

## **QUESTIONS AND ANSWERS:**

- 1. What is the name of the centralized installation management initiative?**

*Transformation of Installation Management (TIM).*

- 2. Didn't this initiative used to be called CIM - Centralized Installation Management? Why the name change?**

*The change to "TIM" recognizes that the management of installations is a critical part of the Army transformation vision. Transforming installation management is an integral part of Army transformation.*

- 3. How does TIM enhance Army transformation?**

*TIM is another facet of the Army's move to streamline its operations to become more efficient and responsive in meeting a wide range of missions. It will achieve this by creating the structure to focus on requirements and assets specifically aimed at supporting mission accomplishment. By doing business smarter, it also furthers the Army's long-standing programs to enhance the Well-Being of soldiers and their families. It enables the development of multi-function installation management to support evolving structure and needs. It also provides maximum management flexibility through a geographic focus, instead of the current functional focus.*

- 4. Where does TIM fit into Army transformation?**

*TIM enables and supports mission commanders by improving the delivery of support services to them and by freeing them from day-to-day installation management.*

- 5. When will transformation take place?**

*The first phase of Transformation of Installation Management will be completed by October 1, 2002. Transformation of Installation Management will be completed by October 1, 2004.*

- 6. Why October 2002? Why is this being rushed?**

*The planning for TIM began more than a year ago. It is not a new topic. Establishment of the Oct. 1<sup>st</sup> milestone is just part of the planning to ensure continued momentum in making this important structural change to the Army as an institution.*

- 7. How will this centralized management system be structured?**

*The U.S. Army Installation Management Agency (IMA) will direct overall Army installation management operations. Regional offices will manage execution functions for all Army installations and garrisons within a geographical area. Three of the regions will be OCONUS, in Europe, Korea and the Pacific. The four proposed regions for CONUS align with current federal regions (federal emergency management agency, environmental protection agency and U.S. Army reserve regional support commands). These regions are balanced by total number of installations (20-26 each) and number of active component installations (16-20 each). (Each region will have a regional director located within the region.)*

**8. What are the regions going to do for us? What are their functions? Has regionalized installation management ever been tried in the past?**

*Centralizing installation management into regions will provide for a more streamlined funding flow. By centrally managing installation functions, the Army can better standardize the level and quality of services that soldiers can expect as they move between installations. In addition, any savings generated from management efficiencies can be used to provide increased buying power for installation purposes.*

*We are managing installations this way in Europe right now through a system of base support battalions and area support groups. The intent was to free the warfighter from day-to-day installation management responsibilities so that he/she can fully focus on the combat mission. This management system proved its worth during military operations in Bosnia. Our regional model is patterned on this success story.*

**9. If it's already like this in Europe, will anything change with the establishment of the headquarters in Heidelberg?**

*Currently the U.S. Army, Europe headquarters is directly involved in installation management, though its subordinate tactical units were relieved of those responsibilities in the early 90s with the creation of their area support group and base support battalion structure. TIM will now place the responsibility for senior level oversight with the regional headquarters. Positions now at the USAREUR headquarters that deal with installation management will be transferred to the regional headquarters. As at the other locations, the staffing and work of the regional headquarters there will continue to be reviewed and refined in the next few years to streamline operations.*

**10. Are there going to be regional or installation priorities?**

*There will be priorities at all levels. However, the purpose of TIM is to achieve standard levels of service at all installations.*

**11. Draft plans showed six CONUS regions - why the change? Who decided how the regions would be divided? Why?**

*Four CONUS regions are more economical and more streamlined. The four CONUS regions align with current federal regions, which are used by the federal emergency management agency, the environmental protection agency and U.S. Army regional support commands. These regions are balanced by total number of installations and by number of active component installations. Each region will have a regional director, whose headquarters will be located within that region. Three regions will be located OCONUS: in Europe, Korea, and the Pacific. The regional headquarters will be based at:*

- 1.Northeast: Fort Monroe, Virginia*
- 2.Southeast:Fort Mcpherson, Georgia*
- 3.Northwest: Rock Island Arsenal, Illinois*
- 4.Southwest: Fort Sam Houston, Texas*
- 5.Europe: Heidelberg, Germany*
- 6.Pacific: Fort Shafter, Hawaii*
- 7.Korea: Yongsan, South Korea*

*(open map of regions)*



Region Map  
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**12. After many years of working toward improved installation management, why do we still have to go through further reorganization?**

*Establishing a corporate structure is the only way to ensure the desired consistency and equity in the delivery of installation management services. The corporate structure insulates installation management and mission funding from each other and provides increased predictability for both.*

**13. How will Reserve and National Guard sites be affected?**

*Management of the Army Reserve's Installations and reserve centers will be integrated into the transformed installation management structure over time. Reserve installations will be managed as a separate function. Although the elements of the Army National Guard staff will be integrated with the IMA at HQDA, Army National Guard sites are not included in the transformed installation management. This is due, in part, to the unique funding associated with the National Guard in each state and the guard's management of both state and federal facilities.*

**14. What overall impact on Army resources do you expect TIM to have?**

*The purpose of the Transformation of Installation Management (TIM) is to improve installation services, support and management by creating a corporate structure, the Installation Management Agency (IMA). The IMA focuses on installation management and relieves mission commanders from the day-to-day operation of Army installations.*

*While it is premature to quantify specific savings, the Transformation of Installation Management will achieve efficiencies inherent in centralization and standardization. There will be a reduction in management layers, and there will be fewer installation management headquarters than the 14 land-holding MACOMs engaged today. Creating a structure that ensures funds are allocated and expended as originally programmed will provide for efficient execution. And finally, this new structure will enhance the effectiveness of the Army because it is designed to support mission accomplishment.*

