

UNCLASSIFIED//FOUO

UNCLASSIFIED//FOUO

UNCLASSIFIED//FOUO



BASE TRANSITION SMARTBOOK

United States Forces - Iraq *With Honor and Success*

A Guide to the Responsible Transition of Non-Enduring Bases and Enduring Sites

May 2011

Final Edition

UNCLASSIFIED//FOUO

Table of Contents

- Introduction 4
- Base Transition Overview 13
- Real Estate Management 18
- Environmental Oversight..... 20
- Property Distribution 29
 - Property Disposition 31
 - Real Property & Facilities Process 37
- Contracting 49
- Documentation & Final Transfer 61
- Base Transition Enablers 65
 - Base Advise and Assistance Team (BAAT) 66
 - Container Assistance and Assessment Team (CAAT) 67
 - Material Redistribution Team (MRT) 69
 - Expeditionary Disposal Remediation Team (EDRT) 70
- Operation Clean Sweep 71
- Signal Requirements 72
- Memorial Disposition 74
- IBIZ and Non-IBIZ Coordination 77
- AAFES Coordination & Transition 80
- Partnerships 82
- Basing Actions 83
- Receivership Secretariat (RS) 84
- Base Management OPT 87
- Basing Transition Boards 87
- References 89
- Acronyms List 91
- Points of Contact 95

Introduction

Purpose:

This is the **Final Edition** of the USF-I Base Transition Smartbook. Updated from the October 2010 edition, it provides a single-source, quick reference guide for the base transition process, and captures/de-conflicts updated and additional base transition guidance through the use of **bold** and ~~strike-through~~ text. The information in this Smartbook summarizes base transition Standard Operating Procedures (SOP), published US Forces-Iraq (USF-I) orders/guidance, and lessons learned from past base transitions to facilitate honorable and successful transitions of remaining non-enduring bases and enduring sites.

The USF-I Base Transition Smartbook is the guiding document for transitioning USF-I bases in the Iraq Joint Operations Area (IJOA) to the Government of Iraq (GoI). Guidance is intended to be flexible enough to fit a range of situations, and to ensure a base is transferred properly, in accordance with applicable laws and regulations. **The Base Transition Smartbook is located on the USF-I J7 website. Revisions are summarized below and highlighted throughout the text.**

Summary of Key Changes

Updates from USF-I OPORD 11-01 Change 1, May 11:

- Included FRAGOs, and changes from all Annexes in the Base Order.
- USF-I J7, CCC, AAFES, USF-I J7 Environmental, Signal, and USF-I J9 (IBIZ) provided additional input/review.

Base Transition Task List:

- Task List was reduced from 85 to 48 tasks.
- Deleted 12 planning, 10 environmental, 10 contracting and 5 final transfer tasks.
- Deleted tasks were redundant and do not impact requirements for transition.

Section Replacement:

- **Significant changes from USF-I J7, under Property Distribution section, was replaced in its entirety.**
- **IBIZ (Iraqi Business International Zone) section was replaced with new guidance and guidelines.**
- **The Base Management OPT (Operational Planning Team) was replaced with new boards under USF-I FRAGO 0197 (LBTB, ES&EBTB).**
- **Base Closure Assistance Teams (BCAT) was changed to Base Transition Enablers.**

Sections Deleted:

- **Partnership Section - no longer applicable.**
- **Operation Clean Sweep - replaced by BOS-I functions under Base Transition Enablers.**

Added Guidance:

- **Property Distribution.**
 - **Abandoned Property**
 - **General Policies and Circumstances**
- **Base Transition Enablers includes a BOS-I sub-section.**

Definitions:

Base Types:

Forward Operating Base (FOB): A generic term used to describe a COB, COS, or COL. There is no construction or life support standard associated with the term "FOB."

Contingency Operating Base (COB): A COB is usually occupied by an element larger than Brigade Combat Team (BCT) size, from a single service or joint services, and is generally a command and control hub/regional logistics hub; characterized by advanced infrastructure for facilities and communications for the expected duration of the operation. A COB will include an airfield with C-130 capable or larger.

Contingency Operating Site (COS): A COS is usually occupied by a BCT size element or smaller, capable of providing local/regional operations, security, or humanitarian assistance relief. The site size

and capabilities are scalable to support rotation of forces or prolonged contingency operations. Characterized by limited infrastructure, it will be dependent on some contracted services.

Contingency Operating Location (COL): A COL is usually occupied by a battalion sized element capable of quick response to operations, security, civic assistance or humanitarian assistance relief. A COL is dependent upon a COS or COB for logistical support characterized by stark infrastructure primarily dependent on contracted services or field facilities. A COL consolidates to a COS as the contingency matures. There are four types of COLs:

- **Contingency Out-Post (COP):** A COP is a sub-type of COL; it is usually occupied by a battalion and is a well prepared fortified outpost used to defend, observe, and conduct operations allowing a commander to project forces into neighborhoods to protect civilians and disrupt enemy activity. COPs are normally employed in restrictive or urban terrain in order to provide security, presence, and force protection into an operational environment. They can be solely US forces or combined with ISF (Iraqi Security Forces). *(the key in differentiating a COP from a JSS (Joint Security Station) is the temporary nature of the facility, versus the more permanent, transitory to the ISF nature of the JSS)*
- **Patrol Base (PB):** A PB is a sub-type of COL; it is usually occupied by a company and is a well-prepared fortified position a patrol set(s) can occupy as required. A PB is the point of origin where patrol set(s) can defend, observe, and conduct limited missions while supporting overall operations. A PB is a defensible position with over-watch of avenues of approach, standoff capabilities to mitigate vulnerability to VBIED and other types of attacks. *(The key in defining a PB is the temporary and frequently changing location of the base)*
- **Joint Security Station (JSS):** A JSS is a sub-type of COL; usually occupied by a company; and is a command/control node that directs security force operations in conjunction with other JSSs within an operational environment. The JSS is a joint combined HQ including Iraqi Police (IP), Iraqi Army (IA)/National Police (NP), and US Forces units serving as a coordination point for patrols to maintain a continual presence in a given AOR. *(The key in differentiating a JSS from a COP*

is the plan to eventually turn the facility over to Iraqi control for continued security operations)

- **Provincial Joint Coordination Center (PJCC):** A PJCC is a sub-type of COL; it is usually occupied by a section and is a civil operations center where the Iraqi face is leveraged to connect with the needs of the people. A PJCC coordinates public administration, economics, public facilities, linguistics, cultural affairs, and civil information activities in support of military operations through operational or local levels of military and police command.

ADD: Facility: A Facility is usually occupied by a company sized element or smaller and is completely dependent on contracted services.

Types of Base Transitions:

ADD: All Base Transitions are coordinated with and accomplished through the Government of Iraq Prime Minister's Receivership Secretariat (RS). The RS is responsible for the disposition of the location after receiving it from US Forces.

Base Transition: The Base is turned over to the Government of Iraq (GoI) through the Receivership Secretariat (RS).

1. **Complete Transition:** A type of base transition in which USF relinquishes control of an entire base to ISF or GoI Ministry through the RS. No USF presence remains. ~~Base can be used as an operational platform at a later date through coordination with the ISF.~~ USF property will/will not be turned over with the base.
2. **Partial Base Transition:** USF relinquishes control of a portion of a base to the Iraqi Security Forces (ISF) or other GoI Ministry **through the Receivership Secretariat.**
3. **ADD: Transition to DoS / OSC-I:** A type of base transition in which USF relinquishes control of a base or portion of a base to Department of State or Office of Security Cooperation-Iraq as part of the enduring US Mission-Iraq (USM-I). This type of transition will also take place through the Receivership Secretariat who will turn over the property to DoS or OSC-I based on land use

agreements between the US and GoI. USF property will/will not be turned over directly to the DoS or OSC-I.

- ~~4. **Complete Return to Other GoI Ministry:** A sub-type of base return in which USF relinquishes control of an entire base, or a portion of a base to a GoI entity other than ISF. Base can be used as an operational platform only if USF presence remains. Negotiations with the RS and the gaining Ministry will be made in order for USF to remain.~~

- ~~5. **Partial Return to Other GoI Ministry:** A sub-type of base return in which USF relinquishes control for a portion of a base to a GoI entity other than ISF. USF presence remains as either the base owner or partner. Base can be used as an operational platform. USF property will/will not be turned over with the base.~~

- ~~6. **Base Return with Partnership:** A sub-type of base return in which USF relinquishes control of a portion of a base to ISF. USF presence remains as a partner if agreed upon by the GoI Receivership Secretariat in advance. The base continues to be used as an operational platform in a partnered capacity with ISF. USF property will/will not be turned over with the base. The base is heretofore known as a Partnered Base.~~

Transition (Closure/Return) Processes:

Standard Transition: The normal transition process as described in this Smartbook and apply to COBs, COSs and COLs. All steps in this process will be completed where they are applicable. (Applies to most bases)

Modified Transition: An abbreviated process applied to partnered bases and other areas or facilities where extenuating circumstances do not necessitate completion of all steps in the standard base transition process. It is initiated through a request for modified transition to USF-I J7 Basing, Facilities & Environmental (BF&E). If approved, USF-I J7 BF&E will determine which base transition steps will be completed.

Administrative Transition: This is solely for unoccupied bases which are duplicates of other bases recorded on the List of Agreed Facilities and Areas (LAFA), or 'unclaimed'. This is NOT a way to close small bases with a minimal footprint and is only to be used for the bases described above. (Applies to a few transitions)

Base Transition Phases

- 1. Normal Ops/Prep Phase:** The Base or a portion of the base is operating at normal capacity and Operations and Maintenance (O&M) service levels. Preparation and planning for consolidation and transition is underway. BOS-I and property inventory (real property), Foreign Excess Personal Property (FEPP), Contractor Managed Government Owned (CMGO), etc., should be conducted as early as possible and as needed. Contract identification and initial reviews during this phase are crucial to the successful transition of contractors. Begin identification of all environmental issues through the site transition survey process and begin coordination for site cleanup.
- 2. Thinning and Consolidating Phase:** Transfer of personnel, equipment and functions in preparation for site transition. Life Support Areas (LSAs) consolidate to at least 80% of maximum capacity, and unnecessary LSA space is descoped from O&M contracts. Units consolidate to designated areas to reduce operational footprint. Reduction of contracts occurs. Base perimeter usually remains the same in this phase.
- 3. Mission Critical Ops Phase:** The only remaining operational activities essential to the mission, base/complex infrastructure operations, or those which provide theater-wide support that cannot easily be relocated. Non-essential property thinned or consolidated elsewhere and Base Life Support (BLS) is limited to support minimal mission critical footprints. Perimeter security operations are ongoing and the camp is prepared for transition in 45 days or less.
- 4. Mothballed Phase:** There is no intent to reactivate facilities or BLS (basic life support) functions for use by USF. All BLS and property thinned through approved processes, and O&M is limited to what is required to maintain internal security and perform periodic general maintenance inspections on critical infrastructure. The site is prepared for transition in 45 days or less.
- 5. CHANGE: Transition Phase: Bases will shift to a 45 day transition posture during descoping. Personnel and services will be reduced to facilitate final transition.**

Commanders will balance mission requirements with retrograde and base transition timelines. ~~The Base enters an expeditionary stance 30 days before scheduled closure/return.~~ Only essential personnel remain on site. All remaining contracts reduced to a minimum and are ready for termination within the **final 45 days**. This phase ends with base transition to GoI through the Receivership Secretariat. **A guideline for prescribed conditions in the last 45 days is provided in Appendix 6 to Annex C, of USF-I OPORD 11-01, Change 1, May 11.**

Note: Not all phases are applicable depending on base transition plan. This is a guide for planning purposes only.

O&M (Operation & Maintenance) Levels:

ADD: O&M services are typically contracted services and available transition levels will be dependent on the contract vehicle(s) providing services at each base, e.g., LOGCAP, AFCAP, etc. Transition of O&M services usually occurs in Mission Critical and Mothballed Phases. The following are common transition stages:

Stage 1: Status Quo. Areas/facilities remain at normal O&M levels. Retain Service Order Requests (SOR) and Facility Maintenance and Inspections (FMI) continues as normal. All BLS services continue.

How: N/A

Advantages: Full range of service performed. Original contract requirements remain with no impact on site labor.

Disadvantages: Un-used and un-occupied areas waste resources and money.

Reactivation: No reactivation time required as facilities are maintained as if occupied.

Stage 1.5: Lower O&M level. Areas/facilities are vacated and secured, and O&M is reduced. Electricity, Fuel, and Water services are stopped. FMIs and SOR response continues at normal frequencies. Recommended level for turnover in good working order to GoI.

How: Customer Service Request (CSR) from Mayor (O-5) with O-6 Endorsement.

Advantages: Reduces wasted resources. Allows for rapid reactivation, if required. Contract remains the same but allows labor/personnel to be freed for cross leveling to other more critical sites.

Disadvantages: No significant decrease in contractor labor force.

Reactivation: 96 hour target from ACO direction, but will depend on footprint.

~~**Stage 2:** Lower O&M level to Level C (LSAs typically Level B, Abs/Latrines are level A). All FMI is now conducted at 180-day intervals. No SOR response, and any repairs are considered new work. Electricity, Fuel, and Water are shut off. Remains on the Master Schedule of Work (MSOW).~~

~~**How:** CSR from Mayor (O-5) with O-6 Endorsement~~

~~**Advantages:** Recoups tax payer money, saves resources, and realizes cost savings associated with no SOR.~~

~~**Disadvantages:** Potential lengthy reactivation time. To repair SORs, the new work process has to be followed. Labor budget decreases and potential decrease in labor force.~~

~~**Reactivation:** Depends on the condition of the area/facilities. If no repairs are required, funding would have to be acquired for the increased O&M level. If repairs are required, reactivation times will increase along with adding a construction element and new work process (funding requires O-7 Signature). Estimated 45 days to reactivate depending on site conditions.~~

~~**Stage 2.5:** O&M Suspension. No FMIs or SORs. Electricity, Fuel, and Water are shut off. Remains on MSOW.~~

~~**How:** CSR from Mayor (O-5) with O-6 Endorsement~~

~~**Advantages:** Recoups tax payer money, saves resources, and realizes cost savings associated with no SOR and FMI.~~

~~**Disadvantages:** Potential lengthy reactivation time.~~

~~**Reactivation:** Depends on the condition of the area/facilities. Technical Inspection (TI) of facilities and areas is required and if no deficiencies are found water, electrical, and fuel can re-start. If no repairs are required, funding would have to be acquired for the increased O&M level. If repairs are required, reactivation times will increase along with adding a construction element and new work process (funding requires O-7 Signature). Estimated 45 days to reactivate depending on site conditions.~~

Stage 2: Descope. No FMIs or SORs. Electricity, fuel, and water are shut off. Removed from MSOW. This stage is also referred to as “mothballed”.

How: CSR from Mayor (O5), O6 Endorsement

Advantages: Recovers all O&M budget. Possible decrease in labor.

Disadvantages: Long recovery time. Labor and budget need to be contracted.

Reactivation: After de-scope, contractor leased property (SDP/HVAC/etc.) is removed by the owning contractor. Property returned and reinstalled; an O-7 endorsement and funding is required. Estimated 200+ day reactivation time.

Stage 3: De-Scope w/De-Tag. No FMIs or SORs. Electricity, fuel, and water are shut off. Removed from MSOW. Facilities turned over to unit PBO. Usually done during transition stance immediately before transition to GoI.

How: CSR from Mayor (O-5) with O-6 Endorsement

Advantages: Recovers all O&M budget.

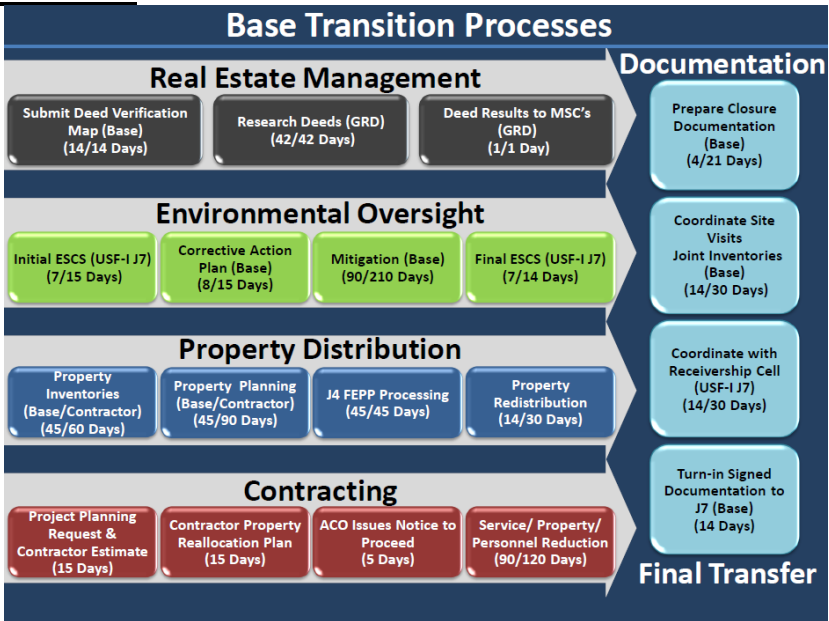
Disadvantages: Military units are now responsible for all O&M.

Reactivation: Reactivation under current contract not possible.

Base Transition Overview

The Base Transition Process encompasses a series of actions to prepare, document, execute and finally close bases to the Government of Iraq. The entire process can take between 90 to 365 days. The individual tasks are broken down into four parallel lines of process that lead to the end state of Documentation and Final Transfer. The four parallel processes are Real Estate Management, Environmental Oversight, Property Distribution, and Contracting. Additional processes applicable to some bases include AAFES transition, IBIZ coordination, and Memorial Disposition, which occur in parallel with these processes. Estimated MSC (Major Subordinate Command) transition timelines for planning purposes are 365 days for a COB, 195 days for a COS, and 90 days for a COL or Facility.

CHANGE:



Real Estate Management: Identifies proper land owners and facilitates lease payments to private landowners as required.

Environmental Oversight: Ensures timely identification and mitigation of negative environmental impacts caused by USF.

Property Distribution: Ensures the proper disposition of all property (i.e., disposal, redistribution, or transfer to the Gol).

Contracting: Identifies contracting requirements, including new contracts, de-scoping, and termination of current service/support contracts and associated tasks in the base transition process.

Documentation and Final Transfer: Ensures all actions related to base transition and real estate transfer are properly coordinated, documented and retained for historical records.

ADD: Base Transition Task Listing:

There are a number of key tasks for each line of process. The following task list is by no means comprehensive but is a good starting point for any base transition plan. The tasks are in sequential order and will not apply to a particular base in all cases. Base Mayors can use this task listing to develop estimated transition timelines. Planning timelines depend largely on the number and scope of the specific tasks. For example; small bases with minimal property items can complete property inventory much faster than bases with large amounts of property. The task listing is color coded by the appropriate line of the process and any questions about the specific task will be directed to the Office of Primary Responsibility (OPR) for that task.



