



SECRETARY OF THE ARMY  
WASHINGTON

01 OCT 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2020-11 (Roles and Responsibilities for Military Installation Operations)

1. References. For applicable references, see enclosure 1.
2. Purpose. This directive clarifies roles, responsibilities, and definitions for the military installation enterprise assigned to the Assistant Secretary of the Army (ASA) for Installations, Energy, and Environment (IE&E); ASA for Manpower and Reserve Affairs (M&RA); ASA for Financial Management and Comptroller (FM&C); Deputy Chief of Staff (DCS), G-9; Commanding General, Army Materiel Command (CG, AMC); Chief of Engineers (COE); Chief, National Guard Bureau (CNGB); and Chief of Army Reserve (CAR).
3. Policy. The primary organizations involved in oversight, direction, supervision, implementation, and execution of installation functions will work collectively and collaboratively to provide Army senior leadership the best advice to inform critical decisions to meet priorities and ensure strategic readiness. Several changes codified in Department of the Army general orders (AGOs), directives, and regulations since 2017 (referenced in enclosure 1) affect the coordination of policy and procedures for the installation enterprise, requiring updates to Army Regulation (AR) 1-1, AR 10-87, AR 25-2, AR 405-45, AR 600-20, and Army Directive (AD) 2018-25. For the definitions of terms used in this directive, see enclosure 2.
  - a. Assistant Secretary of the Army (Installations, Energy, and Environment). The ASA (IE&E) establishes policy, oversees programs, and sets the strategic direction for installations, housing, and partnerships; energy and sustainability; environment, safety, and occupational health; and installation modernization. The ASA (IE&E) will—
    - (1) Supervise and direct the real property functions of the U.S. Army Corps of Engineers (USACE).
    - (2) Supervise and direct the military and other construction functions of USACE.
    - (3) Develop and oversee policies and budget requests for Army military construction (MILCON), including overseas military construction agreements, and ensure consistency with statute, regulation, and Army and Department of Defense (DoD) policy (includes submission of MILCON budget justification

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documents, management of unspecified minor construction program, and congressional notifications).

(4) Coordinate and oversee Department of the Army staff functions and programs related to the execution of MILCON, Army Family housing, management of real property, and non-appropriated construction.

(5) Chair quarterly MILCON execution reviews to provide Secretariat-level oversight to validate compliance with statute, DoD policy, and effective execution.

(6) Ensure a holistic, Total Army approach for facilities investments.

(7) Co-chair the Installations and Infrastructure Program Evaluation Group (II PEG) with the CG, AMC.

(a) Establish strategic direction for aspects of the planning, programing, budget, and execution (PPBE) process for the II PEG in coordination with the CG, AMC.

(b) Validate II PEG requirements with due consideration for priority requirements requested by the ASA (M&RA), CNGB, CAR, and other installation stakeholders.

(c) Provide recommendations to Army senior leadership on II PEG resourcing decisions/issues in coordination with the CG, AMC.

(8) Develop and oversee policies and programs for installation modernization, including infrastructure and services to address the changing social and economic expectations of Soldiers and Families; to incorporate emergent technologies to maximize Soldier and Family health, welfare, and readiness; and to adapt installations to support evolving training doctrine, modernized equipment, and emerging protection requirements.

(9) Provide holistic oversight and synchronization for stationing of missions at Army installations and their policy effects on the Total Army, as well as on local communities.

(10) Oversee development of the annual Facilities Investment Guidance (FIG) in coordination with the DCS, G-9 and real property accountable organizations.

(11) Delegate to the DCS, G-9 authority to manage the ASA (IE&E) domain portfolio capabilities; execute the Army's ASA (IE&E) domain enterprise architecture; facilitate strategic development and integration of installation-wide IT infrastructure,

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including broadband/5G capabilities; and ensure cyber resilience for real property facility-related control systems.

b. Assistant Secretary of the Army for Manpower and Reserve Affairs. The ASA (M&RA) sets the strategic direction for and develops and oversees Army policies, plans, and programs for personnel; force structure; manpower management; training; Soldier education and credentialing; transition and separation; military and civilian personnel readiness; reserve affairs; morale, welfare, and recreation support; Soldier and Family readiness programs (Quality of Life); and Army policing matters. The ASA (M&RA) will coordinate and integrate II PEG direction with the DCS, G-9.

c. Assistant Secretary of the Army for Financial Management and Comptroller. The ASA (FM&C) serves as appropriation sponsor for the Regular Army, responsible for the formulation, presentation, submission, defense, and implementation of the Military Personnel; Operation and Maintenance; Procurement; Research, Development, Test, and Evaluation; and MILCON budgets. The ASA (FM&C) will—

(1) Exercise oversight of appropriated and nonappropriated fund programming and execution for morale, welfare, and recreation, with assistance from the DCS, G-9.

