DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.
This publication is available at the Army Publishing Directorate site (https://armypubs.army.mil), and the Central Army Registry site (https://atiam.train.army.mil/catalog/dashboard).
# REGIONAL SUPPORT GROUP

## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREFACE</td>
<td>iii</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>v</td>
</tr>
<tr>
<td>Chapter 1 **REGIONAL SUPPORT GROUP MISSION AND ORGANIZATION**</td>
<td>1-1</td>
</tr>
<tr>
<td>Mission</td>
<td>1-1</td>
</tr>
<tr>
<td>Organization</td>
<td>1-2</td>
</tr>
<tr>
<td>Capabilities</td>
<td>1-4</td>
</tr>
<tr>
<td>Roles in Contingency Operations</td>
<td>1-6</td>
</tr>
<tr>
<td>Dependencies</td>
<td>1-8</td>
</tr>
<tr>
<td>Supported Commands</td>
<td>1-10</td>
</tr>
<tr>
<td>Chapter 2 **BASE CAMP ORGANIZATION FOR THE REGIONAL SUPPORT GROUP**</td>
<td>2-1</td>
</tr>
<tr>
<td>Organizational Base Camp Centers</td>
<td>2-1</td>
</tr>
<tr>
<td>Regional Support Group Communications</td>
<td>2-4</td>
</tr>
<tr>
<td>Chapter 3 **BASE CAMP OPERATIONS AND MANAGEMENT**</td>
<td>3-1</td>
</tr>
<tr>
<td>Base Camp Operations</td>
<td>3-1</td>
</tr>
<tr>
<td>Base Camp Management</td>
<td>3-2</td>
</tr>
<tr>
<td>Support to Tenant Units</td>
<td>3-2</td>
</tr>
<tr>
<td>Chapter 4 **BASE SECURITY AND DEFENSE**</td>
<td>4-1</td>
</tr>
<tr>
<td>Base Security</td>
<td>4-1</td>
</tr>
<tr>
<td>Base Defense</td>
<td>4-2</td>
</tr>
<tr>
<td>Framework</td>
<td>4-2</td>
</tr>
<tr>
<td>Threat Levels</td>
<td>4-3</td>
</tr>
<tr>
<td>Security Considerations</td>
<td>4-4</td>
</tr>
<tr>
<td>Chapter 5 **BASE CAMP CHARACTERISTICS**</td>
<td>5-1</td>
</tr>
<tr>
<td>Base Camp Life Cycle</td>
<td>5-1</td>
</tr>
<tr>
<td>Base Camp Duration</td>
<td>5-2</td>
</tr>
<tr>
<td>Base Camp Size</td>
<td>5-2</td>
</tr>
<tr>
<td>Base Camp Levels of Services Standards</td>
<td>5-2</td>
</tr>
<tr>
<td>Chapter 6 **SUPPORT TO RECEPTION, STAGING, ONWARD MOVEMENT, AND**</td>
<td>6-1</td>
</tr>
<tr>
<td>INTEGRATION</td>
<td>6-1</td>
</tr>
<tr>
<td>Purpose of Reception, Staging, Onward Movement, and Integration</td>
<td>6-1</td>
</tr>
<tr>
<td>Regional Support Group and RSOI</td>
<td>6-1</td>
</tr>
<tr>
<td>Reception, Staging, Onward Movement, and Integration in DSCA</td>
<td>6-3</td>
</tr>
</tbody>
</table>

**DISTRIBUTION RESTRICTION:** Approved for public release; distribution is unlimited.
Figures

Figure 1-1. RSG command structure .................................................................................................. 1-3
Figure 1-2. RSG directorate alignment .......................................................................................... 1-3
Figure 2-1. Example of a typical base operations center organization ........................................ 2-4
Figure 2-2. Communications for regional support group outside the continental United States ... 2-5
Figure 2-3. Communications for regional support group for DSCA ............................................. 2-6
Figure 4-1. Framework for base camp security and defense ........................................................ 4-3
Figure 4-2. Base boundary considerations .................................................................................... 4-5
Figure 4-3. Base cluster example .................................................................................................. 4-7
Figure 5-1. Triggers for base camp levels of service standards .................................................... 5-3

Tables

Introductory table 1. New Army term ................................................................................................. v
Table 1-1. Augmentation to RSGs .................................................................................................... 1-8
Table 1-2. Required augmentation .................................................................................................. 1-10
Table 3-1. Sources of services on installation and contingency base ........................................... 3-2
Table 4-1. Threat levels .................................................................................................................... 4-4
Table 5-1. Base camp duration ....................................................................................................... 5-2
Table 5-2. Base camp sizes and population ranges ........................................................................ 5-2
Preface

ATP 3-90.20 provides the regional support group (RSG) doctrine. This publication aligns and nests with joint and Army doctrine. To comprehend the doctrine contained in this publication, readers must first understand the nature of unified land operations as described in JP 3-0 and ADRP 3-0. In addition, readers must fully understand the fundamentals of the operations process contained in ADRP 5-0, the principles of mission command described in ADRP 6-0, the execution of defense support of civil authorities discussed in ADRP 3-28, the protection tasks discussed in ADRP 3-37, and the base camp life cycle described in ATP 3-37.10. In addition, readers should understand ADRP 1, The Army Profession, in order 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 all echelons and RSGs primarily tasked with conducting base camp management, base security and defense operations, and joint reception, staging, onward movement, and integration. 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 U.S., international, and in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. See FM 27-10.

ATP 3-90.20 uses joint terms where applicable. Selected joint and Army terms and definitions appear in the glossary and the text. Terms for which ATP 3-90.20 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 3-90.20 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ATP 3-90.20 applies to the Active Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve, and Army Civilian Corps, 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 a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, United States Army Combined Arms Center, Fort Leavenworth, ATTN: ATZL-MCD (ATP 3-90.20), 300 McPherson Avenue, Fort Leavenworth, KS 66027-2337. Send e-mail to usarmy.leavenworth.mccoe.mbx.cadd-org-mailbox@mail.mil or submit an electronic DA Form 2028.
This page intentionally left blank.
Introduction

ATP 3-90.20 discusses the RSG. It nests and aligns with ADP 3-0 and ATP 3-37.10. Its topics include the RSG mission, RSG structure, and RSG operations during daily activities, in support of defense support of civil authorities, and in support of contingency response missions.

ATP 3-90.20 contains six chapters:

Chapter 1 discusses the RSG mission and organization. This chapter identifies the RSG’s specific capabilities, roles during contingency response missions, and dependencies. Lastly, the chapter discusses augmentation for and commands supported by RSGs.

Chapter 2 discusses organizations for the RSG. The chapter discusses base camp centers and their communications.

Chapter 3 covers base camp operations and management. It also discusses base camp support to tenant units.

Chapter 4 discusses base camp security and defense. It discusses the framework of base security and base defense. It also covers the threat levels and various security considerations.

Chapter 5 discusses base camp characteristics. It covers the life cycle of a base camp. It discusses the duration and sizes of base camps. It concludes with the three levels of service standards provided at base camps.

Chapter 6 provides a brief overview of RSOI. It discusses how the RSG enables the joint task force to conduct RSOI.

ATP 3-90.20 introduces a new defined term and acronym. See introductory table 1 and the glossary.

Introductory table 1. New Army term

<table>
<thead>
<tr>
<th>Term</th>
<th>Reasoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>regional support group</td>
<td>New term</td>
</tr>
</tbody>
</table>
This page intentionally left blank.
Chapter 1
Regional Support Group Mission and Organization

Chapter 1 describes the mission and organization of the regional support group (RSG). It next discusses the capabilities of an RSG. It then discusses the five phases of the RSG’s role in contingency operations. Lastly, the chapter discusses augmentation for RSGs and commands supported by RSGs.