CHANGE:

Task#	What Action	Definitions/details	What is Submitted	Suspense (NLT)	Processing Time	Initiating Agency	OPR	Key Base Transition Document
1	Initial Environmental Site Closure Survey and Corrective Action Plan (#1 of 3)	The I-ESCS identifies existing environmental conditions and required corrective actions prior to base closure or return. The CAP details the method, schedule and resources required for all identified corrective actions.	I-ESCS Report and CAP	T-365	14 days	MSC	USF-I J7 ENV	Yes
2	Prepare and submit Unclassified Deed Verification Map and submit to J7 BF&E	On a map of the base, plot the perimeter of the base, with digit grid coordinates, and highlight the perimeter with a line. Submit to USF-I J7 BF&E	Unclassified Deed Verification Map	T-180	14 days	MSC	USF-I J7	Yes
3	Identify potential long-lead environmental requirements that require contractor support	Cleanup of large or complicated environmental sites may require additional environmental contractor support. Identify these requirements to USF-I J7 Environmental as early as possible in the closure process.	List of Long Lead Time Requirements	T-180	11 days	Units/FOB Mayors	USF-I J7 ENV	
4	Prepare for Inventories	FOB Mayors should get current copies of all hand receipts (TPE and ORIG). Mayors also need to start coordinating with all contractors on their FOB to get current inventories of all Contractor Managed Government Owned (CMGO) property. The contractor must designate what property they plan to leave behind and sign over to the FOB Mayor.	Property	T-180	45 days	Contractor/ MSC		
5	USF-I J7-RE researches land deeds	Identifies property owners	Deed Result in English and Arabic	T-135	45 days	USF-I J7 RE	USF-I J7	
6	USF-I J7 RE submit Land Deeds to MSC, J4, J7 ENG	Identifies property owners	Deed Result in English and Arabic	T-135	1 day	USF-I J7	USF-I J7	Yes
7	Update initial real property inventory	Self explanatory	DD1354	T-120	4 days	MSC	USF-I J7	Yes
8	Conduct environmental mitigation	Begin mitigation as identified in the I-ESCS and CAP and any associated work plans.	None	T-120	70 days	MSC	N/A	
9	Submit JFARB Package for long-lead requirements mitigation	Decommission LOGCAP, JCC, or other contracts/ Demolition/ Movement of property to another base. MAAWS is source document and governs the JFARB Process. It is on the USF-I J8 webpage	JFARB Package	T-120	12 days	MSC	USF-I J7	
10	Maximize Use of J4 Sponsored Enablers	Use BOS-IBAATs to manage and expedite property inventories; Turn-in excess materials and unaccounted for property to MRTs; Turn-in excess or Non-essential TPE to RPATs/MRPATs; Use EDRTs to help identify unserviceable property for turn-in to DRMO.	None	T-120	1 day	MSC	310th ESC 402nd AFSB DLA-DS	
11	Review, Update and Finalize the Property Reallocation Plan (PRP)	All AFCAP and LOGCAP contracts will submit a PRP to their Contract Management Agency (DCMA) for approval. FOB Mayors need to track this process to ensure timely execution of the process.	PRP	T-120	30-45 days	Contractor	DCMA	
12	Process Excess Property Found on Installation (FOI)	FOB Mayors must identify any excess property found on the FOB and account for it via the FOI process. This includes any abandoned property once the FOB Mayor has exhausted all attempts to determine ownership.	DA Form 2765-1	T-120	15 days	FOB Mayor	FOB Mayor with TPBO	
13	Contractor begins movement of non-excess CMGO to other bases	As delineated by the approved Property Reallocation Plan (PRP)	None	T-120	7 days	Contractor	DCMA	
14	Reclassify personal property as real property, as required	FOB Mayors must document all personal property that has become real property.	DD Form 1354	T-120	1 day	MSC, J7, SJA	DCMA	
15	Notify Theater Property Book Office of Intent to Close		Signed PCN	T-120	1 day	MSC	Theater Property Book Officer	
16	Sign for all CMGO from the contractor	Upon completion of initial inventories and PRP finalization, FOB Mayors will sign for all stay-behind CMGO. This must be completed NLT 120 days prior to FOB closure.	DA Form 3161	T-120	3-15 days			
17	FEPP Asset Increase	Units will use the CMGO DA Form 3161s to do an "Asset Increase" to their TPE Derivative UIC. This process is only for Non-Expendable Items received from the contractor	DA Form 3161	T-120	15 days	FOB Mayor	FOB Mayor with TPBO	

Task#	What Action	Definitions/details	What is Submitted	Suspense (NLT)	Processing Time	Initiating Agency	OPR	Key Base Transition Document
18	Review Theater Provided Equipment (TPE) and Organizational (ORG) property records for excess items.	These are items of personal property that you are not going to take back to your home station. Units must either redistribute, dispose of or transfer the items to the GOI. Items for transfer to GOI will be added to the FEPP List.	Turn-in / Transfer Document or FEPP List	T-120	5 days	MSC	USF-I J4 FEPP Manager	
19	Submit inventory of all CMGO recommended for transfer to a gaining Iraqi ministry in conjunction with the base (if applicable)	In this task, you have made a recommendation to transfer CMGO items to the gaining Iraqi ministry equipment that they have requested. This equipment will still have to go through the FEPP Process to check it vs. open requirements US Forces may have	Inventory Spreadsheet	T-120	3-4 days	FOB Mayor	USF-I J4 FEPP Manager	Yes
20	Consolidate Excess Property and Create FEPP List	The FOB Mayor must put all excess property for transfer to the GOI on the FEPP List. They must use the FEPP spreadsheet, located on the USF-I J4 portal. This includes excess CMGO, TPE, ORG, FOI and property classified as real property.	FEPP List	T-120	3-4 days	FOB Mayor	USF-I J4 FEPP Manager	
21	LOGCAP Support Officer (LSO) or PM/Contract Administrator for non-LOGCAP support conduct initial client coordination with local unit		None	T-120	2 days	LSO / MSC		
22	Preliminary Environmental Site Closure Survey (ESCS #2 of 3)	Conduct an environmental survey to verify that identified corrective actions are on track, and to document any new conditions.	Report	T-90	1 day	MSC/Departing Unit	USF-I J7 ENV	Yes
23	Staff PCN at division level	Approved at division level	PCN	T-90	1 day	MSC	USF-I J7	
24	Submit approved Property Closure Notification (PCN)	This is your 'official notification' that your base is closing	Approved PCN	T-90	1 day	MSC	USF-I J7	Yes
25	Submit FEPP List and O-6 Validation Memo to Higher Headquarters (USD G4 or Separate G4)	FOB Mayors will submit their consolidated FEPP lists through their chain of command and obtain a validation memo from the first O-6 Commander. The unit then sends the FEPP List and the validation memo to their USD/Separate G4.	FEPP List	T-60	20 days	MSC	USD / Separate G4	
26	USD/Separate G4s Screen Property for Internal Redistribution	USD/Separate G4s review FEPP list and direct redistribution to meet internal requirements.	Redistribution Direction	T-60	8 days	USF-I J4		
27	USD/Separate G4s submit FEPP List to USF-I J4	USD/Separate G4s must remove any redistributed property from the FEPP list and submit the list with the O-6 validation memo to USF-I J4	Inventory Spreadsheet	T-60	6 days	USD/Separate G4s	USF-I J4	Yes
28	Identify all support contracts that require modification or termination at closing bases, or modification/initiation at gaining bases.		Memo or e-mail	T-60	2/8 days	MSC	Contract Administrator	
29	USF-I J4 FEPP Disposition	USF-I J4 FEPP sends disposition instructions for redistribution of items requested during the screening process.	E-mail with FEPP Inventory	T-31	2 days	J4 FEPP	USF-I J4	Yes
30	USF-I J4 FEPP Screening Process	USF-I J4 initiates FEPP screening process for redistribution among US Forces, DOS, and NASASP.	E-mail with FEPP Inventory	T-30	14 days	J4 FEPP	USF-I J4	
31	USF-I J4 FEPP Distribution Process	Based on the disposition instructions, receiving agencies have 14 days to pick up items dispositioned to them by USF-I J4.	Memo	T-30	14 days	J4 FEPP	USF-I J4	
32	Initiate termination procedures on pending JFARB actions unless they specifically support closure	This should coincide with your contract and other long lead items as you begin the base closure process.	E-Mail	T-30	3 days	J4, J7, J8	KO	
33	Begin terminating/ transferring all contracts	Self explanatory	None	T-30	16 days	MSC / DCMA / SCOI		
34	Finalize FEPP list for USF-I J4 Signature	Units must remove any redistributed property from the FEPP list and return the finalized list to USF-I J4. USF-I J4 FEPP will process the list and get USF-I J4 signature approving the transfer to the GOI.	Inventory Spreadsheet	T-15	3 days	USD/Separate G4s	USF-I J4	
35	MSC sends contractor(s) Letters of Release (LORs) from base to the contracting office	This will have the termination of the contracts you have identified on the base you are closing	LOR's	T-15	2 days	MSC	KO or Contract Administrator	
36	Contractor(s) Letter of Release from Contractual obligations	Self explanatory	LOR's	T-15	2 days	ACO	Contractor	

Task#	What Action	Definitions/details	What is Submitted	Suspense (NLT)	Processing Time	Initiating Agency	OPR	Key Base Transition Document
37	Prepare and submit transfer documents to J7 Record of Return, DD1354, joint inventory spreadsheet	This is part of the Closure Document packet. J7 will review, translate, and provide copy to units.	All Documents	T-15	4 days	MSC	J7, J4	
38	Coordinate with receivership cell through J7	Ensure you and your base closure team have made contact with the USF-I J7 to coordinate final closure on base transition date	Memo or e-mail	T-15	7 days	MSC	USF-I J7	Yes
39	Final ESCS (#3 of 3)	Conduct final environmental survey and report to verify completion of all mitigation and that site is cleared for transition in accordance with USF-I SOP and CENTCOM 200-2 guidance.	Report	T-7	14 days	MSC	USF-I J7 ENV	Yes
40	Conduct Joint Real/Personal Property Inventory with gaining Iraqi Ministry representative	Self explanatory	None	T-3	4 days	MSC; Gaining Iraqi Ministry	USF-I J7 / J4	
41	Base Closure Preparedness Memo	Memo indicating base is ready for closure, joint inventories are complete.	Memo	T-3	1 day	MSC	USF-I J7	Yes
42	Base Return/Closing Ceremony	Conduct closing ceremony, US and Iraqi unit representatives sign property transfer documents, base security and responsibility are transferred to GOI.	None	T-0	1 day	MSC; Gaining Iraqi Ministry	USF-I J7	
43	Final FEPP Packet sent back to USF-I J4	Send completed FEPP list back to USF-I J4 with all signatures (GOI Receiver, Unit Representative, USF-I J4).	Signed FEPP List	T-0	1 day	MSCs/J7	USF-I J4	
44	Clear Property Book	Clear MSC from personal property accountability	None	T+10	3 days	TPBO	TPBO	
45	Submit signed closure documentation to USF-I J7 (DD1354, FEPP Inventory, and Record of Return)	J7 Base Transition Team will take the signed documentation after ceremony or the unit will submit the signed documentation if J7 team can not attend	Signed Inventory Spreadsheets and ROR	T+14	1 day	MSCs/J7	USF-I J7	Yes
46	Clear MSC from personal property accountability		None	T+14	8 days	USF-I J4; TPBO	TPBO with J4	
47	FEPP Asset Decrease	Units will use DA Form 3161s to do an "Asset Decrease" to their TPE Derivative UIC. This process is only for Non-Expendable Items received from the contractor	DA Form 3161/ Completed FEPP Packet	T+14	3-5 days	FOB Mayor	FOB Mayor with TPBO	
48	SJA performs Legal Review of Final Closure Documents	SJA reviews and submits memo to portal	Memo	T+14	1 day	SJA		Yes

Real Estate Management

Introduction:

The Real Estate Management process determines property ownership for land in use by USF. This process begins with a deed verification request for the land on which the base is located. The USF-I J7 Basing, Facilities and Environmental (BF&E) team uses an Iraqi deed search contractor to determine the property ownership. There may be both government and private owners for the various land parcels located inside the footprint of the USF base. The deed verification allows the Gol to determine the final disposition of the land as it accepts responsibility for the property through the Receivership Secretariat. The US Government also makes lease payments to private property owners for use of their property through negotiations conducted by USF-I J7 BF&E.

Processes:

CHANGE: Submit a digital Deed Verification Map (DVM): This task is one of the first requirements in the base transition process and should be accomplished well in advance of transition. A DVM is an unclassified map that outlines the base and includes 10-digit grid coordinates for each corner or turn of the base's perimeter and any stand-off areas. It is imperative these coordinates are accurate. The Major Subordinate Command (MSC) submits the completed map to USF-I J7 BF&E. **USF-I J7 BF&E uploads the map to the USF-I J7 Base Transition Portal, and requests the title search.**

USF-I J7 Real Estate Researches the Deed(s): USF-I J7 will conduct a title search to determine property ownership. This is completed by obtaining deeds through the Local Land Registry Office. This process takes 30 - 45 days.

USF-I J7 Posts Deed(s) to the Basing Portal: The result of the title search is a copy of the actual land deeds identifying ownership of the property. This document will be posted in the USF-I J7 Base Transition Portal and will be part of the final transfer documentation. In addition, USF-I J7 will send a courtesy copy to the Major Subordinate Command (MSC) for their records.

Recommendations:

The DVM should be an unclassified satellite image of the entire base with the perimeter and any stand-off areas clearly outlined along with accurate 10-digit grid coordinates for each turn of the base. This can be accomplished using a hand held GPS or by terrain management personnel. MSCs will double-check to ensure any expansions or changes in base perimeter are captured in the base DVM.

Definitions:

Real Estate: Land and any **improvements** to the land such as buildings, fences, wells and other site improvements that are fixed in location.

Local Land Registry Office (LLRO): Local Iraqi governmental agency that maintains land ownership records and deeds.

Environmental Oversight

Introduction:

USF-I policy is to mitigate recognized environmental conditions on US bases in Iraq. As bases transition, USDs/MSCs will adhere to USF-I guidance as well as guidance found in the Security Agreement, such as Article 8, which states *“Both parties will implement this Agreement in a manner consistent with protecting the natural environment and human health and safety.”*

USCENTCOM Regulation 200-2 *Contingency Environmental Guidance* lays the foundation for the USF-I Environmental Standard Operating Procedures (SOP). The USF-I SOP, located on the USF-I J7 BF&E website, addresses a wide range of environmental issues, to include: regulated/hazardous material management, regulated/hazardous waste, spill prevention and response, POL and maintenance activities, solid waste management, wastewater, regulated medical waste, POL contaminated soil, regulated material/waste storage tanks and containers, asbestos, lead based paint and polychlorinated biphenyls, Iraqi generated chemicals, environmental base transition requirements, and historical and cultural resources preservation.

The USF-I J7 environmental force posture consists of USF-I environmental staff providing policy and execution oversight for the IJOA environmental program. Contracted USF-I environmental managers are assigned to each division to assist in scheduling, conducting assessments, transition surveys and overseeing environmental response and cleanup processes. Contracted Environmental Response and Cleanup Team (ERCT) assets are assigned to each division. ERCTs are responsible for environmental cleanup, spill response, land farming, inspections and training throughout their region. The ERCT contractors and environmental managers located in each USD are USF-I J7 resources tasked to function under USD direction for routine/current requirements to support assessment, reporting, cleanup process and the USD environmental programs. USF-I J7 will prioritize and de-conflict the processes of these assets as required to support transition requirements, environmental protection, human health and safety.

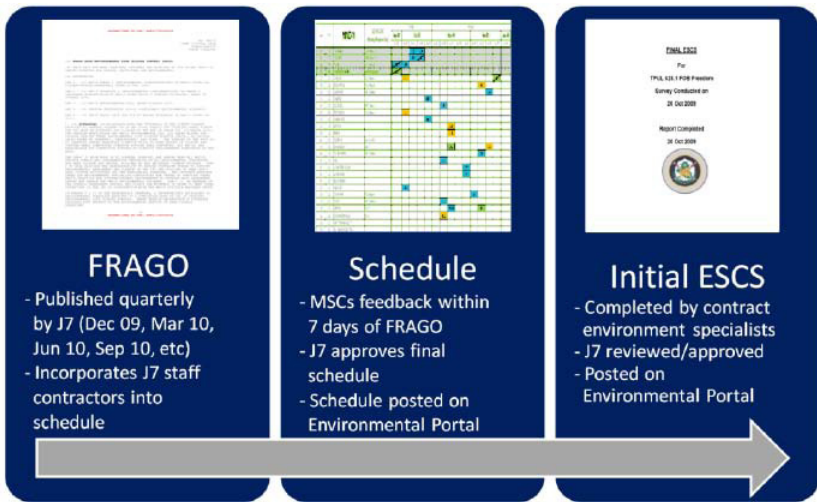
Per USCENTCOM regulations and the USF-I Environmental SOP all bases, slated for transition to the GoI, require at least three

environmental site closure surveys (ESCSs): an initial, preliminary, and final. USF-I J7 contracted environmental managers assigned to each division will complete ESCSs. These surveys are to identify issues requiring mitigation prior to base transition and to confirm the identified corrective actions are completed. USDs/MSCs are responsible for tracking, executing and reporting mitigation activities identified in the ESCS process. Certain bases may require an additional ESCS where the last survey does not fully meet the required ESCS completion timeline. This often occurs at bases with a partial transition or changes in the estimated base transition date.

Processes:

Scheduling ESCSs: USF-I J7 publishes a quarterly FRAGO that establishes USD/MSC requirements for ESCSs within their AOR for the upcoming quarter. Included in the FRAGO is a working schedule established in coordination with the MSCs. This schedule is a direct result of analysis of the base transition plans each USD/MSC provided. Within 7 days of the FRAGO being published, USDs/MSCs are given the opportunity to provide input. Approximately 14 days following the publishing of the FRAGO, the final approved schedule for that quarter will be posted to the USF-I J7 Environmental Portal. Environmental Managers assigned to USF-I and to each division will conduct these surveys.

CHANGE: Once the surveys are completed and the reports are written, USDs/MSCs will forward the reports to USF-I J7 Environmental. Within 7 days of receipt, the reports will be reviewed, approved or transitioned for correction, and posted to the USF-I J7 Environmental and Base Closure Portals. Completion of these reports in accordance with established ESCS timelines and the quarterly assessment schedule are **tracked by USDs/MSCs and reported to USF-I J7 Environmental.**



Environmental Assessment Process

Review all Archived Environmental Data: Review all archived environmental data for the given base prior to conducting any environmental site closure surveys. Documents to be reviewed could include Environmental Baseline Surveys (EBSs), Environmental Condition Reports (ECRs), previous ESCSs, Corrective Action Plans, Spill Reports, and all other pertinent environmental archived data. This review will highlight pre-existing (prior to USF use) environmental conditions, locations of existing and previous significant environmental sites, and potential areas of concern to be scrutinized during the environmental site closure survey.

