Up to 6 months
	Temporary	Up to 5 years
	Semipermanent	2–10 years
Enduring	Permanent	5 years or longer

3-17. Expected base camp duration affects the construction standards used for facilities and infrastructure. The CCDR, in coordination with Service components and the Services, specifies the construction standards for facilities in the theater. Specific construction standards optimize the engineer effort expended on any given facility while ensuring that facilities suffice for health, safety, and mission accomplishment. (See ATP 3-37.10 for more information on base camp construction standards.)

BASE CAMP SIZE

3-18. Table 3-3 on page 34 shows base camp sizes and the population ranges associated with each. The base camp population includes both tenant and transient units and organizations. The population can include U.S., multinational, and host-nation personnel as well as contractors authorized to accompany the force. Transient units and organizations come to the base camp for specified services and support, which may not necessarily include remaining overnight. Determining the transient population that a base camp serves and understanding service and support relationships with other base camps are critical to identifying requirements accurately for base camp facilities, infrastructure, services, and support.

Table 3-3. Base camp sizes and population ranges

Base camp size	Approximate population
Platoon	50
Company	300
Battalion or battalion landing team	1,000
BCT or RCT	3,000
Support area	6,000 or greater
BCT brigade combat team RCT regimental combat team	

BASE CAMP LEVELS OF SERVICES STANDARDS

3-19. Base camps have three increasing levels of service standards: basic, expanded, and enhanced. Service standards describe a base camp in terms of support, services, and overall quality of life provided. These standards also describe the applied construction effort that corresponds with the anticipated duration of the mission. Base camps in support of short-duration missions are more austere and require fewer resources to establish and operate. Base camps for longer missions generally require greater resources. Not all similar sized base camps have the same level of capability, and the implementation of these capabilities does not directly link to operational phases.

3-20. Base camp construction and service levels are typically directed by the theater army or land component commander of a joint force. Changing the level of services of a base camp is deliberate decision making that links to a decision point in the operation plan or is triggered by a clearly identifiable change in the situation. Each base camp has a planned life cycle that commanders adapt as the operation progresses. (See figure 3-1 for the level of service standards and AR 700-147 for more on standards and scaling.)
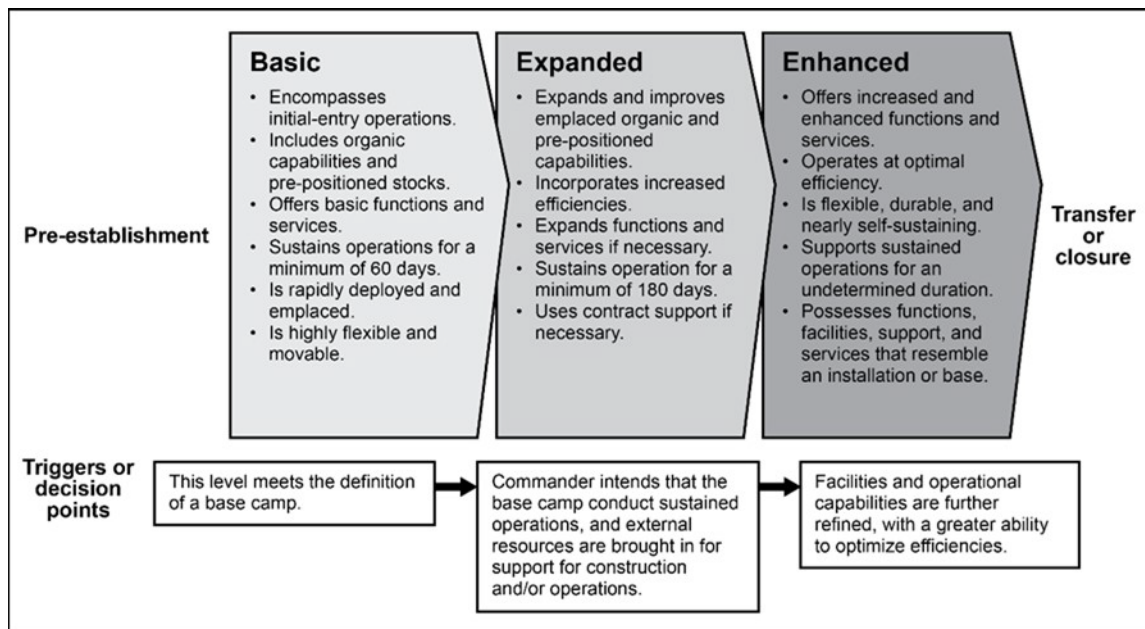
Figure 3-1. Base camp level of service standards

Basic Services

3-21. Units provide base camps with basic services for initial entry operations. Units implement basic services primarily using organic capabilities and prepositioned stocks. The base camp's design requires the ability to sustain operations for a minimum of 60 days, is highly flexible, and can rapidly deploy and emplace.