MISSION

1-1. The RSG mission enables a commander to support personnel. The regional support group is a deployable headquarters that manages base camps or base clusters with a population of 6,000 or more personnel and requires services beyond basic life support. The RSG headquarters is designed to relieve the burden of base camp management and operations from the combatant commander—a commander of one of the unified or specified combatant commands established by the President (JP 3-0)—so that commander can focus on the primary mission. During defense support of civil authorities (DSCA) operations, the RSG serves as a brigade-sized command responsible for all assigned units. The RSG requires augmentation by other military units, Department of the Army (DA) Civilians, contractors, or a combination of all three groups to conduct base camp management and operations. While most RSGs are Reserve Component, RSGs may also be Regular Army, such as the 10th RSG in Japan.

1-2. For overseas employment, RSGs normally have a mission with and are assigned to the theater army. The RSG may be further assigned or attached to a general officer command. An RSG provides the command, control, and administrative support structure for operating a base camp or base cluster with a population of 6,000 or more personnel. The population consists of military forces, DA Civilians, other government agency personnel, nongovernmental organization personnel, government contractors, and transients. Usually an RSG falls under a general officer command during contingency operations or during DSCA operations outside the continental United States. This mission set includes—

- Commanding assigned or attached units.
- Supporting units and personnel as directed.
- Providing contract requirements definition and oversight assistance.
- Determining base camp support requirements.
- Operating and manning a 24/7 base defense operations center (BDOC).
- Commanding smaller contingency bases within the general officer command’s operational area.
- Overseeing base camp management and operations.
- Supporting joint reception, staging, onward movement, and integration (JRSOI) operations as part of DSCA operations.

1-3. The RSG mission includes garrison protection, anti-terrorism, and most garrison management functions normally ascribed to a garrison commander on an installation. The RSG requires staff assistance from the general officer command staff to which it is assigned or attached. It also requires augmentation from military units, DA Civilians, and contractors. This additional support addresses mission, enemy, terrain and weather, troops and support available—time available and civil considerations (METT-TC) and other considerations to run a base camp and support reception, staging, onward movement, and integration (RSOI) operations.

1-4. The scope of the RSG mission encompasses managing base camps when two or more brigade-level commands or a general officer command are present. The RSG oversees base camp operations through a base operations center. RSGs may also operate a joint or multinational base. For joint purposes, a base is a locality
from which operations are projected or supported. (JP 4-0) When mobilized under Title 10 for DSCA operations, RSGs will normally be assigned to an Army task force or a joint task force (JTF). When mobilized under state active duty or on Title 32 orders, Army National Guard (ARNG) RSGs will normally be assigned to the National Guard joint force headquarters-state (NG JFHQ-State), or to a JTF-State or an ARNG division headquarters which are also in a Title 32 or State Active Duty status.

1-5. RSGs also provide support to other Services or multinational partners and operate a joint or multinational base if needed. The higher headquarters may employ a RSG to establish a base camp for operations and to conduct JRSOI of personnel and units supporting the mission.

1-6. The RSG controls the mobilization, deployment, redeployment, and demobilization support operations for Reserve Component units and Soldiers at the tactical level. The RSG also acts as an integral part of an activated mobilization force generation installation (known as MFGI).

1-7. The RSG can deploy to activated mobilization force generation installations. Once mobilized, RSGs coordinate and, as required, deliver services and support above common levels of support to Reserve Component formations and individuals 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. When mobilized to support a mobilization force generation installation, general RSG responsibilities include the following:

- Facilitate installation mobilization support functions under operational control of the installation senior commander and tactical control (TACON) of the garrison commander.
- Exercise mission command of Reserve Component augmentation forces employed to expand garrison capability and capacity rapidly during contingency operations.
- Through coordination with mobilization force generation installation enterprise agencies, assist unit commanders with rapid fielding initiative, orders production, personnel and supply readiness including validating requirements for deployment. The RSG also prepares and schedules units for onward movements of personnel and equipment.
- Based on United States Army Installation Management Command (IMCOM) guidance, execute directed contracting officer representative functions and oversee executing support base services for contract task functions of—
  - Plans.
  - Training.
  - Mobilization.
  - Security.
  - Finance.
  - Material management and supply.
  - Human resources services.
  - Movement.
  - Equipment readiness and maintenance.
  - Billeting and facilities.
  - Information management.
- Provide force protection, legal, chaplain, and Inspector General support to the mobilization mission as required.

**ORGANIZATION**

1-8. The RSG consists of a small, organic administrative and support headquarters. Subordinate elements augment the RSG depending on its specific mission. The RSG has a basic command structure (see figure 1-1 on page 1-3).
1-9. Because of the nature of RSG operations outside the continental United States, some RSGs have found success realigning to a directorate-type structure that exactly mirrors IMCOM. Figure 1-2 illustrates one such plan. In this example, the functions align under coordinated IMCOM names with the same requirements or duties as their IMCOM counterparts.

1-10. 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) Army basing typically falls into two general categories: permanent (bases or installations) and nonpermanent (base camps). Bases
or installations consist of permanent facilities and are 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 specific purpose or they may be multifunctional.

1-11. 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. 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)

1-12. Tenant units normally secure their own facilities on the base and provide select forces for base defense. Base defense uses local military measures to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base. (See paragraph 4-8 for more information on base defense.) The base commander normally exercises TACON over those forces. Except under expeditionary conditions in unestablished theaters, TACON elements of the tenants do not act as the primary force protection. The protection forces that tenant units provide should only be used as a last resort. Given a Level I or II threat, the higher headquarters assigns a mobile security force to the RSG. 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) The commander assigns a tactical combat force to the RSG to defend against and defeat Level III threats.

1-13. In base defense operations, a base cluster is a collection of bases, geographically grouped for mutual protection and ease of command and control. (JP 3-10) The joint force commander or designated representative appoints the base cluster commander. In base defense operations, the base cluster commander is a senior base commander designated by the joint force commander responsible for coordinating the defense of bases within the base cluster and for integrating defense plans of bases into a base cluster defense plan (JP 3-10). Depending on the situation, the designated representative may be the next higher tactical commander headquarters of the base camp, the senior base camp commander, or another designated base camp commander. There is no fixed number of base camps in a base cluster, but typically, a base cluster contains two to seven base camps. The joint force commander normally designates each base cluster through the joint security coordinator. 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 a supporting role to the base cluster commander.

CAPABILITIES

1-14. The RSG has specific capabilities. It remains scalable and tailorable based on METT-TC. The RSG can command and control one support area-level base camp or one base cluster consisting of up to seven battalion-sized base camps in the support area. During DSCA, it can command and control up to seven battalions. These battalions are typically assigned to Reserve Component RSGs for daily operations and administrative requirements. The RSG may also be used to establish a base camp for operations and conduct JRSOI of personnel and units supporting the DSCA mission. 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 NG JFHQ-State, an Army Reserve operational command, or an Army Reserve functional command. Additionally, RSG commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, 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 and functional dependencies for base camp management.
1-15. The commander and the staff of the RSG have specific functions on the base camp. The RSG commander—

- Serves as the base camp commander.
- Supervises overall base management and operations on a base camp.
- 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.
- Sets base camp safety policy and conducts safety inspections.
- Exercises stewardship of Army resources; 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.

1-16. The RSG personnel staff—

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

1-17. The RSG intelligence staff—

- Conducts intelligence preparation of the battlefield in support of base camp operations.
- Runs a badging and screening program for access to the base camp.
- Conducts base camp antiterrorism related assessments.