CHANGE: Complete an Initial Environmental Site Closure Survey (I-ESCS): The initial survey is performed at the beginning of the base transfer notification process, and is conducted by trained environmental person(s)/team(s). **The I-ESCS is normally completed 365+ days prior to the anticipated transition or transfer date,** and will identify all environmental mitigation actions to be completed prior to transferring the base. The initial survey is reviewed, approved, and posted to the USF-I Environmental Portal.

Develop a Corrective Action Plan (CAP): A (CAP) is required for all bases. The CAP outlines the plan to address environmental mitigation actions required, in terms of method of cleanup (troop labor or contract) resources required, and estimated cost in order to prepare the base for transition to the GoI. The CAP is required within two weeks of completing the I-ESCS, and will be

submitted to USF-I J7 Environmental. The CAP will be updated as necessary, after each subsequent ESCS, until no further mitigation is required. Preparation of the CAP is a team process with the Base ECO having primary responsibility for the timely completion of the plan. A representative from the ERCT, where applicable, will assist in preparing a work plan using the pre-approved CAP template. The Base ECO will set the schedule for implementing the work plan based on mission requirements. The responsible USF-I J7 environmental manager will aid in the preparation of the CAP and coordination of resources as required. The final CAP will include the following:

- Description of the environmental sites requiring cleanup actions
- The method to be used to accomplish mitigation at each site (ERCT, LOGCAP, Base Assets, etc.)
- The work plan for completing mitigation at each site
- The scheduled start and completion dates of cleanup actions at each site

Environmental Cleanup Work Plan: Corrective actions identified in the ESCS process and addressed in the CAP, are entered into the USF-I J7 Environmental Cleanup Work Plan. The Work Plan will: monitor start and completion dates to ensure closure/transfer dates are met; plan and prioritize all ERCT assets; monitor contractor closures to determine all internal procedures are met and track environmental site closure throughout the IJOA. Monthly validation reviews will be conducted with each division to ascertain environmental requirements are completed on schedule and IAW USF-I OPOD 11-01, Change 1, May 11; CENTCOM 200-2 and USF-I Environmental SOP.

CHANGE: The Environmental Cleanup Work Plan will be used to identify and schedule all environmental site closures, allocate resources, provide current status and **provide coordination with USF-I J7 Environmental.** USF-I J7 will use the Environmental Cleanup Workplan to direct and prioritize ERCT contractor assets.

CHANGE: **Complete the Preliminary ESCS (P-ESCS):** The preliminary survey is conducted by trained environmental person(s)/team(s), ensuring environmental action items are identified, and verifying all items identified in the initial survey are completed or are in progress of being completed. The preliminary ESCS is

conducted 90+ days prior to actual site transition. Multiple P-ESCSs may be required depending on the specific conditions and transition schedule at each site. **Certain facilities** may not require a preliminary ESCS due to the nature of the site. This may occur in situations where there is minimal to no USF footprint, and no corrective actions were identified in the initial survey. The requirement for a P-ESCS will be at the discretion of **USF-I J7 Environmental** based on the findings and recommendations of the initial ESCS. **The USD may request a P-ESCS not be conducted by submitting a memorandum for record (MFR) to USF-I J7 Environmental justifying the request to forego the survey. This document will be signed by an O-5 or above, and if approved, will be posted on the base transition portal in lieu of the P-ESCS.**

CHANGE: Complete the Final ESCS (F-ESCS): The final survey is completed by trained environmental person(s)/team(s) to ensure all environmental items are properly addressed prior to the base transition/transfer date. The “approval” given with the ESCS final survey is the last step in the site transition process. A site is not to be closed or transitioned until the F-ESCS is approved by USF-I J7 environmental. **The F-ESCS will be conducted between 7-14 days prior to the transition of a base. Depending on the status of required mitigation, an additional F-ESCS may be required prior to final approval.**

Transfer of Environmental Sites to the GoI: USF-I intends to mitigate all negative impacts associated with environmental infrastructure at US bases, such as burn pits, wastewater lagoons, fuel farms, and firing ranges. However, many US bases are being transferred to Iraqi Security Forces (ISF) or other GoI entity, and will continue operating the constructed environmental infrastructure after the base is transitioned.

CHANGE: A Mayor Cells, in coordination with the Division Engineer, and the ISF or GoI entity, will work together to identify existing environmental infrastructure to remain after the base is returned. Once identified, a draft (DoI) to accept the environmental infrastructure must be prepared and signed by the USF-I Representative and the gaining GoI/ISF entity. The Declaration will include a description of each site, current photographs, grid coordinates, Iraqi and USF-I POC information (name, unit, phone number, etc). This description should include all process elements required to safely and effectively operate the infrastructure according to the original intent. Units prepare a DoI to insure that the receiving

Gol entity has a complete description of the infrastructure proposed to be transferred. Following review and approval of the draft DoI by USF-I J7 BF&E, an official Environmental Record of Return (RoR) memorandum will be prepared by the USF-I J7 to be signed by the Gol Receivership Secretariat and USF-I Representative prior to the base return date. To allow sufficient planning time to support environmental cleanup requirements, the DoI must be prepared and sent to the USF-I **J7 NLT 180 days prior** to base transition. A RoR template, including all associated attachments, is located in the "Transfer of Environmental Sites to Gol" folder on the USF-I J7 Environmental SIPR Portal at the following location:

<http://j7.forces.intranet.s-iraq.USCENTCOM.smil.mil/sites/bfe/Environmental/default.aspx/sites/bfe/Environmental/Document Library/Transfer of Environmental Sites to Gol>.

USF-I J7 will present documents to the Gol Receivership Secretariat, and if the sites are accepted, both parties will sign the RoR prior to the base transition date. Sites not accepted by the Gol will be closed IAW USF-I Environmental SOP.

Only authorized and properly designed/constructed environmental infrastructure may be transferred to the Gol, and the size and capacity will be commensurate with the needs of the Gol entity who will occupy the base. Transferring environmental sites to the Gol is not a substitute for mitigation/cleanup if there is no valid, ongoing need for them.

Contract Support: The Environmental Response and Cleanup Team (ERCT) contract is the primary means of environmental cleanup through the Responsible Transition of Forces. The contract provides surge capability for cleanup as well as environmental transition assessment capability. The ERCT cleanup assets are requested by USDs.. USF-I J7 will prioritize and task the contractor to surge resources for simultaneous or large scale cleanup processes. The ERCT is a USF-I J7 managed resource repositioned to meet mission requirements.

Document Cultural Resources: According to the US National Historic Preservation Act, US military commanders will consider the effect of their actions on cultural resources. IAW with Article 5 of the Security Agreement, *"Upon the discovery of any historical or cultural site or finding any strategic resource in agreed facilities and areas, all*

works of construction, upgrading, or modification will cease immediately and the Iraqi representatives at the Joint Committee will be notified to determine appropriate steps in that regard". Consequently, commanders will be aware of the sites listed in the World Heritage List and Iraqi equivalent of the National Register of Historic Places. USF-I mapped 321 culturally sensitive sites within 15km of US bases. More information on what to do if a cultural site is found is identified in Chapter 15 of the USF-I Environmental SOP. Maps of the historic sites in proximity to US bases can be found on the USF-I Environmental Portal. US commanders should be aware of any cultural sites on their base, ensure they are adequately protected and document status prior to US Forces leaving the base.

CHANGE: Regulated and Hazardous Waste/Scrap Management:

Prior to base transition all Regulated Waste (RW) and Hazardous Waste (HW) will be collected from all Regulated/Hazardous Waste Accumulation Points (HWAPs) and turned-in to the Regulated/Hazardous Waste Storage Area (HWSA). **Bases will turn in all hazardous waste to one of the 14 HWSAs no later than 21 days prior to base transition. Final pickup at the 14 HWSA or 2 DLA Transition Yards will occur NLT 15 days prior to the base transition date. Regulated and hazardous waste is processed at one of two Hazardous Waste Treatment Centers (HWTCs) located at Speicher and Al Asad. The HWTC at Al Asad will no longer accept hazardous wastes after 1 Sep 11. The HWTC located at COB Speicher will continue to accept hazardous waste until 31 Dec 11 and continue treatment/disposal operations until all wastes are properly disposed.**

ADD: Land Farming: USDs/MSCs will consult with USF-I J7 before establishing a Land Farm. Complete POL land farming no later than 30 days prior to base transition. If projections indicate this is not possible, bases will coordinate with USF-I J7 for approval of alternative COAs.

Recommendations:

As early as possible, determine what GoI or private entity will be receiving the base, and identify environmental sites to be transferred in the current condition for continuing operations. USDs will identify environmental sites requiring significant cleanup processes or long-lead times and provide the information to USF-I J7 Environmental to coordinate additional contract support. If cultural sites are located on

base, document the condition, take photographs and ensure the sites are protected.

Definitions:

Initial ESCS: Environmental Site Closure Survey; identifies a base's environmental areas of concern within a base footprint.

CAP: Corrective Action Plan, this is the plan generated after the Initial ESCS and subsequent ESCSs, as necessary, detailing the cleanup process to correct any environmental issues identified.

Preliminary ESCS: Updates the status of cleanup for each of the environmental areas of concern identified during the initial ESCS and annotates any new findings.

Final ESCS: Validates that all removal processes and corrective actions required for transitions are complete.

ERCT: Environmental Response and Cleanup Teams; USF-I contractors provided to USDs/MSCs to cleanup environmental sites and conduct spill responses.

Hazardous Waste (HW): A discarded material that may be solid, semi-solid, liquid, or contained gas, and either exhibits a characteristic of a HW or is listed as a HW.

ADD: Land Farming: A bioremediation treatment process in which soil contaminated in the upper soil zone with oil/fuel is treated through natural aerobic processes.

Regulated Waste (RW): A discarded material that may be solid, semi-solid, liquid, or contained gas that does not exhibit a characteristic of a HW or is not listed as a HW, but requires proper handling to ensure it would not adversely affect the environment. An example of RW in the IJOA is used POL.

Regulated/Hazardous Waste Accumulation Point (HWAP): Designated at or near the point of generation for the accumulation of RW. HWAPs are typically established at various operating locations (e.g., motor pools, maintenance areas etc.) and managed by a military unit or contractor assigned to the location.

Regulated/Hazardous Waste Storage Area (HWSA): Facilities operated by Defense Reutilization and Marketing Office (DRMO) or Logistics Civil Augmentation Program (LOGCAP), designated for storage of RW prior to disposal or treatment.

Property Distribution

CHANGE: The Property Distribution Section is replaced in its entirety. The revision is provided below.

Introduction:

The identification, accounting, disposition, and final transfer of real property and excess personal property comprise a large portion of the time and process required for the responsible transition of facilities and areas to the GoI. This process needs to begin as early as possible and progress until final transfer. Annex D, Appendix 8 of USF-I OPOD 11-01, Change 1, May 11, to include Tab A (FEPP Process) and Tab B (CMGO Process), is the governing USF-I guidance for property disposition. Units should become familiar with all of the requirements in this order to ensure proper execution of property distribution.

Property distribution starts with inventory so the base Mayor gains visibility of what is on-hand. Then the property will be accounted for and receive final disposition. The majority of property on transitioning bases will receive disposition through the Foreign Excess Personal Property (FEPP) Process. This process ends with the approved transfer of real and personal property to the GoI in conjunction with final base transition.

Processes:

- **Personal Property Inventory**
- **Real Property Inventory**
- **Property Disposition Process**
- **Real Property & Facilities Process**
- **Final Transfer Execution**

Base Transition Timeline:

NLT Transition Day T-180:

- Conduct property inventory, base pre-inspections, and initial COB/HUB transition planning in preparation for turnover to the GoI.
- Identify and report key infrastructure for transfer to GoI to USDs, USF-I J7 BF&E, and USF-I J9.

- Determine AT/FP technology requirements. Identify excess equipment for removal related to COB/HUB transition and submit to USF-I J35 Protection ACTO. COBs/HUBs identify force protection equipment and base defense systems for removal/redistribution IAW base transition schedules.
- Develop a plan to complete inventory, including all excess contractor material.
- Contact the supporting 402nd Theater Property Book Team (TPBT) to establish a base transition derivative UIC, property accountability transactions and transition of excess TPE accounts.
- Engage the Redistribution Property Assistance Team (RPAT) if support is required for excess Class VII Theater Provided Equipment (TPE).
- Begin joint inventory, preparation of DA DA3161, and transfer of only the CMGO that will be transferred to the GOI with all contractors and applicable contracting agencies on the base.

NLT Transition Day T-120

- The BASE Mayor/Lead element will sign for only the CMGO that will be transferred to the GoI. Found on Installation (FOI) and excess Theater Provided Equipment (TPE). All Non-expendable equipment will be brought to record on or moved to the base transition derivative UIC established with 402nd TPBT.

NLT Transition Day T-60

- USDs/MSCs submit the FEPP Inventory and O-6 Memorandum to the USF-I J7 JLOC FEPP Manager.

Personal Property Inventory

Procedures outlined in this section apply to the transfer of US government property. Below are the major tasks, but bases are encouraged to use Annex D, Appendix 8 of USF-I OPOD 11-01, Change 1, May 11, for further guidance. USF-I J4 and the Base Operations Support–Integrator (BOS-I), to include the Base Advise Assist Teams (BAAT) are additional resources available to assist with property inventory, transfer documentation and conversion of personal property to real property.

Each USD/MSD will request an updated copy of the unit's hand receipt from their regional Theater Property Book Office to ensure use of up to date records for the inventory.

Bases conduct a 100% inventory of all personal property using the format provided in **Annex D, Appendix 8 of USF-I OPORD 11-01, Change 1, May 11**. The inventory will identify property to be retained by the unit, retrograded, redistributed to other USG entities, or transferred to the Gol. Prior to base transition, units will turn-in unserviceable property to DRMO.

Contractors will provide inventory of all Contractor Managed Government Owned equipment. Material will be screened against other contractor requirements and excess will be transferred to the unit for consideration for FEPP transfer.

Initial Real Property Inventory (IRPI): The IRPI accounts for all Real Property, as defined and specified in the sections below, and will be transferred to Gol at the time of base transition. It is conducted by USD/MSC, recorded on DD Form 1354 and prepared for signature in conjunction with final transfer to Gol, and forwarded to USF-I J7 to be included in the final base transition documentation.

DD Form 1354 is the official form for documenting the transfer and acceptance of US military real property. It is required documentation for the base transition process and will be accurately completed. An estimate of the current fair market value of each real property item identified will be included in block 18 of the form.

Property Disposition

FEPP: Upon identification of a base transition, USD/MSC will direct units on the base to conduct a 100% inventory of all personal property. Disposition of FEPP will depend upon property characteristics, service disposition instructions, redistribution requirements, DEMIL requirements, trade security control requirements, host nation acceptance, or statutory authority. The Deputy Assistant Secretary of Defense for Logistics and Materiel Readiness (DASD L&MR) authorizes USF-I to transfer specific categories of FEPP to the Gol if there is “substantial benefit” to the US Government.

USF-I is authorized to transfer serviceable property in conjunction with a base transition. Transfer of serviceable property not in conjunction with a base transition is authorized through the tiered authority process. Unserviceable property is to be turned-in to DRMO. Dispose of serviceable property that cannot be transferred to the Gol

per applicable service guidance. **Abandonment is not an authorized disposal method in Iraq.**

Execution within the FEPP authority will not dissolve the responsibilities inherent in command to account for and verify the requested FEPP transfers. Although specific excess personal property will not be listed on a commander's property books, the commander will be held accountable via the chain of command to ensure executed transfers comply with supply regulations, USF-I policy, and DoD 4160.21-M guidance.

FEPP items can be transferred to the GoI under two separate and distinct authorities. The two authorities are "Transfers in conjunction with a base transition" and "Transfers not in conjunction with a base transition" (also known as "Tiered Authority").

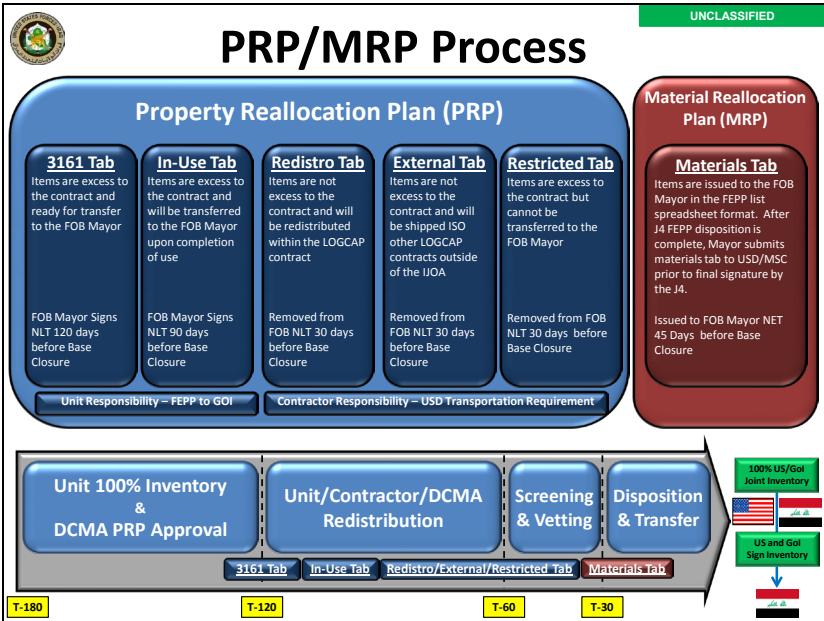
Base Transition FEPP: The term "base" includes contingency operating bases (COB), contingency operating sites (COS), contingency operating locations (COL) and other sites, locations, and training facilities formally identified to the GoI in accordance with the security agreement.

The following are procedures for FEPP transfers in conjunction with a base transition. USF-I J4 is authorized to transfer FEPP in conjunction with the transition of a base to the GoI. FEPP transfers in this category are authorized to any Iraqi government organization approved by DoS.

This process recently changed and the processes are broken down into three stages: Pre-Inventory, Normal FEPP Process, and the Post-Transfer process. Each is described in detail below.

Pre-Inventory:

This step occurs prior to the base Mayor signing for excess contractor property. The contractor submits their Property Reallocation Plan (PRP) to DCMA for approval. DCMA reviews the PRP and sends it to the TPBT for cataloging. The TPBT has 72 hours to catalog the items and transition the PRP to DCMA. DCMA then transitions the PRP to the contractor so they can prepare the DA Form 3161s for the Base Mayor's signature. Below is a graphic depiction of the PRP Process.



Normal FEPP Process:

This process remains unchanged from the previous FEPP Process. The DA Form 3161s from the contractor will be used as the “Asset Increase.” As before, units are highly encouraged to use a Derivative UIC for all non-expendable FEPP items. This helps to keep excess property separate from other property book transactions. The base Mayor/Lead element will combine the CMGO identified to transfer to the GOI, Found on Installation (FOI), and excess TPE onto their FEPP listing. The FEPP listing will include all containers, containerized housing units (CHUs), generators, air conditioning units, barriers, material, and furniture transferring to the Gol. Once the list is complete, they will submit it through their chain of command along with a signed O-6 memorandum certifying the FEPP inventory is correct. The memo will be from the first O-6 commander on a base or in the chain of command for the transitioning base.

