



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY EUROPE  
UNIT 29351  
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AEOP

12 November 2015

MEMORANDUM FOR

HQ USAREUR Staff Principals  
Commanders, USAREUR Major Subordinate and Specialized Commands  
Director, IMCOM-Europe  
Commanders, United States Army Garrisons

SUBJECT: Terms of Reference for the Senior Responsible Officers of Army Communities in Europe

1. **References.** [Enclosure 1](#) lists references.

2. **Purpose.** This memorandum—

a. Provides Army in Europe commanders with the terms of reference (TOR) for officers I designate as the senior responsible officers (SROs) for U.S. Army and other tenant organizations on U.S. Army installations in Europe ([para 4](#)).

b. Prescribes responsibilities that garrison and tenant-unit commanders have in support of their regional SROs.

c. Delegates to the designated SROs the CG, USAREUR, duties and responsibilities of a senior commander (SC) listed in [paragraph 5b](#) for no longer than 1 year from the date of this memorandum ([encl 1, para 1d](#)). This delegation may be extended only if HQDA incorporates this delegation authority in a revision to AR 600-20. Delegated duties and responsibilities associated with the regional roles of General Court Martial Convening Authority (GCMCA) and general officer for force protection (GOFP) remain unchanged. The SRO may not further delegate SRO duties unless I approve the delegation in writing for a specified reason (for example, operational mission requirements, leave, temporary duty travel). The only SRO exempt from this requirement is the CG, United States Army Forces Africa/United States Army Southern European Task Force (USARAF/SETAF), who may further delegate SRO duties for the USAG Italy to the DCG, USARAF/SETAF.

3. **SRO.** The SRO for each designated geographical region is a general officer who will represent and help me execute my duties as the Army-designated SC in Europe for the purposes of implementing the policy in AR 600-20 as well as other Department of the Army and Army in Europe policy, operation orders, and fragmentary orders.

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a. My intent is for SROs to enforce Department of the Army and Army in Europe policy, establish policy when required, and coordinate common activities across their assigned region. SROs will use existing processes to carry out their duties, develop new ones when needed, and solve problems at their level.

b. This delegation—

(1) Codifies a formal relationship between the SRO and the garrison commanders (GCs) within each SRO region.

(3) Extends the support relationship in AR 600-20, paragraph 2-5b(4)(a), from the supported SC (that is, the CG USAREUR) to the region SRO. For the execution of SRO responsibilities, the SRO is the supported commander, and garrisons and tenant units are the supporting commands.

c. Although this policy empowers SROs to carry out specific tasks, the organic chain of command of the units and other organizations in the SRO's region remain responsible for their own training, readiness, and rating schemes.

**4. SRO Regions.** The following are the Army in Europe SROs and SRO regions:

a. The CG, 21st Theater Sustainment Command, is responsible for all sites associated with USAG Benelux and USAG Rheinland-Pfalz ([encl 1, para 2f](#)).

b. The DCG, USAREUR, is responsible for all sites associated with USAG Stuttgart and USAG Wiesbaden ([encl 1, para 2f](#)).

c. The CG, Seventh Army Joint Multinational Training Command, is responsible for all sites associated with USAG Ansbach and USAG Bavaria ([encl 1, para 2f](#)).

d. The CG, USARAF/SETAF, is responsible for all sites associated with USAG Italy ([encl 1, para 2f](#)).

**5. SRO Responsibilities.** SROs will provide oversight\* and supervision over select SC responsibilities within their SRO region and carry out the five tasks that provide unity of effort for community representation requirements, crisis action operations, and quality-of-life efforts for their SRO region ([b\(1\) thru \(5\)](#) below).

**\*NOTE:** The term “oversight” is defined as having the authority to supervise specified activities, to include establishing policy and correcting deficiencies to maintain standards, ensure activities are conducted safely, and accomplish my intent. Inherent

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in oversight authority is the implied responsibility of the overseen units to routinely report the status of activities to their respective SRO.

a. The five primary tasks ([b below](#)) for SROs are derived from three SC tasks (AR 600-20, paras 2-5b(4)(a)3, 7, and 17) and an additional responsibility for community health promotion and safety.

b. As my representatives, the SROs execute my responsibilities as the Army-designated SC for overseeing units that reside in the USAREUR area of responsibility, regardless of the unit's chain of command. The SROs do this by carrying out the following five tasks, which are explained in [enclosure 2](#):

- (1) Establish installation priorities among all residents and supported units.
- (2) Direct synchronization and integration of army priorities on installations.
- (3) Serve as the senior Army representative to the surrounding community.
- (4) Oversee community health promotion, risk reduction, and suicide prevention.
- (5) Supervise safety operations.