1-18. The RSG operations staff—

- Conducts the Directorate of Plans, Training, Mobilization, and Security (less security clearances, and security compliance) and Directorate of Emergency Services functions associated with those garrison command directorates when mobilized and deployed.
- Operates a 24/7 BDOC with augmentation from assigned or attached units.
- Oversees physical security of base camp.
- Plans for JRSOI 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.

1-19. The RSG facility engineer section—

- Coordinates the garrison Directorate of Public Works function when mobilized and deployed.
- Coordinates management of environmental requirements.
- Coordinates infrastructure surveys and base master planning.
- Develops preliminary plans for base construction and deconstruction.
- Plans and coordinates facility management and engineering functions on the base camp.
- Oversees and manages base utilities.
- Determines power requirements and coordinates power distribution for the base camp.

1-20. The RSG logistics staff—
- Conducts the logistics functions of the garrison 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.
- Manages logistic functions for 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.
- Coordinates traffic management on the base camp.
- Oversees and coordinates operational contract support.
- Coordinates with the theater army contracting support element for base camp requirements planning and execution.

1-21. The RSG signal staff—
- Conducts the garrison Directorate of Information Management function when mobilized and deployed.
- Provides limited equipment maintenance to support the base camp tenant units’ communications connectivity.

1-22. RSG special staffs conduct missions according to their specialty. The RSG Staff Judge Advocate conducts the garrison Staff Judge Advocate function when mobilized and deployed. The RSG unit ministry team conducts the garrison 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 garrison public affairs office function when mobilized and deployed.

1-23. Although the commander and staff provide many functions, they do have limitations. The RSG cannot—
- Fill its positions with non-U.S. Army personnel. Commanders cannot balance numbers of U.S. Army and non-U.S. Army personnel to accommodate local conditions.
- Be used principally for offensive operations. Commanders can use the RSG to conduct expeditionary deployment operations at the brigade level in support of the offense.

ROLES IN CONTINGENCY OPERATIONS

1-24. A contingency is a situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect United States interests. (JP 5-0) A contingency operation is an operation designated by law or by the Secretary of Defense. The Army employs RSGs in five phases during contingency operations. A phase is a planning and execution tool used to divide an operation in duration or activity. (ADRP 3-0)

PREDEPLOYMENT

1-25. Phase I addresses predeployment or crisis action. The RSG plans and prepares for strategic deployment in the compressed time of a crisis based upon the guidance issued by its higher headquarters, an Army Reserve operational command, or an Army Reserve functional command. The RSG oversees assigned units during DSCA missions, to include managing the RSOI of other forces deployed in support of the mission in the area of operations (AO). When not deployed, the RSG provides training, readiness, and mobilization oversight of forces assigned to it. The RSG may be required to rapidly provide the higher headquarters commander with a critical 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 in state disasters. The RSG conducts mission analysis and determines additional augmentation requirements. The RSG establishes headquarters facilities and prepares subordinate organizations to support the concept of operations.

**DEPLOYMENT**

1-26. Phase II of contingency operations addresses deployment or initial combat. The RSG provides management and protection functions for a base camp or base cluster for the intermediate staging base of combat forces. RSGs may also provide Army support to other Services or multinational partners and operate a joint or multinational base. Occasionally, the higher command uses the RSG to conduct JRSOI of personnel and units supporting the mission. The strength and composition of the RSG and its subordinate augmentation depends on METT-TC 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.

1-27. 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**

1-28. RSGs in Phase III conduct force buildup or combat operations. As the 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 RSG deploys when an operational environment requires a base camp or facilitates establishing a base camp for an extended period (several months) and requires services beyond basic life support. Staffs determine the need for a base camp by calculating one RSG per base camp or base cluster to support 6,000 or more personnel who have no existing base command structure. The RSG headquarters is not designed to conduct offensive operations. Rather, the RSG headquarters aims to relieve the burden of base camp management and operations from the combat or sustainment unit commanders, allowing them to focus on their primary mission. 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. The RSG cannot conduct base camp management or operations to standard without augmentation from other military units, DA Civilians, contractors, or a mix of these people. RSG Soldiers plan, resource, support, and execute base camp management and operations. Abiding with the philosophy of mission command, 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.

**DECISIVE COMBAT OPERATIONS**

1-29. Phase IV requires RSGs to conduct decisive combat operations. The RSG continues to provide base camp or base cluster management and protection functions. These actions relieve the burden of base camp management and operations from the combat or sustainment unit commanders, allowing them to focus on their primary mission. The RSG develops strategic plans for the base camp as it goes through its life cycle so that it is efficiently and effectively expanded and contracted as required.

**REDEPLOYMENT**

1-30. In Phase V, the RSG conducts redeployment. The RSG executes the closure or handover of base camps or base clusters as forces redeploy. The RSG provides base camp or base cluster management and protection functions for the intermediate staging base of combat forces. On rare occasions, the RSG conducts redeployment of personnel and units.
DEPENDENCIES

1-31. Supported commands typically designate a unit to be responsible for AOs where RSGs are located. These units are normally either a brigade combat team (BCT) or, more likely in support areas, a maneuver enhancement brigade (MEB). As such, these BCTs or MEBs have TACON of the RSG for security operations, serve as their higher headquarters for fire and air support planning, and provide a Level III threat tactical combat force when required.

1-32. The RSG depends on other elements for support and augmentation. It depends on appropriate elements of a regional readiness command, state area command, and JTF or Army Service component command for religious, legal, and Army Health System support; financial, personnel, and administrative services; field maintenance; and field feeding. The RSG relies on augmentation to perform its mobilized mission of base camp operations and management. Augmentation from units stems from analyzing METT-TC. RSGs receive augmentation from any combination of military units, Department of Defense or Army Civilians, or contractors noted in table 1-1. Table 1-2 on page 1-10, identifies required augmentation.

<table>
<thead>
<tr>
<th>Source</th>
<th>Type of augmentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theater-level assets</td>
<td>Finance, personnel, postal, and administrative services</td>
</tr>
<tr>
<td>• Theater army</td>
<td>Laundry and shower services</td>
</tr>
<tr>
<td>• Corps of Engineers</td>
<td>Real estate and facilities management</td>
</tr>
<tr>
<td>• Installation Management Command</td>
<td>Power generation</td>
</tr>
<tr>
<td>• Army Materiel Command</td>
<td>Firefighting</td>
</tr>
<tr>
<td>Sustainment</td>
<td>Multifunctional logistic support for integrated supply and maintenance management</td>
</tr>
<tr>
<td>• Theater Sustainment Command</td>
<td>Forward support when major parts of RSG functions are being executed via LOGCAP task order, by other contracting authorities and field ordering officers (see ATP 1-06.1 and ATP 4-10.1)</td>
</tr>
<tr>
<td>• Expeditionary Sustainment Command</td>
<td></td>
</tr>
<tr>
<td>• HHC, sustainment brigade</td>
<td></td>
</tr>
<tr>
<td>• HHC, CSSB</td>
<td></td>
</tr>
<tr>
<td>• Army field support brigade</td>
<td></td>
</tr>
<tr>
<td>Contracting</td>
<td>Contracting personnel</td>
</tr>
<tr>
<td>Medical Command (Deployment Support)</td>
<td>Army Health System support</td>
</tr>
<tr>
<td>Military police</td>
<td>Law enforcement support</td>
</tr>
<tr>
<td>HHC, military police command</td>
<td>Security and mobility support</td>
</tr>
<tr>
<td>HHC, military police brigade</td>
<td>Detention operations (including detainees and U.S. military prisoners) support</td>
</tr>
<tr>
<td>Signal</td>
<td>Department of Defense Information Network</td>
</tr>
<tr>
<td>HHC, theater tactical signal brigade</td>
<td>Area communications systems access</td>
</tr>
<tr>
<td>Legal</td>
<td></td>
</tr>
<tr>
<td>Legal Operations Detachment-Trial Defense</td>
<td>Trial defense</td>
</tr>
<tr>
<td>Legal Operations Detachment-Judicial</td>
<td>Military judge team support</td>
</tr>
<tr>
<td>CA</td>
<td>Host-nation support and civil-military operations coordination</td>
</tr>
<tr>
<td>Source</td>
<td>Type of augmentation</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Engineer facility detachment</td>
<td>Facility planning and operations support</td>
</tr>
<tr>
<td>Engineer utilities detachment</td>
<td>Facility utilities maintenance support</td>
</tr>
<tr>
<td>Engineer construction units</td>
<td>Base camp construction support</td>
</tr>
<tr>
<td>Engineer construction company</td>
<td></td>
</tr>
<tr>
<td>Engineer vertical construction company</td>
<td></td>
</tr>
<tr>
<td>Engineer firefighting team</td>
<td>Firefighting services and protection</td>
</tr>
<tr>
<td>Forward engineer support team-advanced</td>
<td>Support to engineer planning and design; real estate surveys, disposal and support</td>
</tr>
<tr>
<td>Contracting support brigade</td>
<td>Support to develop, assist, write, and award theater support contracts in support of RSG operations</td>
</tr>
<tr>
<td>Contracting battalion</td>
<td>Depends on theater contracting support arrangements</td>
</tr>
<tr>
<td>Contracting team</td>
<td></td>
</tr>
<tr>
<td>Counterintelligence support team</td>
<td>Investigations, screenings, biometric enrollments, and processing of access badges</td>
</tr>
</tbody>
</table>