USDs/MSCs will screen their subordinates’ FEPP listing and either direct internal redistribution or concur with the nomination for transfer to the Gol. Upon completion of their review, USDs/MSDs will send the FEPP listing to USF-I J4 NLT 60 days prior to the base transition date.

USF-I J4 will conduct mandatory screening and vetting of the FEPP listing and provide appropriate disposition IAW USCENCOM priorities. Upon completion of FEPP screening, vetting and any redistribution, USF-I J4 return the approved FEPP packet to the USD/MSC. The USF-I J4 approved FEPP packet will include the USF-I J4 authorization memorandum, ARCENT notification of FEPP transfer to Gol, USF-I J4 approved/signed FEPP inventory spreadsheet(s), Revised Container Worksheet (if applicable), O-6 commander validation memorandum, initial cost-benefit analysis, and USF-I legal review.

Only property items listed on inventory spreadsheets, signed by the USF-I J4, are authorized for transfer to the Gol with the base specified in the authorization memo. Any changes made after the USF-I J4 approves and signs the FEPP Packet require an O-6 commander's memorandum and supporting documentation. The memo will outline the justification and disposition of items removed or items added to the FEPP inventory spreadsheet.

USF-I has the authority to transfer FEPP up to a threshold of \$30 million in total fair market value (FMV) per base. The USF-I J4 will submit requests to the DASD L&MR for approval to transfer property valued more than \$30 million per base. Exceptions to the \$30 million FMV threshold are as follows:

<u>Base/FOB</u>	<u>Total FMV Threshold</u>
Joint Base Balad	\$200 Million
Victory Base complex	\$170 Million
Adder (Tallil)	\$80 Million
Al Asad	\$70 Million
Speicher	\$65 Million
Marez	\$60 Million

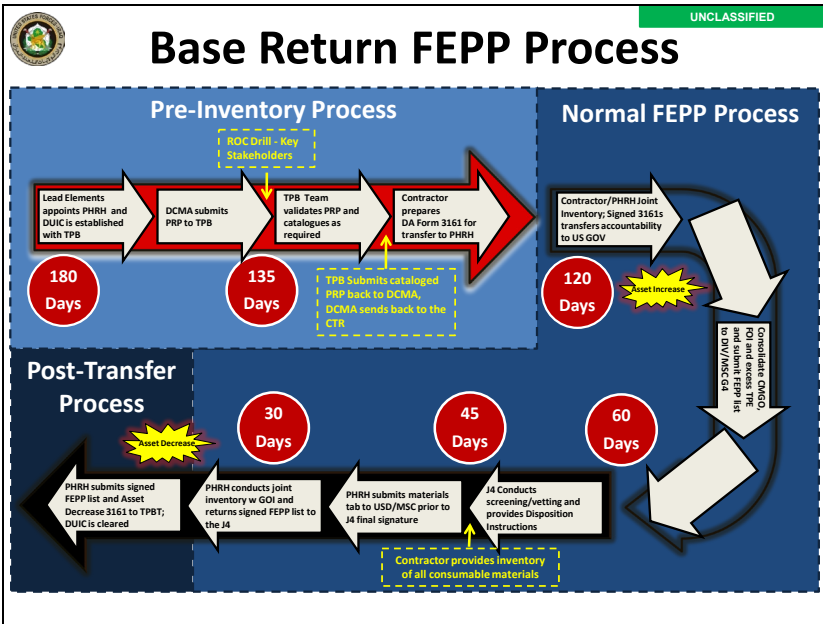
Post-Transfer Process:

Upon final signature by the Gol, the unit will turn-in the signed FEPP list and the "Asset Decrease" DA Form 3161 to their TPBT. As long as the DUIC, the Signed FEPP list and the "Asset Decrease" 3161 all match, the base Mayor will be cleared of all property accountability.

The above processes are described in detail in **Annex D, Appendix 8 of USF-I OPORD 11-01, Change 1, May 11, Tab A** (FEPP Process).

Example documents and the recently approved FEPP Process Business Rules can be found at the following link:

<http://j4.forces.intranet.s-iraq.USCENTCOM.smil.mil/sites/jloc/bt/default.aspx?RootFolder=%2f sites%2fjloc%2ftb%2fShared%20Documents%2fFEPP%20PRODUC TS&FolderCTID=&View=%7b393ADF38%2d4A46%2d42D7%2dB26 7%2dA93EC866AA62%7d>



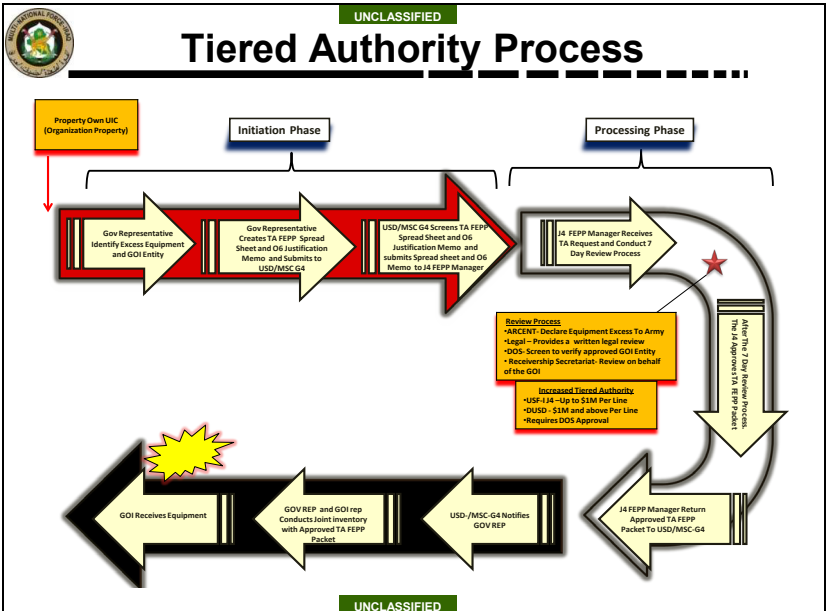
Tiered Authority FEPP Process: On 06 Jun 08, DASD L&MR established a “Tiered Authority” (TA) for FEPP transfers. The intent of this authority is to meet time-sensitive Gol requirements outside of the base transition process.

This process begins with the unit identifying a Gol requirement and excess property on-hand can meet this requirement. They will then consolidate property onto a FEPP listing and submit the listing through their chain of command for approval. USDs/MSCs will screen their subordinates’ TA FEPP lists as in the base transition process. Upon completion of their review, USDs/MSCs will send the FEPP listing to USF-I J4.

USF-I J4 will conduct reduced screening/vetting of the TA FEPP listing and provide appropriate disposition IAW USCENTCOM priorities. TA FEPPs will only be screened by the two mandatory entities: DoS and ARCENT. Upon completion of screening/vetting, USF-I J4 returns the approved TA FEPP packet to the USD/MSC. The USF-I **J4** approved TA FEPP packet will include the USF-I J4 authorization memorandum, USF-I **J4** approved/signed FEPP inventory spreadsheet(s), Revised Container Worksheet (if applicable), O-6 commander validation memorandum, initial cost-benefit analysis, and USF-I OSJA legal review.

Only property items listed on inventory spreadsheets and signed by the USF-I **J4** are authorized for transfer to the Gol. Any changes made after the USF-I J4 approves and signs the TA FEPP Packet, require an O-6 commander's memorandum and supporting documentation. The memo will outline the justification and disposition of items removed or items added to the FEPP inventory spreadsheet.

USF-I has the authority to transfer up to a threshold of \$1 million in total fair market value (FMV) per line item under TA FEPP. Fair market values will be applied to the transfer of a single item or multiple items as long as the fair market value of the total quantity for any inventory line item (i.e., a line on the inventory spreadsheet) transferred per location per request does not exceed the threshold. The USF-I **J4** will submit requests to the DASD L&MR for approval to transfer property valued more than \$1 million per line item.



Real Property & Facilities Process

Facility transfers to GoI will be conducted in accordance with the Security Agreement and applicable legal requirements. Any constructed hardstand buildings and improvements to pre-existing Iraqi hardstand facilities on GoI real estate made by US Forces will become property of the GoI upon final transition.

Condition of Facilities: Departing US Forces are not to remove water systems, sewer systems, plumbing fixtures or air conditioning systems affixed to facilities. Bases are to be left clean and orderly. Prior to the final base handover, commanders are responsible for ensuring the proper disposal of official or classified documents, military equipment, material, personal items and all other solid waste. A counter-intelligence sweep of the base is required. Units will ensure there is a photographic record documenting the condition of the entire base on the day of transition.

USF-I will transition facilities in an “as is” state. No repairs or expenditures are necessary to transition a facility to pre-existing conditions. At a minimum, units should identify and make known all life, health, or safety deficiencies. Property is to be repaired only as required for the use and safety of USF-I personnel. Fixtures are not to

be removed from a facility/building if their removal would impair its proper function (e.g., installed air conditioning unit, lights, plumbing fixtures, utility systems). US Forces' obligation per the Security Agreement is to transition facilities and areas free of any debts or financial burdens. There is no justification for use of OMA funds unless there is a direct benefit to USF-I.

Preparing Facilities for Transfer: Prior to transfer of real property, the following tasks will be completed as a minimum:

- Windows and doors should be functional. Battle damage and damage incurred prior to US Forces occupation is exempt from repair unless the damage poses a grave threat to public safety. As a rule of thumb, if damage to a facility did not impair use by US Forces, it does not require further repairs prior to transfer.
- Comply with memorial disposition procedures outlined in this document. Paint over all unit logos, artwork, murals, and graffiti using neutral colors.

Equipment, supplies and services required for the above mentioned minor repairs will be procured through the use of unit FOO funds. FOO purchases will not exceed the single purchase limit of \$25K and will not be used to contract for services greater than 5 days in duration. Units will obtain a legal review for purchases greater than \$10K.

Final Transfer Execution

Joint inventory: The US organization accountable for real property and FEPP authorized for transfer to the Gol will complete a joint inventory with the gaining ISF unit commander/Gol representative (with two Iraqi witnesses present) no later than 72 hours prior to the scheduled date of transition of a base. This allows time for corrections for any discrepancies that may be found prior to the signing ceremony.

Translations: Transfer memorandums, FEPP inventory spreadsheets and DD Form 1354s will be translated into Arabic. USF-I J7 can provide this service if the USD's without the capability. Two copies each of English and Arabic versions will be signed upon execution of the FEPP/real property transfer.

Signatures: Transfer memorandums, DD Form 1354s and the FEPP Inventory will include the printed name, rank, title, and signature of the designated US and Iraqi representatives. NO signatures will be obtained until day of transfer. Units can receive signed completed copies from the USD after USF-I J4 obtains the Receivership Secretariat's signature.

Property book accounting: For transferred items that are resident on a unit's property book (organizational or theater), units will adhere to service specific procedures for vouchering losses. Base Mayors will consolidate excess property transferring to the Gol under one derivative UIC. All excess TPE, excess CMGO, and FOI equipment authorized for transfer will be documented on the FEPP Inventory. The FEPP Inventory and DD Form 1354 is the official authorization for property book officers to expend property from official accounting records.

Turn-in to DRMO: Turn-in of serviceable items to DRMO is a last resort when reuse, retrograde or transfer to the Gol is not possible. Abandonment is not authorized in Iraq.

Final transfer documentation: No later than fourteen (14) days after official base transition and FEPP transfer, USF-I will post the following documents to the USF-I J4 Base Closure Portal:

- Signed FEPP Inventory
- Signed Record of Return
- Signed DD Form 1354

General Policies and Special Situations

Eligibility for FEPP Transfer: Items should meet the following criteria; exceptions will be approved by USF-I J4.

- Will be declared excess by the US Government; ARCENT/AFCENT and DoS are mandatory
- Will have no DEMIL requirements (DEMIL Code "A")
- Cannot be restricted from transfer by HQDA or DASD (Information Technology, Communications, ROWPUs)
- Should be serviceable

"In-Use" CMGO Property: Base Mayors have the option to delay signing for CMGO property that is still "in use" by the contractor. This can be delayed NLT 90 days prior to base transition. The Mayor will

ensure the items are signed and accounted for and included on their FEPP request to their USD/MSC. Mayors will continue to account for the items in use through appropriate sub-hand receipt procedures, i.e., DA Form 2062. The contractor is responsible for updating their hand receipt (2062) every 30 days until physical possession of the property transitions to the Mayor.

Completion of FEPP transfer documentation: Units will return signed copies of FEPP documents no later than fourteen days after either the Base Transition date or the date USF-I J4 approves the TA FEPP. USDs/MSCs will forward the signed FEPP inventory spreadsheet(s) to the USF-I J4 FEPP Manager.

Reclassification of Personal Property to Real Property: Some personal property items become real property once installed within buildings or facilities (e.g., lighting, plumbing and potentially environmental control units in buildings). USF-I J7 Engineers will assist base Mayors, USDs, and MSCs in identifying and evaluating personal property installation for reclassification as real property. All items listed on the derivative UIC will be included on the FEPP Inventory to expend the equipment off all accounting records once transferred.

Classification of Generators: All generators, to include power plant generators, are personal property and will be placed on the FEPP list. Generators identified as the sole source of power to a hardstand facility will remain in place with facilities that are identified as critical to the mission of the incoming GoI entity. All others will be cross-leveled for US Forces requirements in accordance with USCENTCOM redistribution priorities.

Screening: Personal property in excess of unit requirements will be screened through the chain of command for redistribution opportunities. USF-I J4 will screen the property across all military organizations and other US government organizations IAW USCENTCOM priorities. The two mandatory entities for screening are DoS and ARCENT. Property is not eligible for transfer to the GoI as FEPP unless it is excess to US government requirements.

Redistribution: USF-I J4 will prioritize requirements identified during the screening process and direct redistribution. Disposition of requirements are IAW with USCENTCOM priorities.

Non-US and Coalition Forces Property: Non-US coalition forces will dispose of excess personal property in accordance with their national laws. Any US property on coalition bases will be disposed of IAW USF-I and DASD guidance.

Transportation Costs: US government entities will use the standard TMR system to move property as directed by the disposition instructions. All transportation is the gaining agency's responsibility. Once approved for transfer to the Gol, the Iraqi recipient will pay all costs associated with transporting the transferred property. US forces will not incur costs to transport property once designated as FEPP.

Partial Transitions to the Gol: Personal Property is transferred with real property on a base will transfer via "FEPP in conjunction with a base transfer". When a unit transfers portions of a base in phases or sections, the USF-I J7 will provide LAFA numbers associated with each phase. USF-I J4 will aggregate cost for all transfer phases to ensure the base transition is in compliance with the \$30 million cap. Partial transitions will submit a FEPP Inventory and O-6 Validation Memorandum. Tiered Authority cannot be used for a partial transition.

Full transition on private property: If full transition on private property, then all property will be removed from the base. Contractors are responsible for the movement of their equipment. Units will not sign for contractor equipment without an internal requirement or an established partnership with an ISF unit to transfer property. All remaining equipment will receive appropriate disposition well in advance of transition to ensure timely removal of all property prior to transition.

Calculation of fair market value (FMV): Personal property inventory will include Fair Market Value (FMV) on all FEPP to be transferred to the Gol. Calculate FMV for each line item of FEPP nominated for transfer using FMV factors based upon assignment of supply condition codes. Units will determine the condition code for equipment and enter it on the inventory spreadsheet. Spreadsheet formulas will automatically calculate FMV and enter it in the FMV column. Refer to the supply condition codes tab provided in the inventory spreadsheet for further information on FMV calculations.

Barrier Material: USF-I is not required to screen emplaced barrier material for redistribution prior to transfer to the Gol. This does not exempt bases from conducting inventory and reporting the quantity of barrier material to be transferred. The Gol will not be required to sign

for the barrier material when the base is transitioned. Barrier material will be included on FEPP inventory spreadsheets for accountability.

Class I (Food): If the transfer includes Class I, a veterinarian will include a memorandum with the following statement: "I certify this food is fit for human consumption."

Consumable Materials: Contractors will maintain accountability of consumable materials until 45 days prior to base transition. NET 45 days prior to base transition, the Contractor will provide the base mayor with a complete inventory of the materials on-hand. This inventory should be in the established FEPP list format (see USF-I J4 Portal, FEPP Products Folder).

The Mayor will conduct a 10% inventory to assess the accuracy of the total inventory. For example, the Mayor would do a detailed inventory on 10 lines of every 100 lines on the inventory spreadsheet. If the inventory is accurate the Mayor will sign a MFR certifying the inventory to be accurate based on their management review.

The Mayor will then send the inventory along with the certifying MFR, through their USD/MSC, to USF-I J4 along with the final adjustment documents for their Base Transition FEPP. This is after completion of the distribution phase of the Base Transition FEPP Process so these items will not be considered for redistribution.

Definition of CMGO Consumable Materials: The material will fit the expendable and durable property definition defined in AR 735-5.

- Expendable items are consumed in use, lose their identity in use, or a unit cost of less than \$300.
- Durable items are not consumed in use, do not require property book accountability, and a unit cost over \$300, but less than \$5,000.

Items specifically excluded: recoverable items, food items, bulk fuel, **(fuel quantity over 500 gal)** hand tools, Class VIII (8) medical supplies, audio visual equipment, and any other items specifically restricted from transfer to the Gol.

Any items that require property book accountability or other specified controls will go through the normal PRP and FEPP process for inventory, screening, redistribution and transfer.

Container Transfer Process: Container transfers to the Gol follow the FEPP processes described above for Base Transition and TA FEPP. The below procedures are in addition to those requirements.

As the unit prepares their FEPP listing, the unit FEPP manager identifies any containers on the list and fills out the revised container worksheet. Only non-seaworthy containers are approved for FEPP transfer to the Gol.

The unit Container Control Officer (CCO) is responsible for filling out the revised container worksheet. All containers on the FEPP list will be on the revised container worksheet to include containers with partial or incomplete container numbers. Each column will be filled using the automatic drop-down choices and the CCO checks the containers in the Integrated Booking System - Container Management Module (IBS-CMM). A blank "revised container worksheet" is located in the FEPP products folder. Once the CCO verifies the worksheet, they will sign it and return it to the unit FEPP manager for processing with the FEPP listing.

IAW FRAGO 1277, Trans 0111-4, USF-I Container Management, May 10, unit commanders at all levels will appoint a CCO. If the unit without an established CCO, they will forward their revised container worksheet to their next higher headquarters CCO for approval. If the entire command is without a CCO, the unit can forward their request to the Container Control Authority-Iraq (CCA-I) or a Container Assistance and Assessment Team (CAAT) representative for verification.

USF-I J4 screens/validates the FEPP list and ensures all container numbers on the FEPP list are also on the revised container worksheet. The USF-I **J4** FEPP manager also sends the revised container worksheet to CCA-I for initial coordination with Army Intermodal Distribution Platform Management Office (AIDPMO). Once the USF-I J4 approves and signs the FEPP packet, the containers are approved for transfer.

Once the unit conducts the transfer to the Gol, they will finalize the FEPP packet and return it with the Gol signature to the USF-I J4 FEPP manager. The USF-I **J4** FEPP manager sends the final FEPP packet and container worksheet to:

- Army Intermodal and Distribution Platform Management Office (AIDPMO).