(2) Coordinate and integrate II PEG direction with the DCS, G-9.

(3) Update the Base Support chapter of Defense Finance Accounting Service-Indiana Manual 37-100 in coordination with the DCS, G-9.

d. Chief Information Officer. The Chief Information Officer (CIO) will collaborate with the DCS, G-9 to ensure cyber resilience for real property facility-related control systems.

e. Deputy Chief of Staff, G-4. The DCS, G-4 provides executive and administrative support for the Sustainment (SS) PEG. The DCS, G-4 will coordinate with the DCS, G-9 to produce SS PEG products in a framework that supports an integrated strategy operationalizing the strategic support area.

f. Deputy Chief of Staff, G-9. The DCS, G-9 serves as the lead integrator for installation and Family support matters across the Army. The DCS, G-9 will—

(1) Advise the ASA (IE&E) on installation readiness and operations, military facilities investment requirements and strategy, installation services, Army-owned and privatized Family and unaccompanied housing and barracks, non-tactical vehicles, installation environmental management and stewardship, privatization, public and private partnerships, energy and water resilience, sustainability, and real property.

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(2) Advise the ASA (M&RA) on morale, welfare, recreation, and Family support readiness programs.

(3) Assist the ASA (IE&E) and ASA (M&RA) in developing Army strategy, policy, plans, and programs within their respective responsibilities for installation programs and services, Soldier and Family readiness programs, and, in coordination with the Sergeant Major of the Army, quality of life priorities.

(4) Implement policy and supervise and assess execution of Army policies, plans, and programs for installation operations and management, as well as Soldier and Family programs.

(5) Supervise, manage, and provide guidance on the development of Armywide metrics/reports for installation services, real property asset management, installation readiness, and installation domain information technology systems and program assessment.

(6) Oversee, implement, and supervise the execution of policies and programs for Army fire and emergency services.

(7) Organize, synchronize, and integrate commander-driven requirements for facilities investments in accordance with Army priorities, including military construction, sustainment, restoration, modernization, and demolition.

(8) Coordinate with the CG, AMC; CNGB; and CAR a consolidated summary of facilities investments for the Deputies Army Senior Leaders Review Council (DARC) and Army senior leadership approval.

(9) Provide the following executive and administrative support for the installations PEG:

(a) Oversee, facilitate, and execute daily administrative operational functions of the PPBE process on behalf of the PEG co-chairs during the Program Objective Memorandum (POM) build and ensure that program resourcing decisions align with enterprise readiness objectives, synchronizing efforts with Management Decision Evaluation Package managers, quarterbacks, and champions before presentations to the PEG co-chairs.

(b) Coordinate and integrate II PEG direction with the ASA (FM&C); CNGB; CAR; CIO; DCS, G-3/5/7; DCS, G-4; DCS, G-6; DCS, G-8; DCS, G-9; Chief of Engineers; and commanders of Army commands (ACOMs); Army service component

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commands (ASCCs); direct reporting units; other Department of the Army officials; and heads of Army organizations.

(c) Assist the PEG co-chairs by drafting annual guidance for II PEG stakeholders; maintain and distribute schedules and listings; coordinate Headquarters, Department of the Army (HQDA) activities across the PPBE; support data collection procedures; ensure timelines are met; track PEG decisions; and help to develop the Budget Estimate Submission and President's Budget request.

(d) Serve as the proponent for financial data structure and update the Base Support chapter of Defense Finance Accounting Service-Indiana Manual 37-100 in coordination with the ASA (FM&C).

(e) Coordinate with the DCS, G-4, who provides executive and administrative support for the SS PEG, to produce PEG products in a framework that supports an integrated strategy operationalizing the strategic support area.