**CA**
civil affairs

**CSSB**
combat sustainment support battalion

**HHC**
headquarters and headquarters company

**Intel**
intelligence

**LOGCAP**
logistics civil augmentation program

**RSG**
regional support group

**U.S.**
United States
### Table 1-2. Required augmentation

<table>
<thead>
<tr>
<th><strong>Source of augmentation</strong></th>
<th><strong>Type of augmentation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Elements of an expeditionary signal battalion or commercial equivalent</td>
<td>Appropriate signal capabilities for network connectivity</td>
</tr>
</tbody>
</table>
| 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 | DA civilians or contractors for Soldier support |
| QM supply company or LOGCAP | Supply support activity |
| Field services or LOGCAP | Food services  
Laundry and shower services |
| MP law and order detachment  
Military working dog teams | Law enforcement support |
| Combat forces | Guard the base camp perimeter  
Provide a quick reaction force to respond to Level I and II threats. |
| Additional tactical forces | Support counter-intelligence, 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 electronic warfare, intelligence operations, military police operations, information operations, resource management, inspector general support |
| CBRNE Technical forces | Respond to chemical, biological, radiological, nuclear; conventional munitions; and improvised explosive devices  
Provide biometric, scanning, screening, surveillance, communications, barrier, and electronic warfare equipment for force protection |

**NOTE:** Civil affairs forces supporting the terrain managing brigade combat teams or maneuver enhancement brigades are responsible for civil affairs operations and civil-military operations in those areas of operations. The civil affairs company supports the regional support group coordinate all actions with the primary civil affairs forces planning and executing civil affairs operations for unity of effort.

<table>
<thead>
<tr>
<th><strong>SUPPORTED COMMANDS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1-33. 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. Already deployed forces operating base camps populated by less than 6,000 that then expand beyond 6,000 create requirements for additional RSGs to manage those bases. In those 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), DA Civilians, contractors, or a combination of all three to support managing the base camp.</td>
</tr>
</tbody>
</table>
Chapter 2
Base Camp Organization for the Regional Support Group

Chapter 2 discusses the organizations of base camps used in RSGs. The chapter discusses base camp centers. The chapter ends with a discussion of the communications used by base camps.

ORGANIZATIONAL BASE CAMP CENTERS

2-1. RSG commanders integrate and synchronize operations of base camps. Commanders understand they operate as part of a larger force and not independently. They integrate and synchronize their actions with the rest of the force to achieve the overall objective of the operation. They gain support by establishing one or more command post organizations. These organizations focus on base camps and become part of the commander’s mission command system:

- Base camp management centers.
- BDOCs.
- Base cluster operations centers (BCOCs).
- Base operations centers.

BASE CAMP MANAGEMENT CENTER

2-2. Base camp management centers coordinate, monitor, direct, and synchronize actions needed for establishing, operating, sustaining, and managing base camps within an echelon’s AO. Base camp management centers are established at division-level headquarters and above, although they may be formed within brigades and regiments (based on the mission) if adequately resourced. A higher headquarters creates a base camp management center using organic individuals and units, augmenting individuals and units, or combining both organic and augmenting. Base camp management centers are similar to 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. (See ATP 3-37.10 for details on base camp organization.)

BASE DEFENSE OPERATIONS CENTER

2-3. 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) A base commander provides and exercises base defense through a BDOC. The base commander establishes a BDOC to serve as the focal point for force protection, security, and defense within the base boundary. 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 over forces assigned or attached to the base primarily for the purpose of local base defense. The base commander may also exercise TACON over 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 fall under TACON of the base commander. TACON may be authorized at the first common higher headquarters.

2-4. 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.

Protection functions of a BDOC include the following:

- Plan and execute force protection, anti-terrorism, and physical security operations in accordance with published guidance.
- Conduct a force protection working group and threat working group.
- Ensure that all units within the base perimeter conduct active and passive security measures.
- Monitor and direct guard forces.

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 includes the following:

- Identifies 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.
- Assesses competing operational demands inherent to multi-Service or multinational environments.
- Establishes and maintains connectivity with higher-level staff (BCOC or joint security coordination center).
- Participates in fire support planning for the base. The RSG has no assigned military occupational specialty or dependency that directly plans fire support. This is a function of the combatant commander or designated maneuver elements with fires planning capability.

**Base Cluster Operations Center**

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 most commonly found at brigade or regimental levels or at higher headquarters. The BCOC resembles the base camp management center in both organization and function.

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 2-3. Additional general 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 products as appropriate. Information includes—
  - Weather.
  - Civil considerations.
  - Lines of communications.
Base Camp Organization for the Regional Support Group

- Chemical, biological, radiological, and nuclear threats.
- Improvised explosive devices.
- 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.

2-9. BCOC tasks for joint operations 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 has no assigned military occupational specialty or dependency that directly plans fire support. This is a function of the combatant commander or designated maneuver elements with fires planning capability. The RSG works with fire support planning to plan for civilian casualty and collateral damage mitigation in order to exercise judicious use of lethal force balanced with restraint, tempered by professional judgment.

**Base Operations Center**

2-10. The base operations center (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.

2-11. Key BOC tasks are—

- Conduct the operations process (see ADRP 5-0).
  - Plan.
  - Prepare.
  - Execute.
  - Assess.
- 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.
- Direct and control base camp security and defense if a BDOC is not established.
- Perform base camp administrative tasks to include records keeping.

2-12. The BOC resembles a typical command post. A command post is a unit headquarters where the commander and staff perform their activities. (FM 6-0) Personnel and equipment are arranged 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 ADRP 6-0 for more information on command posts.)
2-13. BOCs are organized into functional areas that generally reinforce the base camp to help focus efforts. Figure 2-1 illustrates a typical BOC organization. (For a more detailed discussion of base camp operations, see ATP 3-37.10.)