Expanded Services

3-22. Units provide base camps with expanded services that improve the basic capabilities for a longer duration. Expanded services have improved emplaced organic and prepositioned capabilities. Often these base camps incorporate increased efficiencies, expand the base camps' functions, and add services. A base camp with expanded services is designed to sustain operations for a minimum of 180 days. Base camps with expanded services are intended to increase operational efficiency for use up to 2 years and may be used to fulfill requirements up to 5 years. These base camps sometimes require contract support.

Enhanced Services

3-23. When needed, units construct base camps with enhanced services. Enhanced services enable base camps to operate at optimal efficiency and support operations for an unspecified duration. These services are flexible, durable, nearly self-sustaining, and implemented primarily through contracted support. Many of the functions, facilities, and services and much of the support resemble those of a permanent base or installation. These facilities are intended for a life expectancy of more than 2 years to less than 10 years. Enhanced facilities comply with semi-permanent or permanent joint construction standards.

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Appendix A

Reception, Staging, Onward Movement, and Integration

This appendix describes the RSG mission when tasked with supporting RSOI. It discusses the purpose of RSOI. Then it covers how RSGs support RSOI. The appendix concludes with a discussion of DSCA and RSOI.

PURPOSE OF RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

A-1. RSOI is the process designed to rapidly combine and integrate arriving elements of personnel, equipment, and materiel into combat power that can be employed by the CCDR. (See ATP 3-35 for information on deployment and redeployment.) The purpose of RSOI is to build the combat power necessary to support the CCDR's concept of operation. The four segments of RSOI are reception, staging, onward movement, and integration.

RECEPTION

A-2. Reception operations include all those functions required to receive and clear personnel, equipment, and materiel through the port of debarkation. These functions include unloading personnel and equipment from strategic transport assets; managing port marshalling areas; transporting personnel, equipment, and materiel to staging areas; and providing logistic support services to units transiting the points of debarkation.

STAGING

A-3. Staging operations include the assembly, temporary holding, and organization of arriving personnel, equipment, and materiel into forces and capabilities. It prepares forces for onward movement, tactical operations, or Service reintegration if the theater army is supporting other Services. It configures personnel, equipment, and basic loads into movement units and provides logistic support for units transiting the staging area.

ONWARD MOVEMENT

A-4. Onward movement is the process of moving forces, capabilities, and accompanying materiel from reception facilities, marshalling areas, and staging areas to tactical assembly areas at which time they become operational control to the ARFOR in the joint operations area.

INTEGRATION

A-5. Integration is the formal transfer process for organizations that are prepared to conduct their mission. It is the synchronized transfer of capabilities into the ARFOR in the joint operations area and to an operational commander's force.

REGIONAL SUPPORT GROUP AND RSOI

A-6. Theater armies, in their Army Service component command role, are responsible for the conduct of RSOI of Army expeditionary forces into the area of responsibility for crisis response or other military operations. The theater army employs its theater sustainment command to execute RSOI operations in theater. Sustainment forces overseen by a sustainment brigade, expeditionary sustainment command, or theater sustainment command execute RSOI. Successful RSOI requires the same level of command emphasis, planning, rehearsal, synchronization drills, and attention to detail as other operations. The numerous tasks associated with RSOI focus to effectively receive and prepare both personnel and equipment for transition from deployment to employment. The RSG enables sustainment units to conduct RSOI by overseeing support infrastructure.

A-7.   When deployed to contingency areas, the RSG could be assigned or attached to a sustainment unit that is tasked to conduct RSOI. If tasked to support RSOI, RSG capabilities are best suited to support arriving personnel. The RSG's higher commands such as an expeditionary sustainment command or theater sustainment command have expanded capabilities to conduct personnel-related activities. These capabilities include the human resources platoon, human resources operations branch, theater gateway personnel accountability team, theater personnel operations center, human resources operations center, distribution management center, and theater army, field army, and corps G-1 staffs. (See FM 1-0 and ATP 1-0.1 for more information on human resources support to operations.)

