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Defense Primer: Military Installations Management

The Department of Defense (DOD) and the Military Departments (MILDEPs) maintain distinctive organizational structures (**Figure 1**), policies, and programs for managing their installations. Title 10 United States Code (U.S.C.) §2801 defines a *military installation* as “a base, camp, post, station, yard, center, or other activity under the jurisdiction of the Secretary of a [MILDEP] or, in the case of an activity in a foreign country, under the operational control of the Secretary of a [MILDEP] or the Secretary of Defense.” Title 16 U.S.C. §670 further defines the term with respect to conservation programs as “any land, or interest in land, owned by the United States and administered by the Secretary of Defense or the Secretary of a [MILDEP], except land under the jurisdiction of the Assistant Secretary of the Army having responsibility for civil works.” In general, these definitions include all types of real property—buildings, training ranges, and supporting infrastructure—that reside on a military installation.

Installations management includes overseeing, planning, programming, and implementing major activities at military installations, such as installation master planning; facility planning and design; military construction (MILCON); facilities sustainment, restoration, and modernization (FSRM); military housing; and the reutilization or disposal of real property. These activities can include several sub-activities such as maintaining real property inventories and performing condition assessments, reviewing real estate agreements, maintaining installation force protection, or contracting for utility services.

Examples of DOD programs that fall under the umbrella of military installations management include the

- Military Housing Privatization Initiative;
- Energy Resilience and Conservation Investment Program;
- Defense Environmental Restoration Program; and
- Child Development Programs.

Current defense-wide issuances that address real property and associated installation management activities include DOD Directive 4165.06 *Real Property* and the 4165 series of DOD Instructions. Additional installation management policies are set by each MILDEP, or the Office of the Secretary of Defense (OSD) for real property they manage.

OSD-Managed Installations

DOD manages its installations (those not under jurisdiction or operational control of a MILDEP) through the Office of the Assistant Secretary of Defense for Sustainment, or OASD(S). The Assistant Secretary of Defense for Sustainment has overall responsibility for DOD’s “planning, programs, and capacity to provide mission assurance through facilities investment, MILCON,

environmental restoration and compliance, installation and operational energy resilience, and occupational safety programs.” Within OASD(S), the Office of Facilities Management is the program manager and policy advocate for DOD-managed installations.

Installation support services for DOD-managed facilities are generally provided by an associated DOD component (i.e., a defense agency, field activity, or U.S. Special Operations Command). However, if the DOD facility resides on a MILDEP-owned installation, then the host military service may also provide certain upkeep services.

Army Installations

Within Headquarters, Department of the Army, the Office of the Assistant Secretary of the Army for Installations, Energy, and Environment, OASA (IE&E), “establishes policy, provides strategic direction, and supervises all matters pertaining to infrastructure, Army installations and contingency bases, energy, and environmental programs” for the Army. The Office of the Deputy Chief of Staff, G-9 (Installations), led by the Deputy Chief of Staff (DCS), G-9, serves as the link between the Army Secretariat and the Army’s Land Holding Commands (LHCs). The DCS, G-9 administers the Installation Program Evaluation Group, leads the Army’s Quality of Life effort, and synchronizes Army programs, processes, and regulatory guidance to ensure LHCs that retain the Army’s real property have the resources needed for infrastructure and installation services.

With the exception of Army National Guard facilities, which are typically managed by states, the Army manages installations through its Installation Management Command (IMCOM). IMCOM handles the day-to-day operations of Army installations, providing services such as fire safety, policing, housing, and child care. IMCOM also oversees the Army Safety program. The U.S. Army Corps of Engineers (USACE) supports Army installations, and, as applicable, other military services and DOD components’ installations, by providing technical expertise and capabilities. Individual installation management, planning, and leadership is provided by the local installation commander, known as a Garrison Commander in the Army.

Navy Installations

Within the Department of the Navy, the Office of the Assistant Secretary of the Navy for Energy, Installations and Environment, OASN (EI&E), is responsible for policy related to the Navy’s “energy security; acquisition and disposal of real property; construction and maintenance of installations; protecting the safety and occupational health of the military and civilian personnel; environmental protection, planning and restoration ashore and afloat; and conservation of natural and cultural resources.” The Deputy Chief of Naval Operations for Fleet Readiness and

Logistics (OPNAV N4) is responsible for the resourcing of shore installations to maintain Navy readiness.

The Commander, Navy Installations Command (CNIC) is responsible for worldwide Navy shore installation management, which includes operations, maintenance, housing and safety, and Quality of Life programs. The Naval Facilities Engineering Systems Command (NAVFAC) delivers engineering and acquisition support to installations, and is “the technical authority for all matters relating to facilities engineering policies and practices.” NAVFAC plans, builds, and maintains sustainable facilities, and delivers environmental, utilities, and other installation services to both the Navy and Marine Corps.