(10) Develop and conduct planning, programming, and budgeting of installation enterprise functions and the resourcing of installation-related military construction, housing, environmental protection, energy sustainment, and other areas as assigned, and support the Army Budget Office to develop and defend Army budget submissions.

(11) Administer and facilitate decision-making boards, panels, forums, or councils on behalf of the ASA (M&RA) and ASA (IE&E) for executing Secretariat Title 10 responsibilities for installations.

(12) Supervise real property asset management, including accountability, facility condition reporting, and investment requirements in support of all real property accountable organizations.

(13) Develop the annual FIG in coordination with ASA (IE&E) and real property accountable organizations.

(14) Prescribe use of the Headquarters Installation Information System (HQIIS) as the consolidated repository of all Army real property and related data. The accountable organization, as reflected in the HQIIS, represents the designated entity responsible for exercising real property accountability of assigned locations. Collectively, these designated real property accountable organizations are considered Land Holding Commands (LHCs).

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(15) Lead planning and execution of the General Officer Senior Commander Course in coordination with the Commandant, U.S. Army War College; HQDA principal officials; the CG, AMC; and the CG, Installation Management Command (IMCOM).

(16) Serve as the capabilities manager for installation doctrine in coordination with the CG, U.S. Army Training and Doctrine Command (TRADOC).

(17) Pursuant to the ASA (IE&E)'s delegated authority, manage the ASA (IE&E) domain portfolio capabilities by:

(a) executing the Army's ASA (IE&E) domain enterprise architecture

(b) facilitating strategic development and integration of installation-wide IT infrastructure, including broadband/5G capabilities

(c) collaborating with the CIO, COE, CNGB, CAR, and command stakeholders to ensure cyber resilience for real property facility-related control systems

g. Commanding General, U.S. Army Materiel Command. The CG, AMC will—

(1) Serve as the co-chair of the II PEG and SS PEG, and provide strategic command guidance and direction to the Army installation and sustainment enterprise. The roles and responsibilities of the PEG co-chair cannot be delegated. As the II PEG co-chair, work in coordination with the ASA (IE&E) to—

(a) Provide strategic direction for aspects of the PPBE process for the II PEG.

(b) Validate II PEG requirements with due consideration for priority requirements requested by ASA (M&RA), CNGB, CAR, and other installation stakeholders.

(c) Provide recommendations to Army senior leadership on II PEG resourcing decisions/issues.

(2) Advise on all aspects of installation readiness, including Army housing; quality of life initiatives; military construction; facility investment strategy; and facility sustainment, restoration, and modernization in coordination with the ASA (IE&E); ASA (M&RA); DCS, G-9; and COE.

(3) In coordination with the DCS, G-9, provide operational advice to the ASA (IE&E) on installation policies and strategy. In coordination with the ASA (IE&E) and DCS, G-9, provide strategic and operational input and advice to the other ASAs on installation policies and strategy.

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(4) Review and execute installation program-related policies, plans, and implementation guidance promulgated by the Secretariat and Army Staff (ARSTAF).

(5) Develop operational plans for installations in the strategic support area of multi-domain operations in coordination with HQDA principal officials, the CNGB, the CAR, and commanders of ACOMs and ASCCs.

(6) Execute installation readiness, provide equitable services and facilities, optimize resources, sustain the environment, and enhance the well-being of the military community.

(7) Provide command oversight for installation services, infrastructure, real property accountability, and Family program requirements for which IMCOM is the real property accountable organization.

(8) Integrate and execute facilities investment requirements for Regular Army installations and develop the AMC FIS for these installations, which drives a review and prioritization of all MILCON and Sustainment, Restoration, and Modernization requirements across the Future Years Defense Program to ensure facility and installation investments remain synchronized with the priorities of Army senior leadership.

(9) Collaborate with the DCS, G-9 to ensure cyber resilience for real property facility-related control systems.

(10) Serve as the system owner to resource and maintain the business systems under purview of the DCS, G-9.

(11) Coordinate with the DCS, G-9; CNGB; and CAR on a consolidated summary of facilities investments for the DARC and for subsequent Army senior leadership approval.

h. Chief of Army Reserve. The CAR is the appropriation sponsor for the U.S. Army Reserve (USAR), responsible for formulation, justification, and execution of the Military Personnel, Operation and Maintenance, and MILCON budgets. The CAR will—

(1) Participate in guidance formulation events and POM shaping deliberations.