![Diagram of BOC organization]

**Figure 2-1. Example of a typical base operations center organization**

**REGIONAL SUPPORT GROUP COMMUNICATIONS**

2-14. The primary means of communications for the RSG while conducting base camp management operations is via computer networks and telephone. RSGs require internal radio communications (to communicate with organic vehicles moving on the base camp) and communications with the BDOC to communicate with security forces. Figures 2-2 on page 2-5 and 2-3 on page 2-6, depict the RSG communications architecture. Figure 2-2 takes place outside the continental United States. Figure 2-3 takes place in the United States during DSCA operations. Both figures detail communications links necessary for RSG operations. Each figure also provides the RSG task, mission, and description.
Figure 2-2. Communications for regional support group outside the continental United States
Figure 2-3. Communications for regional support group for DSCA
Chapter 3

Base Camp Operations and Management

This chapter discusses tactical base camp operations for the RSG. It first discusses base camp operations. Next, it covers base camp management. The chapter concludes with a discussion of base camp support to tenant units.

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. Ideally, commanders organize each BOC based on METT-TC. While each BOC has a different organization, the typical responsibilities for base camp operation remain—

- Administrative support.
- Utility services.
- Field services (quality of life).
- Supply and distribution.
- Waste management.
- Facilities maintenance.
- Emergency management.
- Training support.
- Unit processing.

3-3. The RSG’s mission is to manage base camps when a general officer command or two or more brigade-level commands are present. The mission involves supporting 6,000 or more personnel and providing command, control, and support of base camp operations through a BOC. When mobilized, RSGs are assigned to the theater army while conducting operations. The RSG may be further assigned or attached to a general officer command. When mobilized under Title 10 for DSCA operations, RSGs are assigned to an Army task force or a JTF. When mobilized under State Active Duty or on Title 32 orders, ARNG RSGs are assigned to the NG JFHQ-State, or to a JTF-State or an ARNG division headquarters, also in a Title 32 or State Active Duty status.

3-4. 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 command to manage the day-to-day operations of the installation. At a base camp, the general officer commander or the senior tactical commander of a BCT MEB is the tactical commander; the RSG effectively serves as the garrison command for the base camp. If there are multiple brigade-level commands located on a base camp without a general officer command present, the general officer command owning the AO designates the senior brigade commander as the tactical commander.

3-5. The base camp’s tactical commander clearly defines command relationships before initiating any operations and provides resources for the individual designated as the garrison commander for the base camp. These actions create unity of command for base defense efforts and day-to-day base camp operations. Unclear command relationships and responsibilities can cause a conflict of interest. The tactical commander has the responsibility to resolve 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 security and
certain day-to-day operations. 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.

3-6. To allow tactical commanders to focus on their primary mission, the RSG commander is assigned a mobile security force capable of defeating Level I and Level II threats to the base camp. (See paragraph 4-15 for detailed descriptions of threat levels.) This force is generally a company- to battalion-sized combat arms element. Higher headquarters clearly identifies command authority and responsibilities for responding to Level III threats. 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-related capabilities planning, resource management, additional Staff Judge Advocate support, and safety support. Some of these functions, such as resource management, are found only at a general officer command staff or are of limited capacity in a brigade-level command. Although the contracting cell may report to and support both the tactical commander and 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.

BASE CAMP MANAGEMENT

3-7. 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 mission command of assigned units during DSCA missions within the U.S., to include 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

3-8. The RSG provides support to tenant units on base camps and in base clusters through operational contract support, engineer support, military construction, United States Army Materiel Command (USAMC), Defense Logistics Agency, Logistics Civil Augmentation Program, 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.) Table 3-1 shows the providers of services at an installation and at a base camp.

<table>
<thead>
<tr>
<th>Services</th>
<th>Installation</th>
<th>Contingency base</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinating organization</td>
<td>IMCOM</td>
<td>Theater army</td>
</tr>
<tr>
<td>Operations</td>
<td>IMCOM</td>
<td>Theater army, major command</td>
</tr>
<tr>
<td>Command</td>
<td>Installation commander</td>
<td>Tactical commander</td>
</tr>
<tr>
<td></td>
<td>Garrison commander</td>
<td>RSG commander</td>
</tr>
<tr>
<td>Facility construction</td>
<td>USACE</td>
<td>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</td>
</tr>
<tr>
<td>Infrastructure and facilities management</td>
<td>DPW (DA Civilians, contractors)</td>
<td>DPW forward engineer support team or engineer facility detachment (DA Civilians, contractors)</td>
</tr>
<tr>
<td>Services</td>
<td>Installation</td>
<td>Contingency base</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Security or force protection</td>
<td>Provost marshal or Department of Public Safety</td>
<td>Military police, explosive ordnance disposal, resident units, host-nation forces, contractors (within limits of Department of Defense policy)</td>
</tr>
<tr>
<td>Supply and transportation</td>
<td>Logistics readiness center</td>
<td>Defense Logistics Agency, logistics staff officer, or LOGCAP contractors, theater support contractors</td>
</tr>
<tr>
<td>Power supply</td>
<td>Public utility (local grid)</td>
<td>USACE, LOGCAP, theater support contracts, organic tactical generators of tenant units</td>
</tr>
<tr>
<td>Environmental support</td>
<td>DPW (DA Civilians, contractors)</td>
<td>U.S. Army Public Health Center, DPW (contractors), engineers, LOGCAP, theater support contractors</td>
</tr>
<tr>
<td>Water supply</td>
<td>DPW, public utility</td>
<td>LOGCAP, theater support contractors, Army logistic units</td>
</tr>
<tr>
<td>Waste management</td>
<td>Municipal, contractors</td>
<td>LOGCAP contractors, theater support contractors</td>
</tr>
<tr>
<td>Vehicle maintenance</td>
<td>Units or contractors</td>
<td>Units or contractors</td>
</tr>
<tr>
<td>Medical</td>
<td>Headquarters and headquarters company, Medical Command (Deployment Support)</td>
<td>Army Medical Department units</td>
</tr>
<tr>
<td>Food services</td>
<td>Installation Contractor, AAFES</td>
<td>LOGCAP, Army units, AAFES, theater support contractors</td>
</tr>
<tr>
<td>Morale, welfare, and recreation</td>
<td>MWR civilians (garrison command)</td>
<td>MWR (Soldiers then transitions to civilians)</td>
</tr>
<tr>
<td>Housing</td>
<td>Residential, commercial, and industrial contractors</td>
<td>Base commander, contractors</td>
</tr>
<tr>
<td>Laundry</td>
<td>Contractor</td>
<td>LOGCAP, theater support contractors, Army laundry and bath units</td>
</tr>
<tr>
<td>Barber shops</td>
<td>AAFES</td>
<td>AAFES</td>
</tr>
<tr>
<td>Public grade schools</td>
<td>Local school district</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Education</td>
<td>Post education services office, colleges</td>
<td>Contract colleges</td>
</tr>
<tr>
<td>Religious services</td>
<td>Post chaplain</td>
<td>Unit chaplain</td>
</tr>
<tr>
<td>Ranges and training areas</td>
<td>Directorate of Plans, Training, Mobilization, and Security</td>
<td>Base commander, theater support contractors</td>
</tr>
<tr>
<td>Military and civilian human resources</td>
<td>Directorate of Human Resources</td>
<td>Unit personnel staff officer</td>
</tr>
<tr>
<td>Information Management</td>
<td>Directorate of Information Management</td>
<td>Unit signal staff officer, contractors</td>
</tr>
<tr>
<td>Safety</td>
<td>Installation Safety Office</td>
<td>Unit safety personnel</td>
</tr>
<tr>
<td>USAMC national sustainment capabilities as required</td>
<td>Operational control of logistic readiness centers</td>
<td>USAMC brings an array of capabilities including forward repair activities as well as LOGCAP</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Abbreviations</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAFES</td>
<td>Army Air Force Exchange Service</td>
</tr>
<tr>
<td>DA</td>
<td>Department of the Army</td>
</tr>
<tr>
<td>DPW</td>
<td>Department of Public Works</td>
</tr>
<tr>
<td>IMCOM</td>
<td>Installation Management Command</td>
</tr>
<tr>
<td>LOGCAP</td>
<td>logistics civil augmentation program</td>
</tr>
<tr>
<td>MWR</td>
<td>morale, welfare, and recreation</td>
</tr>
<tr>
<td>RSG</td>
<td>Regional Support Group</td>
</tr>
<tr>
<td>U.S.</td>
<td>United States</td>
</tr>
<tr>
<td>USACE</td>
<td>United States Army Corps of Engineers</td>
</tr>
<tr>
<td>USAMC</td>
<td>United States Army Materiel Command</td>
</tr>
</tbody>
</table>
This page intentionally left blank.
Chapter 4

