

BASE CAMP CLOSURE GUIDE

Prepared by

USAREUR ODCSENGR

19 October 2005



BASE CAMP CLOSURE GUIDE

CONTENTS

SECTION A	INTRODUCTION	3
SECTION B	BASE CAMP CLOSURE ASSESSMENT TEAM	3
SECTION C	RESPONSIBILITIES FOR BASE CAMP CLOSURE	4
SECTION D	BASE CAMP CONSOLIDATION DURING CLOSURE	9
ANNEX 1	BASE CAMP CLOSURE OPERATIONS AND RESOURCE REQUIREMENTS	12
ANNEX 2	ENVIRONMENTAL POLICY	18
ANNEX 3	REAL ESTATE FOR BASE CAMP CLOSURE	25
ANNEX 4	DETERMINING DISPOSITION OF BASE CAMP PROPERTY	35
ANNEX 5	TRANSPORTATION PLANNING AND DISMANTLING AND PREPARATION FOR SHIPMENT	41
ANNEX 6	SAFETY REQUIREMENTS FOR BASE CAMP CLOSURE	44
ANNEX 7	FORCE PROTECTION	47
ANNEX 8	BASE CAMP CLOSURE CHECKLISTS	48
ANNEX 9	GLOSSARY	58

A. INTRODUCTION

This Base Camp Closure Guide (BCCG) discusses activities, reports and documentation required for base camp closure. This BCCG assists in planning for assessment team responsibilities and organization, consolidation during closure, closure operations and resource requirements, force protection considerations, and transportation concerns. This BCCG also provides base camp closure execution guidance on environmental, real estate, property accountability, safety, and facility break-down and shipment considerations. Closure of base camps will vary in complexity and level of detail ranging from platoon (or smaller) sites to our largest base camps. Experience has shown that it is critical to involve the entire staff in the early closure planning with realistic timelines. Collaborative staff work will minimize delay and reduce costs. Annex 1 describes the general base camp closure process and resource requirements. Annex 8 is a checklist.

B. BASE CAMP CLOSURE ASSESSMENT TEAM

1. The Base Camp Closure Assessment Team (BCCAT) is a cross-functional team of participants in standard base closures. Each participant has operational responsibilities to the commander on the ground and in most cases, technical, contractual and regulatory responsibilities to their proponent agency. A kick-off meeting early in the planning stage should have the objective of identifying each participants responsibilities.

2. The following functions participate to some degree in closure:
- a. Area Support Team (AST) Manager
 - b. Base Camp Commander
 - c. AST and Task Force (TF) Force Protection
 - d. Morale, Welfare, and Recreation (MWR)
 - e. AST and TF Safety Officer
 - f. AST and TF Security Office
 - g. AST Property Book Officer (PBO)
 - h. AST Director of Logistics (DOL) and TF G4
 - i. AST Director of Public Works (DPW)
 - j. AST Real Estate Contracting Officer (RECO)
 - k. AST DPW Environmental Officer
 - l. AST Director of Information Management (DOIM) and TF G6
 - n. TF Provost Marshal
 - o. TF Surgeon or USAREUR Office of the Surgeon (OCSURG)
 - p. AST, TF or USAREUR Office of Judge Advocate (OJA)
 - q. ODCSENG G5/ NATO Security Investment Program (NSIP)
 - r. Any contractors supporting operations
 - s. Army and Air Force Exchange Service (AAFES)
 - t. Army Materiel Command (AMC)
 - u. Support Contract Administration Team
 - v. Joint Contracting Command (JCC)
 - w. Defense Reutilization and Marketing Office (DRMO)
 - x. Selected component staff members such as an airfield commander

3. The AST Manager chairs the BCCAT and is responsible for successful closure of the base camp. The chair may select an action officer, usually the DPW, to serve as project manager for the processes. The AST Manager remains the project sponsor providing guidance as necessary.

4. Development of a project plan will aid the process. Designing the project plan with the full team of participants will ensure all parties understand each others responsibilities. Develop the project plan in three steps; 1) identify all the actions, 2) sequence the actions into a timeline and 3) perform a risk assessment against the time line.

5. The actions of the project can fall into one of four major muscle movements; 1) move out the troops, 2) dispose of government property, 3) dispose of infrastructure and 4) return the real property to the owner. The TF, DOL, DPW and RECO respectively have the requirement to validate that each major muscle movement is completed. These muscle movements can occur with overlap if time is of the essence or significant costs savings can occur.

6. Participation by all members of the BCCAT is required during the initial planning meeting upon receipt of a closure warning order. A minimum of three assessments by the BCCAT is recommended. The initial assessment should take place within a few days of receipt of the order to close the base camp. An intermediate assessment should be used to assess progress and apply additional emphasis where needed to ensure closure on schedule. The final assessment should take place just before the real property transfer to the landowner. After the final assessment, the RECO terminates the lease or property use agreement and returns the real property to the owners. If there is a follow-on force, it has responsibility to reacquire the property from the landowner.

C. RESPONSIBILITIES FOR BASE CAMP CLOSURE

The primary responsibilities of BCCAT members are listed below. A more detailed, chronological list of responsibilities is set forth in Annex 1.

1. Commander of Base Camp being closed:

- a. Perform required environmental activities as discussed in Annex 2 of this guide.
- b. Develop a list of material and equipment for disposition. (This does not include Modified Table of Organization and Equipment (MTOE) or contractor owned material and equipment.)
- c. Submit a request for disposition to USAREUR ODCSENG.
- d. Upon receipt of disposition instructions from ODCSENG:
 - Dispose of non-salvageable items as directed.
 - Request transportation and containers thru AST DOL (TF G4).
 - Provide force protection until closure is completed, in accordance with Annex 7.
 - Prepare organic unit material for shipment.
 - Coordinate with PBO to ensure return and accountability of all non-organic material.
- e. Ensure tenant unit areas are free of trash, debris, and surplus material.
- f. Arrange the manpower for dismantling work.
- g. Coordinate with CHPPM-EUR for site specific environmental soil and water surveys prior to base camp closure.

2. AST Manager:

- a. Chairs the BCCAT.
- b. Coordinate and schedule BCCAT assessments.

- c. Notify members of the BCCAT of expected closure date.
- d. Oversees base camp closure.
- e. Ensure that all CORs for larger, theater-wide contracts inform their Administering Contracting Officers (ACO) of potential changes, reductions, or terminations of requirements.

3. Re-Deploying Units from base camp being closed

- a. All tenant units must complete the following actions before requesting the DPW to clear their area:
 - Identify any Hazardous Material (HAZMAT)/Environmental problems per instructions on Spill Report as outlined in Annex 2.
 - Strike tents, camouflage netting, and pack IAW unit load plan.
 - Consolidate and stack tent floors.
 - Consolidate and stack walkways. Police and consolidate any unused Class IV materials.
 - Police and remove all trash.
 - Conduct security sweep for any classified material and sensitive communications security (COMSEC) equipment.
- b. Units should coordinate with neighboring units to clearly define unit boundaries to facilitate the clearing process.
- c. The US forces commander will notify the AST when the unit is ready to clear its area. It is sometimes helpful to have a pre-inspection with BCCAT.
- d. Unit commanders should be advised about property accountability for closure. For example, weight lifting equipment for gyms does not belong to units.
- e. Unit commanders ensure that all non-organic property is returned to the appropriate units and organizations and properly accounted for. Units will coordinate with the PBO to ensure accountability of all non-organic property.

4. AST Force Protection: ICW TF G3, Base Camp Commander, Military Police (MPs), Military Intelligence (MIs), and Provost Marshal, develop a Force Protection Consolidation Plan (FPCP) for the base camp closure. The FPCP will show how force protection facilities should be consolidated as units withdraw. FPCP will ensure units remaining are in sufficient strength to provide force protection throughout the closure process. See Annex 7.

5. MWR: ICW USAREUR G1, plans for timely removal of MWR equipment and supplies. Phases-down operations in a manner that supports the remaining force.

6. AST Safety Office (ICW TF Safety Officer)

- a. Conduct and coordinate the risk assessment. See Annex 6 for specifics.
- b. Provide ammunition site plan (at beginning of base camp closure) to BCCAT, with copy submitted to USAREUR Safety Office.
- c. Coordinate risk assessment requirements with CHPPM, Europe.
- d. Coordinate with Joint Military Training Command to provide range closure certification.
- e. Forward assessments and certifications to USAREUR OJA archives.

7. AST Security Office (ICW TF G2)

- a. Conduct regular security sweeps of base camp during closure to ensure protection of classified information.
- b. Conduct final security sweep of base camp to ensure no classified or sensitive information or equipment remains prior to closure.
- c. Forward verification of security sweep to USAREUR OJA archives.

8. AST PBO

- a. Upon receipt of closure warning order, develop list of base camp material and equipment to the BCCAT and for closure planning. Update and ensure accuracy of the list upon receipt of closure order. Provide copy to USAREUR G4 and ODCSENG. Annex 4 sets forth guidance on the disposition of base camp property.
- b. After the closure order is received, DPW finalizes list of infrastructure at the base camp; PBO finalizes list of material and equipment; G6 / DOIM, finalize a list of telephone and data line equipment, including fiber optics. The finalized lists must be sent to USAREUR G4 and ODCSENG.
- c. Ensure accountability and safeguarding of material and equipment until shipped. Provide guidance on accountability to re-deploying units.
- d. Establish a central staging area for turn in of property.

9. AST DOL (ICW TF G4)

- a. Provide logistical support to the closure process. Annex 4 sets forth guidance on the disposition of base camp property.
- b. Act as lead for the disposition of all personal property to include TDA, installation, furniture, Contractor Acquired Government Owned (CAGO), and Government Furnished Equipment (GFE). Coordinate with DPW and RECO in determining property dispositions that are most advantageous to government. Cross-level excess property within the Area of Operation (AO).
- c. If U.S. government owned equipment was loaned to utility providers for connecting services, a list is prepared of these items and provided to AST DPW for compensation resolution.

10. AST DPW

- a. Upon receipt of closure warning order, DPW develops list of base camp structures and infrastructure, for use by the BCCAT for closure planning. Update and ensure accuracy of list upon receipt of closure order. The DPW must sign a memorandum approving temporary real government property to be abandoned or left in place. DPW should coordinate with RECO to ensure owner acceptance of property to be abandoned or left in place.
- b. DPW prepares and coordinates estimates of infrastructure removal and site restoration costs by means of a Cost Benefit Analysis. These are used by DPW to determine if it is advantageous to dismantle and harvest, demolish and dispose, or leave base camp infrastructure in place. Base camp restoration costs may be addressed in lease negotiations and incorporated in specific terms of the lease.
- c. All planning required for the dismantling of infrastructures including consolidation of force protection facilities should be initiated by the DPW.

d. Complete inspections to ensure the property is physically clean, environmentally compliant and structurally safe prior to transfer.

e. The DPW will perform a final inspection of the area to ensure contractor completion of site clearing and provide written notice to the contracting officers representative.

f. Participate in termination of utility contracts, to include: commercial power, water, oil delivery, and steam. Determine requirements for temporary utilities.

g. Assist Force Protect Planning Cell with the development of the Force Protection Consolidation Plan.

h. Provide environmental support as described in Annex 2.

i. Forward final Environmental Condition and Closure Reports to USAREUR OJA Claims Service archives, USAREUR ODCSENG and RECO.

j. DPW will coordinate all trash and debris removal with the Task Force Engineer

11. AST DOIM (ICW TF G6)

a. Develop a list of telephone and data line equipment, including fiber optics in use. Upon receipt of closure order, update and ensure accuracy of list. Submit list to BCCAT and forward copy to USAREUR ODCSENG.

b. Responsible for removing phone lines, data lines, and fiber optic equipment. Participate in base camp closure activities involving recovery and removal of COMSEC equipment and lines.

c. Ensure that all Information Management contractors are given contract required advanced notice of termination of communications services. Termination notices should include a "Not Before Date" and a "Not Later Than Date".

12. TF Provost Marshal: Participate in the FPPC. See Annex 7 for further guidance.

13. TF Surgeon (ICW USAREUR OCSURG).

a. Performs a inspection for imminent health threats as described in Annex 2.

b. If base camp facilities include a landfill, provide consultation on health risks associated with its closure.

c. OSURG/TF SURG LOG oversees the inventory, assessment, and final disposition of all medical supplies and equipment, to include DEPMEDS components.

d. Oversees the disassembly, loading, and transport of relocatable hospital infrastructure.

e. Coordinates termination of voice, data, fiber connections and disposition of associate equipment in medical facilities.

14. Commander CHPPM-EUR: Coordinates Occupational and Environmental Health (OEH) support as needed.

15. OJA

a. Participate in planning sessions of BCCAT. Identify those aspects of base closure that are susceptible to future liabilities. Advise BCCAT on recommended courses of action to protect the U.S. Army against claims. Assist with Environmental Closure Report, to include reviewing the results of soil and water sampling.

b. Receive and archive final base camp closure documents and records from the BCCAT members.

16. ODCSENG G5/NSIP

a. Where a U.S. base camp is collocated with a North Atlantic Treaty Organization (NATO) headquarters, Aerial Port of Debarkation (APOD)/ Sea Ports of Debarkation (SPOD); G5/NSIP will compile a list of NATO-funded infrastructure, and/or U.S.-funded equipment provided to NATO.

b. Coordinate final closure action with JF Engineer and other appropriate NATO staff element.

17. Contractor supporting operations at the base camp. A determination of contractors' responsibilities should be made only after proper analysis of all closure requirements.

a. Contractors should not be utilized as a stop gap measure to complete a unit's clearing requirements after the unit has departed.

b. Contract provisions vary, inopportune cancellation is possible and timing/funds available constraints could restrict contractor involvement.

18. AAFES

a. Plan for removal of AAFES equipment and supplies.

b. Plan for timely removal of AAFES vendor equipment and supplies.

c. Phase down operations in a manner to support remaining force.

19. AMC

a. Assess base camp material and equipment for retention by DoD.

b. Provide guidance to BCCAT on preparation for shipment. Annex 5 provides guidance relating to transportation planning and dismantling equipment and materials, and preparation for shipment guidance.

20. Administrative Contracting Officer (ACO)

a. Supervise and administer the USAREUR Support Contract (USC) to accommodate changing requirements and termination details. Other contracts are administered by JCC.

b. Terminate services for the base camp being closed. Coordinate termination with AST Manager and base camp commander. Maintain services to greatest extent possible as U.S. personnel depart the base camp.

c. Perform duties as outlined in Annex 2.