(2) Assist the Secretariat principal officials in developing and overseeing policies and programs for USAR Military Personnel, Operation and Maintenance, and MILCON budgets.



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(3) Serve as a program integrator and develop and direct planning, programming, and budgeting of installation enterprise functions and the resourcing of installation-related military construction, environmental protection, energy sustainment, Family readiness, and facilities operation and sustainment for USAR.

(4) Provide component oversight for installation services, infrastructure, and Family program requirements on all real property for which USAR is the accountable organization.

(5) Provide insights for evaluating USAR facilities investment recommendations to the DCS, G-9 for incorporation and prioritization.

(6) Collaborate with the DCS, G-9 to ensure cyber resilience for real property facility-related control systems.

(7) Serve as the system owner to resource and maintain business systems under the purview of the CAR.

(8) Coordinate with the DCS, G-9; CNGB; and CG, AMC on a consolidated summary of facilities investments for the DARC and for Army senior leadership approval.

i. Chief, National Guard Bureau. The CNGB is the appropriation sponsor for the Army National Guard (ARNG), responsible for formulation, justification, and execution of ARNG Military Personnel, Operation and Maintenance, and MILCON budgets; and participates in guidance formulation and POM shaping deliberations. The CNGB, or the Director, Army National Guard Bureau, if so delegated, will—

(1) Coordinate with Secretariat principal officials in developing and overseeing policies and programs for ARNG personnel, operations and maintenance, and construction budgets.

(2) Develop and direct planning, programming, and budgeting of installation management functions and the resourcing of installation-related military construction, environmental protection, energy sustainment, Family readiness, and facilities operation and sustainment for the ARNG.

(3) Provide component oversight for installation services, infrastructure, and Family program requirements on all real property for which ARNG is the accountable organization.



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(4) Coordinate Army staffing actions and funding distribution to States and territories.

(5) Provide insights for evaluating ARNG facilities investment recommendations to the DCS, G-9 for incorporation and prioritization.

(6) Collaborate with the DCS, G-9 to ensure cyber resilience for real property facility-related control systems.

(7) Serve as the system owner to resource and maintain the business systems under the purview of the CNGB.

(8) Coordinate with the DCS, G-9; CAR; and the CG, AMC on a consolidated summary of facilities investments for the DARC and for subsequent Army senior leadership approval.

j. Chief of Engineers/Commander, U.S. Army Corps of Engineers. The COE is the principal military advisor for policy related to planning, management, and execution of engineering, construction, and real property for the Army. The COE is also designated the Commander, USACE, serving as the design and construction agent for Army military construction. The COE/Commander, USACE will—

(1) Advise and execute military construction, energy/water/infrastructure, cybersecurity and resilience, sustainability and environmental management, and remediation initiatives and programs.

(2) Serve as the Army's real estate agent for acquiring, managing title, granting use, and disposing of real property.

(3) Develop a program-managed structure for Army Control Systems.

(4) Collaborate with the DCS, G-9 to ensure cyber resilience for real property facility-related control systems.

k. Commanding General, U.S. Army Training and Doctrine Command. The CG, TRADOC will coordinate with the DCS, G-9 on installation doctrine.

l. Commandant, U.S. Army War College. The Commandant will coordinate the planning and execution of the General Officer Senior Commander Course with the DCS, G-9; HQDA principal officials; the CG, AMC; and the CG, IMCOM.

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m. Relationships and Authorities.

(1) AMC's command relationships and coordination authorities have changed based on its designation as the higher headquarters of IMCOM in AGO 2019–13. Accordingly, this directive supersedes Army Directive 2018-25, paragraph 4b, and AR 1–1, table 2–1, as follows:

The Installations Command co-chair of the Installation Program Executive Group (II PEG) is the Commanding General, U.S. Army Materiel Command.

The new roles require HQDA principal officials and the CG, AMC to coordinate on installation-related policies, programs, reporting, and messaging. This coordination may require changes in organization battle rhythms to ensure synchronization and collaboration at echelon.

(2) Unless restricted by law or regulation, all delegations of authority remain unchanged, subject to the discretion of the ASA (IE&E) and ASA (M&RA) within their functional areas.