Base Security and Defense

Chapter 4 expands on the concepts of base security and base defense. First, it discusses base security. It discusses base defense. Then it discusses the framework of base security and base defense. The chapter concludes with discussions on the threat levels and various security considerations.

BASE SECURITY

4-1. 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.

4-2. 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. (ADRP 3-0) This specific AO facilitates the positioning, employment, and protection of resources required to sustain, enable, and control tactical operations. Within a support area, a designated unit such as a BCT or MEB provides area security, terrain management, movement control, maneuver support, clearance of fires, and required quick response forces. Utilizing operational area security enables units to focus on their primary tasks without having to dedicate additional resources to security. (See paragraph 4-23 for more information on operational area security.)

4-3. The RSG commander has responsibility for base camp security as either a base camp commander or a base cluster commander. The RSG cannot provide security without augmentation and has no means to execute terrain management independently. The RSG may incorporate forces from a BCT or MEB for security and terrain management. These forces focus on managing the outer security area and the terrain between multiple base camps. This additional unit enables the RSG commander to focus on allocating assigned forces to secure internal security for the base camp or base cluster.

4-4. As a base camp commander, the RSG commander takes responsibility for base camp security. A base camp has 6,000 personnel or more. 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.

4-5. As a base cluster commander, the RSG commander takes responsibility for base cluster security. A base cluster has a cluster of multiple base camps with varying requirements and resources. As a base cluster commander, the RSG commander designates base camp commanders from the units’ resident on the base camps. 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.

4-6. In the instance of a single base camp (6,000 personnel or more), the RSG commander would be the base camp commander. In the instance of multiple base camps, the RSG commander would be the base cluster commander and designate base camp commanders from the units residing on the base camps in the cluster.
4-7. 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. This individual 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.

BASE DEFENSE

4-8. 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 that 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 ADRP 3-37 for more information on protection.)

FRAMEWORK

4-9. The framework for base camp security and defense consists of three primary areas (see figure 4-1 on page 4-3). The framework enables commanders to focus protection and defense information, requirements, and efforts to specific locations. These three areas consist of—

- Outer security area.
- Perimeter zone.
- Inner security area.

The outer security area, the perimeter zone, and the inner security area make up the AO. The entire 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.
4-10. 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.

4-11. 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.

4-12. 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.

4-13. Collectively, these three areas form the base camp AO. Commanders assigned an AO have inherent responsibilities described in FM 3-90.1. Not all commanders who serve as base camp commanders will have the organic capabilities within their units to perform all these responsibilities. In those situations, the higher commander clearly articulates in the order which AO responsibilities will not be performed by the base camp commander (and who will perform them), or provides the necessary augmented capabilities to perform them.

4-14. 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 a discussion on protection.)

THREAT LEVELS

4-15. There are three levels of threat to a base camp. Regardless of the level, RSGs require some type of augmentation to counter it. 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 4-16 through 4-18 provide a general description and categorization of threat activities. Table 4-1 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 for a discussion on threats.)

4-16. 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.

4-17. 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.

4-18. 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.

<table>
<thead>
<tr>
<th>Level</th>
<th>Examples of threats</th>
<th>Capability requirements to defeat threat*</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Agents, saboteurs, sympathizers, terrorists, civil disturbances</td>
<td>Countering Level I threats should be part of the day-to-day force protection measures implemented by all commanders. • Base and line of communications security force defense capability. • May require military police (or Service equivalent) presence.</td>
</tr>
<tr>
<td>II</td>
<td>Small tactical units; irregular forces may include significant standoff weapons threats</td>
<td>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. • If the joint force commander assigns a base boundary to an installation, sufficient joint forces to defeat enemy Level II threat forces.</td>
</tr>
<tr>
<td>III</td>
<td>Large tactical force operations, including airborne, heliborne, amphibious, infiltration, and major air operations</td>
<td>Level III threats are beyond the capability of base and base cluster security forces; they can only be effectively countered by a tactical combat force or other significant forces. • Level II requirements plus a tactical combat force.</td>
</tr>
</tbody>
</table>

*Note: Regional support groups require augmentation to counter any threats.

SECURITY CONSIDERATIONS

4-19. The commander is responsible to provide security support to all bases and base clusters (if 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 tactical combat force to defend against and defeat Level III threats.

4-20. 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, 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.

4-21. Figure 4-2 on page 4-5, illustrates considerations for establishing the base boundary. 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.)

Figure 4-2. Base boundary considerations

4-22. 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.
• Conduct rehearsals.
• Establish or coordinate active security patrols within the base boundary to deny the enemy freedom of action.
• When defending airbases, establish patrols 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.

4-23. The RSG supports operational area security—predominately through the BDOC—by providing timely analysis and report of threats near base camps or within the base cluster. Operational area security is a form of security operations conducted to protect friendly forces, installations, routes, and actions within an area of operations. (ADRP 3-37) Some military police units are specifically equipped and trained to conduct operational area security and may constitute the only available force during some phases of an operation. However, operational area security takes advantage of the local security measures performed by all RSG units, regardless of their location in the AO.

4-24. For mutual security, units occupying the support 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. Figure 4-3 on page 4-7, depicts a typical base clustering support area. The RSG headquarters normally occupies the base camp within the cluster with the preponderance of forces.
4-25. In some instances, as shown in figure 4-3, 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.
This page intentionally left blank.
Chapter 5
Base Camp Characteristics

Chapter 5 discusses the characteristics of a base camp. It first covers the life cycle of a base camp. Then it discusses the duration and sizes of base camps. The chapter concludes with the three levels of service standards provided at base camps.

BASE CAMP LIFE CYCLE

5-1. 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 is the driving force of the base camp life cycle; it emphasizes the role of all commanders in directing, synchronizing, managing, and assessing all aspects of the base camp. Base camp commanders, as stewards of the Army Profession, ethically, effectively, and efficiently manage, conserve, and preserve all their assigned resources to optimize base operations results.

5-2. 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 addresses 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.

5-3. Commanders close all or portions of a base camp when they no longer need it, or they can 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.

5-4. 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.
- 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

5-5. A base camp may be classified according to its expected duration as shown in table 5-1. A contingency base camp is expected to operate five years or less. An enduring base camp is expected to operate more than five years. 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.

<table>
<thead>
<tr>
<th>Base camp</th>
<th>Construction standard</th>
<th>Expected duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contingency</td>
<td>Organic</td>
<td>Up to 90 days</td>
</tr>
<tr>
<td></td>
<td>Initial</td>
<td>Up to 6 months</td>
</tr>
<tr>
<td></td>
<td>Temporary</td>
<td>Up to 5 years</td>
</tr>
<tr>
<td></td>
<td>Semipermanent</td>
<td>2–10 years</td>
</tr>
<tr>
<td>Enduring</td>
<td>Permanent</td>
<td>5 years or longer</td>
</tr>
</tbody>
</table>

5-6. Expected base camp duration affects the construction standards used for facilities and infrastructure. The combatant commander—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.