21. JCC

a. Supervise and administer contracts, except USC.

b. Review open contracts to identify those requiring termination for convenience. Negotiations should be conducted with utilities providers soon after receipt of base camp closure order. This will help minimize termination charges and determine if any "excess" base camp property can be used to offset fees.

c. Perform estimates of termination costs for each contract and provide this estimate to the Comptroller (assigned by USAREUR G8) and DoL (assigned by USAREUR G4).

d. Terminate utilities and determine if any excess base camp property can be used to offset termination fees.

e. Terminate equipment leases and services contracts for the base camp being closed. Maintain services to greatest extent possible as U.S. personnel depart the base camp.

f. Execute new, short-term contracts to perform additional, temporary tasks in support of base camp closure. Typical examples include: dismantling and packing of special equipment, environmental restoration, or life support services.

g. Evaluate termination costs and options of non-personal services contracts.

h. Determine where to transfer for administrative purposes, contracts that must remain open. Typical options would include: another JCC, Wiesbaden Contracting Center, or U.S. Army Contracting Command, Europe.

i. Terminate Field Ordering Officer and Paying Agent Orders, and collect SF 44s.

22. DRMO

a. ICW KBS (Brown & Root) and PBO (as Found on Installation (FOI)), dispose of excess base camp equipment, building material and hazardous materials.

b. Perform duties as outlined in Annex 2.

23. G5/PsyOps/Civil Affairs: Conduct information operations to address the concerns of the local populace reference security, employment, and the economy.

24. AST CLO, will notify all contractors of the scheduled closure of the base camp, at least 45-60 prior to execution.

25. AST RECO, will dispose of real estate negotiate restoration/damage settlements, if any, at the termination of U.S. occupancy of the property. This includes both government and privately owned lands and facilities.

D. BASE CAMP CONSOLIDATION DURING CLOSURE

1. Base camp closure operations are linked to troop reduction. As population decreases, facilities are targeted for removal. If troop labor will be used for base camp closure or as the basis for independent government estimates (IGEs) for contractor accomplished base camp closure, refer to Annex 1. IGE is a routine, standardized, written procedure based on known standards. For military accomplished transportation or to prepare IGEs for contractor accomplished base camp transportation, refer to Annex 5. Facilities can be divided into four categories: life support, soldier support, contract services, and force protection.

2. Life Support: After troops begin to re-deploy, facilities troops occupied, such as Tactical Operations Centers (TOCs) and billets can be incrementally removed; facilities they share with other units, such as mess halls and latrines can be consolidated. Life support includes:

- a. Billeting Tents and SEAhuts
- b. Waste Disposal
- c. Latrines
- d. Power
- e. Showers
- f. Medical Capability
- g. Dining Operations
- h. TOCs

3. Soldier Support: The following concepts help in planning removal operations.

a. Chapel can be closed early and chapel services moved to a dining facility, MWR, *etc.*

b. Game and TV rooms can be phased down with population and moved to dining facilities.

c. Removal of gym equipment is labor intensive. Removal should be started at least 3-weeks before closure.

d. AAFES facilities are labor intensive due to volume of supplies, shelves, *etc.* At least 3-weeks should be planned. AAFES Concessionaires (barber shop, tailor, gift shop, *etc.*) should be notified of base closure early.

e. Library can be closed early.

f. Post Office can be planned to close 7 to 14-days before base camp closure.

g. Personnel required to remain after closure to process claims should move to nearby neighboring base camp.

h. Medical/Aid Station must be maintained responsive. Reduction can be phased down to one ambulance for final days.

i. Finance should be closed 2- to 3-weeks before base camp closure. A Class "A" agent should remain on site to pay claims and final lease payments.

j. Engineer units supporting closure work should live at the base camp being closed to reduce travel time and risk.

4. Contract Services: Some services may need to be temporarily increased as other services are terminated. New contracts may be required to perform closing operations in the most cost effective manner. Contractors and services will be gradually reduced and terminated through the contracting office. The following is a list of typical base camp services that must be discontinued.

a. Local Food Purchase Contracts: phased out as the population is decreased.

b. Potable Water: A contract will be established to ensure approved bottled water is procured and readily available for stay behind and late departing personnel.

c. Septic/Latrine service: phased out as the population is decreases. Use of burnout latrines or portable toilets, should be considered for the last week. Adequate hand washing required. If latrines and/or portable toilets are contracted, a removal schedule should be established.

d. Communications contracts: These contracts are coordinated through the G6. For example, the local phone company may need to recover wire and poles.

e. Trash pickup should stay in place until closure. Trash volume can increase during re-deployment; therefore removal augmentation may be necessary. Local garbage service should be kept in place until the final day.

f. Pest management/surveillance: Phase out as the population is decreased.

g. Medical waste disposal: Phased out as medical support draws down.

h. Laundry should be moved at least one week before closure.

i. Non-Personal administrative services and translation services: Phase out as the population is decreased.

j. Copier service contracts and other maintenance contracts: Phase down and terminate when appropriate.

k. Utilities: Utilities include power, water, steam, and oil deliveries. Plans should be made for temporary alternatives such as generators for power, cellular telephones and hand held radios.

l. Soil/Water Sampling: If the site was sampled prior to occupation and contamination level documentation prior to U.S. occupation exists, closing sampling should be considered.

5. Force Protection: Force Protection reduction is coordinated by the commander. As a rule, concertina wire, guard towers, and gates are removed last. Bunker removal can be phased down.

6. For a Base Camp Closure Checklist, see Annex 8. A practical tool for base camp closure operations, it incorporates the information provided in this guide.

DRAFT

ANNEX 1. BASE CAMP CLOSURE OPERATIONS AND RESOURCE REQUIREMENTS

A. BASE CAMP CLOSURE OPERATIONS

1. The table A1-1 shows the major events of base camp closure after receipt of the closure order. Not all base camps require all tasks, durations and sequence of events may vary, and local situations may dictate priorities. The organization responsible for coordinating the task is shown on the right side. The tasks are listed chronologically. Upon receipt of the base camp closure order, work should start on the tasks shown.

TABLE A1-1

TASK/EVENT	DURATION	ORGANIZATION/ACTIVITY
BCCAT assessments coordinated		AST Commander
Risk Assessment (Preliminary Hazard Analysis)		AST Safety Office
Ammunition site plan submission to USAREUR		AST Safety Office
Communication and data line removal requirements		AST DOIM
List of equipment and material		AST PBO
Real estate leases reviewed		AST RECO
Non essential work orders cancelled		AST DPW
Lists of hazardous substance spills and contamination		AST DPW Environmental
AAFES and MWR requirements		AAFES, AST MWR
Closure plans for environmentally sensitive services		AST DPW Environmental
Staging areas requirements		AST DOL
Phased troop re-deployment schedule		Base Camp Cdr/Re-deploying unit Cdr
List of equipment provided by U.S. to connect utilities		AST DPW
List of structures and infrastructure		AST DPW
Initial negotiations with utilities		JCC
Incineration Plan		AST DPW Environmental
List of environmentally sensitive operations		AST DPW Environmental
Preliminary closure plan		AST DPW
Initial BCCAT visit		AST Cdr/BCCAT
RECO begins dialogue with property owners		AST RECO
Preliminary notice to vendors and concessions		AAFES
Preliminary FPCP		FPPC
MILVANS pre-positioned at staging areas		AST DOL
Restoration estimates for RECO		AST DPW
Interim BCCAT visit		AST Cdr/BCCAT
Imminent health threat inspection		AST DPW Environmental/TF Surgeon
Disposition plan		BCCAT
Re-deployment of non force protection units begins		Base Camp Cdr/Re-deploying unit Cdr
Units police areas for trash and hazardous substance spills		AST DPW Environmental
Dismantling begins		AST DPW
Units move non-organic property to staging		AST PBO
Reduction of utilities and contracted services		JCC
Units move organic equipment to staging		AST PBO
Initial consolidation of base camp		Base Camp Cdr
Environmental Condition Report		AST DPW Environmental
Final base camp closure dismantling plan		AST DPW
Restoration (earthwork) plan		AST DPW
Final notice to vendors and concessions		AAFES
Ranges removed		AST DPW
Notice of lease termination to property owner(s)		AST RECO
Negotiations with utilities, if required		JCC

TASK/EVENT	DURATION	ORGANIZATION/ACTIVITY
Final FPCP		FPPC
Final lease negotiations		AST RECO
Vendors and concessions close		AAFES
AAFES redeploys		AAFES
All non-force protection units re-deploy		Base Camp Cdr/Re-deploying unit Cdr
Restoration (earthwork)		AST DPW
Range removal certification to USAREUR		AST Safety Office
Spill removal or clean-up		AST DPW Environmental
Final consolidation of base camp		Base Camp Cdr
Generators installed, if required		AST DPW
Local radiation close-out survey		AST Safety Office
Class A agent redeploys		Base Camp Cdr
Utilities terminated		JCC
Dismantling completed		AST DPW
Solid waste removal completed		AST DPW
Final Risk Inspection Report		AST Safety Office
Dump site (if used) certified closed		TF Surgeon
Hazardous waste removal completed		DRMO
Contractor(s) and DoD Civilians re-deploy		Base Camp Cdr
Documentation of spill removal/clean-up		AST DPW Environmental
Environmental Closure Report		AST DPW Environmental
Force Protection units re-deploy		Base Camp Cdr/Re-deploying unit Cdr
Outgoing inspection by RECO and property owner(s)		AST RECO
Final BCCAT visit		BCCAT
Lease terminated, property transferred, base camp closed		AST RECO
Environmental, real estate, and work order files consolidated		AST DPW

2. The BCCAT decides the disposition of base camp property and makes recommendations for site restoration. Ensure disposition is determined early. Negotiations should be conducted with utilities to plan termination and reduction of services and to determine temporary power (generator) requirements. If U.S. equipment was used to connect utilities, effort is made to recover it, or use it to “offset” utility charges.

3. The base camp commander and the task force prepare a phased troop re-deployment schedule. It provides for troops to remain at the base camp to provide security and emergency medical care for military and civilian personnel involved in closure operations.

4. The AST Safety Office coordinates a risk assessment for closure. (This is separate from the inspections for imminent health threat conducted as part of the BCCAT process.) It identifies hazards, to include closing ranges and moving ammunition. The AST Safety Office submits an ammunition site plan to BCCAT and to USAREUR Safety Office

5. A preliminary base camp closure plan is developed by the BCCAT using the troop re-deployment schedule, risk assessment, and other information provided by the tasks listed above. The plan identifies facilities that can be consolidated and made available for removal as troops withdraw. It plans for termination and reduction of utilities, contract services, and AAFES & MWR operations. The plan’s force protection component shows how facilities should be consolidated to protect the shrinking base camp. The preliminary closure plan is required because some units are tasked to re-deploy soon after the closure order. This results in consolidation of the base camp for operational efficiency and force protection.

6. Dismantling and restoration work is generally completed by contract. Soldier labor may also be available, depending on mission requirements. In using soldiers to take down tents, best results were achieved by organizing crews by application: tent crew, floor crew, frame crew, and removal crew. Daily

meetings are held with DPW, the contractor(s), and units involved in closure operations to review schedules and identify problem areas. As units re-deploy, operations are consolidated to make facilities available for removal.

7. Re-deploying units work with the PBO to ensure MWR and base camp property is not mistaken for organic unit property.

8. Units or contractors move hazardous waste to the hazardous waste accumulation point. The contractor moves the hazardous waste from the accumulation point to the hazardous waste storage facility. Units police their areas for trash and hazardous substance spills.

9. Units coordinated with DPW to address hazardous substance spills that were not cleaned at time of the spill.

10. Site restoration, brings the base camp to a condition authorized under international agreements or acceptable to the property owner(s) as determined by lease negotiations. Lease negotiations during the base camp assessment process identify options for restoration or leaving infrastructure in place.

11. An Environmental Condition Report is issued 30-days before closure. An Environmental Closure Report is issued on the day of closure. A final risk assessment is conducted and a report prepared by the AST Safety Office. Ranges are certified closed by the AST Safety Office. If a landfill was used, it is certified closed by the DPW. Explosive Ordnance Disposal (EOD) demolition sites are certified closed by the TF Engineer.

12. Class "A" Agent and Ordering Officer, or Contingency Contracting Officer, should be available to make payments resulting from lease negotiations/terminations. RECO will conduct outgoing inspections with the property owner before terminating the lease and returning the property to the owner(s) or transferring the property to a follow-on force. A final BCCAT visit is made on the day of closure, after which the lease is terminated and property returned to the property owner(s) or transferred to a follow-on force.

13. After closure, the environmental, real estate, and engineering records for the closed base camp are consolidated and shipped to USAREUR OJA, Claims Service.

B. RESOURCE REQUIREMENTS FOR BASE CAMP CLOSURE

1. Troop support.

a. Units are responsible for making areas they occupy ready for closure. As a minimum, this includes: taking down tents, folding cots, cleaning heaters; moving these and other small material and equipment to staging areas; policing areas; and removal of minor Petroleum, Oils, Lubricants (POL) spills. Policing includes identifying and marking (flagging) areas of hazardous substance contamination and removing trash.

b. Units will identify small contaminated areas by marking/flagging stained areas. Units deliver all hazardous waste to the designated hazardous waste accumulation points.

c. Troop labor can be used to dismantle SEAhuts, guard towers, *etc.* If troop labor is an option, availability of tools should be determined in advance. A list of tools required is provided later in this annex. Closure operations requiring personnel support include the following:

- Staging and Storage. Personnel accept and direct placement of material and equipment as it arrives.
- Incineration Site. Personnel direct placement of material from demolition operations.
- Traffic Control. Closure operations increase traffic at the base camp. Dismantling activity may require flagging operations. Wide loads will slow down traffic movement.

- Force Protection. Units will remain at the base camp in sufficient strength to provide force protection to contractor personnel and Department of Defense (DoD) civilians until the base camp is closed.

2. Base Camp Closure Construction Requirements.

a. The following table lists common construction requirements associated with base camp closure.

TABLE A1-2

TASK ITEM	CATEGORY
Repair roads	Horizontal
Repair bridges	Vertical
Remove berms and HESCOs	Horizontal
Remove guard towers	Vertical
Remove bunkers	Vertical/Horizontal
Remove sandbags	Horizontal
Fill fighting positions	Horizontal
Recover concertina	Vertical
Remove gravel	Horizontal
Recover modular buildings	Vertical
Recover ablution units	Vertical
Recover Ab unit utility systems	Vertical
Recover kitchen facilities	Vertical
Recover electrical, plumbing	Vertical
Recover perimeter lighting	Vertical
Recover tents	Vertical
Recover tent lumber	Vertical
Recover clam shell tents	Vertical
Remove generators	Vertical
Remove well equipment	Vertical

b. Tools for troop work crews. The following tools are required for a team of six soldiers working to dismantle SEAhuts, guard towers, and other structures. BCCAT coordinates tools from all available sources.