- Surface Deployment and Distribution Command (SDDC), Global Container Management (GCM).
- ARCENT Container Management Element (CME).
- Container Control Authority-Iraq (CCA-I).

AIDPMO removes all containers on the final revised container worksheet from the Army Container Asset Management System (ACAMS). ARCENT CME removes all containers on the final revised container worksheet from IBS-CMM.

Transfer of Key Infrastructure: Key infrastructure includes but is not limited to the following:

- Transportation infrastructure such as bridges, airports and railways.
- Energy infrastructure such as electrical power networks, electrical substations and power generation plants.
- Water management infrastructure such as waste water treatment facilities, potable water production facilities and ice plants.
- Communications infrastructure such as telephone networks (including land lines and switching systems), communications satellites, and internet backbone (including cables, servers and routers).
- Waste management facilities such as solid waste landfills, incinerators and hazardous waste treatment facilities.

Except for communications infrastructure and water production, USF-I intends to transfer all critical infrastructure to the GoI as real property. This includes ice plants, Water Treatment Plants, Waste Water Treatment Plants and incinerators.

Bulk water production sites use Reverse Osmosis Water Purification Units (ROWPUs) and these items are restricted from transfer to the GoI. Communications infrastructure, except for wire and cable, is also restricted from transfer to the GoI. Units will either remove these items or request an Exception to Policy (ETP) in order to transfer them to the GoI.

Bottled water plants are owned by the contractor; the contractor is responsible for removal of all associated property in accordance with the base transition timeline.

Units should establish a training plan for the hand over and operation

of key infrastructure to the Gol or other designated Iraqi personnel. Coordinate with USF-I J9 to ensure the Gol or other Iraqi personnel receive training on the operation of key infrastructure identified by base garrison mayor cells.

Base Mayors/Lead Elements need to ensure all key infrastructures are accounted for during their real property inventory. They will also be prepared to sign for any associated CMGO IAW the established base transition inventory timelines.

Upon transition of the base, all key infrastructures will be transferred to the Gol via the Receivership Secretariat on the DD form 1354. The DD form 1354, transfer and acceptance of real property, will be signed by the Receivership Secretariat and the brigade commander's designated representative after a joint inventory was conducted.

Unserviceable Property: The USD/MSC will conduct technical inspections of any unserviceable equipment and conduct turn-in to the nearest fixed DRMO sites (Al Asad, JBB, Speicher or VBC) in accordance with local turn-in procedures.

Abandoned personal property: The contractor demobilization clause requires contractors to remove contractor owned equipment from theater. The contractor is also responsible for all cleanups, clearing, or environmental mitigation expenses incurred by the US in transitioning facilities and surrounding sites to a satisfactory condition. This includes removal of trash, refuse and other property from the premises. If a contractor fails to properly demobilize then the contracting officer (KO) can take appropriate measures to ensure compliance. The KO can withhold final payment, note poor performance in the contractor performance assessment reporting system to prevent future contracting with the US government, or file a claim against the contractor. The local Regional Contracting Center and DCMA should also be notified of the possibility of contractors abandoning their property.

Property will not be disposed of until diligent processes are made to notify the owner of the abandoned property. Diligent process to find the owner will begin, to the maximum extent practicable, not later than seven days after the date on which the property comes into the custody or control of base Mayors. In addition, base Mayors will not dispose of the property until 45 days after notification to the owner. If the owner cannot be found after 45 days, base Mayors can dispose of the property without further delay.

USDs/MSCs are ultimately responsible for disposition or disposal of abandoned property prior to base transition regardless of contractor compliance with contractual obligations. USDs/MSCs will establish a Standing Abandoned Property Board at each installation/base to manage abandoned property disposal.

Abandoned Property Boards: The Abandoned Property Board will be appointed by the Garrison or Senior Commander at each installation and will consist of one or more commissioned officers, noncommissioned officers or civilians. This board's function is to examine and inventory the abandoned property, conduct diligent inquiries to ascertain the owner, ensure proper security of the property, and prepare findings as to the disposition of the property. The board will also provide notice to the last known owner of abandoned personal property. The following language should be used by the Board to notify an owner of possible disposal of the property:

- Under the law, 10 USC 2575, *you are hereby advised the property described above will be sold or otherwise disposed of at (location, on [approximate date]). A request for the transition of the property will be honored, if received before the time specified. Request for transition of the property after the specified time will be honored, only if disposition has not been made.*

The Board will include, in the notification, a document releasing the property to the US Government. If the release document is returned by the owner and properly executed, the material listed thereon becomes the property of the US Government and can be processed through normal disposition channels.

The board will request the Garrison or Senior Commander on each installation waive the 45 day notification requirement if it is not feasible in relation to base transition timelines.

After the Board acquires title to the property, all non-expendable items should be brought to record through the supporting TPBT, i.e., Found on Installation. Base Mayors can dispose of unserviceable items through their local Scrap Removal Contract (No DEMIL Requirements) or turn-in them into the nearest DRMO. There are several options for obtaining disposition of serviceable items. Base Mayors can add these items to their request for FEPP transfer turn

them into the Material Redistribution Team (MRT) or turn them in to DRMO upon USF-I J4 direction.

The Board's actions will not change or modify any contracts between the US Government and a civilian contractor. The Board should coordinate with the Contracting Officer when any action is taken by the Board.

Weapons Disposition: All weapons are restricted from transfer to the Gol. Excess standard Army weapons will be accounted for and disposition via the supporting TPBT. USF-I J4 will determine disposition of all excess contractor or Non-Standard (NS) weapons using the procedures defined in Annex D, Appendix 8 (FEPP-CMGO) of USF-I OPOD 11-01, Change 1, May 11.

Iraqi Historical Artifacts and Display Weapons

Historical Artifacts: Any non US Military items possessing cultural significance. Examples: Saddam regime memorabilia, foreign military memorabilia, jewelry, or other cultural decorations.

Display Weapons: Any non US Military weapons used for display purposes. Examples: decorative weapons/swords, de-militarized or incapacitated weapon systems, foreign weapons or ammunition, and military training devices.

IAW Annex D, Appendix 8 of USF-I OPOD 11-01, Change 1, May 11 (FEPP-CMGO), all historical artifacts and display weapons are the property of the Gol and should be transitioned to the Gol. Display weapons should be turned over to entities within the Ministry of Defense. Although there are no legal requirements to keep records of transfers, units will document transfers of historical artifacts and weapons to the Gol in a memorandum for record. The memorandum will document what items were transitioned, when they were transitioned, and which Gol ministry received them. USF-I J4 JLOC will assist units, if needed, to determine proper disposition of historical artifacts and display weapons.

Definitions

Personal Property: Any property that can be moved and reused without significant refurbishment or degradation from its intended purpose. Personal property includes government property (those items owned by Services and components) and items owned by

individuals. Examples include generators (to include power plants), re-locatable buildings, desks, chairs, computers, office supplies, cots, footlockers, and clothing. Personal property is addressed in detail in AR 735-5.

Real Property: Real property is defined as land and permanent improvements to land to include: structures, buildings, incinerators and utilities. It also includes equipment affixed and built into the facility as an integral part of the facility (such as heating systems, installed carpeting, and overhead hoists), and non-moveable equipment. Installed equipment is equipment requiring structural destruction to remove from a building. Real property is also addressed in AR 735-5.

In accordance with the Security Agreement, Iraq owns all buildings, non-moveable structures and assemblies connected to the soil, including those that are used, constructed, altered or improved by US Forces. Questions regarding real property should be directed to USF-I J7 Basing.

Foreign Excess Personal Property (FEPP): FEPP is any US owned property, except real property and records of the US federal government, the owning DoD activity/service determines to be excess to the needs and the discharge of its responsibilities. Types of property considered FEPP include: excess capital equipment and other non-expendable supplies (collectively called non-consumable supplies) and all consumable supplies as determined by the services; excess morale, welfare, and recreation (MWR) equipment if purchased with appropriated funding; and excess contractor managed government-owned property as determined by the purchasing service.

Contractor Managed Government Owned (CMGO) property: CMGO is US Government owned property managed by the contractor during the execution of their contract. CMGO includes Government Furnished Equipment (GFE) provided by the government to the contractor to perform their duties, and Contractor Acquired Property which was purchased by the contractor with US Government funds to execute the contract, this is also called Contractor Acquired Government Owned (CAGO) property. Contract management agencies like Defense Contract Management Agency (DCMA) and USCENTCOM Contracting Command – Iraq (CCC-I) are responsible for managing all CMGO property until transferred to the US government.

Contracting

Introduction:

Contractors are a significant part of the support structure for US forces. Maintaining the right contractors while de-scoping unnecessary contracts is central to keeping a base's transition on schedule. The following paragraphs summarize some of the key contracting processes in the base transition process. It is imperative units lean forward to *examine contracts as early in the transition process as possible*.

Processes:

CHANGE: Plan for Contract Changes: The Property Closure Notification (PCN) is the official document announcing the change in status for the base and the estimated change date. While not a contractual document, it is used as an official notice to contractors and higher headquarters that the base intends to transition on a certain date. **The PCN is staffed at the division level by the unit requesting the property change and the approved PCN is submitted to USF-I J7 Basing.** This should happen on the first day of the base transition process. ~~and the PCN will be routed and approved within 2 weeks. COS and COB closures require routing and approval from the USF I DCOS, while COL and Facility closures may be approved at the Division level.~~

CHANGE: Identify Critical Services and Decreasing Requirements: Non-critical service portions of base life support contracts will require reduction throughout the transition process in order to allow the contractor's personnel adequate time to demobilize. The Senior Tactical Commander is responsible for considering all factors and determining service reduction and cessation dates. The Senior Tactical Commander will give reduction/cessation direction through his/her Mayor's Cell to the respective Contracting Officer's Representative (COR). The COR will work with the warranted Contracting Officer to execute the reduction and cessation dates. Additionally, Senior Tactical Commanders need to review construction contracts to determine those projects that should continue to move forward and those that should be terminated, based upon cost/benefit analysis and the base's transition date. **Additional approvals and updates are required for construction projects extending past 31 May 2011.**

Solid communications with all contractors working on base will assist with the de-scoping process. **(In order to avoid unauthorized commitments or improper direction to a contractor, the decisions should flow as follows:**

Garrison commander (or Sr Tactical CC) → Mayor's Cell → COR → Contracting Officer (ACO/PCO) → Contractor.

CHANGE: Closure/Return Transition Coordination: IAW Annex D, Appendix 8 of USF-I OPOD 11-01, Change 1, May 11, units will “ensure contractors have demobilization plans in place” 120 days prior to planned transition date. Determine increasing/decreasing contract requirements. New contracts, including new task orders, require O-7 level approval. Contracts will be downsized according to the demand as the base population decreases. Requirement owners will frequently assess the scope of their requirement, ensure it is properly aligned to the contract, and coordinate with the contracting agency to properly de-scope according to base footprint reduction plans. Man camps will be reduced according to published guidance.

Contact the SCO-I Regional Contracting Center (RCC) team to review contract services as needed. The team will elevate visibility on other contract services in the area and will become the optimal provider.

Ensure resource managers communicate additional requirements and information that changes funding prioritization to the USF-I J8 LOGCAP budget POC.

Reconcile all financial transactions and coordinate with USF-I J8 on funds execution to close division and separate brigade funding accounts (OMA, ISFF, CERP, etc.).

CHANGE: Joint Facilities and Acquisition Review Board (JFARB) packages typically require 120-day advance notice to USF-I J8 from project start date for requirements vetting and spending plan adjustments. Ensure ample lead time is provided with respect to base transition to deliver on-time contract actions. Ensure the warranted Contracting Officer with signature authority for the contract, provides a letter confirming his ability to support the future contract action and providing appropriate details to answer JFARB questions, such as:

1. Is the contract structured with various pre-priced ordering levels so it is changeable unilaterally, or will changes based on population/usage be negotiated?
2. How much notice does the Contracting Officer, and the Contractor, require in order to implement changes in USG requirements?
3. Will the Contracting Officer have short (2-3 month), pre-priced options in the contract to allow maximum flexibility for fluctuating USG requirements, but still enable full-funding? Consider 1st Quarter FY12 requirements and necessary coverage until the base transition date. A letter of lateness is required for less than 120 days notice.
4. Each contract option extending into CY12 will be considered on a case-by-case basis. The contracting strategy and funding strategy will depend on the circumstances of individual requirements.

CHANGE: Contractor transition plans will be considered as the base draws down. Elevated approval authority (O-7) is required for contracted supplies, services, and construction support, plus provides direction to coordinate with supporting contract offices in order to evaluate all current contracts. **The DCO-I's Contracting Fusion Cell can be accessed on the USF-I Portal under "Special Staff" for further information.**

Coordinating base transition timelines to cessation of contract services is necessary in order to ensure adequate time for the contractor to execute their demobilization plan.

ADD: CONtrax (USF-I FRAGO 2676, Container Transition Operational Control, Feb 11): CONtrax is the official IJOA Contractor Demobilization Tracking System. It is a web-based application developed in order to manage, measure, assess, and report contractor demobilization milestones - base by base and contract by contract - in order to ensure all contractor personnel and equipment supporting USF-I are redeployed or transitioned to support the base transition schedule. The system allows registered users at each base to manage the accountability and transition of contracted support of their base.

Contractor Rightsizing (FRAGOs 0650, 1056, 1797, and 1855): Contractors were, and will remain, an integral part of the mission in Iraq. However, as our basing footprint continues to reduce, required

contracted support will commensurately reduce. Consequently, requirement owners will analyze their contracted services to determine if their emerging requirements along with existing contracted services are either Mission Essential or needed for Life, Health, and Safety (LHS).

- Mission Essential is defined as any project or service, without which the mission cannot be accomplished.
- A Life, Health, and Safety (LHS) Requirement is defined as any project or service, if not completed or provided, poses a risk to the health/safety of personnel.

LSA consolidation is also an important aspect of contractor reduction. The utilization rate of LSAs will be increased in order to consolidate and close unnecessary life support areas. As USF-I continues the transition of forces, it is imperative for contracted services to decrease throughout the IJOA. Contractor transition will not occur until emerging requirements and existing contracted services are brought under control. The areas essential to accomplishing this task are:

- Managing new requirements
- Assess current contracted services
- LSA consolidation to 80% or more
- Contractor Personnel Assets Inventory (PAI)
- Contractor Census

Managing New Requirements: USF-I FRAGO 0650, *Base Life Support Contract Requirements Rightsizing*, was published in February 2010 in order to direct all units operating in the IJOA and contracting agencies supporting those units to closely analyze their new requirements. Contract discipline will be initiated and remain a priority. US Divisions and MSCs are tasked with determining whether new requirements were either Mission Essential or needed for Life, Health, and Safety (LHS) reasons prior to submitting them for approval. The emphasis is on renewed supply and contract discipline in order to change the previous mindset that all requirements are important. USF-I will keep only those contracted services that are deemed absolutely necessary.

Resources available to accomplish work in Iraq (manpower, equipment and materials) will be allocated to the most urgent base life support (BLS) projects and services. Responsible transition and base transitions create requirements that compete for those resources. BLS projects or service contracts should be given the highest priority for funding and execution include:

- Correction of serious LHS deficiencies
- Mission essential requirements
- Projects or services that directly facilitate responsible transition and base transition

Units need to exercise considerable judgment in choosing which work should proceed and which requests should be cancelled. Discretionary BLS projects and service contracts, particularly contracts that establish a new capability or service that was not available to USF-I previously, will be very carefully scrutinized and justified.

USF-I FRAGO 1056 outlined new Business Rules pertaining to new requirements deemed Mission Essential and LHS service. New service or construction requirements, changes to existing service contracts, and Administrative Change Letters (ACL) that increase scope or contractor manpower require an approval letter of endorsement from a military General Officer operating in the IJOA (no civilian equivalent authorized) regardless of dollar threshold. This authority will not be delegated to a non-General Officer. These rules are incorporated in the J8 Money as a Weapon System (MAAWS) Change 1. This letter of endorsement will be submitted with all contracting service request packages that increase scope or contractor manpower. These rules are in addition to existing command-specific contracting requirements, approval, and funding processes.

Assess Current Contracted Services: USF-I FRAGO 1829, Assessment of Contract Requirements, 18Aug10, directed all units within the IJOA to conduct an assessment of all current contracted services. It is imperative to conduct the assessment with the intent to eliminate contracted services that are not determined to be Mission Essential or a LHS service. This assessment applies to all DoD units in the IJOA and all contracting agencies providing support to the DoD. This does not modify or change the requirements in USF-I FRAGO 1056. Unit assessments will be made in contract categories of Base Support, Transportation, Construction, Communications Support, Training, Logistics & Maintenance and "other" (contracts that do not fit into other categories including, but not limited to staff support, intelligence support, classified items and AAFES). Assessments pertaining to translators and interpreters will be made IAW USF-I FRAGO 1701. Assessments pertaining to contracted security requirements will be made IAW additional published guidance.

CHANGE: It is imperative to eliminate duplicate services. The elimination of duplicate services allows for reduction of contractors in theater. Multiple contracts exist theater-wide for similar services creating a redundancy in capability and capacity. This fact has been exacerbated by the transition. As bases transition, it is more practical to consider a primary provider of certain services such as O&M, vehicle maintenance, and custodial cleaning. Units should collect contracting data for all services provided on their bases at the beginning of the base transition process. This contracting data should consist of contract numbers, periods of performance, specific services provided and how many contractors and life support areas are associated with them. Units will eliminate duplicate **contracted services and provide their recommendation for elimination of duplicate services to the Contracting Officer, via the Contracting Officer's Representative (COR).**

LSA Consolidation: LSAs require a specified number of maintenance contractors and services per the Statement of Work (SOW), regardless of the actual occupancy rate. Underutilized LSAs require the same number of contractors and services as an LSA with a high occupancy rate. Consequently, maximum occupancy of LSAs is a major enabler in contractor reduction. LSA consolidation allows for underutilized facilities to close and be removed from the contract SOW. Consolidation allows for contracted services such as electricity, water, trash pick-up, ablution units, laundry drop-off points, SSTs, and porta-potties to be reduced. It is imperative the occupancy of LSAs is maximized in order to close unoccupied areas. This directly results in a reduction of requirements and contractor footprint. Units will continually assess their LSA utilization in order to consolidate their LSAs to 80% or more utilization and close unused/unnecessary areas.

Personnel Assets Inventory (PAI): USF-I FRAGO 1797, Change 1 to FRAGO 1678, Contractor Personnel Assets Inventory, Aug 10, mandated all USDs and MSCs operating within the IJOA to conduct a contractor PAI to ensure accountability of all contractors throughout the IJOA. This accountability will remain a priority and be conducted throughout the transition of forces.

CHANGE: Contractor Personnel Accountability: All units operating in the IJOA will ensure their contractors are employed under an active Department of Defense contract and possess a valid Letter of Authorization, appropriate badge, passport, and identification. It is illegal for a contracted employer to retain the passports of their

employees. Garrison Commanders will consolidate expired USF-I badges and allow only escorted installation access until badges are renewed or until the contractor is relocated.