BASE CAMP SIZE

5-7. Table 5-2 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>
<thead>
<tr>
<th>Base camp size</th>
<th>Base camp population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platoon</td>
<td>50</td>
</tr>
<tr>
<td>Company</td>
<td>300</td>
</tr>
<tr>
<td>Battalion or battalion landing team</td>
<td>1,000</td>
</tr>
<tr>
<td>brigade or regimental combat team</td>
<td>3,000</td>
</tr>
<tr>
<td>Support area</td>
<td>6,000 or greater</td>
</tr>
</tbody>
</table>

BASE CAMP LEVELS OF SERVICES STANDARDS

5-8. 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.

5-9. 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 5-1 on page 5-3.
Figure 5-1. Triggers for base camp levels of service standards

**BASIC SERVICES**

5-10. Units provide base camps with basic services for initial entry operations. Units implement basic services primarily using organic capabilities and prepositioned stocks. A base camp with basic services offers basic functions and services. Its design requires the ability to sustain operations for a minimum of 60 days. Base camps with basic services are highly flexible; they can rapidly deploy and emplace.

**EXPANDED SERVICES**

5-11. Units provide base camps with expanded services that ramp up 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**

5-12. 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.
This page intentionally left blank.
Chapter 6
Support to Reception, Staging, Onward Movement, and Integration

Chapter 6 discusses RSG support to RSOI. It discusses the purpose of RSOI. Then it covers how RSGs conduct RSOI. The chapter concludes with a discussion of DSCA and RSOI.

PURPOSE OF RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

6-1. RSOI is the process that delivers combat power to the joint force commander in the operational theater. (See ATP 3-35 for information on deployment and redeployment.) The purpose of RSOI is to receive, hold, move, and integrate these Soldiers and their resources to support the commander’s concept of operations. The joint force commander uses the RSG’s bases, base camps, and base clusters for RSOI. Commanders use RSOI operations to build combat power. The four segments of RSOI are—

- **Reception**—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**—organizing personnel, equipment, and basic loads into movement units; preparing the units for onward movement; and providing logistic support for units transiting the staging area.
- **Onward movement**—moving units from reception facilities and staging areas to the tactical assembly area or other theater destinations; moving non-unit personnel to gaining commands; and moving sustainment supplies to distribution sites.
- **Integration**—transferring capabilities to an operational commander’s force prior to mission accomplishment.

REGIONAL SUPPORT GROUP AND RSOI

6-2. Sustainment forces overseen by a sustainment brigade, expeditionary sustainment command, or theater sustainment command execute RSOI. Successful RSOI employs 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 further deployment and employment. The RSG enables sustainment units to conduct RSOI by overseeing support infrastructure.

6-3. When deployed to contingency areas, the RSG may be assigned or attached to a sustainment unit that is tasked to conduct RSOI. If tasked to support RSOI, the RSG is only involved in the reception, staging, and onward movement of arriving personnel. The commander and staff coordinate and support (plan, prepare, execute, and assess) reception, staging, and onward movement of arriving units to process and move them to the responsible tactical commander for integration as part of the forces available for operations.

PLANNING

6-4. The RSG plans support to RSOI, typically in the form of services and facilities for arriving organizations. Many tasks occur simultaneously rather than sequentially. The RSG identifies transiting units early and determines their specific requirements that require support. These requirements can include planning for human resources and administrative support, providing financial support required, providing
morale, welfare, and recreation, establishing procedures for maintaining accountability for personnel, and providing religious support.

6-5. The RSG coordinates with medical units. Together they plan the Army Health System support for arriving personnel. They plan for needed emergency medical services as well as necessary augmentation to arriving units’ organic Army Health System support.

6-6. The RSG continues to plan for protection. It plans to counter threats to incoming units as the unit conducts RSOI. The RSG conducts intelligence preparation of the battlefield to identify threats. It plans for force protection construction requirements such as planning bunkers that can protect against indirect fires. The RSG plans by completing a risk assessment, developing controls, and implementing the identified controls. The RSG determines threats to operations security.

6-7. 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.

6-8. Planning for RSOI involves constructing facilities for arriving or transiting units. The RSG constructs facilities appropriate for specific training such as theater-specific improvised explosive device training. It plans for and constructs buildings for briefing areas. The RSG also constructs life support areas and staff areas.

6-9. The RSG plans for other necessities for RSOI. It identifies transportation requirements to move transiting units 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 their associated preparing requests.

PREPARING

6-10. The RSG prepares the transition process to ensure that 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. Tasks occur simultaneously rather than sequentially. 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, operational contract support, and logistics civil augmentation program (known as 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.

6-11. The RSG prepares for incoming units’ RSOI by addressing area and facility requirements. The RSG schedules facilities and other requirements for transiting units to accomplish required RSOI tasks. These facilities include but are not limited to weapons ranges for verifying zero or test firing weapons, training facilities for theater-specific improvised explosive device or other training, and briefing areas for theater-specific mandatory briefings or training. RSGs may also be tasked to improve holding areas at ports of debarkation, staging areas, marshalling areas, personnel and unit equipment integration areas, life support areas, and security support areas. RSGs should prepare to request additional forces to conduct improvement projects.

6-12. The RSG implements operations security measures to protect information related to the movement of forces. It ensures integration of the risk management process in order to protect transiting forces, including protection-related construction. 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

6-13. 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. 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**

6-14. 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. (For more information on assessment, see ATP 5-0.3.)

**RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION IN DSCA**

6-15. The RSG provides command, control, and support of assigned units 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 Army National Guard identified the importance of being able to quickly establish and efficiently conduct RSOI operations following a catastrophic domestic event. In the case of the National Guard response, nearly 50,000 guardsmen from all 54 National Guard 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.

6-16. 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 NG JFHQ-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.

6-17. Depending on the allocation of forces, the RSG responsibility to JRSOI consists primarily of establishing and managing the base camp or base cluster. The RSG executes base operations functions, enabling the sustainment brigade—in conjunction with a theater sustainment command and expeditionary sustainment command—to conduct RSOI for Army forces in theater.
This page intentionally left blank.
The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. The term for which ATP 3-90.20 is proponent (authority) is marked with an asterisk (*). The proponent manual for other terms is listed in parentheses after each definition.

## SECTION I – ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AO</td>
<td>area of operations</td>
</tr>
<tr>
<td>ARNG</td>
<td>Army National Guard</td>
</tr>
<tr>
<td>BCOB</td>
<td>base cluster operations center</td>
</tr>
<tr>
<td>BCT</td>
<td>brigade combat team</td>
</tr>
<tr>
<td>BDOC</td>
<td>base defense operations center</td>
</tr>
<tr>
<td>BOC</td>
<td>base operations center</td>
</tr>
<tr>
<td>DA</td>
<td>Department of the Army</td>
</tr>
<tr>
<td>DSCA</td>
<td>defense support of civil authorities</td>
</tr>
<tr>
<td>IMCOM</td>
<td>United States Army Installation Management Command</td>
</tr>
<tr>
<td>JRSOI</td>
<td>joint reception, staging, onward movement, and integration</td>
</tr>
<tr>
<td>JTF</td>
<td>joint task force</td>
</tr>
<tr>
<td>MEB</td>
<td>maneuver enhancement brigade</td>
</tr>
<tr>
<td>METT-TC</td>
<td>mission, enemy, terrain and weather, troops and support available—time available and civil considerations</td>
</tr>
<tr>
<td>NG JFHQ</td>
<td>National Guard joint force headquarters</td>
</tr>
<tr>
<td>RSG</td>
<td>regional support group</td>
</tr>
<tr>
<td>RSOI</td>
<td>reception, staging, onward movement, and integration</td>
</tr>
<tr>
<td>TACON</td>
<td>tactical control</td>
</tr>
<tr>
<td>USAMC</td>
<td>United States Army Materiel Command</td>
</tr>
</tbody>
</table>