- Sledge Hammers - 2 ea.
- Claw Hammers - 3 ea.
- Crow Bars 30' - 3 ea.
- Pry Bars - 2 ea.
- Saw - 1 ea.
- Adjustable wrench - 2 ea.
- Banding tool - 1 ea. and sufficient banding material. (needed to prepare lumber for shipment)
- Material Handling Equipment Requirements
- Forklifts are essential for loading heavy or palletized material into containers or onto trucks.
- Cranes are essential for loading MILVANS onto trucks. Note: 30 K forklifts can be used.
- Because most work will be on gravel surfaces, All Terrain Forklifts should be used. Weight capacity limitations should be considered.
- Rough Terrain Container Handler (RTCH) is used to lift MILVANS. Note: it is difficult to use RTCH for other purposes. It is heavy and will make ruts in asphalt and break concrete not rated for its load.
- Bucket loader can be used for moving things around and lifting.
- Reach-Stacker has extended reach boom, telescoping container handlers, and rotating container handler mounts.

c. Land Requirements. Open space is needed for incineration facilities and to consolidate, stage, and temporarily store material and equipment during closure operations. These areas should be separate from

storage used by contractors supporting operations at the base camp. Land within the base camp perimeter should be used to minimize lease related claims.

d. Incineration site: Incineration operations should be located a safe distance from any tents or structures (100 yards downwind) and have a berm around it with several dedicated fire extinguishers. The incinerator facility should be manned at all times. The Safety Office should inspect the site before closure operation begins.

e. Hazardous waste storage containers and hazardous waste collection point: It is possible that the amount of material to be removed will overwhelm the capacity of the accumulation point. Units should begin moving the material soon after the closure date is announced to ensure that all existing material is removed from areas occupied by the unit at least 2-weeks in advance of unit departure.

f. Hand held radios: Hand held radios should be available. Radios should have separate frequencies for different activities.

g. Other: Early removal or relocation of some facilities will be required. For example, walkways will have to be removed to provide access for material handling equipment (MHEs).

3. Labor Estimates: The estimates below are provided to help plan base camp closure.

a. Labor estimates for removing walkways.

- Assuming forklifts or bobcats are available, wood walkways (8' x 4') should require 45-min/150 ft; plastic hex pads, 60-min/600 ft.
- If MHEs are not available, labor estimates should be increased by 50 percent.
- Walkways should be removed after tents and SEAhuts have been removed, unless equipment access is required.

b. Labor estimates for removing bunkers. Bunkers vary in size and construction, labor requirements will vary. Bunkers and modular units are labor intensive and disassembly should begin early.

c. Soldier (with experience) labor estimates for tent and concertina tear down.

- GP mediums Tier II: 1.5 hours for six-soldier team
- GP mediums Tier III: 3 hours for six-soldier team
- TEMPER: 1.5 hours for six-soldier team
- Concertina: 3 platoon hours for 300 m

d. The time required to take down a tent is a function of work force training and experience; number of soldier on work force; type of tent, floor and tent framing; and if nails will be removed. The following time estimates are based on a six-soldier work team with little or no experience.

TABLE A1-3

	TIER II	TIER III	DOUBLE TIER III
Collapse & Fold tent	30 min	20 min	60 min
Frame	N/A	240 min	360 min
Remove nails (Frame)	N/A	60 min	120 min
Tent Floors			
Modular	20 min	20 min	60 min
Framed	30 min	30 min	60 min
Electrical	15 min	15 min	30 min
NOTE: Reduce time by 50% for experienced work force. Availability of tools will determine speed. Weather will cause delays. Best results were achieved with organizing crews by application: tent crew, floor crew, frame crew, and removal crew.			

e. Labor estimates for taking down shower tents.

- 24 hrs. to dry.
- 3 hrs. shower equipment removal.
- 2 hrs. shelves removal.
- 1 hr. collapse & fold tent.
- 12 hrs. dismantle floors.

NOTE: Double shower tents that have grated reinforced floors and built up sink shelves.

f. Container Requirements: Containers can be used for temporary storage. Containers are normally 20 to 40 feet long. The following are estimates of what can fit in one 20-foot MILVAN:

- 100 folding tables and 650 chairs.
- 260 kerosene heaters, serviced, cleaned and drained. The wire grate pulled down flat onto the heater, stacked five across and four high.
- 1760 Plastic hexagon walkways.
- 1,000 Cots.

g. Covered storage should be provided to protect items like heaters and cots.

h. A wash point should be set up to clean hex pads.

DRAFT

ANNEX 2. ENVIRONMENTAL POLICY

A. Removal of Hazardous Waste

1. U.S. Forces are responsible for safe removal and disposal of hazardous wastes in their possession. Dumping, dilution or abandonment of hazardous waste is strictly prohibited. Hazardous wastes may include septic waste, soil contaminated by POL, weapons firing, or sludge from oil/water separators.

2. Units will take hazardous waste to hazardous waste accumulation points operated by the contractor. The base support contractor will move the material from the hazardous waste accumulation points to the contractor's storage facility. DRMO is responsible for final disposition of hazardous waste. If a unit is unsure about whether a waste is hazardous or how it should be handled, the DPW should be contacted.

B. Environmental Documentation for Base Camp Closure

1. All instances of hazardous substance spills should be reported. All efforts to clean up the spill will be documented.

2. Remediation, if required, should be conducted during non-winter months and the dates of restoration documented.

3. Upon announcement of base camp closure, each tenant unit will submit to the Base Commander all existing reports relating to spills and incidents of contamination, including areas where spills occurred and cleaned up procedures implemented. The commander will forward the consolidated information for the base camp to DPW. DPW will also compile a list of environmentally sensitive operations at the base camp. This data will be used to make decisions on restoration and remediation and as input for the Environmental Condition and Environmental Closure reports.

4. The Environmental Baseline Survey (EBS) is prepared before or soon after the site was first occupied by U.S. Forces. It documents the environmental condition of the site at the time it was first occupied. Together with the Environmental Closure Report, the EBS forms the basis for investigating and negotiating claims against the U.S. Government. Generally, a contracted third party performs the EBS. Copies of the EBS are kept at DPW. Copies of all EBSs and Environmental Closure Reports must be forwarded to the Real Estate Office upon completion and permanently archived by the ODCSENG and the OJA Claims Service. These reports should include soil and water samples and should be coordinated with the Claims Service.

5. AST Commanders will issue an **Environmental Condition Report** NLT 30-days before closure. The report is a summary of environmental conditions at the base camp. The report uses the format shown at the back of this annex. DPW will prepare the report for the commander. The report is required to document soil and ground water conditions that may have been affected by presence of U.S. Forces. The Environmental Condition Report is a reference document for the Environmental Closure Report.

6. The Environmental Closure Report is issued on or before the day the base camp is returned to the landowner, and after all site activities are completed. It describes the condition of the base camp upon withdrawal of U.S. Forces. The report incorporates information provided by the Environmental Condition Report, and documents all site restoration and remediation work performed. The Environmental Closure Report, taken with the EBS, forms the basis of information for investigating and negotiating claims against the Government. The report uses the format shown at the back of this section. Generally, the report is performed by contract. The report should include soil and water samples if there is concern that contamination exists, and be coordinated with OJA Claims Service.

7. Inspections by the TF Surgeon, ICW DPW environmental specialist, will determine whether imminent health threats exist as a result of contamination or other sources. The reports resulting from these inspections will recommend remediation, if required. The reports will be incorporated into the Environmental Condition Report and Environmental Closure reports.

C. Environmental Tasks

1. Base Camp Commander:

- a. Coordinate the completion of the Environmental Condition Report with the DPW and TF Surgeon
- b. Direct units to assist with environmental tasks, as required.

2. Unit commanders:

- a. Identify all HAZMAT and hazardous waste at least 60-days prior to scheduled unit re-deployment.
- b. Ensure accountability and movement of all hazardous waste to the hazardous materials accumulation point and all HAZMAT to appropriate storage areas. This must occur before significant redeployment of soldiers to ensure availability of manpower.
- c. Identify and mark (flag) areas of hazardous substance contamination and spills on a map and provide to DPW Environmental.
- d. Prepare a list and a unique identification number for all spills and include corrective actions taken. Ensure identification numbers are listed on site map identifying spill areas.
- e. Prepare a list of hazardous waste accumulation areas, motor pools, engine repair and battery shops, fuel storage, wash racks, and all other areas where environmentally sensitive operations took place.
- f. Prepare a record of all spill clean-up efforts.
- g. Clean empty POL tanks and fuel blivets at fuel points and maintenance areas. Units should contact the DPW for guidance if uncertain on how to handle or clean out any tanks or blivets.
- h. Pump out POL from sumps and POL separators into appropriate containers and move it to the hazardous waste accumulation point.
- i. Turn in used oil to hazardous waste accumulation points.
- j. As preparation for shipment, empty fuel from heaters into special containers. Take this fuel to fuel storage areas or to hazardous waste accumulation points.
- k. Assist base camp commander, as required.

3. DPW:

- a. Provide environmental specialist to the BCCAT.
- b. Conduct a joint assessment with the TF Surgeon for imminent health threat as part of the BCCAT.
- c. Examine critical base camp areas for possible contamination. This includes fuel points, hazardous waste accumulation points, motor pools, engine repair and battery shops, tank farms, wash racks, and all areas where environmentally sensitive operations took place.
- d. Identify any site conditions and existing legal or real estate agreements that define environmental actions or projects that must continue after transfer of the site. Coordinate with DCMA or U.S. Army Corps of Engineers (USACE) to execute these actions using contract arrangements.

- e. Provide guidance to unit commanders in conducting environmental tasks.
- f. Coordinate preparation of the Environmental Baseline Survey (EBS), the Environmental Condition Report and the Environmental Closure Report.
- g. Maintain all environmental documents and provide them for periodic archiving to the USAREUR ODCSENG.
- h. Certify closure of any disposal sites (if used), such as dumps, landfills or soakage pits.
- i. Environmental Baseline Surveys (EBSs) are required for any new land acquisitions.
- j. Prepare Environmental Condition Report with the base camp commander assistance before closure.

4. TF Surgeon

- a. Perform an inspection with DPW environmental specialist for known, substantial, imminent endangerments. This inspection shall also focus on demolition or remediation planned activities. (This is separate from the risk assessment for hazards coordinated by the AST Safety Office.)
- b. Provide consultation for health risks during closure of any disposal sites such as dumps, landfills or soakage pits.

5. Contractor(s) supporting environment operations during the base camp closure process. A determination of contractors' responsibilities should be made only after proper analysis of all closure requirements. Contractors should not be utilized as a stop gap measure to complete a unit's clearing requirements after the unit has departed. Contract provisions vary, inopportune cancellation is possible and timing/funds available constraints could restrict contractor involvement. In addition, base restoration costs may be addressed in lease negotiations and incorporated in specific terms of the lease. Contract provisions in effect at the time will take precedence.

- a. Properly manage hazardous wastes and materials.
- b. Accept hazardous materials at established hazardous waste accumulation points.
- c. Maintain hazardous waste accumulation points and a HAZMAT storage site to ensure timely removal of hazardous waste.
- d. Coordinate with base camp commanders to ensure timely turn-in of hazardous waste.
- e. Notify DPW of any site with unknown or unidentified hazardous waste contamination. Test, collect, and transport to temporary storage.
- f. Prepare and execute closure plans for services that impact on the environment, *e.g.* wash racks, gray water drainage, black water drainage, and incinerators. Decommission services as directed.
- g. Prepare a list and map of all spills and corrective actions taken.
- h. Prepare a list of all environmentally sensitive operations (motor pools, wash racks, *etc.*)
- i. The contractor will ensure that sufficient hazardous waste accumulation point capacity exists through date of closure. All remaining hazardous wastes will be transported to the HAZMAT storage facility as designated by the Environmental Officer.

6. ACO:

a. Provide administration and supervision of a contingency contract (*i.e.* Balkan Support Contract, USC, *etc.*) to provide hazardous waste collection funneling up to the central collection area.

b. Provide administration and supervision of contracts for site restoration.

7. DRMO:

a. Accept, account for, and store hazardous waste from the contractor.

b. Arrange final disposal of all hazardous waste.

8. Combat camera: Take photographs of spill locations, before, during, and after clean-up, if possible.

D. Other considerations

1. Environmental problems and potential issues should be reported as they occur; they should not be held back until the Environmental Closure Report, or redeployment, to be reported.

2. Snow, rain, and frozen ground can conceal environmental damage. For most effective operations and to minimize claims, restoration should be conducted during non-winter months and the dates of restoration documented.

3. Infectious medical waste will be incinerated, steam treated, or contract disposed. Non-infectious medical waste will be disposed of as solid waste as directed by TF Surgeon.

4. Sewage or human sanitary waste shall be disposed of as seepage at the wastewater treatment plants or as directed by DPW Environmental Officer.

5. If other means of disposal are not available, trash can be buried. If so, field sanitation procedures should be followed.

6. If other means of disposal are not available, ash from incineration activities can be buried.

7. Lumber, plastic, filled sand bags, and other materials used for spill containment should be turned in to the hazardous waste accumulation point.

8. The contractor should be given adequate notice of base camp closure to ensure adequate supply of hazardous waste containers at hazardous waste accumulation points.

Environmental Condition Report

Environmental Condition Report Base Camp:	Date:
Mayor:	Prepared by:
Phone #:	Phone #:

1. Installation Description and Background: Give a brief (one-half to one page) description of the installation, including its historical uses). In referencing the EBS the information should be geared to events and operational history that may bear on environmental problems and their cause.
2. Include all spill records in the report
3. Layout map or plan view of installation identifying storage of hazardous substances (hazardous waste accumulation points, fuel storage and retail points and HAZMAT storage sites).
4. Summary of Environmental Conditions: List significant environmental incidents that have occurred at the site. State significant findings in terms of potential near and long term effects upon human health and/or the environment.

Example: Area located in SW corner of base camp, shown on layout map, was hazardous waste storage area. On or about 12 May 1998 a used oil container being carried to the storage area ruptured just in front of the secondary containment. Approximately 5 gallons of used oil was released. Spill was cleaned up 25-29 May 1998 by excavating all visibly stained soil; approximately 3 cubic yards of soil were removed and drummed for off site waste removal through the DRMO. Clean soil was backfilled.