CHANGE: The PAI includes accounting for contractor personnel with no valid reason to be in Iraq or on US bases. ~~Units will process personnel without proper documentation according to unit SOPs.~~ Individuals determined to be displaced with no parent contractor (i.e., the individual has no passport/visa, or there are no contractor funds available for the individual to return to their country of origin) will be reported to the USF-I SJA and USF-I J1. Contractor employers will be held accountable for **the repatriation of** employees to their countries of origin in accordance with the terms of their contracts with the US government. **On a case-by-case basis, contracting officers will approve a contract employees request to transfer from an existing contract (as a USG prime or working as a subcontractor on an USG contract) to another USG prime contractor or a USG subcontractor.** In the instance of an employee leaving their current contract to be employed under another USG contract (either as a prime or subcontractor employee), the contractor losing the employee will terminate the Letter of Authorization (LOA) immediately, confiscate all badges, and notify MOI of the change in visa status within 24 hours of the employees termination. The receiving contractor is fully responsible for ensuring the employee has the appropriate passport and visas, badges, DD Form 93 Record of Emergency Data and LOAs in place in order for the new employee to begin work. If the prime contractor fails to re-deploy an employee (or sub-contractor employee) at any tier, confiscate badging, or terminate an LOA or visa after an employee departs, the USG will notify the applicable U.S. Embassy to take appropriate actions. Failure by the prime contractor to re-deploy its personnel, including subcontractor personnel at any tier, at the end of the contract completion date, could result in the contractor being placed on the Excluded Parties List System (EPLS) and not be allowed to propose on future U.S. contracts CONUS or OCONUS. If an individual is found who is without a current employer, the Garrison Commander **or Mayor**, with support from installation law enforcement and USF-I SJA, will determine the disposition of the individual.

CHANGE: **Contractor Census:** The Contractor Census is outlined in USF-I FRAGO 1855, Contractor Census, Aug, 10. There are specific reporting requirements concerning contractors in the IJOA. USF-I requires a monthly contractor census in order to effectively monitor

contractor numbers; **this is led by DCO-I, and facilitated by the CONtrax database.** This task ensures commanders and staff directors full visibility of their contracts and are involved in the process of right-sizing contracted capabilities commensurate with the transition of forces. **Synchronized Pre-Deployment Operational Tracker (SPOT) is the DoD web-based standard system to capture and report census information. Current usage of SPOT offers enhanced movement tracking capabilities and enables contractors to log on to the system using a DoD Common Access Card. Contractor census information is crucial to planning for the provisions of force protection, medical support, personal recovery, and other authorized LOA requirements. Contracting Officer Representatives (CORs) are responsible for providing reports to contracting officers ensuring the accuracy, timeliness and validity of contract requirements and information. CORs also help commanders effectively monitor and restructure their contractor forces.**

DCO-I and USF-I J8 will coordinate with major subordinate commands and supporting echelons to assist in preparing and submitting monthly census reports pertaining to civilian contractor personnel physically located and performing duties in Iraq in direct support of US DoD and Coalition Force operations. This process ensures consistent data across the IJOA. The census will include all DoD awarded contracts for services, commodities, and construction where performance or delivery is in the IJOA. SCO-I will identify and report all defense contractor personnel for which USF-I is the Reporting Unit.

Contract Rightsizing Summary: Contract Rightsizing enables the final transition of forces in Iraq. Contracted services will remain commensurate with reduced base and personnel footprints. It takes the coordinated process of all units operating within the IJOA to execute the reduction in contractors and contracted services. Requirements owners will continually adjust their needs accordingly. All products and services determined not to be Mission Essential or a Life, Health, and Safety issue will be eliminated in support of this process.

Contracting for Increasing Requirements: As life support contracts are being reduced in number, there are others that will see growth throughout this period. More than likely, the greatest need will be for transportation and logistical requirements. Environmental clean-up will be accomplished by either a single USF-I contractor or the

LOGCAP contractor as the specific situation requires. See the Environmental Oversight section for additional details. When units relocate from a closing base, they need to look at their impact on the follow-on location. Dining facilities, security and berthing support will all need to be augmented at the follow-on location. Close coordination with the responsible Division and follow-on location Mayor's Cell will ensure the gaining location is prepared to handle the additional life support load.

Request Project Planning Estimates (PPE): Project Planning Requests are submitted by bases through the Regional Contracting Center or LOGCAP for changes in service and construction contracts. They should be submitted as early as possible to allow for maximum flexibility in implementation. The Planning Request generates the PPE. The PPE is the contractor's plan to implement changes in the contract and sets expectations for cost and schedule.

CHANGE: Issue Notice to Proceed: Contractors will start relocation of property pending disposition, declaration of excess, relocation of assets and site clearance when they receive a Notice to Proceed from the Division, ~~working through the~~ Contracting Officer. The notice is released following the identification of funding through existing funding sources or the JFARB process and appropriate contract initiations or modifications.

Implement Service Reduction: The culmination of the planning and funding process is the actual reduction of base services. Bases will coordinate with their contractors and contracting personnel to ensure the seamless reduction of services to include plans for the ultimate termination of all services and transition of the site to the Gol or to DoS/OSC-I.

Implement US Embassy guidance on third country nationals, immigration, and exit criteria for contractors departing the country. Ensure those who entered under a status or condition change, a means to egress legally.

Transition Footing Standards: Bases should be reduced to a minimal standard of living in order to close within 45 days of a scheduled transition date. Units will identify those services that can be reduced or even discontinued – such as educational services, AAFES, and ablution trailers – in order to reach the 45-day standard and put the base on a transition footing. This requires a reduction in services, but not necessarily a discontinuance of services that would

cause undue hardship on service members living on base. Units will identify the contracts for reduction early in the transition process to allow time for notification to the contractors and for contract de-scoping. Units will coordinate with contractors to ensure services are not only reduced to appropriate levels, but also in a fiscally responsible manner. The table below shows areas where reductions will take place as a base moves to transition footing standards. The specifics for each standard are provided in USF-I OPORD 10-01.4.

Areas Considered for Reduction under Transition Footing Standards

AAFES	HAZMAT Storage	Post Office
CL I	Helipad	Potable Water
CL IV	Housing	Power Generation
CL V	Incinerator	Sewage Disposal
DFAC	Kennels	Showers & Latrines
ECP/Guard Towers	Laundry	Signal/Commo
Ed Center	Medical & Dental	TS-SCIF
Fire Services	MWR Facilities	Wash Racks
Fuel	Offices	

Units should consider reducing base life support, to a standard which is sustainable for a duration of time beyond 45 days in order to provide the USF-I Commander maximum operational flexibility.

Recommendation:

With the complex nature of the contracting environment and the length of time it takes to de-scope contracts, it is highly recommended the Base Mayors and MSCs stay aware of the status of the contracting entities on the bases they own. *Plan on 150 days to de-scope LOGCAP support.* Mayor’s cells should engage the Contracting Officer from the Regional Contracting Center, or LOGCAP, who will direct the contractor and synchronize contracting organizations (SCO-I, DCMA, AFCAP, etc.). While contracts are flexible and designed to support operations, advanced notification will allow all parties to come up with the most prudent solutions.

CHANGE: LHS conditions in contractor man camps will be closely monitored by units and CORs. All contracting agencies with contractors living in camps **will issue** a letter of concern to contractors who fail an initial assessment by Task Force (TF) SAFE. Contractors that fail TF SAFE inspections three times will be reviewed for termination/eviction.

Definitions:




Property Closure Notification (PCN): A document submitted by the base to provide information on base identification, known land owners, recommended future use, potential transition issues and, most importantly, the transition date. It is typically submitted early in the transition process.

CHANGE: De-Scoping Contracts: The process of reducing contractual requirements in preparation for transition.

Defense Contract Management Agency (DCMA): DCMA coordinates LOGCAP contract service cancellations, modifications and moves. DCMA also obtains cost estimates from the LOGCAP contractor plus processes LOGCAP purchase requests and commitments. As it pertains to base transition, they manage the retrograde and disposition of contractor material in the theater.

Logistics Civilian Augmentation Program (LOGCAP): LOGCAP executes program management oversight of LOGCAP capabilities to US Military Service Components and other partners in the IJOA. Currently, there are four divisions of LOGCAP geographically disbursed at locations across the IJOA, to include: Mosul, Tikrit, Al Asad, Kirkuk, Baqubah, Balad, Taji, Baghdad (IZ), Victory Base Complex, Al Kut, and An Nasiriyah.

Listed in the figure below are the key players in LOGCAP to help bases determine various roles as they prepare for transition.

<p>MSC/Mayor Cell</p>	<p>ASC LSO / LMS</p> 	<p>DCMA ACO / QAR / GPA</p> 	<p>ACC PCO</p> 
<p>Mission Needs / Funding Priorities</p>	<p>Requirements Development</p>	<p>Contract Administration</p>	<p>Contract Management</p>
<ul style="list-style-type: none"> •Mission Analysis •Define operational needs / r/mnts SOW/PWS •Prepare and staff LOGCAP packets •Define priorities •Assign CORs •Service Request Order (SRO) •Control battle space and real estate •Budgeting and Funding •Resource Management •Base Tenant Meetings •Provide Evaluation of Contractor Performance 	<ul style="list-style-type: none"> •Supported Unit Interface / Tmg •Sourcing Advisors •Requirements Development •Assist with Statements of Work (SOW) / Performance Work Statements (PWS) •Project Planning Requests (PPR) •Project Planning Estimates (PPE) •Technical Evaluations of PPE 	<ul style="list-style-type: none"> •Day-to-Day Direction to Contractor •Letters of Technical Direction (LOTD) •Special Meal Requests (SMR) •Admin Change Orders (ACL) •Contractor Administration •Performance Reviews •Customer Feedback •Quality Assurance •COR Training •Property Administration 	<ul style="list-style-type: none"> •Responsible for Contract Modifications •Day-to Day Direction to Contractor •Oversight of ACOs •Responsible for obligation of funds •Responsible for negotiating cost and performance •Responsible for placing requirements on contract

LOGCAP Key Players

CHANGE: USCENTCOM Contracting Command Senior Contracting Official-Iraq (SCO-I): SCO-I provides contracting support of vital supplies, services and construction to the Chief of Mission, USF-I, and NATO International Security Assistance Force. This includes the rebuilding of the Iraq Security Forces, reconstruction projects and supporting economic development initiatives. **SCO-I** also maintains oversight of the Regional Contracting Centers.

CHANGE: Regional Contracting Center (RCC): There are 5 RCCs and 1 Contracting Support Division (CSD) at the following locations: RCC Central (Victory), RCC North (Mosul), RCC South (Tallil), RCC Balad, RCC Al Asad, CSD (IZ)

They provide contracting officer support to the divisions and regional commands for all JCC+ **SCO-I** contracts.

Documentation & Final Transfer

Introduction:

Documentation of the base transition process is required to verify base transition actions are properly completed and to keep a historical record. The USF-I J7 Basing Portal includes a user interface where all documents are posted and tracked. There are 15 key documents used to track progress throughout the transition process. The key transition documentation is outlined in the table below. Real and personal property transfer is completed when the Receivership Secretariat signs the record of return and property documentation on behalf of the GoI. If the Receivership Secretariat does not sign the Record of Return, then the base is not transitioned and is still the responsibility of the US Forces unit on the ground.

Key Base Transition Documents

1	Unclassified Deed Verification Map (DVM)
2	Initial Environmental Site Closure Survey with Corrective Action Plan
3	Deed in English and Arabic
4	Preliminary Excess Personal Property Inventory w/disposition recommendation
5	Base Closure Preparedness Chief of Staff Memo
6	Approved Property Closure Notification
7	Preliminary Environmental Site Closure Survey
8	Real Property Inventory (DD1354)
9	100% CMGO Inventory w/disposition recommendation
10	Validated/Approved Disposition Docs (FEPP, CMGO, Real Property)
11	Request for closure/return Signing (DTG Joint Inventory, Draft RoR, map of base)
12	Final Environmental Site Closure Survey (Final ESCS)
13	Record of Return (RoR)- Signed English and Arabic
14	Final Transition Documents
15	Legal Review

Processes:

Prepare Transition Documentation: The following documentation should be on hand prior to transitioning a base:

- Record of Return
- Deed Verification Map (DVM)
- Property Deed
- Property Inventory Documentation (FEPP, CMGO, personal property converted to real property, etc.)

Once proper authorization is received from USF-I J4 for the transfer of FEPP to the Receivership Secretariat, MSCs will prepare all required documentation for joint inventory and signature.

Compile Data on Life, Health and Safety (LHS) Deficiencies: USF-I J7 Task Force SAFE is the source for all information regarding LHS deficiencies. A life, health, and safety deficiency is a serious electrical hazard that exists, is likely to exist, or will exist if not corrected due to degradation over time, and could cause severe injury or death if not removed. Task Force SAFE will provide a list of any known electrical defects which will be translated into Arabic and presented by the USF-I Base Closure Team representative to the Receivership Secretariat upon transition of the base. The deficiencies associated with each facility or piece of real property will be properly annotated.

CHANGE: Coordinate and Conduct Joint Property Inventory: The base commander will coordinate the joint property inventory with the proposed gaining Iraqi Security Forces or GoI Ministry senior official. The property book holder or designee will conduct the joint inventory with the senior Iraqi official. **Joint inventory will be completed NLT 72 hours prior to transition date.**

Joint inventory will take approximately 30 days for a COB, 2 weeks for a COS and up to a week for a COL or Facility to complete. The MFRs are a pre-requisite for USF-I J7 Basing to finalize the base transition with the Receivership Secretariat.

CHANGE: Transition Memorandum: Units will provide the **following memorandum** to USF-I J7 Basing no later than three days prior to base transition:

- **A memorandum signed by the losing US base commander certifying that joint inventory was done and**

agreed upon, and the base is clean and prepared for turnover.

CHANGE: Coordinate with the Receivership Secretariat: Once all documentation is ready and USF-I J7 received the above-specified memorandum, USF-I J7 will confirm the proposed base transition date with the Receivership Secretariat. ~~The date requested by the losing unit will be coordinated with USF-I J7 Basing no later than R-30.~~

ADD: It is possible the Receivership will not attend many of the base transitions. He designated a committee from the Ministry of Defense who will be present for the joint inventory and signing ceremony on the day of transition. Remember the RS can attend any transition he desires; therefore the losing unit should be prepared. USF-I J7 Basing will assist in coordination between the MoD and Iraqi unit. Commanders will ensure the gate guards are aware of the arrival of the MoD Committee members and allow them escorted access on the base.

CHANGE: Provide Transportation to Transition Events: USF-I J33 Air will provide dedicated air transportation to support the USF-I J7 Basing Support Transition Team. J33 will provide transportation to support multiple transition teams on the same day for which ground travel would be time-restrictive. USF-I J7 will coordinate air travel with USF-I J33 Air NLT 72 hours prior to the approved base transition date. USDs/MSCs, or ground unit, will provide ground transportation to the USF-I J7 base transition team if air travel is not used for transport to the division AO.

CHANGE: ~~Provide Signed Documentation to USF-I J7:~~ After base turnover is completed, the unit has 14 days to upload the final signed closure documentation to the J7 Base Closure Portal. **USF-I J7 will Provide Signed Documentation to the USD's:** If the Receivership does not attend the signing, USF-I J7 will return with all original signed documents and make an appointment for the RS to review and sign. The final signed transition documentation will then be loaded to the USF-I J7 Basing portal and a completed copy forwarded to the USD. The final package is reviewed by USF-I SJA.

Recommendations:

CHANGE: USF-I J7 will hand carry all official base transition documentation (Division POC's receive a copy) to be signed during the transition ceremony. Losing units do not need to provide a copy for signing. USF-I J7 will ensure all documents are properly completed and ready for signatures.

ADD: On the day of signing, the U.S. unit will ensure the gaining Iraqi unit or Ministry has three (3) people present and prepared to sign the paperwork verifying the translated Arabic FEPP, Arabic 1354 and the Arabic Letter of Acceptance.

ADD: Media: Base transition is a historic event for both the U.S. units and the Iraqi units. Various forms of media are welcome and encouraged to capture the event. All media expectations will be reported to USF-I J7 Basing no later than 7 days prior to the transition date. USF-I J7 will inform the GoI and Receivership Secretariat of all intended media coverage of the event well in advance. If not properly coordinated on the day of signing only unit level photographers will be allowed access. This includes local media for the Iraqi unit as well.

Base Transition Enablers

Introduction:

There are specialized support services available to provide vital support and assistance in base transition. Coordination and use of these base transition enablers early in the base transition process creates significant efficiencies in closing bases and will ensure property is properly disposed prior to base transition. Subsequent sections in this chapter describe each of these specialized support teams.

Processes:

CHANGE: USDs/MSCs coordinate, integrate, and synchronize enablers in order to ~~maximize the effects of Operation Clean Sweep in support of RDoF and other~~ **support their** base transition plans. USDs and base Mayors are responsible for providing life support, transportation, automation, and MHE support for enabler teams as required. **Below are USF-I J4 sponsored enablers.**

- **Base Operations Support – Integrator (BOS-I)**
- **Base Advise and Assistance Team (BAAT)**
- **Container Assistance and Assessment Team (CAAT)**
- **Material Redistribution Team (MRT)**
- **Expeditionary Disposal Remediation Team (EDRT)**

ADD: Base Operations Support – Integrator (BOS-I)

The BOS-I Program evolved as the result of a necessity to provide USDs with increased capabilities to operate and close bases. The primary objective of the BOS-I Program is to obtain a wide range of non-management and technical support services necessary to augment Mayor Cell units throughout the IJOA. BOS-I can rapidly become a valuable resource to support base operations and mayor cell missions using a combined workforce of DoD civilians and contractors.

The program was approved to support contractors and senior DoD civilians skilled in various base transition functions. These BOS-I personnel are USF-I assets that are OPCON to USD G-4's once employed.

Base Advise and Assistance Team (BAAT)

Introduction:

CHANGE: BAATs are the contracted portion of the BOS-I program. They provide expert advice and technical support to commanders at every level of the Base Transition Process. The BAATs are distributed throughout the IJOA at all major HUBs and assigned to provide direct support to the Divisions.

Processes:

Planning: BAATs are able to review the commander's base transition plan to ensure compliance with the established base transition model. This review ensures each parallel process is accomplished in a timely manner. Their analysis incorporates new methodologies/lessons learned from prior transitions. The intent is to improve each transition and provide feedback to USDs/MSCs and the USF-I J4/J7. It is important the commander requests the support of this team early in the base transition process.

Preparation: BAATs serve as a conduit of information and assist in coordinating theater resources in support of base transition.