## SECTION II – TERMS

**base**
A locality from which operations are projected or supported. (JP 4-0)

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

**base cluster**
In base defense operations, a collection of bases, geographically grouped for mutual protection and ease of command and control. (JP 3-10)
base cluster commander
In base defense operations, a senior base commander designated by the joint force commander responsible for coordinating the defense of bases within the base cluster and for integrating defense plans of bases into a base cluster defense plan. (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. (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 that 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. (JP 3-10)

combatant commander
A commander of one of the unified or specified combatant commands established by the President. (JP 3-0)

command post
A unit headquarters where the commander and staff perform their activities. (FM 6-0)

contingency
A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect United States interests. (JP 5-0)

operational area security
A form of security operations conducted to protect friendly forces, installations, routes, and actions within an area of operations. (ADRP 3-37)

phase
(Army) A planning and execution tool used to divide an operation in duration or activity. (ADRP 3-0)

*regional support group
A deployable headquarters that manages base camps or base clusters with a population of 6,000 or more personnel and requires services beyond basic life support.

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. (ADRP 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. (JP 3-10)
References

All URLs accessed on 8 December 2017.

REQUIRED PUBLICATIONS

These documents must be available to intended users of this publication.


RELATED PUBLICATIONS

These documents contain relevant supplemental information. Most Army doctrinal publications are available online: https://armypubs.army.mil/.

JOINT PUBLICATIONS

Joint publications are available at http://www.dtic.mil/doctrine/new_pubs/jointpub.htm
JP 4-0. Joint Logistics. 16 October 2013.
JP 5-0. Joint Planning. 16 June 2017.

ARMY PUBLICATIONS

Army doctrinal publications are available at https://armypubs.army.mil.
ADP 3-0. Operations. 6 October 2017.
ADRP 3-0. Operations. 6 October 2017.
ADRP 3-37. Protection. 31 August 2012.
ADRP 5-0. The Operations Process. 17 May 2012.
ADRP 6-0. Mission Command. 17 May 2012.
ATP 1-06.1. Field Ordering Officer (FOO) and Pay Agent (PA) Operations. 10 May 2013.
ATP 3-35. Army Deployment and Redeployment. 23 March 2015.
ATP 4-10.1. Logistics Civil Augmentation Program Support to Unified Land Operations. 01 August 2016.
ATP 5-0.3/MCRP 5-1C/NTTP 5-01.3/AFTTP 3-2.87. Multi-Service Tactics, Techniques, and Procedures for Operation Assessment. 18 August 2015.
FM 6-0. Commander and Staff Organization and Operations. 05 May 2014.
**Other Publications**


**Recommended Readings**

ADP 4-0. *Sustainment*. 31 July 2012.


ADRP 4-0. *Sustainment*. 31 July 2012.


**Prescribed Forms**

This section contains no entries.

**Referenced Forms**

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate Website: [https://armypubs.army.mil/](https://armypubs.army.mil/).

DA Form 2028. *Recommended Changes to Publications and Blank Forms.*
Index

Entries are by paragraph number.

A
Augmentation 1-1, 1-3, 1-7, 1-18, 1-25—1-26, 1-28, 1-32—1-33, 3-8, 4-3, 4-15, 6-5, 6-10, 6-13

B
Base boundary 1-11, 2-3—2-4, 2-8, 4-7, 4-18, 4-20—4-2
Base camp 1-1—1-5, 1-10—1-11, 1-13—1-22, 1-26, 1-28—1-33, 2-1—2-2, 2-7, 2-10—2-11, 2-13—2-14, 3-1—3-8, 4-1—4-6, 4-8—4-15, 4-20, 4-23—4-25, 5-1—5-12, 6-1, 6-9, 6-16—6-17
Base camp
Centers, 2-1
Duration, 5-5—5-6
Levels of services standards, 5-8—5-12
Life cycle, 5-1—5-2
Management, 1-1—1-2, 1-14, 1-28—1-29, 1-33, 2-1—2-2, 2-7, 2-14, 3-7
Operations 1-4, 1-17, 1-32, 2-13, 3-1, 3-3, 3-5—3-6
Security and defense, 2-11, 4-9
Size, 5-7
Base cluster 1-1—1-2, 1-13—1-14, 1-26, 1-29, 2-4, 2-6—2-9, 2-11, 3-7—3-8, 4-1, 4-3, 4-5—4-6, 4-19—4-20, 4-22—4-25, 5-4, 6-1, 6-17
Commander, 1-13, 2-4, 2-6—2-8, 4-3, 4-5—4-6, 4-20, 4-22
Operations center, 2-7,
Base defense operations center 1-2, 2-3
Base security 2-3—2-4, 2-8, 3-5, 4-1, 4-7, 4-14, 4-22
Basic services 5-10

C
Combatant commander 1-1, 2-6, 2-9, 5-6
Command post 2-1—2-2, 2-12
Contingency
Bases, 1-2, 6-15
Operations, 1-2, 1-7, 1-24, 1-26

D
Decisive combat operations 1-29
Dependencies 1-14, 1-31—1-32
Deployment 1-6—1-7, 1-23, 1-25—1-26, 1-33, 6-1—6-2, 6-10
DSCA 1-1

E
Emergency 1-18, 2-3—2-4, 2-8, 2-11, 3-2, 4-8, 6-5
Framework 4-9, 4-14, 5-5

F

G-H-I
Garrison 1-3, 1-7, 1-16—1-22, 3-4—3-5, 3-7—3-8

J-K-L
JRSOI 1-2, 1-5, 1-14, 1-18, 1-26, 6-17

M-N-O
Management 1-1—1-3, 1-7, 1-14—1-15, 1-18, 1-21, 1-26, 1-28—1-30, 1-32—1-33, 2-1—2-2, 2-7, 2-11, 2-14, 3-2, 3-6, 4-1—4-3, 6-12

P
Phases 1-24—1-26, 1-28—1-30, 1-33, 4-23, 5-8, 6-10
Predeployment 1-25

Q
Quality of life 3-2, 5-8

R
Redeployment 1-6—1-7, 1-25, 1-30, 6-1
Regional support group 1-1
RSOI 1-3, 1-25, 3-7, 6-1—6-4, 6-6—6-13, 6-15—6-17

S
Security 1-7, 1-11—1-13, 1-17—1-18, 1-26, 1-31, 2-3—2-9, 2-11, 2-14, 3-5—3-6, 4-1—4-5, 4-7, 4-9—4-10, 4-12, 4-14—4-16, 4-19—4-25, 5-4, 6-6, 6-11—6-13
Staging 1-2—1-3, 1-26, 1-30, 6-1, 6-3, 6-11, 6-14
Support area 1-14, 1-31, 4-1—4-2, 4-5, 4-24, 5-4, 6-8, 6-11
Supported commands 1-31

T
Tactical combat force 1-12, 1-31, 4-19

U-V-W-X-Y-Z
Unity of command 3-5, 5-1
This page intentionally left blank.
By Order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:

GERALD B. O’KEEFE
Administrative Assistant to the
Secretary of the Army
1801004

DISTRIBUTION:
Active Army, Army National Guard, and United States Army Reserve: Distributed in electronic media only (EMO).