A-8.   The RSG commander and staff coordinate and support (plan, prepare, execute, and assess) reception, staging, and onward movement of arriving unit personnel or non-unit replacement personnel to process and move them to the responsible tactical commander for integration as part of the forces available for operations.

PLANNING

A-9.   The RSG plans support to RSOI, typically in the form of services and facilities for arriving organizations. The RSG identifies transiting units early and determines their specific support requirements. These requirements can include planning for human resources and administrative support, providing financial support, providing morale, welfare, and recreation, establishing procedures for maintaining accountability for personnel, and providing religious support.

A-10. The RSG coordinates with medical command and control headquarters to ensure the Army Health System support plan is synchronized and integrated. The plan should include needed emergency medical services as well as necessary augmentation to arriving units' organic Army Health System support.

A-11. The RSG continues to plan for protection. The RSG plans by completing a risk assessment, developing controls, and implementing the identified controls. It plans to counter threats to incoming units as the unit conducts RSOI and conducts intelligence preparation of the operational environment to identify threats. It plans for force protection construction requirements such as planning bunkers that can protect against indirect fires and determines threats to operations security.

A-12. The RSG plans for communications to support RSOI of incoming units. It provides transiting units with the means to communicate while in transition. Incoming units then continue to employ their organic communications capabilities. With the RSG support to planning, these arriving units maintain communications with movement and distribution units, monitor the flow of forces and materiel into the theater of operations, and monitor the progress of their transiting units.

A-13. Planning for RSOI involves constructing facilities for arriving or transiting units and individual replacements. The RSG constructs facilities appropriate for training such as theater-specific explosive ordnance training on explosive hazards such as improvised explosive devices. It plans for and constructs buildings for briefing areas. The RSG also constructs life support areas and staff areas.

A-14. The RSG plans for other necessities for RSOI. It identifies transportation requirements to move transiting personnel between base camps. It identifies potential shortfalls to support RSOI and requests additional resources to meet them. The RSG plans for required field services and the associated preparation required, such as potable and non-potable water and fuel storage and delivery, refrigeration, or power generation, among other things.

PREPARING

A-15. The RSG prepares the transition process to ensure incoming personnel, equipment, and materiel are matched to existing resources in theater and undergo a robust preparation process to meet operational requirements for in-theater commanders and units. To expedite buildup of forces in the AO, the RSG integrates capabilities of U.S., host-nation, and multinational forces and contractors. These capabilities include basic life support requirements, support operations and functions, supply and services, OCS, and LOGCAP capabilities. It refines the plan for theater RSOI movement capabilities to prevent bottlenecks. It monitors the time-phased force and deployment flow and movement schedules for changes affecting arriving units.

A-16. The RSG prepares for incoming personnel by addressing area and facility requirements. The RSG schedules facilities and other requirements for transiting personnel to accomplish required RSOI tasks. These facilities include, but are not limited to, weapons ranges for verifying zero or test firing weapons, lanes for theater-specific training requirements, and spaces for mandatory theater-specific briefings. RSGs may also need to improve holding areas at ports of debarkation, staging areas, marshalling areas, personnel and equipment integration areas, life support areas, and security support areas. Improvements completed prior to the arrival of units is preferred. Once units arrive, the personnel and equipment require immediate billeting and motor pool space. RSGs should request additional forces when necessary to conduct improvement projects.

A-17. The RSG implements operations security measures to protect information related to the movement of forces. It ensures integration of the risk management process to protect transiting forces, including protection-related construction. (See ATP 5-19 for more information on risk management.) While preparing for RSOI, the RSG implements communications plans to enable communications between facilities. The RSG prepares by conducting rehearsals with arriving unit advanced parties. The RSG also prepares by establishing liaison with the commands that will receive units conducting RSOI.

