



ESTABLISHING FORWARD OPERATING SITES

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When establishing a forward operating site (FOS), forces are presented in standard force modules that are tailored based on the planning process performed by the [air component commander's](#) staff. These forces' capabilities are designed to support most missions or weapon systems. Personnel performing operations for establishing FOSs facilitate the integration of those capabilities within the Open the Airbase and command and control (C2) force modules to provide the airfield's earliest capability to execute its assigned mission.

BASE OPERATING SUPPORT-INTEGRATOR

The base operating support-integrator (BOS-I) is a [combatant commander](#) (CCDR)-designated representative who acts as the joint BOS provider. The Service component with the preponderance of forces should normally provide the BOS-I. A CCDR may designate an individual within a Service component or joint task force (JTF) as the BOS-I at each FOS. The BOS-I coordinates the efficient use of mission support resources. Where shortfalls or opportunities for efficiencies exist, the CCDR may task components of JTFs to provide or coordinate specific capabilities (e.g., infrastructure, security, and communications). The BOS-I provides master planning for facilities and real estate. BOS-I responsibilities may include coordination of war reserve materiel assets, collecting and prioritizing construction requirements, seeking funding support, environmental management, emergency management, force protection, and hazardous waste disposal.

BOS-I and Senior Airfield Authority Interaction

BOS-I and [senior airfield authority](#) (SAA) have an important interaction with a significant seam. In many cases the CCDR will designate a BOS-I and SAA from different Services at the same location (a common practice is to designate BOS-I responsibilities to the Army component while designating SAA responsibilities to the Air Force component). The BOS-I is the joint BOS provider for the operating location or base and the SAA is responsible for the control, operation, and maintenance of the airfield to include the runways, associated taxiways, and parking ramps, as well as land and facilities affecting airfield operations. As such, the SAA will perform many BOS functions on the facilities immediately surrounding the airfield. The BOS-I and SAA should closely coordinate

along this seam during planning and execution of operations. A common solution is to form an agreed-upon line around the airfield and give the SAA responsibility for the area inside the line and the BOS-I responsibility for the area outside the line. In some cases, the SAA should have control of funding and contracting for airfield operations and maintenance services.

ESTABLISH RUNWAYS, TAXIWAYS, RAMPS, ROADS, AND BUILDING SITES

Planners should consider theater priorities and the limited resources available to construct and operate the infrastructure at FOSs. Planners should consider operational requirements, combat support infrastructure needs, and the minimal resources needed to enable mission establishment and operation of the base, including the following:

- ✦ **Requirements to establish utility grids:** Water distribution; electrical; fuels; communications; chemical, biological, radiological, and nuclear detection and monitoring; and wastewater collection systems.
- ✦ **Requirements to establish facilities:** C2, aircraft operating surfaces, operational facilities, airfield management, air traffic control, weather services, navigational aids, fire crash rescue, munitions, medical, security, administration, maintenance, lodging, dining, etc.

Joint support agreements, status of forces agreements, or other country-to-country agreements help specify tenant and host responsibilities throughout a deployment. When facilities to shelter personnel are limited, a key consideration is whether to erect facilities and establish airfield operations using base expeditionary airfield resources or other contracted assets.

The Air Force component should conduct site surveys and collect data from as many sources as possible during [contingency planning](#). This process of early engagement facilitates the planning and execution process as well as enhances relationships with country teams in those locations not routinely visited by Air Force personnel.

PLAN FOS PHYSICAL ENVIRONMENT

There are several methods for obtaining the infrastructure necessary to establish an FOS: deploying Air Force assets, contracting, host nation support agreements, acquisition and cross-servicing agreements, inter-Service support agreements, etc. In many cases, the planned FOS may already have infrastructure in place that can be made available for Air Force forces. Commanders should consider leveraging functional communities' capabilities during efforts to establish FOSs. The more that can be acquired locally without unacceptable risk to health or security, the less that must be stored, maintained, and forward deployed. Commanders should establish relations with local authorities (host-nation military or civilian airfield authorities) to ensure all potential sources of resources required to establish FOSs are evaluated. Commanders should be

careful not to enter into any oral or written agreement with host nation authorities, unless specifically delegated the authority to do so. Authority to negotiate and conclude such agreements is closely held and tightly controlled. Commanders should consult with their staff judge advocate early in the planning process to assess current international agreements affecting establishment of the FOS and identify any required potential international agreements. See AFDP 3-84, [Legal Support](#), for more information.

Environmental planning should be included early in the planning stages. An environmental survey should be completed at any new location to establish a baseline of environmental conditions before a site is put to use. When planning for a new FOS, the environmental objectives are to minimize risk to human health and the environment while establishing readiness to accomplish the mission. Commanders have four critical environmental goals:

- ★ Compliance with applicable US laws, regulations, international agreements, and DOD, Air Force and combatant command environmental policy regarding environmental standards (consult with legal counsel to determine applicable environmental standards, including final governing standards).
- ★ Conservation to minimize environmental impacts and manage resources.
- ★ Pollution prevention where practical through recycling and reuse, materiel substitution, or process change; compliance with all applicable standards.
- ★ Remedial action to address environmental contamination caused by Air Force activities at the FOS.

Refer to Air Force Handbook 10-222, Volume 4, [Environmental Considerations for Overseas Contingency Operations](#), for more specific information about environmental goals and applicable compliance requirements.

Planning for Security in the Physical Environment

Airbase security is a critical component in the complex contested environment the Air Force may face in the future conflict with peer or near-peer adversaries. Commanders should consider [integrated defense](#) when determining the location of airbases. To ensure commanders can maintain a secure airbase for operations, they should establish infrastructure that provides adequate integrated defense to mitigate potential threats to the base.