## 6. GCs.

a. In accordance with the IMCOM Campaign Plan, GCs will continue to manage activities associated with the delivery of installation services to all units, Service-members, Civilians, and Families who reside on their garrisons.

b. The Director, IMCOM-Europe, will continue to rate the GCs, and I will continue to be their senior rater. SROs will provide semiannual letters of input to the Director, IMCOM-Europe, to provide their assessment of GC performance and potential.

c. GCs will provide direct support to the designated SRO on all matters associated with my responsibilities as the SC, particularly matters related to the five SRO tasks in [enclosure 2](#), but will continue to report directly to the Director, IMCOM-Europe, on all issues concerning the delivery of service.

**7. Tenant Units and Support Agencies.** Unit commanders and heads of support agencies within each SRO region will respond to and comply with the requirements of their designated SRO for all matters associated with my responsibilities as the SC, particularly matters related to the five SRO tasks in [enclosure 2](#).

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**8. Governance Council.** USAREUR will establish a Governance Council to adjudicate and manage issues associated with the SRO task in [paragraph 5b\(2\)](#). The Governance Council is responsible for conducting Project Prioritization General Officer Steering Committee (GOSC) meetings to consolidate, adjudicate, and prioritize military construction; sustainment, restoration, and modernization; and payment-in-kind funded projects; and other housing and training projects proposed by the garrisons. [Enclosure 3](#) provides details about the responsibilities and procedures of the Governance Council.

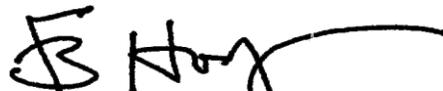
**9. Managing This Policy.** The policy and the delegations in this memorandum remain in effect until modified, canceled, or withdrawn. The POC ([para 10](#)) will review this policy after it has been in effect for 1 year to determine if it needs to be revised. The policy will then be incorporated into a permanent AE publication.

**10. POC.** The POC is the Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, military 314-537-3002.

*Army Strong! Strong Europe!*

3 Encls

1. [References](#)
2. [Senior Responsible Officer Tasks](#)
3. [USAREUR Governance Council](#)



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Dir, DLA-E/A (Defense Logistics Agency Europe and Africa)

## References

### 1. Army References.

- a. AR 600-20, Army Command Policy.
- b. AR 600-63, Army Health Promotion.
- c. Memorandum, HQDA, DAIM-ZA, 28 August 2014, subject: Army Facility Investment Strategy (FIS): Annual [2014] Guidance Update (and specifically, encl 1– FIS Annual Guidance Update).\*
- d. Memorandum, HQDA, DACS, 19 October 2015, subject: Request for Delegation of Specified Senior Commander (Sr Cdr) Responsibilities (contents FOUO).\*

**\*NOTE:** Reference 1c and d are available at: <https://intranet.eur.army.mil/hq/g3spp/Senior%20Responsible%20Officers%20SRO%20Governance/Forms/AllItems.aspx>).

### 2. Army in Europe References.

- a. [AE Regulation 10-3](#), Taskings.
- b. [AE Regulation 385-10](#), Safety Program Management.
- c. [AE Regulation 550-140](#), Conduct of Government Liaison Activities in German States.
- d. USAREUR Message 1504015, Date-time-group 081818Z APR 15, subject: MOD 1 to USAREUR OPORD 0012-15 (Ready and Resilient).
- e. Memorandum, USAREUR, AEOP-FMD, 28 April 2015, subject: Request for Authority to Delegate Senior Commander Responsibilities to Subordinate or Supporting General Officers.
- f. PowerPoint slide (pdf), IMCOM-Europe, IMEU-GGS, 3 March 2015, subject: IMCOM-Europe Installation and Site List (contents are FOUO) [current file name: *IMCOM Installations Map 5 Mar 15 V2.pdf*].\*\*

**\*\*NOTE:** Reference 2f is available at: <https://intranet.eur.army.mil/hq/g3spp/Senior%20Responsible%20Officers%20SRO%20Governance/Forms/AllItems.aspx>).

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## Senior Responsible Officer Tasks

**1. General.** As the HQDA designee and commander of the Army service component command of USEUCOM, the CG, USAREUR, is the Army senior commander responsible for all Army units that reside in Europe. To oversee these units, the CG, USAREUR, relies on senior responsible officers (SROs) ([basic memo, para 4](#)) to oversee these units and to help execute the CG's responsibilities, regardless of the unit's chain of command.

**2. SRO Responsibilities.** SROs are specifically responsible for the following five tasks:

**a. Establish Installation Priorities Among All Residents and Supported Units.**

The SRO is responsible for providing oversight to ensure good order and discipline of all assigned forces on installations and for enforcing policy within the SRO's specified region ([basic memo, paras 4a thru d](#)) for activities common to all units that reside in the region. To execute these responsibilities and according to AR 600-20, paragraph 2-5b(4)(b)2, the SRO may leverage garrison commander (GC) tasking authority ([AE Reg 10-3, para 7f](#)) by directing garrisons to task tenant units in the SRO's region.

**b. Direct Synchronization and Integration of Army Priorities on Installations.**

SROs are responsible for synchronizing the prioritization of projects within their regions.