Example: Ditch located at grid 896453 (shown on layout map), was where approximately 25 gallons of raw sewage were released from 10 to 15 April 1996; this was during initial stages of occupying base camp. On 15 April 1996 sewage releases were terminated due to contractor repair of wastewater treatment system. Ditch was blocked immediately to prevent runoff, water seeped into soil and ditch was filled in from 23 to 28 April 1996. Area was fenced off with pickets and engineer tape to remove risk of sewage exposure. Testing of soil for pathogens on 18 August 1996 by CHPPM indicated that the contamination threat was naturally degraded.

5. Findings and Determinations: (two possible statements) I have considered whether or not significant environmental impacts will occur as a result of turn over/ return of the base camp, and have determined that:
 1. Turnover of this base camp area will not result in environmental impacts significant enough to warrant additional environmental analysis.
 2. Turnover of this base camp area will result in environmental impacts significant enough to warrant additional environmental analysis. Environmental actions or projects must continue after transfer of base camp area because of known imminent and substantial endangerments to human health and safety. The impacts of concern are: (list of impacts)

Base Camp Commander's Signature

Date

Environmental Closure Report

The following format will be followed for all EBS and Environmental Closure Reports. All Italics are explanations of the content of that section.

TABLE OF CONTENTS

SECTION

EXECUTIVE SUMMARY (*general explanation of EBS or Environmental Closure Report*)

INTRODUCTION (*site specific introduction*)

PURPOSE AND METHODOLOGY

SPECIAL TERMS AND CONDITIONS

Limitations and Exceptions of Assessment

SITE DESCRIPTION

Site Characteristics

Improvements or Damages on the Site

Environmental Liens

PROPERTY USAGE

Past Uses (*to include past owners and site occupants*)

Current and Past Uses of Adjoining Properties

EVALUATION OF ENVIRONMENTAL CONDITIONS

Sanitary Waste Disposal

Water Supply and Discharge

Solid Waste Disposal

Hazardous Waste Collection and Disposal

Underground/Above Ground Storage Tanks

Drums and Containers (*including Hazardous Substance Storage Drums or Containers*)

Contamination and Remediation

Maneuver Damage

Biological/Biomedical Hazards

Electrical Hazards

Unexploded Ordnance

Fire Protection

Soldier Health, Welfare and Safety Issues

Other Environmental Concerns (*...e.g. Radon, Asbestos, LBP*)

CONCLUSIONS AND RECOMMENDATIONS

QUALIFICATIONS OF ENVIRONMENTAL PROFESSIONALS

(Including OSHA or OSHA-Equivalent Safety Training/Certification, job-specific certification or training, Laboratory Certification)

ANNEX A - U.S. MILITARY ENVIRONMENTAL ASSESSMENT REPORTS

ANNEX B - PHOTOGRAPHS AND ADDITIONAL DIAGRAMS

ANNEX C - RECORDS OF INTERVIEW

ANNEX D – LOGCAP/SUSTAINMENT CONTRACTOR ENVIRONMENTAL REPORTS

ANNEX E - SUMMARY OF ANALYTICAL RESULTS (FIELD MONITORING AND/OR LABORATORY ANALYSIS)

FIGURES

FIGURE 1 - LOCATION MAP

FIGURE 2 - SITE LAYOUT MAP

DRAFT

ANNEX 3. Real Estate for Base Camp Closure

1. RECOs are the only delegated agents authorized to negotiate and enter into agreements on behalf of the U.S. Government to acquire and dispose of real estate, administer real estate contracts, and negotiate restoration/damage settlements, if any, at the termination of U.S. occupancy of the property. This includes both government and privately owned lands and facilities.

2. The BCCAT chairman must notify RECO, a minimum of forty-five (45) days in advance of the date the base camp is expected to be vacated and ready for return to the care, custody and control of the owner/lessor. This ensures compliance with the standard provision requiring 30-day advance written notice of termination to the lessor currently in lease contracts and in host nation agreements. (Notification requirements may vary based on termination provisions in each lease contract and in each host nation agreement).

3. RECO participates all BCCAT assessments and process, sends termination notification to host nation or owner of the property used, participates BCCAT outgoing inventory and condition inspection, arranges return of possession of the real property to the owner/lessor, negotiates restoration/ damage settlements, if any and executes a record of return and release from liability amendment with the owner/lessor.

4. The notice of termination will be issued to the host nation or owner/lessor based on anticipated return date provided by the BCCAT chairman. However, the real property cannot be returned to the possession of the lessor and the leases cannot be terminated and restoration/damage settlement completed until

- Removal of US forces and sensitive equipment
- Disposition of all US government property
- Deconstruction of structures as directed by DPW
- Completion of the Environmental Closure report
- Final approval by the BCCAT chairman

5. There must be a pre-joint inspection between the RECO and the property owner to facilitate closure communications. The property owner's expectations shall be established. If any US government property is to be abandoned or left in place a written memorandum signed by the BCCAT chairman or designated representative must be forwarded to the RECO approving property being abandoned or left in place.

6. An outline of RECO procedures for closure follows:

- a. Develop a list of leases and pending claims for the property used for the base camp.
- b. Review all real estate leases and instruments to confirm specific provisions for advance notice of termination.
- c. Participate in all base camp closure assessments and inspections.
- d. Begin dialog with landowners and/or host nation representatives on property return procedures and arrangements.
- e. Validate the ownership and location of all leased sites.
- f. Acquire written acceptance by the owner for gravel or other improvements left on the property.
- g. Participate in review meetings of BCCAT closure schedule.
- h. Identify critical decision points for each real estate instrument in accordance with provisions of the existing lease (private lease) or international host nation agreement (government).
- i. Validate that DPW has made ready facilities for transfer. Facilities should be broom swept and clean. Before any equipment can be abandoned, sold or left in place, a memorandum of approval signed by the BCCAT chairman must be completed and forwarded to the RECO. Develop a list of

real properties condition and status for each lease for the purpose of estimating possible damage claims to include disposition of gravel and horizontal construction.

j. Obtain DPW cost estimate of damages caused by the U.S. Forces that U.S. Forces are not going to restore prior to turnover.

k. Transfer keys to the landowner

l. Upon receipt of written tasking by the BCCAT chairman, issue written notice of termination to release real estate in connection with the base camp closure.

m. If property owner and RECO have identified and verified damages, RECO should attempt to negotiate an on-the-spot settlement of damages. If funding is in place, execute Supplement Agreement for payment of damages. Ensure that the Supplemental Agreement includes a provision releasing U.S. from all liabilities due to occupancy of the property. Claims settlements should be sent to the OJA, Claims Service to avoid duplicate payment of claims.

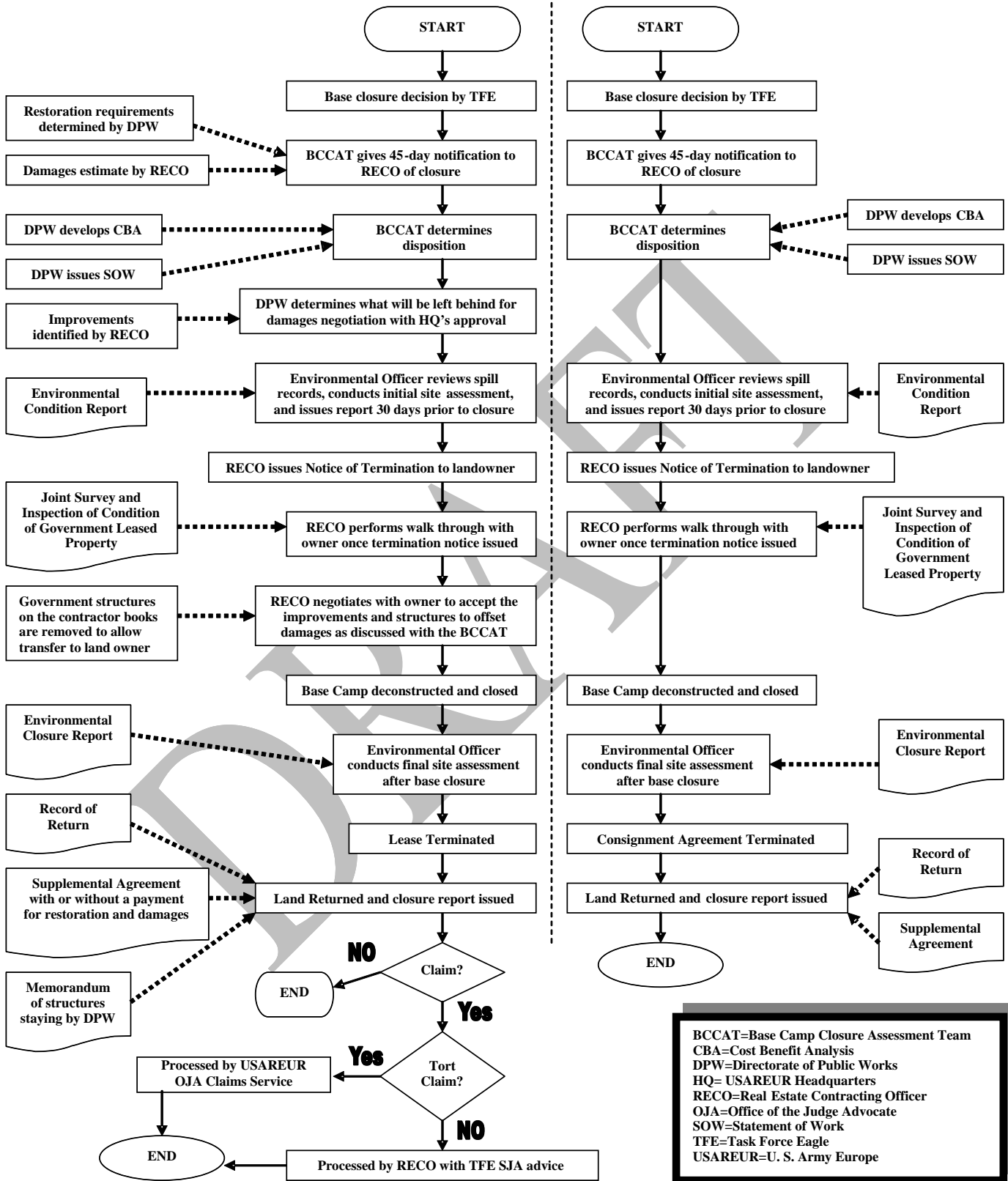
n. If an agreement cannot be reached, RECO should provide the landowner formal notification to file a claim with the US government. A copy of the notification should be provided to the OJA, Claims Service.

o. Arrange specific date with the property owner for joint inventory condition survey and turnover.

DRAFT

Lease Termination Process

Private Land Owner
Host Nation



RECORD OF RETURN

(Example)

Regarding the vacation, release, surrender and return of the property located at and described as:

which was leased by the U.S. Forces under Lease No. BiH on 4 May 1996 and effective on 5 May 1996

Effective _____, the U.S. Forces returned the complete care, custody, control and possession of the above identified property to the Lessor.

UNITED STATES OF AMERICA, LESSOR

By:
REAL ESTATE CONTRACTING OFFICER
HQ USAREUR & 7TH ARMY
ODCSENGR Real Estate Division
Zengerstraße 1, 69126 Heidelberg
Republic of Germany
Tel: 49-6221-57-8288/8575

LEASE AMENDMENT NO.

to

LEASE NO.

between

LESSOR

and

THE UNITED STATES OF AMERICA, LESSEE

1. On this ____ day of ____, 1999, the LESSOR and LESSEE hereby acknowledge the return of the lease premises from the LESSEE which is described as:

2. The LESSOR accepts the return of the premises by the LESSEE and assumes the complete care, custody and control of same, and does hereby release, acquit and forever discharge the LESSEE, its successors, and/or assigns from any and all claims, for any reason whatsoever, arising from the use and occupancy of the lease premises by the LESSEE.

IN WITNESS WHEREOF, the parties hereto do subscribe their names on the date above shown.

IN THE PRESENCE OF:

LESSOR: _____

LESSEE:

THE UNITED STATES OF AMERICA

BY: _____

REAL ESTATE CONTRACTING OFFICER

HQ, USAREUR & 7TH ARMY

ODCSENGR Real Estate Division

Zengerstrasse 1, 69126 Heidelberg

Republic of Germany

Telephone: 49-6221-57-8228/8575

LEASE AMENDMENT NO.

to

LEASE NO.

between

LESSOR

and

THE UNITED STATES OF AMERICA, LESSEE

1. On this ____ day of _____, 1999, the LESSOR and LESSEE hereby acknowledge the return of the lease premises described as:

by the LESSEE to the LESSOR.

2. The LESSOR hereby accepts the sum of _____ as full and final compensation for all damages to the lease premises arising from the use and occupancy of the lease premises by the LESSEE during the entire lease term. The LESSOR hereby releases, acquits, and forever discharges the LESSEE, its successors, and/or assigns from any and all claims, for any reason whatsoever, arising from the use and occupancy of said premises and the lease is hereby terminated.

IN WITNESS WHEREOF, the parties hereto do subscribe their names on the date above shown.

IN THE PRESENCE OF:

LESSOR: _____

LESSEE:
THE UNITED STATES OF AMERICA

BY: _____

REAL ESTATE CONTRACTING OFFICER
HQ, USAREUR & 7TH ARMY
ODCSENGR Real Estate Division
Zengerstrasse 1, 69126 Heidelberg
Republic of Germany
Telephone: 49-6221-57-8228/8575

RECORD OF RETURN AND RELEASE FOR UNOCCUPIED AREAS

The contracting parties agree that the Government property, generally described as

located at _____

but never occupied by the U. S. Army, under the agreement known as the Status Of Forces Agreement (SOFA) entered into on 21 November 1995 is, hereby, returned to the undersigned owner this _____ day of _____, _____.

The owner hereby agrees to release, acquit and forever discharge the United States Government from all claims for damage, if any, for the above referenced property.

NAME

REPRESENTATIVE

NAME

PROPERTY OWNER (GOVERNMENT)

UNIT

RECORD OF RETURN AND RELEASE FOR NO CLAIMS AREAS

The contracting parties agree that the Government property, generally described as _____ located at _____ and occupied by the U. S. Army, under the agreement known as the Status Of Forces Agreement (SOFA) entered into on 21 November 1995 is, hereby, returned to the undersigned owner this _____ day of _____, _____.

The owner hereby agrees to release, acquit, and forever discharge the United States Government from all claims for damage, if any, arising out of the use of the above referenced property.