Marine Corps Installations

OASN (EI&E) is also responsible for Marine Corps installations. Within the Department of the Navy and Headquarters Marine Corps (HQMC), the Deputy Commandant for Installations and Logistics (DC I&L) is responsible for providing ready and resilient bases, leading modernization efforts, and developing infrastructure. The Marine Corps manages its installations through its Marine Corps Installations Command (MCICOM). MCICOM “exercises command and control of Marine Corps Installations via regional commanders in order to provide oversight, direction, and coordination of installation services.” Like CNIC, MCICOM works with NAVFAC to execute installation projects and services.

Air Force Installations

The Office of the Assistant Secretary of the Air Force for Installations, Environment, and Energy (SAF/IE) is responsible for “installations strategy and strategic basing processes; built and natural infrastructure; facility, process, and operational energy; environment, safety and occupational health; and [ensuring] the sustainability and operational readiness” of the Air Force. SAF/IE provides oversight for all plans, policies, and programs related to Air Force installations. The Air Staff of Headquarters Air Force

(HAF) sets policy, manages programs, and prepares budgets for installations, largely through HAF Logistics, Engineering, and Force Protection (HAF/A4).

The Air Force’s major commands (MAJCOMs) conduct day-to-day management of Air Force installations through their installation commanders (generally the Wing Commander at an air base). These commanders rely upon the Air Force Installation and Mission Support Center (AFIMSC), a subordinate unit to the Air Force Materiel Command (AFMC), to execute installation programs and projects. AFIMSC is a “single intermediate-level headquarters responsible for providing installation and mission support capabilities to Air Force installations, the MAJCOMs, and two direct reporting units.” AFIMSC houses the Air Force Civil Engineer Center (AFCEC), a unit that provides installation engineering services.

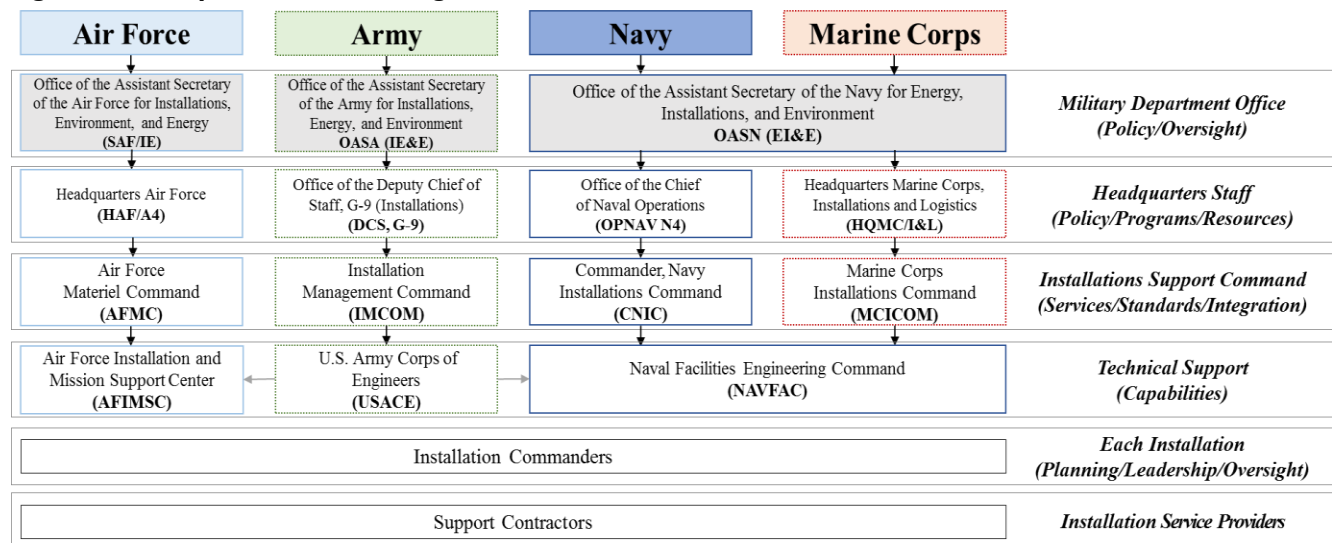
Types of Funding

Base budget funding for most installation personnel and infrastructure support services is contained within defense operations and maintenance (O&M) accounts. However, defense working capital funds can also be used to provide funding for utilities, maintenance and repair services, and other installation-related work performed (See CRS In Focus IF11233, *Defense Primer: Defense Working Capital Funds*, by G. James Herrera). MILCON funds are used at military installations typically for facility recapitalization through new construction.

Role of Congress

Installations management includes ensuring military facilities and training ranges, housing, and other supporting infrastructure are safe, environmentally responsible and resilient to manmade and natural threats, are cost-effective, yet still able to meet mission requirements. Congress appropriates funds and conducts oversight of installation management policies, programs, and associated activities to ensure the military and its support contractors carry them out in a responsible manner.

Figure 1. Military Installations Management Structures



Source: CRS Graphics.

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