(3) The DCS, G-9 remains the ARSTAF proponent for installations and will continue to advise and assist the ASA (IE&E) and ASA (M&RA). The DCS, G-9 provides policy supervision and implementation guidance for AMC, USAR, and other real property management and installation operational entities. The DCS, G-9 will work through AMC when requiring data, analysis, responses, or collaboration with AMC's major subordinate commands (such as IMCOM, the U.S. Army Sustainment Command, and the U.S. Army Contracting Command, or regional or installation activities). The DCS, G-9 will work through USAR and ARNG when requiring data analysis, responses, or collaboration with their respective entities and organizations (such as mission commands and State and territory military departments).

(4) The COE is the ARSTAF principal advisor for planning, management, and execution of engineering, construction, and real property for the Army and other defense activities.

n. Reporting and Communications.

(1) Unless direct reporting responsibility is delegated to lower echelons, all statutory, regulatory, and directed reporting requirements and procedures remain unchanged and require routing through the Secretariat before submission to congressional entities, the media, or the Office of the Secretary of Defense.

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(2) All staffs and commands will strive for effective communication at each echelon, up, down, and across echelons, respecting the organizational chains of command and streamlining responses for routine staff actions that require information from subject-matter experts at the lowest echelon. Stakeholders should make every effort to coordinate urgent requests for information that may result in direct response from lower echelons based on external factors (such as congressional inquiries, media inquiries, requests for information from Army senior leadership, commanders' critical incident reports, and crisis action responses). Lower-echelon responders will furnish copies to higher headquarters on quick-turn responses.

o. Process Delineations.

(1) Installation Forums. The DCS, G-9, in coordination with the CG, AMC, facilitates or administers HQDA-level boards, panels, process teams, forums, and councils on behalf of Army senior leadership that require synchronization of installation stakeholders.

(a) The DCS, G-9 will administer a combined II PEG decision-making forum for the PEG responsibilities (co-chaired by the ASA (IE&E) and CG, AMC) and Title 10 responsibilities (chaired by the ASA (IE&E) and ASA (M&RA)) assigned to the Secretariat on Army installation-wide matters. The forum enables all leaders to receive Armywide stakeholder data and information to help develop recommended courses of action for decision by Army senior leadership.

(b) Each year, the DCS, G-9 will facilitate no less than two stakeholder forums for the II PEG co-chairs for input into the PEG process by commanders of ACOMs and ASCCs, the CNGB, the CAR, and staff integrators. Stakeholder forums will address PEG requirements, funding, and priorities, but may also include updates on areas of interest to stakeholder organizations on policy or guidance areas under the purview of the ASA (IE&E), such as environmental issues, pilot initiatives for installation modernization, and energy and water resilience exercises.

(2) Staff actions regarding military installations. All HQDA staff tasking authorities remain unchanged. HQDA staff taskings, including for priority issues, will be coordinated through the appropriate ARSTAF proponent office for consolidation and validation. The ARSTAF will route appropriate tasks to the CG, AMC or the CNGB or CAR, as required, for timely response to HQDA tasks requiring command/component input or IMCOM reporting. Command/component-centric tasks will go directly to the CG, AMC; CNGB; or CAR for action, but HQDA principal officials and commanders at all echelons will remain in communication for synchronization and situational awareness. Tasks addressed to major subordinate commands or specific installations will be routed through the command headquarters.

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(3) Congressional actions regarding military installations. Members of Congress and defense committee inquiries will be routed to the appropriate Secretariat or ARSTAF proponent. Installation-specific congressional constituent inquiries will be routed directly to the CG, AMC; CNGB; or CAR, with copies furnished to the appropriate Secretariat and ARSTAF proponents.

(4) Public affairs actions regarding military installations. Secretariat, ARSTAF, and command public affairs points of contact will coordinate and synchronize responses to media inquiries, proposed public affairs guidance, roll-out plans, Bugle Notes, and other Armywide strategic messaging products related to installations. Commands will furnish copies to Secretariat and ARSTAF proponents on command-centric responses to media and strategic messaging products.