Execution: BAATs are involved throughout the base transition process, serving as advisors to the commander on transition processes. At the commander's discretion, BAATs can facilitate the completion of significant tasks. The following is a list of potential uses of the BAATs (not all inclusive):

- Creation of the Property Closure Notification (PCN)
- Tiered Authority/FEPP documents
- Real and personal property inventory
- Advise on disposition procedures
- Creation of DA3161, DD1354, DD1348-1A
- Assist in transportation coordination and documentation
- Coordinate retrograde of non-mission essential equipment

Recommendation:

CHANGE: BAATs are valuable resources for commanders, and the level of support is determined by individual commanders. **Their**

mission is to be of the subject matter experts on the parallel base transition processes and their effect on base transitions. It is recommended that bases contact BAATs early and consistently throughout transition planning and execution.

Container Assistance and Assessment Team (CAAT)

Introduction:

The mission of the CAAT is to assist commanders, base Mayors, and the Container Control Officers (CCOs) in container management by accounting for containers in the IJOA. The CAAT facilitates removal of “unknown-owner” containers with the Material Redistribution Team (MRT) for disposition in accordance with USCENTCOM Container Management Policy and USF-I Container Management FRAGOs.

ADD: Intermodal containers are utilized throughout IJOA to house material during transport and storage. IBS CMM – Integrated Booking System – Container Management Module, the system of record for containers, is utilized to account for containers in theater.

Processes:

CHANGE: Planning: The Mayor Cell is contacted and provided a Standard CAAT Site Review In-brief package containing 17 slides which provide the container policies, requirements needing emphasis, as well as, the CAAT mission, responsibilities, procedures, deliverables, and descriptions of related teams to include the BCAT and EDRT. Coordination of a date to begin the inventory is set, and for outlying bases, a POC at the mayor cell is established to coordinate housing, office, computer space, maps of the area, and vehicle requirements.

CHANGE: Preparation: Arrangements for transportation to the base are accomplished by the CAAT. The IBS CMM system is accessed to determine the quantity of containers at the base. A CAAT member is designated to prepare supplies required for the inventory to include data sheets, CAAT stickers, Found on Installations (FOI) placards, Container Information Sheets, applicable FRAGOs, clipboards, magic markers, etc.

CHANGE: Execution: Upon arrival at the installation, the CAAT Standard Site Review in-briefing is provided to the Mayor,

Container Control Manager, Container Control Officers, and members of the staff designated by the Mayor. Following the in-brief, site maps are reviewed to determine the sequence in which the physical sweep of the installation will be conducted. The **physical** sweep will be conducted by 2-3 person teams who are assigned a designated area by the supervisor or sweep leader. For each container in their area, a Data Worksheet will be annotated with the container number, geographic **location**, unit ID/owner/manager, and percent filled. A CAAT sticker is placed on the container which identifies the container as being inventoried.

Upon completion of the assigned area, the container data is inputted into the CAAT container listing and the listing is used to check if the containers are listed in the IBS CMM system and who the CCO/owner is for the container. For containers with unknown owners, research is conducted in the system and with applicable personnel at the installation to determine who owns the container. If the research does not result in a determination of the owner, a FOI tag is placed on the container. ***If the container is not claimed within 7 days, the CAAT makes arrangements for the container to be processed by the MRT.***

Data is obtained on the status of the containers, to include whether or not they are verified, found, of unknown origin/ownership, proposed for FEPP consideration, or moved to the Material Redistribution Team (MRT), Container Reception, Staging & Preparation (CRSP) or Empty Container Control Point (ECCP) areas.

A standard CAAT Site Review Out-Brief is prepared and provided to the Mayor and his representatives, which provides site review summary data, CAAT Inventory Spreadsheet, positive observations, items to be emphasized, recommendations, IBS CMM training sources, and the list of CCOs.

Recommendation:

The CAAT physical inventory assists Mayors in gaining accountability of their intermodal containers and provides an accurate baseline of the quantity of containers in their area. This baseline should be used in determining a glide path for the reduction of containers in their area.

Material Redistribution Team (MRT)

Introduction:

Material Redistribution Teams (MRT) support re-posturing and provide assets for the identification and removal of excess material and property. MRTs are intended to be proactive in setting conditions for future base transitions without placing undue burden on the last units remaining in theater. Additionally, MRTs can assist with consolidating excess material for forward movement.

Processes:

CHANGE: Planning: The Expeditionary Sustainment Command (ESC) operates Fixed Material Redistribution Teams (F-MRT) at JBB, VBC, and ADDER. They are Mobile MRT's (M-MRT) that provide similar functions at locations where there is not a fixed MRT yard. MRTs receive, segregate, categorize, classify, account for, redistribute and retrograde all classes of supply (serviceable and unserviceable). Exceptions are hazardous or environmentally-regulated materials and ammunition above .50 cal. The MRT integrates with the USDs and base Mayors to facilitate clearing of non-mission essential excess material and property. MRTs and key enablers identify potential problem areas or friction points and develop mitigation strategies in advance.

CHANGE: Preparation: Mayor Cells and Tenant Units can coordinate support requirements with the supporting Sustainment Brigade MRT representatives. Units will sort and segregate material between Property Book Material, TPE, and excess prior to the arrival of M-MRTs or prior to turning material into the F-MRT yard. The MRTs will not accept any item not deemed excess. Bases will coordinate life-support requirements with MRTs during the preparation process.

CHANGE: Execution: The MRTs process multiple shipping containers with excess equipment and supplies from across the operational environment. Containers are opened and inventoried, during which time the containers are separated into different categories, to include serviceable and unserviceable. When the inventory process is complete, the equipment and supplies are redistributed in order to ensure nothing is wasted or unaccounted. **Mayor Cells are encouraged to promote the MRT's services to all units on the base. MRTs will not travel to assist only a single**

unit, but the entire location. When shipping to the MRT Yard or requesting MRT services, MRTs will not accept any item determined to be Hazardous Materials (HAZMAT). MRTs serve as redistributors and will send excess material to the appropriate agency or give guidance for proper disposal.

Units are responsible for the following:

- Coordination of material handling equipment (MHE).
- Arranging life support, transportation, NIPR/SIPR access, and other required support.
- Ensuring HAZMAT is not shipped or turned-in to MRTs. Each base has a local HAZMAT disposal policy.

ADD: Recommendations: As early as possible, units will coordinate with base Mayor Cell and the supporting Sustainment Brigade for assistance with excess reduction. Units will develop and execute unit-level reduction plans on an iterative basis in order to ensure excess property/equipment/material does not accumulate. Leadership involvement at all levels of the chain of command is essential to the success of excess reduction.

Expeditionary Disposal Remediation Team (EDRT)

Introduction:

The Defense Logistics Agency's (DLA) Disposition Services plays a vital role in the support of USF-I. As members of DLA Support Team Iraq (DST-I), the DLA Disposition Services' Expeditionary Disposal Remediation Teams (EDRTs) travel throughout the battle space on a regular basis, performing mission critical tasks in support of base transitions.

Processes:

Planning: EDRTs are charged with identifying and ensuring the segregation of demilitarization (DEMIL) required and sensitive items found in accumulation yards and providing for their proper disposition. This action reduces the possibility of enemy groups utilizing discarded military equipment against US Forces. EDRTs ensure all bases use proper disposition procedures for hazardous and regulated material/waste, scrap metals, sensitive items, and DEMIL-required items.

Execution: EDRTs accomplish their mission by serving as advisors to base Mayor Cells and Garrison Commands. They evaluate and provide direction regarding the proper set up, management, and operation of garrison scrap accumulation yards.

Operation Clean Sweep

DELETION: The Operation Clean Sweep section is incorporated into the Base Transition Enabler teams, plus the Emergency Response and Clean-Up Teams for environmental related issues.

Signal Requirements

Introduction:

A crucial consideration in the base transition process is the continuation of signal support to enable USF-I and unit command, control and communications capabilities. Critical communications nodes and assets will be identified early in the base transition process and coordinated with USF-I J6 to ensure any potential negative impacts are effectively mitigated.

Processes:

Coordinate Signal Requirements: Units will coordinate communications requirements with USF-I J6 to maintain required signal coverage during the transition process. Before removing signal assets, planners need to determine if the signal infrastructure on a base is part of a larger communications grid, thus potentially necessitating the movement of assets to other locations in order to prevent a loss in communications capabilities and to ensure coverage is maintained throughout Iraq.

CHANGE: LAN Management will conduct Information Assurance physical facility inspections for base transitions to ensure network devices, switches, servers, routers, etc., are removed and the data links are disabled to the facility. Refer to the following appendices in Annex K of USF-I OPOD 11-01, (Signal) 6Jan11:

- **App 15** *Information Assurance*
- **App 9** *Force Protection Communications*
- **App 14** *Signal Infrastructure Drawdown*
- **App 4** *COMM-I*

USDs/MSCs will determine requirements for theater signal and C21SR assets and mission requirements.

Memorial Disposition

Introduction:

Throughout Iraq, fallen service member and unit memorials were erected on installations in the form of street signs, plaques and other reasonably transportable items. If these items are not properly inventoried and secured, they will become displaced, lost or defaced by vandals after the transition of US Forces in Iraq.

Processes:

No later than 60 days prior to base transition, units will collect fallen service member and unit memorials that are able to be reasonably transported, and coordinate for their proper disposition in accordance with published guidance. This enables USF-I to preserve these historically significant objects and provide them to service members' next of kin or service historical organizations.

CHANGE: Transportable Unit and Individual Memorials: Through Unit Historians, units will collect all reasonably transportable memorial items for cataloguing, disposition and transportation actions. Memorials that were emplaced by units currently in Iraq are considered unit historical property and should be taken back to home stations by the owning unit upon redeployment. ~~Memorials left behind by units already departed from theater will be documented, preserved and prepared for transportation to service historical activities. Service Historical Activities will subsequently forward these items to the unit which constructed them or retain them for use in service museums.~~

Transportable memorials not designated for transition to home stations by a unit will be documented, preserved and prepared for transportation to the USD designated collection point in accordance with published guidance.

ADD: Memorials not considered unit property of the current units, will be offered to the next of kin of the memorialized soldier per AR 1-33. If they cannot be found or if they refuse, the memorial will be offered to the creating unit. The memorial can be taken back by the current unit as unit property and transferred to the creating unit using normal supply transfer means. If the current unit does not want to do that, then the item will be handled as a non-transferable item. It will be

photographed and then sanitized/disassembled. Any questions are to be referred to the USF-I Command Historian.

CHANGE: Non-Transportable Items: Memorials not reasonably transportable ~~and consequently~~ will be left behind after departure of US Forces (e.g., painted T-Walls). To prevent desecration after departure by US Forces, these memorials are to be “white-washed” or taken down after properly documenting them in accordance with the Iraq Memorial Processing Inventory Sheet posted to the USF-I J7 SIPR Basing Portal at the following location: http://j7.forces.intranet.siraq.USCENTCOM.smil.mil/sites/bfe/Basing/default.aspx/RootFolder/sites/bfe/Basing/Shared_Documents_/USF-I_BASE_TRANSITION_SMARTBOOK. Proper documentation is to include digital photographs of the non-transportable memorial in its original state.

Prohibited Items: Only memorial items dedicated to specific individuals or units will be collected. Units wishing to retain non-memorial items of potential historic interest will follow applicable USCENTCOM and USF-I guidance on retention of historic property. Memorials that consist in whole or in part of war trophies or other items prohibited from transportation from theater per GO-1b will not be collected and transported in this manner. For further guidance on these issues, consult GO-1b and amplifying guidance on the USF-I Command Historian NIPR SharePoint site under the folder “Museum and Artifact Letters”.

MSCs and Separates: Identify memorial items utilizing the Iraq Memorial Processing Inventory Sheet (linked above) to include digital photos of the item(s), and report through established channels to USD historians. USD Historians will collect and organize all rosters and photos, and forward a consolidated report to the USF-I Historian at USF-IHistorian@s-iraq.USCENTCOM.smil.mil. For units without a designated deployed Historian, the G1/S1 will accomplish this task.

Once memorial items are identified, no later than 60 days prior to any base or facility transition, units will remove all memorial signs, plaques and easily-transported memorials; consolidate them at a divisional collection point as designated by the USD Historian, or G1/S1. Memorial items are to be segregated by branch of service of the fallen service members. Contact the responsible Expeditionary Sustainment Command (ESC) POC for shipping assistance as required.

No later than 60 days prior to any base or facility transition, ensure items are catalogued and the Iraq Memorial Processing Inventory Sheet is completed and attached to each item. One copy of the Inventory Sheet will remain with the item and one copy will remain with the divisional Historian.

No later than 60 days prior to any base or facility transition, certify bases are ready to transfer memorial items and all transportable memorial items were collected and sent to the divisional collection point.

No later than 60 days prior to any base or facility transition, collect photographs of memorial t-walls and large signs and provide them to the Unit Military Historian in electronic format with the base name and description as the file name. For example: "**Base_Name_Rank_FirstName_LastName_memorial.jpg**".

Units will submit updates as they occur, through appropriate command channels, to the list of Fallen Service Member Memorials currently dedicated, in accordance with the Iraq Memorial Processing Inventory Sheet, to the USF-I Historian USF-IHistorian@si.iraq.USCENTCOM.smil.mil. This will ensure a current and accurate list of memorials is maintained.

CHANGE: USF-I Historian: The USF-I Historian will collect and maintain a full roster, to include digital photos, of all fallen service member and unit memorial items in the IJOA, and will direct and document their disposition. **Questions can be directed to the USF-I Command Historian.**

USF-I J7: During the base transition process, USF-I J7 will ensure base Mayor's cells collect all memorials from the closing base and ship them to the divisional collection point as verified in the MSC Chief of Staff transition memorandum.

103rd ESC: 103rd ESC will provide shipping assistance to USDs/MSCs as requested, and will provide shipping containers to consolidated USD collection points. Once container(s) are full, the USD Historian will contact the USF-I Historian for disposition instructions.

IBIZ and Non-IBIZ Coordination

CHANGE: The IBIZ and non-IBIZ Coordination section is replaced in its entirety. The revision is provided below.

Definition: IBIZ - Iraqi Business Industrial Zone

Introduction:

As USF-I executes its transition of force; existing bases will be transitioned to the government of Iraq. All IBIZ and other host nation vendors (non-IBIZ) on US bases will either close and vacate the bases or remain with the permission of the Gol. As an element of responsible transition, USDs/MSCs will ensure all IBIZ and non-IBIZ businesses on US bases are notified of base transitions and either obtain Gol approval to remain, or close in conjunction with the US transition of the base. If they meet all other requirements, Iraqi-owned businesses with a majority of Iraqi employees, and businesses providing essential base services, will be afforded priority in the USF-I submission process to the Gol.

USDs/MSCs will conduct an orderly transition of IBIZ and non-IBIZ based on the timeline established in USF-I FRAGO 0088, Change 1 to Annex G, Appendix 2 of USF-I OPORD 11-01, Feb 11. IBIZ and non-IBIZ businesses will remain under the control and supervision of the Garrison Commander/Mayor Cell. Non-IBIZ transition operates on the same timeline and process as IBIZ businesses.

IBIZ and non-IBIZ businesses desiring to remain on a base after transition will submit an Enduring Business Packet (in English and Arabic) through USF-I J9 to the Gol. The Gol will evaluate each business and provide notification on the disposition of Enduring Business requests. If the Gol denies the request or fails to respond to the request by 01 Jul 11, the Base Commander/Mayor's Cell will issue a notice to vacate – for the firm to depart not later than two (2) months prior to base transition.

Currently established businesses with services essential to base operation may continue to exist and their MOUs extended at the discretion of Base Commanders, but will vacate if not enduring no later than fifteen (15) days prior to base transition to Gol. If an IBIZ/non-IBIZ firm is without a current MOU or contract, Garrison Commanders, with the authority, will issue a notice to vacate at any

time. IBIZ/non-IBIZ firms given permission to endure will be required to make separate leasing arrangements with property owners in order to remain in place. The Gol maintains the right to direct the relocation of an enduring IBIZ/non-IBIZ firm.

Effective immediately, units will cease to allow new businesses to be established on bases.

Processes:

Tracking and Coordination: USDs/MSCs are responsible for all IBIZ and non-IBIZ businesses in their area of responsibility, and will identify and track all IBIZ and non-IBIZ businesses in coordination with Garrison Staff.

Designate a Business Coordinator: USDs/MSCs will designate an Officer to act as a Business Coordinator for their respective area of responsibility, and provide the POC information to the USF-I J9 Action Officer. The Business Coordinator is responsible for identifying and tracking the transition status of all IBIZ and non-IBIZ businesses on bases within the USD/MSC's area of responsibility.

Designate a Business Action Officer: USDs/MSCs will designate a Business Action Officer on each COB, COS and COL for reporting on IBIZ and non-IBIZ businesses. Action Officers will report to the applicable USD/MSC Business Coordinator.

Installation IBIZ Action Officer Responsibilities include:

- Not later than 17 Mar 11: With Division Business Coordinator approval, Installation IBIZ Action Officers will submit Enduring Packets to USF-I J9 via the J9 IBIZ SharePoint portal.
- Coordinate with the Base Environmental Officer to ensure compliance and enforcement of environmental regulations prior to the departure of any IBIZ/non-IBIZ firms from U.S. installations.
- Installation IBIZ Action Officers and Base Commanders will not intercede on behalf of IBIZ/non-IBIZ firms as advocates.

USF-I J9 Coordination: USF-I J9 provides policy, guidance and oversight of the IBIZ/non-IBIZ transition process. USF-I J9 will; a) compile IBIZ/non-IBIZ data trackers submitted by USD/MSC Business Coordinators to build a single product for reporting of overall

IBIZ/non-IBIZ transition status to DCG-O; and b) review all IBIZ/non-IBIZ Enduring Packets for completeness prior to submittal to Gol.

USF-I J7 Coordination and Gol Approval: In coordination with USF-I J9, USF-I J7 Basing routes Enduring Packets to the Gol approving authority and requests final decision from Gol within 30 days of submittal. USF-I J7 will follow-up with Gol and provide updates on Gol decisions to USF-I J9 and USD/MSC business coordinators as available.

On 15 April 2011, USF-I J7/J9 submitted all satisfactory Enduring Packets to the Gol.

AAFES Coordination & Transition

Introduction:

Army/Air Force Exchange Services (AAFES) provides both essential and non-essential services and concessions that add a significant quality of life to service members on military bases. USF-I will execute the responsible transition of AAFES operations in accordance with the phased transition of installations and personnel throughout the IJOA.

Beginning January, 2011, AAFES' operational footprint in the IJOA will condense to approximately 50% of the previous locations. Retail operations will only continue at the six hubs, 12 spokes and at the partnered installations of Ramadi and Shield.

Processes:

CHANGE: Non-Essential Concessionaires/Services Transition:

All non-essential concessions **were closed on 28 Feb 11, and concessionaires will vacate the IJOA NLT 31 Mar 11.** This excludes any services defined below as essential (**barber/beauty, alterations, Comms.**) as well as AAFES retail operations (BX/PX stores, tactical field exchanges, and IMPREST operations).

CHANGE: Essential Concessionaires/Services Transition:

AAFES essential services will remain operational until the transition timeline set for essential services. **PX/BX facilities will close no earlier than 45 days prior to the base transition and no later than 30 days prior to the base transition.**

CHANGE: All AAFES name brand fast food and brand coffee operations will close no earlier than 60 days prior to the base transition, and no later than 45 days prior to the base transition.