NAME
REPRESENTATIVE

NAME
PROPERTY OWNER (GOVERNMENT)

UNIT

DRAFT

JOINT FACILITY COMMON SURVEY

(Include 2.c. thru 2.e. only if informal agreement reached with lessor)

1. The contracting parties agree that the [Government or Privately Owned] property, generally described as _____ located at _____ and occupied by _____ under an agreement entered into _____ is to be returned to the undersigned owner on the _____ day of _____, _____. Possession, use, charges, rights, and liabilities for the property are returned to the owner on this date.

2. A joint facility conditions survey was conducted on the _____ day of _____, _____, by

Attendees:

RE Representative: _____

Engineer: _____

Environmental Engineer: _____

Owner: _____

3. Survey and Description of the Property

a. Over the course of _____ use of property the alterations, additions, upgrades were accomplished:

(continued on a separate sheet of paper)

b. The following damage CAUSED BY THE FORCES was noted:

(continued on a separate sheet of paper)

(continuation)

4. Description of Required Restoration with cost estimates as available:

5. Restoration will be performed by: _____ Owner _____ User

6. Agreement reached on settlement amount (delete text not required)

a. (YES), in the amount of _____ (contains setoff in the amount of _____ for additions, alternations upgrades? (Yes/No)). The owner agrees to accept this amount in full compensation for damages noted above that are not to be restored by the _____ Forces. The owner will make no additional claims.

b. [NO], owner will submit claim with cost estimates to _____ within 30-days. This cost estimate will be the final claim for compensation for the damages noted above that are not to be restored by the _____ Forces. The negotiated settlement based on this cost estimate shall be the final settlement of claims arising out of the occupancy of the property by the _____ Forces. No claims will be made after 30-days.

NAME

Representative

NAME

[Government or Private] Property Owner

UNIT

Sample Surveys Certificate

(Surveyor's Office listing all the sites not damaged)

REPUBLIC OF CROATIA
VUKOVAR-SRIJEM COUNTY
LAND AND SURVEYOR'S OFFICE - VUKOVAR
TEMPORARY RESIDENCE IN VINKOVCI
VINKOVCI, 9th April 1996.

REPORT

Confirming the status of use of property by IFOR on the area of work for land office Vinkovci

FOLLOWING WERE PRESENT:

MM William Hoilingsworth (IFOR representative)

MAJ Christopher Marriott (IFOR representative)

Eng. Fabij Anto - Land Office Vinkovci

On 9th April 1996. The above mentioned persons have visited the locations and made the following report

location 2.3 - IVANKOVO airport, k.\.number 9/2 k.o. Retkovci 55 653 m2, not used location 6.1 - OTOK

airport, k.\.number 43 7/3 k.o. Otok, 53 442 m2, not used

location 6.2 - SOPOT airport, k.\.number 312/3 k.o. Retkovci, 382 260 m2, k.\.number 5973/3 k.o. Vinkovci
73 446 m2, not used

location 6.3 - not used

location 7.1 - Railway station, "OTOK", k.\.number 4446 k.o. Otok 671 m2, k.\.number 4447 k.o. Otok 520
m2, not used

location 7.2 - football playground, "OTOK", k.\.number 355 1/1 k.o. Otok 15 826 m2, not used

MEMBERS:

- 1.
- 2.
- 3.

ANNEX 4. DETERMINING DISPOSITION OF BASE CAMP PROPERTY

1. In general, major end items will be moved to other locations for DoD use, these include:

BILLETING MODULES	DAYROOM MODULES	OFFICE MODULES	RECREATION MODULES
Ablution (Ab.) units	Ab. unit utility systems (water tanks, distribution system)	Kitchen and dining modules	Kitchen and dining utility systems and components
Force provider (tents and generators)	Temper tents	Clamshells	Generators
All vehicles procured under contract (including MHE)	Light sets		

2. In general, class II material will re-enter the DoD supply system. AST DOL ICW with TF G4 and Army Material Command inventory and determine condition of material and request disposition instructions from Material Management Command. Class II components include:

GP medium tents	Stoves	Fire Extinguishers	Cots
-----------------	--------	--------------------	------

3. In general, excess class IV material will re-enter the DoD supply system. Class IV used in construction will be reused, as directed by the interim BCCAT visit. The contractor should be directed in their statement of work (SOW) to harvest all re-usable material that can be economically harvested. Class IV components include:

Lumber	Concertina wire	Barbed wire, and pickets	Electrical and plumbing materials
--------	-----------------	--------------------------	-----------------------------------

4. Unsalvageable material is typically disposed as trash. The designated lay down yard disposes of unusable but salvageable (broken, worn out, obsolete) equipment and material.

5. Property and structures that have military applications must be removed and cannot be transferred to the landowner. Examples are:

Concertina wire	Guard Towers	Fighting Positions	Bunkers	Berms that serve BLAHA function
-----------------	--------------	--------------------	---------	---------------------------------

6. Property and structures that the BCCAT may consider for transfer to landowner as improvements are as follows but are not limited to:

Gravel (compacted in place)	Concrete and asphalt pads	Chain-link Fence	Improvements to permanent buildings
T-walls and jersey barriers	Underground utilities	Gates	Perimeter berms and HESCO Bastions

7. The BCCAT will determine property disposition that is in the best interest to the government. Procedures with options are as follows:

a. Procedures for Temporary Real Property – Wooden Structures, container structures, pre-fabricated metal buildings, fences, concrete, *etc.*

(1) BCCAT determines current value

- Current values based on original cost of materials and do not include construction costs
- Depreciation rates

1. Wooden Structures – 5 year straight line

2. Containers – 10 year straight line
3. Metal Pre-Fab – 20 year straight line

(2) DPW performs Cost Benefit Analysis (CBA) of deconstruction and harvest vs. demolition and dispose

(3) CBA reviewed and approved by USAREUR OJA Claims Service and DCSENG

(4) Options for disposition

- Compensation for damages to landowner - If property owner wants structures as compensation for damages to property, transfer is documented in termination of lease as part of Annex 3.
- Transfer/Sale to other nation
 1. If other nation requires structure for follow-on mission, transfer via ACQUISITION CROSS SERVICE AGREEMENT at established current value.
 2. MNSC/Manager documents transfer on STANAG AE Form 12-16A-R.
- Deconstruction and Harvest – If CBA determines remaining value indicates deconstruction, then deconstruct and harvest.
- Demolition – If CBA indicates demolition, demolish and dispose of debris.

(5) Proposed transfer mechanism and list of items to be transferred forwarded to USAREUR OJA for timely review.

b. Contractor Acquired Government Owned (CAGO) Process Flow for Transfer to Landowner as part of non-Temporary Real Property

(1) Cost Benefit Analysis of leaving in place versus transfer via PCARSS performed by BCCAT.

(2) CBA reviewed and approved by USAREUR G4 and OJA

(3) Leave in Place.

- Lease Termination Agreement outlines list of facilities and property to be transferred.
- Proposed transfer mechanism, list of items to be transferred, and CBA forwarded to USAREUR OJA for review.
- Transfer from Contractor Property Book to AST PBO Property Book.
- AST PBO submits paperwork to item managers.

c. CAGO Process Flow for Transfer to other nation

(1) USAREUR G4 in coordination with the contract management agency, determines whether property is required elsewhere in the Army.

(2) Cost Benefit Analysis of leaving in place versus transfer via PCARSS performed by BCCAT.

(3) CBA reviewed and approved by USAREUR G4 and SJA

(4) Transfer process

- Transfer from Contractor Property Book to AST PBO Property Book
- Transfer per ACQUISITION CROSS SERVICE AGREEMENT at established current value. MNSC Analyst prepares STANAG document (AE Form 12-16A-R) and attaches list of property prepared by Contractor as Appendix in accordance with Appendix C Paragraph C-1.a.(1) of AE Regulation 12-16

- Proposed transfer mechanism and list of items to be transferred forwarded to USAREUR OJA for review
- PBO signs the final page as the “Supporting Party Inventory Representative”. If the list is longer than one page, PBO must initial each page of the list
- The list is signed by the “Receiving Party Inventory Representative” for the other nation.

d. Installation Property Process Flow for Transfer to other nation

(1) Property accounted for by PBO

(2) Determine future Installation Property requirements for U.S. Forces in AO

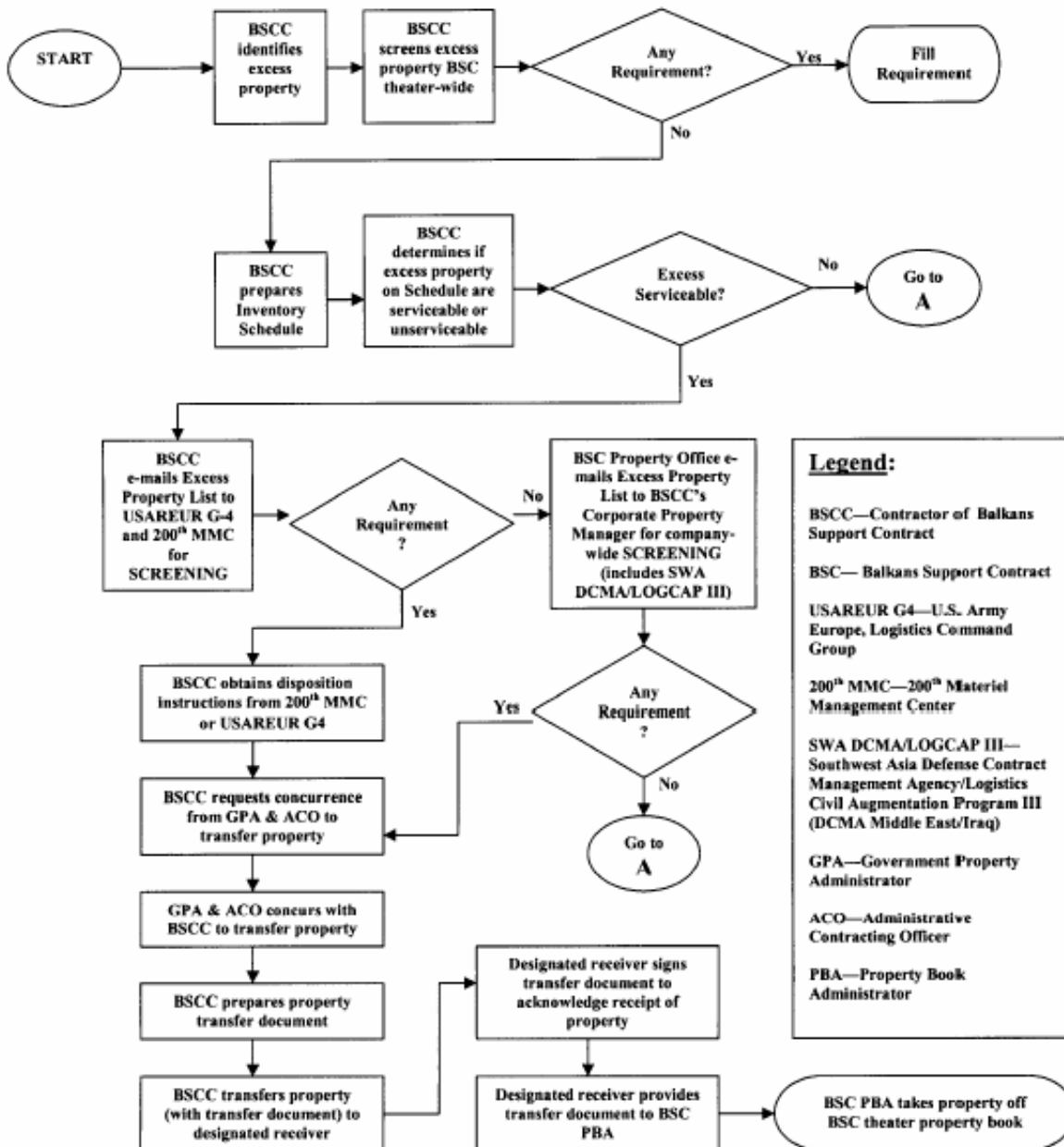
- Provide list of excess Installation Property to USAREUR G4 and item managers for comparison against theater requirements
- If property is not required in theater, provide a list with the current value to interested follow-on nations with which the US has an Acquisition Cross Service Agreement