(5) Audit reporting actions. The U.S. Army Audit Agency (USAAA) assigns the primary and collateral ARSTAF organizations that will provide the official Army response to the Government Accountability Office (GAO), Department of Defense Inspector General (DoDIG), and USAAA audits, data calls, requests for information, recommendations, and reporting requirements for installation-related topics. The assigned primary responding organization will coordinate and synchronize all responses with Secretariat principal officials; the DCS, G-9; the CG, AMC; and other installation stakeholders to develop, integrate, approve, and submit the official Army response. The DCS, G-9 serves as the primary ARSTAF proponent to develop, coordinate, integrate, approve, and submit the official Army position for installation-related audits and recommendations conducted by USAAA. The responsible Secretariat principal official has primary responsibility for responding to DoDIG and GAO audits and reviews. Commanders and other stakeholders will provide input as needed.

4. Applicability. This directive applies to the Regular Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve.

5. Proponent. The ASA (IE&E) is the proponent for this policy. Within 2 years of the date of this directive, the ASA (FM&C) will incorporate relevant provisions of this directive into AR 1–1; the CIO will incorporate relevant provisions into AR 25–2; the DCS, G-3/5/7 will incorporate relevant provisions into AR 10–87; the DCS, G-9 will incorporate relevant provisions into AR 405–45; and the DCS, G-1 will incorporate relevant provisions into AR 600–20.

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6. Duration. This directive is rescinded on publication of the revised regulations.

Encls



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CF:

Director of Business Transformation  
Commander, Eighth Army

## REFERENCES

- a. Department of the Army General Orders 2020–01 (Assignment of Functions and Responsibilities Within Headquarters, Department of the Army), 6 March 2020
- b. AGO 2019–23 (Redesignation of the Assistant Chief of Staff for Installation Management as the Deputy Chief of Staff, G-9), 2 October 2019
- c. AGO 2019–13 (Reassignment of U.S. Army Installation Management Command as a Major Subordinate Command of U.S. Army Materiel Command), 15 February 2019
- d. Army Directive 2018-25 (Change of Program Objective Memorandum Program Evaluation Group Co-Chairs), 7 December 2018 (superseded, in part)
- e. Army Regulation (AR) 1–1, (Planning, Programming, Budgeting, and Execution), 23 May 2016
- f. Army Regulation (AR) 10–87, (Army Commands, Army Service Component Commands, Direct Reporting Units), 11 December 2017
- g. AR 405–45 (Real Property Inventory Management), 1 November 2004 (under revision)
- h. AR 600–20 (Army Command Policy), 6 November 2014

## DEFINITIONS

**Army (Military) Installations.** The real property of a base, camp, post, station, yard, center, or other activity under the jurisdiction of the Secretary of the Army, including any leased facility, or, in the case of an activity in a foreign country, under the operational control of the Secretary of the Army, without regard to the duration of operational control. Army installations may consist of one or more real property sites under the jurisdiction of the Army, or overseas, under the operational control of the Army. The term includes federally owned Army National Guard sites and facilities designated as depots, arsenals, ammunition plants, hospitals, terminals, and other special mission activities. It does not include any State-owned National Guard installation or facility. Such term does not include any facility used primarily for civil works, rivers and harbors projects, or flood control projects.

**Headquarters Installation Information System (HQIIS).** The Army's authoritative data source for real property information and functions as the consolidated repository of all Army real property and related data.

**Land Holding Command.** The accountable organization, as reflected in the HQIIS, represents the designated entity responsible for exercising real property accountability of assigned locations. Collectively, these designated real property accountable organizations are considered Land Holding Commands.

**Real Property.** Real property is land, together with the improvements, including buildings, structures, linear structures, and installed building equipment, to which the Army holds an estate on behalf of the United States. Relocatable buildings are accounted for as personal property when purchased as an equipment item, and as real property when procured using construction procedures.

**Real Property Accountable Organization.** The accountable organization, as reflected in the HQIIS and reported to the Department of Defense Real Property Asset Database, that is responsible for exercising real property accountability of assigned locations. Collectively, these designated real property accountable organizations are considered Land Holding Commands.

**Strategic Support Area.** The area of cross-combatant command coordination that includes the strategic sea and air lines of communication and the homeland. Requires the entirety of the installation enterprise to ensure strategic readiness of installations and platforms essential to Soldier and Family well-being and operational readiness in support of mobilization, deployment, and sustainment.