EXECUTING

A-18. The RSG executes the RSOI transition process for personnel, equipment, and materiel. The RSG contacts unit leaders immediately upon their arrival. It ensures all arriving personnel receive briefings on force protection requirements (such as reaction to indirect fire alarms), operations security measures, safety requirements, and directed theater-specific requirements (such as isolated Soldier guidance). The RSG directs or moves arriving personnel and their personal equipment to billeting areas. The RSG coordinates food service support, bivouac areas, maintenance support for arriving equipment, supply support (including issue of theater-specific equipment), transportation between facilities, contracting support, Army Health System support, religious support, legal support, and sanitation. To prevent delays, the RSG monitors the RSOI process and adjusts base operations support to accommodate efficient transition to combat readiness. With augmentation, the RSG continuously provides force protection for transitioning units. The RSG moves forces from reception facilities and marshalling areas to tactical assembly areas for onward movement.

ASSESSING

A-19. The RSG assesses reception, staging, and onward movement operations support through an appropriately developed assessment plan. The plan focuses on improving efficiency and standards of readiness and RSG support to units processing through the command. Although efficiency is important, security is often a higher priority, so the RSG will seek to optimize its processes while ensuring it meets the appropriate security requirements. (For more information on assessment, see ATP 5-0.3.)

RSOI DURING DSCA

A-20. The RSG provides command, control, and support of assigned or attached personnel during DSCA missions within the United States. This support includes managing the RSOI of other forces deployed in support of missions in the AO. Based upon the lessons learned during the response to Hurricane Katrina in 2005, the U.S. Army and ARNG identified the importance of being able to quickly establish and efficiently conduct RSOI operations following a catastrophic domestic event. In the case of the ARNG response, nearly 50,000 guardsmen from all 54 ARNG entities responded into the disaster area within two weeks of the hurricane's landfall. Promptly establishing contingency bases and conducting RSOI operations following a catastrophic event on U.S. soil involves responding to complications such as wide-scale injuries, death, and destroyed supporting physical infrastructure. A quick and comprehensive response to this mission requires efficient RSOI of supporting units with specialized training, expertise, and equipment.

A-21. When mobilized under Title 10 for DSCA operations, RSGs normally are assigned to an Army task force or a JTF. When mobilized under State active duty or on Title 32 orders, ARNG RSGs normally are assigned to the ARNG joint force headquarters-state, to a JTF-State, or an ARNG division headquarters that are also in a Title 32 or State Active-Duty status. The RSG may be used to establish a base camp for operations and conduct RSOI of personnel and units supporting the mission.

A-22. Depending on the allocation of forces, the RSG responsibility to support joint RSOI consists primarily of establishing and managing the base camp or base cluster. By executing base operations functions, the RSG enables the theater sustainment command's execution of RSOI for Army forces in theater.

Appendix B
Mobilization Support Force

This appendix describes the RSG's mission as part of the MSF in supporting a MFGI rapid expansion operation.

B-1.   The Army senior commander on the installation commands the MFGI and provides unity of command. The senior commander oversees and coordinates resources to support mobilization operations on the installation, establishes installation priorities, and ensures mobilized units meet deployment requirements. The deputy commanding general for mobilization located at the MFGI is responsible for synchronizing and integrating training and logistical and administrative support for USAR deploying units through the installation senior commander.

B-2.   The MSF provides the mobilization enterprise the surge capability to enhance mission command to execute mobilization activities, augment the training capabilities for First Army Training Brigades, provide logistical support to mobilizing units and training requirements, and establish an in-processing center and a Soldier readiness center. Command relationships between the installation senior commander, deputy commanding general for mobilization, and installation commander varies between different installations depending upon each MFGI's capabilities.

B-3.   RSGs are task-organized as part of the MSF mobilized for employment by a CCDR in support of a large-scale mobilization operation. The MSF conducts the administrative Soldier readiness processing and provides life support activities in coordination with the MFGI installation partners to prepare mobilizing units for deployment to the assigned theater of operation. Key tasks include—
- Execute the RSOI of mobilizing units.
- Conduct Soldier Readiness Processing for mobilizing units.
- Conduct sustainment operations for MSF units and mobilizing units.
- Maintain active relationships with MFGI enterprise partners.

B-4.   USAR units or individual personnel identified for employment by a CCDR progress through nine phases of individual or unit mobilization as described in Chapter 1:
- Phase I is preparation and planning.
- Phase II is notification of sourcing.
- Phase III is alert.
- Phase IV is home station.
- Phase V is mobilization station.
- Phase VI is port of embarkation.
- Phase VII is redeploy.
- Phase VIII is reception and arrival at demobilization station.
- Phase IX is reconstitution and reintegration.