(3) Transfer process

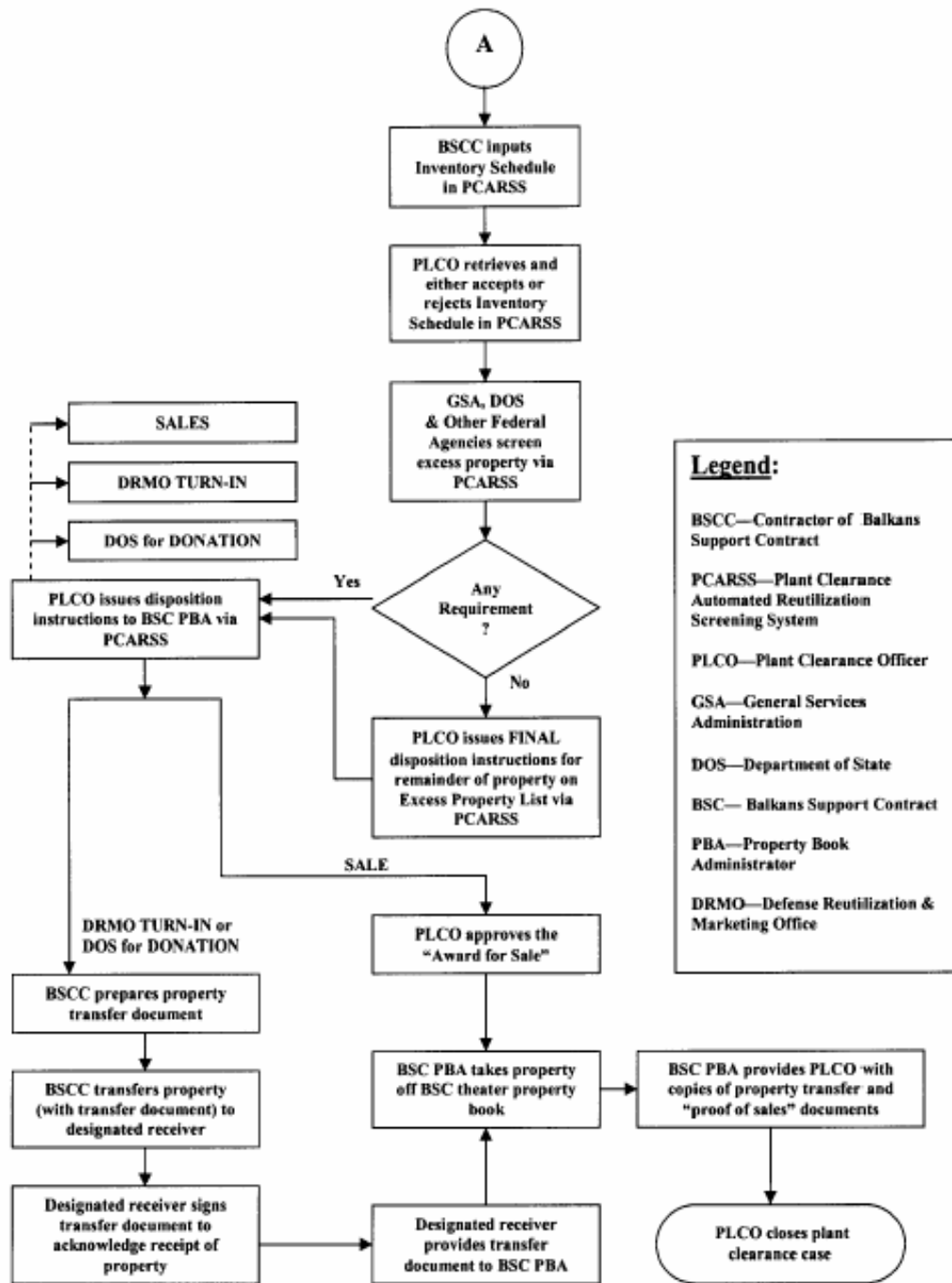
- The follow-on nation identifies items of interest
- U.S. and the nation agree on list of property for transfer at established current value.
- PBO documents list of property
- MNSC Analyst prepares STANAG document (AE Form 12-16A-R) and attaches list of property prepared by the PBO as Appendix in accordance with Appendix C Paragraph C-1.a.(1) of AE Regulation 12-16.
- Proposed transfer mechanism and list of items to be transferred forwarded to USAREUR OJA for review
- PBO signs the final page as the “Supporting Party Inventory Representative”. If the list is longer than one page, PBO must initial each page of the list.
- The list is countersigned by the “Receiving Party Inventory Representative” for the other nation.

8. The flowcharts on the following pages provide further guidance on disposition.

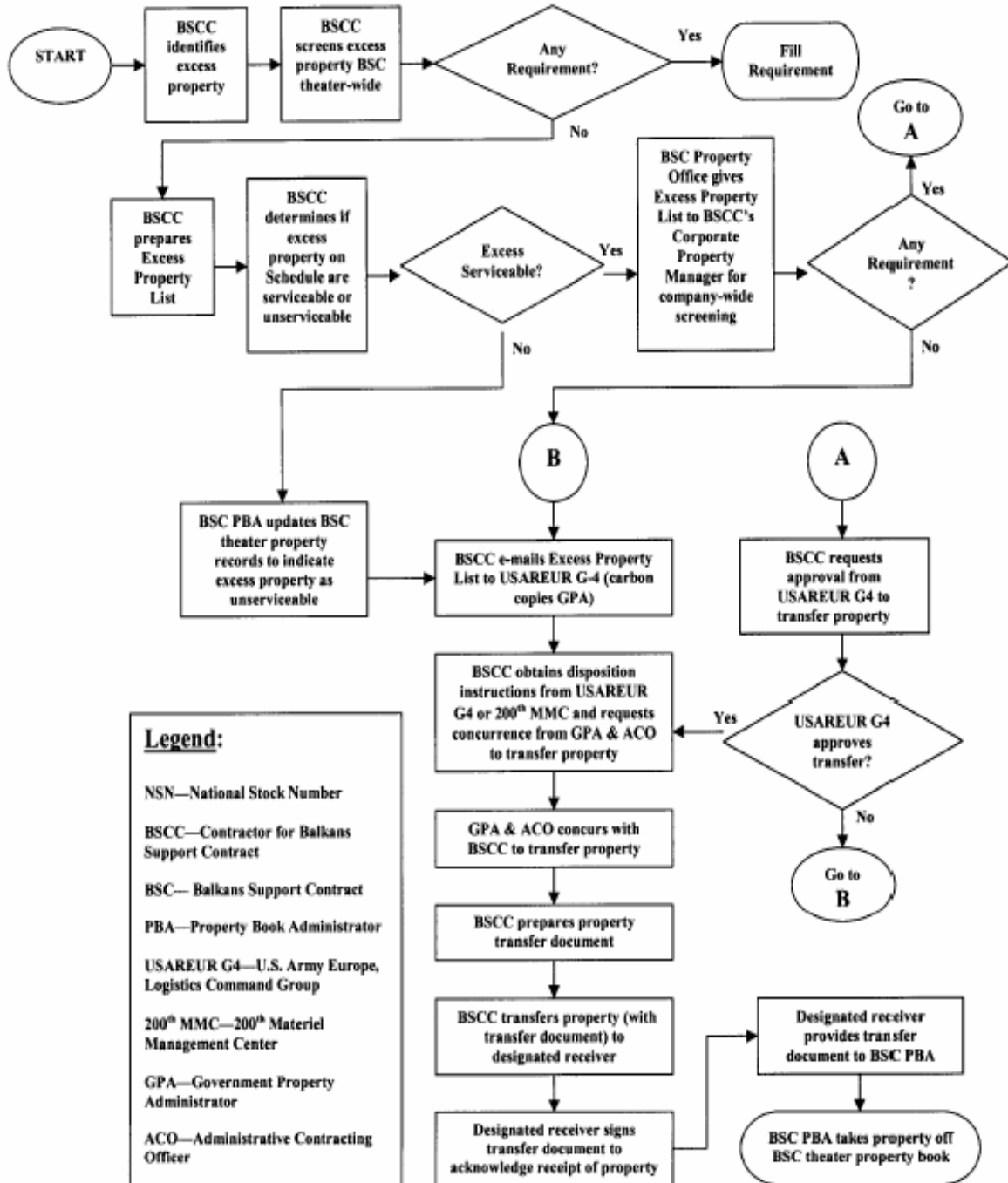
Flowchart A4-1 (page 1 of 2): BSCC Disposition Process of Contractor-Acquired Property—
Government-Owned (Non-Standard NSN Property)



Flowchart A4-1 (page 2 of 2): BSCC Disposition Process of Contractor-Acquired Property—
Government-Owned (Non-Standard NSN Property)



Flowchart A4-2: BSCC Disposition Process of Government-Furnished Equipment (Standard NSN Property)



ANNEX 5. TRANSPORTATION PLANNING, DISMANTLING AND PREPARATION FOR SHIPMENT

A. TRANSPORTATION PLANNING

1. Requests for external transportation are submitted to local Movement Control Teams (MCTs) for non-divisional units and to Division Transportation Officer (DTO) for divisional units.

2. Internal assets are primarily used to reposition material and equipment within sites or transport short distances to local collection points.

3. External assets are primarily used for long haul distances.

4. 40' Flatbed trailers are used for containers and large bulky loads, *i.e.* lumber and concertina. Loads should be banded, if possible, and strapped securely to the vehicle frame.

5. Transportation units do not provide cargo straps. To obtain straps order them through the supply system.

6. Loads cannot exceed the width or height of the trailer, or the headboard.

7. Containers are loaded with a crane, forklift or RTCH. A RTCH is special Material Handling Equipment (MHE) for containers, but is poorly suited for other uses.

8. Containers are secured with four container-locking pins.

9. Ensure locking pins are present when trailer is delivered. Plywood or other bracing material is used to separate items and prevent the load from shifting during upload or transport.

10. When loading two containers, the heavier in the front position.

11. L trailers (covered 40' flat bed trailers with sides) used to move large, lightweight, bulky loads which may require protection from the weather. Loading instructions are similar to 40' flat bed.

12. Palletized Loading System (PLS) used to transport 20' containers (MILVANs). Containers must be positioned on flat racks to load.

B. DISMANTLING AND PREPARATION FOR SHIPMENT. The 200th TDB is usually the unit that transports and re-enters equipment and materials back into the system. Coordination with the appropriate unit should occur prior to dismantling activities.

1. Billeting modules, dayroom, office, and recreation modules. Perform minimal breakdown required to make module safely transportable with minimal risk of damage. Ship module with original furnishings and equipment. Modules should be cleaned before shipment.

2. Ablution units and Latrines. Disconnect from other components of utility systems (water tanks/bags, distribution system), but retain all salvageable components. Modules should be cleaned before shipment and secured after cleaning to prevent use.

3. Kitchen and dining modules. Dismantle units and salvageable components of utility systems. Modules should be cleaned before shipment.

4. Force Provider (if applicable).

a. Clean tents on site. Pack in original containers in original configuration. Poles and stakes bundled by tent set with rope, tape or commo-wire. AMC will provide an advisory team to assist in packing and preparation for shipment.

b. Return generators taken from Force Provider modules, and used at other base camps, to the original Force Provider modules from which they came. Do not ship Force Provider modules until all components are with the module.

5. Concertina wire:

- a. Tie individual rolls together.
- b. Stack on pallet about four feet high.
- c. Compress with a forklift, bucket loader or any other heavy MHE.
- d. Band or tie together.
- e. Brace when loading to prevent entanglement.

6. HESCO bastions: unused wire should be shipped. Experience shows used bastions cannot be recycled.

7. Contractor(s) supporting operations at the base camp.

a. A determination of contractors' responsibilities should be made only after proper analysis of all closure requirements. Contractors should not be utilized as a stop gap measure to complete a unit's clearing requirements after the unit has departed. Contract provisions vary, inopportune cancellation is possible and timing/funds available constraints could restrict contractor involvement. Contract provisions in effect at the time will take precedence.

b. Contractor(s) providing vehicles procured under the BSC contract will be responsible for removing the same vehicles. This includes garbage trucks, forklifts, and all terrain vehicles.

8. Cots: Clean, fold, and store in MILVANS with all components strapped together to form a complete, individual unit.

9. Heaters:

- a. Empty fuel.
- b. Clean.
- c. Drop wire grate to lowest level.
- d. Stack in MILVAN, 5 across, 4 high.

10. Electrical and Plumbing

- a. Separate into like items.
- b. Wipe down if possible.
- c. Remove light bulbs.
- d. Roll up and tie or tape together.
- e. Store separated in MILVANS.

11. GFE and Government Furnished Material (GFM): Request disposition instructions.

12. Tent Teardown Standards.

- a. Tents:
 - (1) Fold tent according to instructions on tent flap.
 - (2) Remove liner.
 - (3) Place tent in tent cover (if available).
 - (4) Tie tent poles together.
 - (5) Tie tent pegs together or place in box (*e.g.* MRE box).
 - (6) Transport tent, poles, and pegs to MILVAN for storage.

 - b. Tent Floors:
 - (1) Disassemble floors.
 - (2) Remove all nails from wood.
 - (3) Stack plywood and 2 x 4's.
 - (4) Transport to Class IV Yard.
13. Material and Equipment not requiring disposition.
- a. Wood latrines.
 - b. Lumber, in poor condition.
 - c. Pallets, in poor condition.
 - d. Cardboard.
 - e. Filled sandbags.
 - f. Scrap wood. Dispose of scrap wood as trash. Scrap wood is defined as:
 - (1) All lumber less than 4 feet.
 - (2) Plywood less than one sheet.

ANNEX 6. SAFETY REQUIREMENTS FOR BASE CAMP CLOSURE

Once the decision is made to close a Base Camp, the following guidelines are provided for commanders to use to ensure safety issues are addressed during the planning and execution phases.

A. Risk Assessment: Risk Assessment (Preliminary Hazard Analysis) must be performed to identify hazards and potential hazards created by the closure operation of the base camp. The AST Safety Manager ICW the Environmental, PM, Contractor Safety Office, DPW and the TF Safety Officer is responsible to conduct the assessment. Upon completion, the results will be coordinated with the on-site Engineers, Environmental, PM and the contractor or organization in charge of the closure operations. CHPPM-EUR in Landstuhl, GE is the support for Occupational Health and PM.

B. Assess Hazards: The following hazardous areas are suggested as places to focus on during the preliminary risk assessment process. Some base camps will not have all of them and other base camps may have hazardous areas that are not listed.

1. Ammunition Storage.

- a. Ammunition files that include maps, site plans, licenses and waivers will be forwarded to the HQ, USAREUR Safety Office with an explanation of circumstance for the closure.
- b. All Ammunition, Explosives and any signs of residue must be removed within 180-days from the last day of use.
- c. The following must be accomplished to terminate the use of facilities storing ammunition and explosives.
 - (1) Emptying the storage facility of all ammunition, explosives and related materials.
 - (2) Cleaning the storage facility, as required, to remove any visible explosives residue.
 - (3) Visually inspecting the storage facility for the presence of remaining ammunition, explosives or visible explosives residue by a knowledgeable individual appointed by the installation or responsible activity commander.
 - (4) Removing from the storage facility all fire and chemical hazard symbols and marking the storage facility as empty.
 - (5) Securing the storage facility to prevent inadvertent use or access.
 - (6) Notifying the appropriate emergency response and regulatory authorities of the change in the storage facility's use.
 - (7) Recording, in permanent real estate records, the date the storage facility was inspected, the name and position of the inspector, and the results.
 - (8) Remove containers and any associated materials left in the facility.
 - (9) Remove all structures necessary

2. Radiation: Identify all radioactive commodity use, maintenance and storage areas at Base Camp. (Example: Locker where Chemical Agent Monitors (CAMS) are stored). Identify radioactive sources to be transported and ensure proper packaging and transport documents are used. A closeout survey must be accomplished. The Local Radiation Safety Officer (LRSO) can conduct the survey. Documentation of the survey will be forwarded through the AST Safety Office to the USAREUR Radiation Safety Officer (RSO). HQ USAREUR/7A, ODCSPER, ATTN: AEAGA-S, Unit 29351, APO AE 09014. Provide a copy to the TF Safety Officer.

3. Ranges: DoD Directive 4715.12 "The Range Rule," requires ranges be cleared and documentation of location, types of weapons fired, how long the range was used, if there are any known burial sites of ammunition and when and what method of cleaning was used must be provided to USAREUR Safety Office and USAREUR OJA Claims Service. DoDI 4715.8 will be used to deal with environmental contamination and DoD 6055.9-STD will be used to deal with explosives issues.