Earlier transition will occur if reduced population on the installation does not support the operation. ~~or is directed by the senior base authority.~~

CHANGE: Additional AAFES Transition Guidance: IMPREST fund operations will be **reconciled**, closed and transitioned to AAFES no later than 45 days prior to the base transition.

Any remaining AAFES operations will be closed prior to transition of postal and finance operations or no later than 30 days prior to base transition.

CHANGE: Mobile field exchange missions will cease when the servicing spoke is unable to support operations, **but not later than 30 days prior to the base transition.**

Responsibilities:

USDs, ESC, MSCs and 332 AEW: Close AAFES operations in accordance with the prescribed processes outlined above.

Base Garrison/Mayor Cells: Base Mayors with purview over installations maintaining AAFES services/stores and will notify the local store manager, via memorandum for record, of the date an AAFES facility is required to close and the date AAFES employees are required to depart the installation. Distribution of the notification memorandum for record includes the USD G1 plans and operations section, AAFES senior liaison officer, and USF-I J1 deputy programs and budget chief. Notification of AAFES nonessential concessions and services, essential services, and store transition dates will be completed no later than 120 days prior to the requested operation transition. Earlier notification is authorized.

Base Mayors will return all IMPREST funds and inventory to AAFES no later than 45 days prior to base transition.

103rd ESC: Be prepared to provide container retrograde support in the event contract movement cannot support retrograde of containers.

USF-I J1: Ensure AAFES transition plan corresponds to overall transition and basing plan. Notify AAFES leadership of the 31 Mar 11 non-essential concessions and services required transition date. J1 Programs Chief will coordinate transition processes through the AAFES Senior Liaison Officer.

Definitions:

Essential AAFES Services: Essential AAFES services and concessions are defined as Green Beans coffee, beauty/barber shops, AT&T call centers and internet service providers.

Non-Essential AAFES Services: Operations defined as non-essential concessions and services include, but are not limited to, food service operations, concession gift shops, bazaars, embroidery and laundry services and other operations not essential in a transitional environment.

Partnerships

DELETION: The Partnership section is deleted in its entirety.

Basing Actions

Introduction:

As USF-I executes the transition of forces, situations will arise where units will establish new bases or expand existing bases in order to support future operational requirements. USF-I J7 Basing implemented an electronic staffing process to expedite action on requested basing actions in order to receive GoI approval.

Processes:

CHANGE: All staff packages for basing actions involving establishment of new bases or expansion of current bases ~~and establishment of partnerships~~ will be submitted through the USF-I J7 for action. Units will submit all requests to the J7 BF&E organizational email box at USFIJ7BFE@s-iraq.USCENTCOM.smil.mil.

~~**CHANGE:** Upon acceptance of the basing action request, J7 Basing will staff the packages to J3, J4, J5, J7 and SJA for comment and recommendation. Upon completion of staffing, the package will be submitted to the USF-I DCoS for approval. All packages will then be. If approved, USF-I J7 Basing will submit the request to the Receivership Secretariat for approval and to the JSCAFA for final approval in accordance with the Security Agreement. Additional information regarding this process can be found in USF-I FRAGO 0397.~~

ADD: Base Transition Date Change Requests:

USF-I Base Transition dates are published in Annex C, Appendix 6 of USF-I OPOD 11-01, Change 1, May 11.

The Commanding General, USF-I, is the approval authority for all base transition date changes. USDs will submit transition date change requests through USF-I J33 RFA manager for staffing to CG, USF-I. Requests for base transition date changes will include an assessment of the impact of the proposed base transition date on mission accomplishment, as well as risk to forces, and operational maneuver/sustainment achievements objectives of Annex D, Appendix 8 of USF-I OPOD 11-01, Change 1, May 11.

Receivership Secretariat (RS)

Introduction:

The RS is the governmental body that receives all real and personal property on behalf of the GoI, and is the overall decision maker as to whether or not to accept the transition of a designated facility or area. This individual is a representative of the Prime Minister's Chief of Staff for Iraq and is the sole representative for the Government of Iraq in charge of accepting bases, facilities, land, and property from US Forces. The RS is not part of the US Forces Chain of Command.

Processes:

Documentation: Key documents prepared by US Forces and reviewed by the RS prior to accepting a base include documentation of FEPP, Tiered Authority FEPP to Iraqi units, the Deed Verification Map (DVM), Record of Return (RoR), and Final Environmental Site Closure Survey (F-ESCS). The RS is also involved in the joint inventory of FEPP, tiered authority FEPP, and real property and will concur with all signed documentation.

Discrepancies between US Forces documentation and the actual property conditions will negatively impact the base transition. If the RS does not agree, and does not sign the RoR and other documentation, the base is not officially transitioned to the GoI and is still the responsibility of the US unit assigned to the base. A new transition date will be scheduled and correction of documentation or site discrepancies will occur. All transition documentation will be resubmitted to USF-I J7 Basing prior to rescheduling the base transition. Notify the RS in advance if the base deed is still being researched or has not been received from USF-I J7 Real Estate.

CHANGE: USF-I J7 Basing will prepare the final documents that are to be signed by the RS, in Arabic and English, and ensure the Iraqi Flag depicted on all official documents is the correct Iraqi flag. The current RS is Mr. Sameer Al-Haddad. His signature block is provided below:

MR. SAMEER AL-HADDAD
Receivership Secretariat
Prime Minister's CoS Representative

CHANGE: Scheduling Base Transition Dates: Bases and USDs will schedule the base transition with USF-I J7 Basing **not later than 15 30 days prior** to the requested date. USF-I J7 Basing will coordinate the base transition documentation signature date with the RS. This date will be several days before or after the requested date as required to accommodate the needs of the RS.

~~**Base Transition Ceremonies:** Ceremonies are not required, but if a ceremony is planned, ensure the RS is notified through USF-I J7 Basing well in advance, and all distinguished guests and media outlets are invited. Ceremonies will be coordinated with USF-I J7 Basing at least 48 hours prior to execution. No ceremonies will be conducted prior to transition of a base to GoI through the Receivership Cell.~~

CHANGE: USF-I FRAGO 0644, 30Jun11, COUNTER IRAM PROTECTION MEASURES: Terminate transition ceremonies. Implement OPSEC guidance: no grid coordinates provided in documents. Implement military deception plan: vary base transfer after inventories, no set pattern.

Guidelines for Dealing with the Receivership Secretariat:

The Receivership Secretariat represents the GoI Prime Minister's Chief of Staff, and will be treated with respect and professionalism at all times. The following guidelines are provided for interaction with the RS:

- Treat the RS as a VIP. Take him wherever he wants to go on the base (unless it is a security disclosure issue) and show him whatever he wishes to see. Treat him with the utmost respect and courtesy.
- When the Secretariat arrives, they are coming to conduct business, and sign for the base and the agreed upon property immediately. This is not a pre-inspection. There will not be a pre-inspection unless you request one and it is agreed upon by the RS. Mr. Al-Haddad is coming to sign for the property the day of the appointment, ~~and any ceremonies you plan should be held that day.~~ THIS IS THE OFFICIAL SIGNING.
- Be on time. Do not make the RS wait.
- **CHANGE:** Ensure the gaining Iraqi unit or ministry will have a representative (**and two witnesses**) present on the day of signing, to sign for the base from the RS. The RS will sign for

the base and immediately want to sign it over to the unit or ministry your unit recommends to receive the base.

- Do not become argumentative or disrespectful with the RS. Failure to treat the RS with respect at all times could have repercussions affecting all future USF-I base transitions.
- If the process occurs over lunch or goes into lunch, recommend having some lunch available for all parties to the transition process. The RS party will include as many as 15 personnel with security. Coordinate with USF-I J7 Basing to determine the estimated number of personnel expected at a particular base transition.
- Provide a brief, unclassified synopsis of the status of each base. It should highlight anything the RS should know or be aware of before arriving (Iraqi/US tenants, date of departure of US forces from the base, previous owning entity, environmental sites to be transferred, etc.).
- Do not add bases/areas to the agreed upon agenda at the last minute. Unless the RS specifically asks to see an unplanned base/area, do not attempt to adjust the agenda. If it's not on the agenda and it needs to be added, provide USF-I J7 Basing at least 48 hours notice to work the necessary coordination.

Base Management OPT

CHANGE: The Base Management Operational Planning Team (BMOPT) section was replaced by the Basing Transition Boards section. The new section is provided below.

Basing Transition Boards

The Large Base Transition Board (LBTB) replaces the Base Management Operational Planning Team (BMOPT) meeting. In addition, the Base Transition Working Group is replaced by the Embassy Support and Enduring Base Transition Board (ES&EBTB).

The Large Base Transition Board (LBTB) serves as the executive level forum to update, identify and resolve issues and future actions at GO/FO level, concerning Large Base Transitions to the Government of Iraq for non-Enduring Hubs and Spokes. The LBTB is co-chaired by the USF-I DCG-S and the USF-I J7 Director. The Large Base Transition Working Group (LBTWG) meets the fourth Wednesday of each month, and the Board meets the second Wednesday of every month. Attendees include but are not limited to the following organizations:

ACCE/AEW	J35 Force Flow	USF-I J9
SJA	J35 Protection	USD-North
LOGCAP	USF-I J4	USD-Center
DCMA	USF-I J5	USD-South
JFSOCC-I	USF-I J6	332/AEW
USF-I J2	USF-I J7	USF-I CCC
J33 Aviation	USF-I J8	

The Embassy Support and Enduring Base Transition Board (ES&EBTB) serves as a principle synchronizing forum for USM-I & USF-I to update, identify, resolve issues, and discuss future actions for enduring DoS/INL/OSC-I presence. The ES&EBTB is co-chaired by USF-I J4 & J7 Directors, USEMB-B and OSC-I. Attendees of the board include, but are not limited to, the following organizations:

USD-North	USF-I J2	USF-I J9
USD-Center	J33 Aviation	JFSOCC-I
USD-South	J35 Force Flow	VBC Garrison
332/AEW	J35 Protection	ACCE/AEW
IZ-RAOC	USF-I J4	SJA
DCG A&T	USF-I J5	LOGCAP
OSC-I	USF-I J6	DCMA
USF-I J7	USF-I J8	USEMB-B

References

Basing Guidance:

- AR 735, Policies and Procedures for Property Accountability, 25Feb05
- USCENTCOM Regulation 415-1 “The Sandbook”, 15Apr09
- DOD Instruction 4160.21-M, Defense Material Disposition Manual, 18Aug97
- DRMS/O Turn-In SOP, No Date
- **Annex I, Appendix 1 of USF-I OPORD 11-01, May11, Basing Support**
- **Annex C, Appendix 6 of USF-I OPORD 11-01, May11, Basing Plan**
- **USF-I FRAGO 0087, Change 1 to Annex C, Appendix 6 of USF-I OPORD 11-01, 5Mar11.**
- USF-I FRAGO 0397 USAAA Audit of Property Accountability, 30Apr11
- US-Iraq Security Agreement, 1Jan01
- USF-I FRAGO 1423 COB/HUB Closure Guidance, 5Jun10
- USF-I FRAGO 1797 Change 1 to FRAGO 1678 Contractor Personnel Assets Inventory, 11Aug 10.
- USF-I FRAGO 1829 Assessment of Contract Requirements, 18Aug10
- USF-I FRAGO 1803 Change I to FRAGO 1695
- **Annex G, Appendix 2 of USF-I OPORD 11-01, IBIZ**
- **USF-I FRAGO 0088, Change 1 to Annex G, Appendix 2 of USF-I OPORD 11-01, 27Feb 11, IBIZ**
- **Annex E, Appendix 6 of USF-I FRAGO 0141, OPORD 11-01**
- **Annex D, Appendix 8 of USF-I OPORD 11-01, May11, CMGO-FEPP**
- USF-I FRAGO 0551 Operation Container Swap Out
- FRAGO 1277, Trans 0111-4, USF-I, Container Management, 19May10.
- **USF-I FRAGO 0172 Revised Container Transfer Process to OPORD 11-01, 18Mar11**
- USF-I FRAGO 2026 Facility Return Standards Directive, 26Sep10
- **Annex K to USF-I OPORD 11-01 (Signal), 6Jan11**
- **USF-I FRAGO 0644 Counter IRAM Protection Measures, 30Jun11.**

Environmental Guidance:

- DoD 4715.05-G, (OEBGD), 1May07
- CCR 200-2, USCENTCOM Contingency Environmental Guidance, 31Aug09
- USF-I Environmental Standard Operating Procedures, Dec10
- US-Iraq Security Agreement 01Jan01
- USF-I FRAGO 0285 Environmental Cleanup Tracker and CAP, 17Jan10

Acronyms List

AAFES	Army/Air Force Exchange Services
ACL	Administrative Change Letters
AOR	Area of Responsibility
AR 735-5	Army Regulation for Policies and Procedures for Property Accountability
BAAT	Base Advise and Assist Team
BCAT	Base Closure Assistance Team
BCT	Brigade Combat Team
BF&E	Basing, Facilities, & Environmental
BLS	Basic Life Support
BMOPT	Base Management Operational Planning Team
BX/PX	Base Exchange/ Post Exchange
CAAT	Container Assistance and Assessment Team
CAGO	Contractor Acquired Government Owned
CAP	Corrective Action Plan
CCC-I	CENTCOM Contracting Command-Iraq
CCM	Container Control Manager
CCO	Container Control Officer
CF	Coalition Force
CHU	Containerized Housing Unit
CMGO	Contractor Managed Government Owned
COB	Contingency Operating Base
COL	Contingency Operating Location
COP	Coalition Out-Post
COR	Contracting Officer Representative
COS	Contingency Operating Site
CRSP	Container Reception, Staging & Preparation
CSR	Customer Service Request
DCMA	Defense Contract Management Agency
DD Form 1354	Transfer and Acceptance of DoD Real Property

DLA	Defense Logistics Agency
DRMO	Defense Reutilization and Marketing Office
DRMS	Defense Reutilization and Marketing Service
DST-I	DLA Support Team-Iraq
DVM	Deed Verification Map
EBS	Environmental Baseline Survey
ECCP	Empty Container Control Point
ECO	Environmental Control Officer
ECR	Environmental Condition Report
EDRT	Expeditionary Disposal Remediation Team
ERCT	Environmental Response and Cleanup Team
ESC	Expeditionary Sustainment Command
ESCS	Environmental Site Closure Survey
FEPP	Foreign Excess Personal Property
F-ESCS	Final- Environmental Site Closure Survey
FLIPL	Financial Liability Investigation of Property Loss
FMI	Facility Maintenance Inspections
FMV	Fair Market Value
FOB	Forward Operating Base
FOI	Found ON Installation
FOO	Field Ordering Officer
GFE	Government Furnished Equipment
GoI	Government of Iraq
HQ	Hazardous Waste
HWAP	Hazardous Waste Accumulation Points
HWSA	Hazardous Waste Storage Area
HWTC	Hazardous Waste Treatment Center
IA	Iraqi Army
IBIZ	Iraqi Business Industrial Zone
IBS CMM	Integrated booking System Container Management Module
I-ESCS	Initial-Environmental Site Closure Survey
IP	Iraqi Police
IRPI	Initial Real Property Inventory

ISF	Iraqi Security Force
JFARB	Joint Facilities and Acquisition Review Board
JSCAFA	Joint Sub-committee on Agreed Facilities and Areas
JSS	Joint Security Station
LAFA	List of Agreed Facilities and Areas
LHS	Life, Health, and Safety
LLRO	Local Land Registry Office
LOGCAP	Logistics Civil Augmentation Program
LSA	Life Support Area
MAWS	Money as Weapon System
MFR	Memorandum for Record
MHE	Material Handling Equipment
MRT	Management Redistribution Team
MRT	Material Redistribution Team
MSC	Major Sub coordinate Command
MSOW	Master Schedule of Work
MWR	Morale, Welfare, and Recreation
NASAP	National Association of State Agencies for Surplus Property
NP	National Police
O&M	Operations and Maintenance
OCS	Operation Clean Sweep
PB	Patrol Base
PBO	Property Book Officer
PCN	Property Change Notification
P-ESCS	Preliminary- Environmental Site Closure Survey
PJCC	Provincial Join Coordination Center
POL	Petroleum, Oil, & Lubricant
PPE	Project Planning Estimates
RCC	Regional Contracting Center
RDoF	Responsible Drawdown of Forces
RoR	Record of Return
RPAT	Redistribution Property Accountability Transactions
RS	Receivership Secretariat

RW	Regulated Waste
RWAP	Regulated Waste Accumulation Points
SOP	Standard Operating Procedures
SOR	Service Order Request
SOW	Statement of Work
SPOT	Synchronized Pre-deployment Operational Tracker
SUSD L&MR	Deputy Under Secretary of Defense for Logistics and Material Readiness
TA	Tiered Authority
TPB	Theater Property Book
TPE	Theater Provided Equipment
USD	United States Division
USDoSI	US Department of State in Iraq
USETTI	US Equipment Transfer to Iraq
USF	United States Forces
USF-A	US Forces- Afghanistan
USF-I	US Forces- Iraq
VBIED	Vehicle-borne Improvised Explosive Device

Points of Contact

- **Chief, USF-I J7 Basing:**
NIPR 485-5221, SIPR 241-8589
- **Chief, USF-I J7 Base Transition Support:**
NIPR 485-4993, SIPR 242-0190
- **Chief, USF-I J7 Real Estate:**
NIPR 485-3824
- **Chief, USF-I J7 Environmental:**
NIPR 485-4046, SIPR 241-8619
- **Chief, USF-I J7 Environmental Program Mgr:**
NIPR 485-5216, SIPR 241-8593
- **Chief, USF-I J7 Facilities:**
NIPR 485-5260, SIPR 241-8612
- **USF-I J4 BOS-I Deputy Program Manager:**
NIPR 485-3613, SIPR 241-8638
- **USF-I J4 Transportation:**
NIPR 485-5347, SIPR 242-0854
- **USF-I J4 FEPP Manager:**
NIPR 485-4288, SIPR 241-8700
- **USF-I J1 Deputy Programs and Budget Chief:**
SIPR 241-9777
- **USF-I J1 Chief, Plans & Ops:**
NIPR 485-4945, SIPR 243-6453
- **USF-I J35 Protection:**
NIPR 485-5860, SIPR 241-9290
- **USF-I J35 Maneuver Planner:**
NIPR 485-5831, SIPR 241-8995
- **USF-I J9 IBIZ Action Officer:**
NIPR 485-4367, SIPR 241-9873

- **SCO-I Operations:**
NIPR 485-3960, SIPR 243-4084
- **DCMA Quality Assurance Specialists:**
SIPR 243-2630
- **EDRT POC:**
NIPR 485-2845
- **CAAT POC:**
NIPR 485-2901, SIPR 243-6018
- **103rd ESC:**
SIPR 242-9263
- **103rd ESC Container Management:**
SIPR 242-9086
- **402nd AFSB Operations:**
SIPR 241-1033
- **AAFES Sr. Liaison Officer:**
NIPR 847-2351, SIPR 241-1033

UNCLASSIFIED//FOUO



UNCLASSIFIED//FOUO