B-5.   RSGs play a critical role in phases V and VIII. They deploy to MFGIs to support power projection by providing the C2 for the mobilization and demobilization of individuals and units. *Power projection* is the ability of a nation to apply all or some of its elements of national power (for example, political, economic, informational, or military) to rapidly and effectively deploy and sustain forces in and from multiple dispersed locations to respond to crises, to contribute to deterrence, and to enhance regional stability (AR 525-93). Power projection platforms are Army installations and joint bases, capable of deploying one or more Army brigades or larger formations in accordance with combatant command requirements. RSGs coordinate and, as required, deliver services and support above common levels of support during contingency-related support operations for mobilization, deployment, redeployment, and demobilization for the garrison commander and in support of the senior commander's Title 10 responsibilities. (See ATP 3-35, DA PAM 525-93, and Table B-1 at https://go.mil/cadd-cui-publication-references [CAC required] for more information on power projection platforms and MFGIs.)

B-6. When mobilized as part of the MSF to support an MFGI, general RSG responsibilities may include—
- Providing C2 of the MSF at the colonel level as well as direct coordination with installation partners at the general officer level.
- Providing oversight of mobilization activities at the MFGI.
- Assisting the deputy commanding general with key leader engagement preparation and execution as well as other staff functions as needed.

B-7. The MSF generally consists of a RSG headquarters, a combat sustainment support battalion with adequate sustainment functions, and Administration Soldier Readiness Process units to include HR, legal, and finance functions complementary of the supported MFGI. The MSF may also have command or support relationships with military police, explosive ordnance disposal, and operational medicine units in support of a large-scale combat operation mobilization. (See figure B-1 for a notional MSF task organization.)
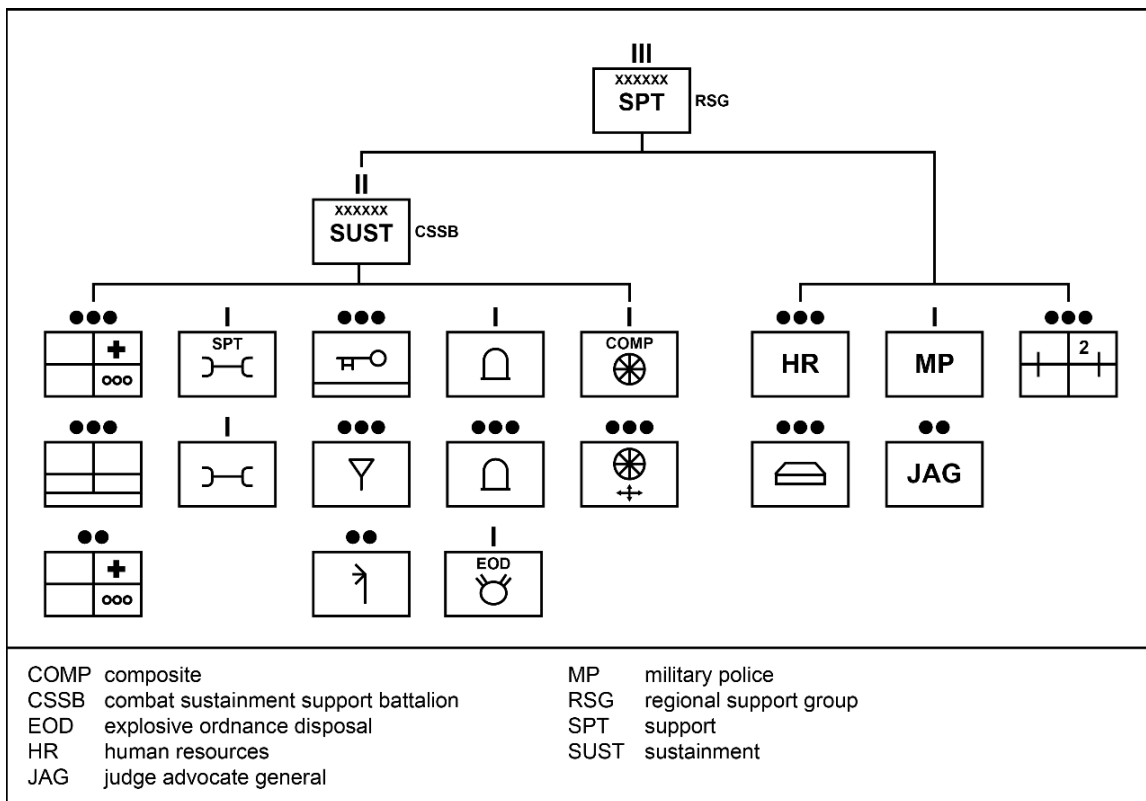
Figure B-1. MSF task organization

Glossary

The glossary lists acronyms and terms with Army or joint definitions.