4. "Hey you" Details. During closure preparation activities, individuals may be required to perform tasks not associated with their normal duties. A deliberate assessment of individual skills against the job-to-be-performed must occur. Never assume that an individual knows how to perform a given task. Prime examples are lifting, and moving equipment, operating tools, operating material handling equipment (including fork trucks and pallet jacks), operating vehicles or machinery, loading and securing loads on vehicles, destruction by burning, packaging HAZMAT, and cleaning up spilled materials. Assign an NCO who understands task requirements, skills, and the risk assessment; train the participants about the hazards, protection measures, and emergency procedures; and supervise the detail. Accomplishing this intent will require deliberate scheduling considerations.

5. Health Hazards Exposure. Annex 2 requires unit participation in HAZMAT and waste identification, consolidation, transport and cleanup. Participants must be trained and equipped. Critical job training elements include knowledge of which materials can and cannot (or should not) be mixed; what materials cannot be transported together; what materials cannot be stored together; and health protection, including personal protective equipment (PPE) required to perform directed tasks. Individuals not normally assigned the required PPE may require enrolment in a health monitoring program prior to participation. Account for these factors in planning closure task timelines.

C. Personnel: All personnel exposed to HAZMAT must have a termination physical if they are leaving the employment of the government. Personnel who continue to be employed should continue with their enrollment in medical surveillance programs wherever their new duty site is. Personnel performing operations, which are not typically performed by them and require use of respirators or exposure to chemicals or hazardous substance, will be enrolled in a medical surveillance program. If they are changing jobs, eliminating the exposure to HAZMAT, there should be a closeout physical that remains in the individual's medical records.

D. Other: Examples of other hazards that could be in a base camp that must be considered during base camp closure are confined spaces, heavy metals, asbestos, pesticides, underground storage tanks which may require the services of CHPPM-EUR or an environmental assessment to ensure no soil or ground water contamination.

1. Exercise caution when moving items that have sat for a while. Poisonous snakes and other dangers may be present. Cut the grass near and around all materials and equipment to be moved, including concertina wire.

2. Base Camp Closure and reduction of Force Protection have resulted in children present within the base camp boundaries with resulting concerns for safety.

3. Base commander should have a plan to meet the USAREUR requirement to provide force protection through the closure process for DoD civilians and contractors.

E. Health Hazard/Risk: Medical surveillance for at risk personnel must be made available.

F. Urgency: Closing of base camps should be accomplished in a reasonable time-frame where the urgency of meeting a suspense date will not increase the risks to personnel.

1. Resources: Availability of resources dictates whether a clean-up or other action can be accomplished by in-house personnel or be contracted out

2. Cost/Benefit Analysis: An analysis to compare the benefit of an action with the cost of it can dictate the decision.

3. Remediation/Disposal: The site should be returned in the same condition as it was received. If not other requirements or decisions for remediation/disposal must be made. In all cases, disposal of HAZMAT takes time and planning and must be done IAW local laws and U.S. Regulations.

4. Identify Requirements.

a. Once the Risk Assessment has been conducted, requirements must be compiled and timelines applied.

b. Eliminate Imminent Risks to Health and Safety: For the identified risks, procedures must be developed and followed to eliminate imminent danger. As an example, if unstable ammunition is found in a training area that is being closed, explosive ordnance disposal (EOD) personnel would be called in to make arrangements for disposal. If buried ammunition was known to exist, but was not determined to be of imminent danger to personnel, it would be identified on the Site Plan, but would not be removed.

c. Train Personnel: Where it has been identified that personnel will require training/briefings to accomplish their required tasks, this training must be provided.

5. Supervise.

a. One person should be identified to be responsible for the Safety portion of the Base Camp Closure.

b. Revise Risk Assessments as risks change.

c. Individual work parties should be supervised to a degree commensurate with the risks involved. Assign supervisors to work parties in order (1) to assure that all work party members are aware of the mission and the pertinent job risk assessment issues and controls, (2) to knowledgeable adjust procedures and controls during job performance, and (3) to enforce standards.

6. After Action Review (AAR).

a. AARs help to identify new or changing hazards that were not covered in original risk assessments. Take the time to conduct periodic AARs during the Base Camp Closure process.

b. Remember to capture changes needed in this document and forward them to the proponent in order to assist others plan for similar operations.

ANNEX 7. FORCE PROTECTION

A. Force Protection is the first priority of all forces during all phases of an operation. It is a fundamental responsibility of command that cannot be delegated or transferred, except by official orders. Commanders must take all necessary actions to protect their forces from known or suspected enemy conventional forces, asymmetrical enemy threats (terrorist, paramilitary or criminal group), and from the effects of other environmental or human factors (weather, carelessness, fatigue, disease, *etc.*). All commanders must ensure their soldiers are fully postured, disciplined, trained, equipped, and supported at all times, and must continually assess their Force Protection posture to ensure complacency does not occur.

B. The Base Camp FPPC, as part of the Base Camp Operations Section, develops the FPCP to the Base Camp Closure Plan. The Base Camp FPPC includes the Provost Marshal, MPs, MI, DPW, and contractor(s).

C. During base camp closure planning and operations, priority of effort is physical security, tactical security operations, and operations security (OPSEC). Commanders must particularly focus on:

1. As U.S. Forces re-deploy from the area of responsibility (AOR), base camps and staging areas must be secured as the force draws down.
2. Continually reassess Antiterrorism/Force Protection (AT/FP) requirements as sites are closed and functions are consolidated.
3. Convoys carrying troops and supplies back to home station must be safeguarded through tactical security operations.
4. Refocusing their situational awareness and exercising the chain of command to prevent complacency and carelessness.

D. The Force Protection Consolidation Plan (FPCP) must provide for consolidation of force protection facilities commensurate with other base camp closure operations. This may include temporarily moving gates, wire, lights, guard towers, alarm and sensor systems, and other work as required to provide force protection for the shrinking base camp.

E. Planning Considerations include:

1. Define FP responsibilities and tasks IAW paragraph 5-6, UR 525-13.
2. Ensure that a Level II trained FP Officer accompanies leader recons to assist in site selection IAW paragraph 5-23, UR 525-13.
3. Assess force protection requirements (personnel, equipment, and materiel) at all locations used in support of the operation, to include Aerial Ports of Embarkation (APOEs), APODs, Sea Ports of Embarkation (SPOEs), SPODs, Intermediate staging bases, base camps, rear areas, and Lines of Communication (LOCs). Conduct site evaluation and selection IAW paragraph 5-24, UR 525-13.
4. Maintain intelligence support to force protection. It is essential during base camp consolidation to ascertain possible shifts in perceptions among the belligerents, which could lead to attacks against U.S. Forces and civilian personnel.
5. Employ OPSEC and Physical Security to protect information and assets.
6. Ensure personal property accountability IAW paragraph 5-53, UR 525-13.
7. Ensure the physical security of personnel, Arms, Ammunition and Explosives (AA&E), and other property in-transit IAW paragraphs 5-18 and 5-52, UR 525-13.
8. Ensure safety, route security, and security for the construction and establishment of revised base camp and logistics sites.
9. As forces arrive in or leave the area of operations, priority is to the rapid initiation of tactical security operations. Tasks include (1) survivability improvements, (2) active reconnaissance and security patrols, and (3) strict convoy security operations.

10. Plan for proper hand-off of AT/FP plans and procedures between rotating elements. As sites and facilities close and/or consolidate, site commanders at remaining locations to which forces are relocated should review force protection plans and modify site security as required.

11. Promulgate the Force Protection Consolidation Plan so all tenant elements are integrated. Resolve inconsistencies in the application of required AT/FP measures through the appropriate chain of command.

F. Ensure a threat warning architecture remains intact.

G. The senior USAREUR Headquarters must:

1. Coordinate AT/FP and security operations with applicable Provost Marshal.

2. Coordinate AT/FP intelligence operations with the TF Security Office/G2/ U.S. National Intelligence Center (USNIC) and the FPPC.

3. Coordinate AT/FP requirements with the TF Force Protection Office.

4. Coordinate and de-conflict sector responsibilities for sectors adjacent to the U.S. sector.

5. Provide or coordinate for the security of all assigned, attached, or operational control (OPCON) forces, civilian personnel, installations, LOCs, SPODs, and rear areas in coordination with other North Atlantic Treaty Organization (NATO) and non-NATO Forces.

H. In all phases of the base camp closure, the FPCP should encompass prevention/detection (physical barriers, guards, sensors, operational security, counter-surveillance, random schedules, *etc.*), mitigation (hardened facilities, building stand-off, armored vehicles, safe havens, *etc.*), and response (quick reaction force, host nation security, MEDEVAC procedures, emergency action plan, alarm system, redundant communication plans, exercises including host nation when possible, *etc.*). The FPCP should also address the timing of the dismantling of electronic surveillance equipment to ensure force protection yet prevent loss or damage to the equipment.

I. All commands will comply with requirements and standards in USEUCOM AT/FP OPORD 99-01, and USAREUR Regulation 525-13, which are available through SIPRNET at <http://141.220.4.21> or <http://www.opsdiv.hqusareur.army.smil.mil>.

J. TF G3 - Ensure a military force provides adequate level of security to each location through the closure process. Security will encompass soldiers in the camp, personnel employed by contractors, and DoD civilians.

ANNEX 8. BASE CAMP CLOSURE CHECKLIST

BASE CAMP CLOSURE ASSESSMENT TEAM

USAREUR requires a Base Camp Closure Assessment Team (BCCAT) lead by the AST Manager to determine the disposition of base camp property, (*i.e.* material, equipment, structures, and infrastructure), brought to, or built on the base camp by U.S. forces. Additionally, the BCCAT will tailor individual checklist based on the size and infrastructure of the base camp/site to be closed. Options to consider for disposition include re-use, recycling, sale, use as offset in lease negotiation, transfer to follow on forces or landowner(s), disposal at landfill, incineration, or abandoning in place. After property disposition is decided, base camp closure operations may be planned, scheduled and executed.

- AST Commander/Manager POC _____
- Base Camp Commander POC _____
- AST Force Protection/TF G3 POC _____
- AST MWR POC _____
- AST/TF Safety Office POC _____
- AST Property Book Office POC _____
- AST DoL/TF G4 POC _____
- DPW Director POC _____
- DPW, RECO POC _____
- DPW, Environmental POC _____
- DPW, Engineering POC _____
- AST, DOIM POC _____
- Provost Marshall POC _____
- TF Surgeon POC _____
- USAREUR OJA Claims Service POC _____
- USAREUR ODCSENG G5/NSIP POC _____
- Contractor(s) at the base camp. POC _____
- AAFES POC _____
- Army Materiel Command (AMC) POC _____
- Defense Contract Management Agency (DCMA) POC _____
- JCC POC _____
- Defense Reutilization and Marketing Office (DRMO) POC _____
- Combat Camera POC _____

After the final closure inspection/assessment, leases and/or property use agreements are terminated and real estate is transferred to the owner(s).

PLANNING CONSIDERATIONS

- Define Force Protection (FP) responsibilities and tasks IAW paragraph 5-6, UR 525-13.
- Ensure FP Officer assists in site selection IAW paragraph 5-23, UR 525-13.
- Assess FP requirements (personnel, equipment, and materiel) at all locations. Conduct site evaluation and selection IAW paragraph 5-24, UR 525-13.
- Maintain intelligence support to force protection.
- Employ OPSEC and Physical Security to protect information and assets.
- Ensure personal property accountability IAW paragraph 5-53, UR 525-13.
- Ensure in-transit physical security IAW paragraphs 5-18 and 5-52, UR 525-13.
- Ensure safety, route security, and security for base camp and logistics sites.
- Rapid initiation of tactical security operations.
- Plan for proper hand-off of AT/FP plans and procedures.
- Promulgate the Force Protection Consolidation Plan.
 - Prevention/detection: physical barriers, guards, sensors, operational security, counter-surveillance, random schedules, *etc.*
 - Mitigation: hardened facilities, building stand-off, armored vehicles, safe havens, *etc.*
 - Response: quick reaction force, host nation security, MEDEVAC procedures, emergency action plan, alarm system, redundant communication plans, exercises, *etc.*
- Ensure a threat warning architecture remains intact.
- The senior USAREUR Headquarters will also:
 - Coordinate AT/FP and security operations with applicable Provost Marshal.
 - Coordinate AT/FP intelligence operations with TF Security Office/G2/USNIC and FP cells.
 - Coordinate AT/FP requirements with the TF Protection Office.
 - Coordinate and de-conflict sector responsibilities near the U.S. sector.
 - Provide or coordinate for the security with other NATO and non-NATO forces.

All commands will comply with requirements and standards in USEUCOM AT/FP OPORD 99-01, and USAREUR Regulation 525-13, which are available through SIPRNET at <http://141.220.4.21> or <http://www.opsdiv.hqusareur.army.smil.mil>.

RESPONSIBILITIES

Base Camp Commander:

- Provide FP until closure is completed.
- Develop a list of materials and equipment for disposition
- Submit a request for disposition.
- Upon receipt of disposition instructions: dispose of non-salvageable items as directed.
- Request transportation and containers, prepare items for shipment.
- Conduct "sweep" of all areas prior to ensure no classified material remains.
- Seal areas after security sweep to ensure no material is moved into the area.
- Perform required environmental activities.
- Coordinate preparation of the Environmental Condition Report ICW TF Environmental Officer and TF Surgeon NLT 30-days before closure.
- Direct units to assist with environmental tasks.
- Participate in BCCAT
- Establish timelines for preliminary U.S. inventory/condition inspections.

Tenant Unit Commanders:

- Prepare organic unit material for shipment.
- ICW PBO, ensure return and accountability of all non-organic material.
- Maintain unit areas free of trash, debris, and surplus material.
- Provide manpower for dismantling work.
- Reset combinations on security containers to factory settings (50-25-50).
- Inventory classified material returning to home station.
- Destroy or transfer all other classified material.
- Properly pack and wrap all classified for transport.
- Ensure courier orders are up to date.
- Establish procedures for couriers and escorts of classified materials.
- Conduct "sweep" of all areas to ensure no classified material remains.
- Seal areas after security sweep to ensure no material is moved into the area.
- Certify to next higher HQ that security sweep is final and all classified materials are secured.
- Perform environmental activities.
- Identify all HAZMAT and hazardous waste at least 60-days prior to re-deployment.
- Ensure accountability and movement of all HAZMAT to hazardous waste accumulation point.
- Identify and flag areas of hazardous substance contamination and spills.
- Prepare a list and map of all spills and corrective actions taken.
- Prepare a list of all areas where environmentally sensitive operations took place.
- Clean small contamination sites by excavating and turning in to hazardous waste accumulation points.
- Prepare a record of all spill clean-up efforts.