(1) SRO responsibilities include general officer (GO) oversight of the garrison-level installation planning board and real property planning board. The SRO exercises the oversight by concurring or nonconcurring with the garrison's submission of proposed military construction; sustainment, restoration, and modernization; and payment-in-kind funded projects; as well as other housing and training projects.

(a) GCs will submit their SRO-reviewed priority lists for their garrison to IMCOM-Europe for review.

(b) USAREUR Project Prioritization General Officer Steering Committee sessions will adjudicate the priority lists and provide a recommended final list for USAREUR DCG approval and submission to HQDA in accordance with the reference in [enclosure 1, paragraph 1c](#).

(c) SROs will coordinate with the GCs to develop local procedures for developing these priority lists.

(2) SROs will also review and provide recommendations for community master plans as required.

**c. Serve as Senior Army Representative for the Surrounding Community.**

SROs are the CG, USAREUR's, primary representative to the host nation (HN) community surrounding the SRO's region. This responsibility requires the SRO to serve as the lead in communicating with HN leaders in the surrounding community.

(1) For the CG, USARAF/SETAF, this may include serving as the senior Army representative to the Joint Military Commission (JMC) in Italy. The current USAREUR representative to the JMC is the DCG, USAREUR, or a representative designated by the DCG, USAREUR.

(2) United States foreign liaison officers (USFLOs) assigned to USAREUR will provide direct support to the respective SRO for coordinating activities with HN representatives at the German State and Federal levels.

(3) In coordination with USFLOs and GCs, SROs will develop community relations plans that enable units to participate in developing positive relationships with the HN government and local communities in their assigned areas.

**d. Oversee Community Health Promotion, Risk Reduction, and Suicide Prevention.** SROs will routinely chair community health promotion councils (CHPCs), lead the health promotion council process, and be active participants in processes developed by local CHPCs. Their primary emphasis being on readiness, CHPCs include participants of the United States Army Europe Regional Health Command, law-enforcement agencies, and community-support activities.

(1) All organizations in the SRO's region will use the CHPCs to identify individuals who are "at risk" and ensure that those individuals and their unit commanders receive the necessary support.

(2) For this task, the GC will perform duties as the deputy to the SRO.

(3) In support of this task and AR 600-63 ([encl 1, para 1b](#)) requirements, SROs will oversee execution of health-promotion stand-down activities within their region.

**e. Supervise Safety Operations.** The SRO is the senior safety officer in the SRO's region. To execute this task, each SRO will—

(1) Get to know the safety issues that are associated with their communities, regardless of whether the issue applies to activities of a tenant unit or the garrison.

(2) Participate in USAREUR Safety and Occupational Health Advisory Council meetings as the representative of the SRO's region.

## **USAREUR Governance Council**

**1. General.** USAREUR will establish a Governance Council ([basic memo, para 8](#)) to adjudicate and manage issues associated with the senior responsible officer (SRO) task in [paragraph 5b\(2\) of the basic memorandum](#). The Governance Council is responsible for conducting Project Prioritization General Officer Steering Committee (GOSC) meetings to consolidate, adjudicate, and prioritize military construction; sustainment, restoration, and modernization; and payment-in-kind funded projects; and other housing and training projects proposed by the garrisons.

### **2. Responsibilities for Governance Council Operations.**

a. The Strategy, Plans, and Policy Division (SPP), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR (USAREUR G3 SPP), is the office of primary responsibility for coordinating all aspects USAREUR Governance Council operations.

(1) The USAREUR G3 SPP will schedule, coordinate, and provide support for three associated Project Prioritization GOSC meetings each year.

(2) The USAREUR G3 SPP will also schedule, coordinate, and support any other meetings of the USAREUR Governance Council (councils-of-colonels meetings or action-officer meetings) that may be necessary to prepare for the three annual GOSC meetings and will provide a chairperson for action-officer meetings.

b. The DCG, USAREUR, and the Director, IMCOM-Europe, will co-chair the Project Prioritization GOSC.

c. The CoS, HQ USAREUR, will chair Governance Council councils-of-colonels meetings.

d. The GOSC members are the SROs, the garrison commanders (GCs), HQ USAREUR staff principals, and representatives of the Army and Air Force Exchange Service, the Defense Commissary Agency, and Department of Defense Dependents Schools. GOSC members will be invited to send representatives to subordinate-level Governance Council meetings, as required, to prepare for upcoming GOSCs.

### **3. Governance Council Procedures.**

a. Project Prioritization GOSC meetings will normally convene in March, July, and October.

(1) The March session will review current-year execution and identify projects for possible end-of-year execution if funding becomes available.

(2) The July and October sessions will primarily adjudicate and consolidate garrison priority lists (that is, 1-N priority lists) into a single USAREUR prioritized list before the USAREUR list is sent to the Assistant Chief of Staff for Installation Management, HQDA, in October or when otherwise directed by HQDA.

b. IMCOM-Europe, the SROs, and GCs will establish internal “battle rhythms” for regional installation planning boards and real property planning boards to ensure timely production and submission of their 1-N priority lists before the applicable GOSC meeting.