SECTION I – ACRONYMS AND ABBREVIATIONS

ADP	Army doctrine publication
AO	area of operations
AR	Army regulation
ARNG	Army national guard
ATP	Army techniques publication
BCMC	base camp management center
BCOC	base cluster operations center
BCT	brigade combat team
BDOC	base defense operations center
BOC	base operations center
BOS-I	base operating support–integrator
C2	command and control
CCDR	combatant commander
CONUS	continental United States
DOD	Department of Defense
DSCA	Defense Support of Civil Authorities
FM	field manual
G-1	assistant chief of staff, personnel
IMCOM	U.S. Army Installation Management Command
JFC	joint force commander
JP	joint publication
JTF	joint task force
LOGCAP	logistics civil augmentation program
MFGI	mobilization force generation installation
MSF	mobilization support force
NATO	North Atlantic Treaty Organization
OCONUS	outside the continental United States
OCS	operational contract support
RSG	regional support group
RSOI	reception, staging, onward movement, and integration
S-1	battalion or brigade personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion or brigade logistics staff officer

S-6	battalion or brigade signal staff officer
TACON	tactical control
TCF	tactical combat force
U.S.	United States
USAR	United States Army Reserve
USC	United States Code

SECTION II – TERMS

ARFOR

The Army component and senior Army headquarters of all Army forces assigned or attached to a combatant command, subordinate joint force command, joint functional command, or multinational command. (FM 3-94)

area of operations

An operational area defined by a commander for the land or maritime force commander to accomplish their missions and protect their forces. Also called AO. (JP 3-0)

area security

A type of security operation conducted to protect friendly forces, lines of communications, installation routes and actions within a specific area. (FM 3-90)

base boundary

A line that delineates the surface area of a base for the purpose of facilitating coordination and deconfliction of operations between adjacent units, formations, or areas. (JP 3-10)

base camp

An evolving military facility that supports military operations of a deployed unit and provides the necessary support and services for sustained operations. (ATP 3-37.10)

base cluster

A collection of bases, geographically grouped for mutual protection and ease of command and control. (JP 3-10)

base cluster operations center

A command and control facility that serves as the base cluster commander's focal point for defense and security of the base cluster. Also called BCOC. (JP 3-10)

base defense

The local military measures, both normal and emergency, required to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base to ensure the maximum capacity of its facilities is available to United States forces. (JP 3-10)

base defense operations center

A command and control facility established by the base commander to serve as the focal point for base security and defense. Also called BDOC. (JP 3-10)

command post

A headquarters, or a portion there of, organized for the exercise of command and control. (FM 6-0)

contracting officer's representative

An individual designated in writing by the contracting officer to perform specific technical or administrative functions. Also called COR. (JP 4-10)

mobilization

The process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or other national emergency. (JP 4-05)

mobilization force generation installation

Army installations including federally activated state-operated installations designated to provide continuous Regular Component/RC power projection, combat preparation, post-mobilization training, sustainment capabilities, and pre-mobilization training support. (AR 525-93)

operational contract support

The process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander-directed operations. Also called OCS. (JP 4-10)

power projection

The ability of a nation to apply all or some of its elements of national power (for example, political, economic, informational, or military) to rapidly and effectively deploy and sustain forces in and from multiple dispersed locations to respond to crises, to contribute to deterrence, and to enhance regional stability. (AR 525-93)

support area

The portion of the commander's area of operations that is designated to facilitate the positioning, employment, and protection of base sustainment assets required to sustain, enable, and control operations. (ADP 3-0)

tactical combat force

A rapidly deployable, air-ground mobile combat unit, with appropriate combat support and combat service support assets assigned to, and capable of, defeating Level III threats, including combined arms. Also called TCF. (JP 3-10)

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