- Pump out POL from sumps and POL separators into appropriate containers and move it hazardous waste accumulation point.
- Clean empty POL tanks and fuel blivets at fuel points and maintenance areas.
- Empty fuel from heaters. Take to fuel storage areas or hazardous waste accumulation points.
- Assist base camp commander, as required.
- Units are responsible for: tents, cots, heaters; moving to staging areas; policing areas.
- Units will clean small-contaminated areas: excavating the contaminated soil and taking it to the hazardous waste accumulation point.
- Staging and storage: accept and direct placement of material and equipment.
- Units will remain in sufficient strength to provide FP to contractor personnel and DoD civilians

G3/ AST SPO (Security, Plans, and Operations)

- Develop a force protection plan for base camp closure.
- Identify POCs (Unit Commanders) for closeout of their respective areas.
- Only AST/BSB/AST Commanders authorized to clear a unit of their area.
- Participate in BCCAT.

Force Protection:

- The Force Protection Cell, as part of the Base Camp Operations Section, will develop the FPCP to the Base Camp Closure Plan.
- The FPCP will provide for consolidation of FP facilities, temporarily moving gates, wire, lights, guard towers, alarm and sensor systems to provide FP for the shrinking base camp.
- Base camps and staging areas must be secure as the force draws down.
- Continually reassess AT/FP requirements as sites are closed and functions are consolidated.
- Convoys carrying troops and supplies back to home station must be safeguarded through tactical security operations.
- Refocusing their situational awareness and exercising the chain of command to prevent complacency and carelessness

MWR:

- Plan for timely removal of MWR equipment and supplies.
- Phase down operations in a manner to support remaining force.
- Participate in BCCAT.

Task Force Safety Office/ AST Safety Officer:

- Conduct and coordinate the risk assessment.
- Coordinate risk assessment requirements with CHPPM-EUR.
- Provide range closure certification ICW training.
- Ensure areas not cleared of UXO are completely fenced in and marked properly.
- Ammunition historical records, *i.e.* site plan, licenses and any waivers; will be forwarded to USAREUR Safety Office.
- Prepare a site plan to close the ammunition facility for submission to USAREUR Safety IAW AR 385-64.
- Identify all radioactive commodity use, maintenance and storage areas.

- The LRSO can conduct a closeout survey. Documentation of the survey will be forwarded through the AST Safety Office to the USAREUR RPO.
- Participate in BCCAT.

Property Book Office (PBO):

- Provide guidance on accountability to re-deploying units
- Ensure property accountability of base camp property
- Provide a list of material and equipment remaining at the base camp
- Monitor and ensure that disposition is received and carried out for all property
- Prepare a list of materials and equipment for the BCCAT
- Identify all excess TDA and installation property
- Request disposition instructions from the 200th Theater Distribution Brigade (TDB).
- Cross-level property within the area of responsibility
- Identify excess TDA and installation property
- Establish a central staging area for turning-in property
- Ensure all equipment is safeguarded until shipment
- Participate in BCCAT

G4/ AST DOL:

- Provide logistical support to the closure process
- Participate in BCCAT
- Facilitate initial planning between the Task Forces, DPW and contractor

Validation and documentation of property disposition

Movement of ammunition is more hazardous than static storage of ammunition. To close an ammunition site, the following must be done.

- Identify amount and Hazard/Division Classification of ammunition.
- Identify method of movement.
- Identify countries in the travel route.
- Obtain necessary permissions from nations.
- Obtain necessary waivers/approvals.
- Identify eventual storage sites to ensure capacity exists.
- Coordinate with security, transportation, logistics, engineers, safety, and legal.

- Identify radioactive sources to be transported and ensure proper packaging and transport documents are used.
- HAZMAT including POL must be transported IAW Host Nation laws. Ensure proper packaging, transport documents, and placarding.
-

Director of Public Works (DPW):

- Coordinate, schedule and control the Base Camp Closure.
- Develop list structures and infrastructure for use by BCCAT during closure.
- Develop estimates for base camp restoration.
- Coordinate transfer of base camp infrastructure if follow-on force.
- Review work orders, issued before closure was announced for termination.

- Issue work orders for restoration, dismantling, and consolidation of FP facilities.
- After closure, consolidate records for transfer to USAREUR.
- Coordinate termination of utility contracts (power, water, oil delivery, and steam).
- Determine equipment or materials provided by U.S. to connect utilities and provide support to JCC in negotiating credit.
- Assist Base Camp (G3/S3) and the Force Protection Cell with plan for consolidation of FP facilities.
- Determine requirements for generators if electricity is terminated early.
- Provide environmental specialist to the BCCAT.
- ICW TF Surgeon, conduct an assessment for imminent health threat risks.
- Examine critical areas where environmentally sensitive operations took place for possible contamination. Recommend remedial action.
- Identify any existing site conditions, environmental actions or projects that must continue after transfer of the site. Coordinate with DCMA or USACE to execute.
- Support RECO, Environmental Officers, and unit commanders in conducting environmental tasks
- Coordinate preparation of the Environmental Condition Report and the Environmental Closure Report.
- Maintain and archive all environmental documents.
- Infectious medical waste will be incinerated, steam treated, or contract disposed.
- Non-infectious medical waste will be disposed of as solid waste.
- The area where HAZMAT, in particular POL, was stored must be inspected for spills, leaks, or residual contamination.
- Sewage or human sanitary waste shall be disposed of as directed by the TF Environmental Officer at the wastewater treatment plant.
- If other means of disposal are not available, trash can be burned. If buried, field sanitation procedures must be followed.
- Lumber, plastic, filled sand bags, and other materials used for spill containment should be turned in to the hazardous material accumulation point.
- The contractor should be given adequate notice of base camp closure to ensure appropriate supply of hazardous waste containers.
- The DPW will sign the unit's checklist upon clearing and two memorandums stating that the unit has cleared the area.
- The DPW will assist RECO and Environmental Officers.
- Participate in BCCAT.
- Provide RECO cost estimate of damages caused by U.S. forces
- Provide identified tag keys for each lock and provide to RECO.
- Prepare the Environmental Condition Report

RECO:

- Real Estate Contracting Officers (RECOs) are the only agents authorized to enter into agreements on behalf of the U.S. Government to acquire and dispose real estate, administer real estate contracts, and negotiate restoration/damage settlements, at the termination of U.S. occupancy of the property. This includes both government and privately owned lands and facilities.

- Commanders must notify RECO, NLT 45-days in advance of base closure. This ensures compliance with a standard provision requiring 30-day advance written notice of termination to the lessor.
- RECO participates in the BCCAT
 - sends termination notifications.
 - participate in inventory and inspection.
 - arranges return of the real property.
 - negotiates settlements.
 - executes a record of return.
 - executes release from liability amendment.
- The notice of termination will be based on date provided by the BCCAT. Termination of leases and final transfer of real property is contingent up completion of;
 - Removal of US forces and sensitive equipment
 - Disposition of all US government property
 - Deconstruction of structures as directed by DPW
 - Completion of the Environmental Closure report
 - Final approval by the BCCAT chairman
- When government owned structures/equipment are to be turned over to a Host Nation, coordination through the ODC, the US Embassy and the RECO must be accomplished prior to closure. This requires Interagency Coordination between SECDEF, JCS and DoS.
- RECO procedures for closure follows:
 - Identify leases for the properties used.
 - Review all real estate leases to confirm specific provisions for advance notice of termination.
 - Begin dialog with landowners or property representatives for pending property return.
 - If host country real property is involved, conduct a site visit with host nation representatives and prepare a report to confirm the location of any government-owned leased sites.
 - Develop a list of real properties condition and status for each lease for the purpose of estimating possible damage claims to include disposition of gravel and horizontal construction.
 - Obtain release of liability from the landowner for all US government property identified by the DPW to be abandoned in place.
 - Transfer keys to the landowner
 - Issue notice to terminate leases as directed by BCCAT chairman.
 - Participate in all BCCAT assessments and inspections.
- Arrange specific date with property owners for real property inspection and turnover.
- Execute record of return amendment upon completion of real property transfer..
- Attempt to negotiate settlement of damage of claims.
- If on-the-spot settlement agreement cannot be reached, provide lessor formal notification to file a claim with the US government.
- Document all real-estate actions taken to defend the U.S. government from potential future damage claims.
- RECO will retain originals of all real estate contract files.
- Where there is no specific real estate instrument, a release of liability will be completed and signed to defend against possible future damage claims.

AST DOIM/G6:

- ICW S6/NSC, remove phone lines, data lines, and fiber optic equipment.
- Determine what equipment needs to be removed from site.
- Coordinate cable abandonment or collection with the DPW.
- Determine date of termination of services.

- ICW local JCC, terminate locally acquired communications leases.
- Participate in BCCAT.

Task Force Surgeon:

- If a landfill was used, provide certification of closure.
- ICW TF environmental specialist, conduct an assessment for imminent health threat and other items that require remediation.
- Certify disposal sites as closed.

OJA:

- OJA may process other claims for limited use of real estate as tort claims. These claims must be translated into English and processed.
- OJA Claims Service remains after closure to process claims on leases. This is facilitated by working out of a neighboring base camp.

Contractors:

- Perform dismantling, shipment, site restoration, and other closure operations.
- Provide environmental support.
- Accept hazardous waste at hazardous waste accumulation points.
- Maintain hazardous waste accumulation points to ensure timely removal of hazardous waste.
- ICW base camp commander, ensure timely turn-in of hazardous waste.
- Notify DPW of any site with unknown hazardous waste contamination.
- Prepare and execute closure plans for services that impact on the environment (*e.g.* wash racks, gray water drainage, black water drainage, incinerators). Decommission services as directed.
- Prepare a list of all spills and map of corrective actions taken.
- Prepare a list of all environmentally sensitive areas.

AAFES:

- Plan for removal of AAFES equipment and supplies.
- Plan for timely removal of vendor equipment and supplies.
- Phase down operations in a manner to support remaining force.
- Participate in BCCAT.

Contract Management Agency

- ICW Base Camp Commander, terminate services.
- Ensure property accountability of contract property.
- Provide accountability guidance to re-deploying contractors.
- Provide a list of contractors' material and equipment at the base camp.
- Monitor and ensure disposition of all contract property.
- Facilitate transfers of contract property to the Sustainment Center.
- Supervise and administer the Balkan Sustainment Contract.
- Provide administration and supervision of Balkan Sustainment Contract to provide hazardous waste collection to the central collection area.

- Provide administration and supervision of contracts for site restoration.
- Participate in BCCAT.

Joint Contracting Command (JCC):

- Supervise and administer contracts.
- Maintain services to greatest extent possible.
- Terminate utilities for the base camp being closed.
- Participate in utility negotiations.
- Participate in BCCAT.

Army Materiel Command:

- Assess base camp material and equipment for retention by DoD.
- Provide guidance on preparation for shipment.
- Participate in BCCAT

Defense Resource Management Office (DRMO):

- Dispose of excess base camp equipment and material.
- Accept, account for and arrange final disposal of HAZMAT waste.
- Participate in BCCAT.

DRAFT

ANNEX 9. GLOSSARY

AA&E	Arms, ammunition, and explosives	
ACO	Administrative Contracting Officer	
ACQUISITION	CROSS SERVICE AGREEMENT	Acquisition Cross-Service Agreement
AMC	Army Materiel Command	
APOD	Aerial port of Debarkation	
APOE	Aerial port of Embarkation	
ASG	Area Support Group	
AST	Area Support Team	
AT/FP	Antiterrorism/Force protection	
BCCAT	Base Camp Closure Assessment Team	
BLAHA	Basic Load Ammunition Holding Area	
CAGO	Contractor Acquired Government Owned	
CHPPM-EUR	Center for Health Promotion and Preventive Medicine - Europe	
CIMIC	Civilian - Military Cooperation	
CLO	Contract Liaison Office	
CAGO	Contractor Acquired Government Owned	
CAMS	Chemical Agent Monitors	
COMSEC	Communications Security	
COR	Contracting Officer's Representative	
DCMA	Defense Contract Management Agency	
DCSENG	Deputy Chief of Staff, Engineer	
DEPMEDS	Deployable Medical Systems	
DLA	Defense Logistics Agency	
DOIM	Director of Information Management	
DOL	Director of Logistics	
DPW	Directorate of Public Works	
DRMO	Defense Reutilization and Marketing Office	
DTO	Division Transportation Office	
EBS	Environmental Baseline Study	
EOD	Explosive Ordnance Disposal	
FPCP	Force Protection Consolidation Plan	
FPPC	Force Protection Planning Cell	
GFE	Government Furnished Equipment	
GFM	Government Furnished Material	
HAZMAT	Hazardous Material	
HFPE	Health Facility Planning Europe	
ICW	in cooperation with	
IGE	independent government estimate	
JAG	Judge Advocate General	
JCC	Joint Contracting Command	
JF Engineer	Joint Force Engineer is the principal engineer advisor to the NATO Joint Force Commander	
LOC	Line of communication	
LRSO	Local Radiation Safety Officer	
LSA	Life Support Area	
MCT	Movement Control Team	
MHE	Material Handling Equipment	
MI	Military Intelligence	
MMC	Material Management Center (now TDB)	
MNSC	Multi-National Service Component	
MWR	Morale, Welfare, and Recreation	
NAU	Corps of Engineers, North Atlantic Union	
NSIP	NATO Security Investment Program	
OCSURG	USAREUR Office of the Command Surgeon	
ODC	Office of Defense Cooperation	

OJA	Office of the Judge Advocate
OPLAN	Operations plan
PBO	Property Book Officer
PCARSS	Plant Clearance Automated Reutilization Screen system
PLS	Palletized Loading System
MTOE/CTA	Modified Table of Organization and Equipment/Common Table of Allowances
PM	Preventive Medicine
POL	Petroleum, Oils, and Lubricants
RSO	Radiation Safety Officer
RE	Real Estate
RECO	Real Estate Contracting Officer
SEAhuts	South East Asia huts
SOFA	Status of Forces Agreement
SOW	Statement of Work
SPOD	Sea port of debarkation
SPOE	Sea port of embarkation
TDB	Theater Distribution Brigade (formerly MMC)
TF SURG	Task Force Surgeon
TF SURG OPS	Task Force Surgeon Operations
TF SURG LOG	Task Force Surgeon Logistics
USACE	U.S. Army Corps of Engineers
USAREUR	U.S. Army Europe
USC	USAREUR Support Contract
USNIC	U.S. National Intelligence Center

DRAFT