*An important outcome of the Transformation of Installation Management is the provision of consistent and equitable services and support from installation to installation, and amongst the*

*various units and activities on an installation. This consistency is the result of a single IMA structure establishing and enforcing installation standards Army-wide. The current deteriorating state of installation services across the Army, when sorted out and standardized, will provide savings but will require an initial implementation period of several years.*

*The establishment and centralization of installation management acquisition will aid the process of standardization while at the same time provide for savings by leveraging the Army's buying power with large quantity equipment and service purchases. This advantage is enhanced by the geographical alignment of the IMA structure. As an example, within the state of Texas, installations are currently managed by four separate major commands. Under the new IMA structure, a single regional office will be able to negotiate state-wide contracts within the state of Texas and across the entire Southwest.*

**15. Is TIM the first step toward eliminating MACOMs?**

*No. MACOMs are essential to conduct the Army's business of training, equipping and preparing soldiers for warfighting missions. By removing the burden of day-to-day installation management from mission commanders, TIM will further focus them on their readiness mission. It was never intended to be the opening step in eliminating MACOMs.*

**16. Do you really expect regional directors to visit all installations?**

*Yes, just as MACOM commanders and staff now visit all the installations in their commands, regional directors and staff will visit all installations in their regions. Additionally, we expect routine visits by MACOM staff.*

**17. Several Generals have said, "I don't care what TIM says on paper-I'm still in charge of the garrison." Realistically-who will say otherwise?**

*The current Commanding Generals will still be the senior rater for the garrisons commanders. This will provide an integral link to the mission. While funds, standards and programs will come to the garrisons through the IMA structure, Mission Commanders will still provide oversight to assure the mission is supported and people are taken care of.*

**18. When will the MACOMs receive the HR plan?**

*The plan is currently under development. That plan should be distributed in early June.*

**19. Is there a move to take the garrison CPAC and put it into a personnel stovepipe?**

*The DA G-1 plan proposes a centralized organization. There has been no final decision on this proposal. A decision is expected shortly.*

**20. Will there be job losses at the installation? If so, how soon?**

*The Transformation of Installation Management should not result in job losses at the installation level at this time.*

**21. I hear the words "minimize personnel turbulence" used in conjunction with TIM. Are the decision makers really looking out for the workforce?**

*Yes. The stability of the workforce is a top priority of the TIM implementation Task Force and the leadership. In transforming, the decision to capitalize the work force in place ensures minimal impact on employees. This will also give management ample time over the next two years to ensure needed skills are in the right location. Any initial geographical moves will most likely be voluntary.*

**22. How will workforce capitalization work? Will region/IMA/FOA positions be competed for so everyone has a chance at the jobs?**

*On 1 Oct 02, the above installation level work force transferred to the IMA regions will stay where they are or move to a nearby location. Volunteers will be sought to move to regional headquarters locations. Then vacancies will be recruited. As a new organization and function, the IMA headquarters will be staffed through recruitment.*

**23. Will the Transformation of Installation Management force me to transfer to a different installation or lose my job?**

*One of the tenets of the TIM plan is to minimize work force turbulence. We expect little, if any, changes in manpower at the installation level. We plan to transfer employees at their current geographical location and in their current job and grade.*

*Provisional regional installation management directorates will be created from MACOM staffs who are currently engaged in installation management functions. Staffs will be organized during this fiscal year (FY02). That may provide opportunities for installation management employees to volunteer to move to another location where there are staffing shortages. For FY 03, we envision a "virtual" management structure (where the organization can operate with employees working from various locations) at the headquarters and region levels. This will be created by realigning expertise currently in place.*

*Because this is a totally new organization, the Installation Management Agency Headquarters will be recruiting Army-wide. This will not involve a transfer of function since installations have never been managed before from a central agency.*

*As the manning of the regional headquarters is refined, every effort will be made to match personnel with employment opportunities in other regions to further minimize any impact on current employees. All moves will be made based both on employee qualifications and mobility.*

**24. What differences will surrounding communities notice as a result of centralized installation management?**

*The change should be transparent to the surrounding communities. They will work with the same people on the installation that they always have interacted with in the past.*

**25. How do you propose to manage installations if the major commands no longer have direct oversight?**

*The Installation Management Agency (IMA) will assume many of the “housekeeping” functions of the MACOMs. The IMA structure will provide policy, direction, and resources matched against approved standards sufficient for installation managers to deliver consistent and predictable services to all customers. An implementation plan will outline responsibilities, chain of command authorities and customer relation procedures prior to implementation. This will include procedures for Major Commands to express command unique requirements.*

**26. What methodology did you use in determining what resources would be transferred from the MACOM organizations performing installation management functions above the installation level?**

*First, we sent a memo to MACOMs asking them to do this. However, time did not permit the normal evaluation, submission, review, and negotiation process necessary to ensure consistency. So we reviewed the latest approved authorization documents of MACOMs, command field operating agencies, and major subordinate commands performing installation management functions. Second, we identified those positions clearly performing installation management functions based on the organizational titles of directorate, division, branch and office paragraphs within the manning documents and individual job titles. In the MACOM functions where the amount of workload/work years related to installation management was indiscernible--we took a portion of the spaces based on the ratio of BASOPs funds to OMA funds spent by the MACOM.*

**27. Were there any exceptions to the use of the BASOPs/OMA ratio to identify the number of installation management positions on the MACOM staffs?**

*Yes, in order to take a conservative approach to moving MACOM staff spaces we applied a ratio of OMA BASOPs to MACOM total obligation authority (TOA) for Military District of Washington (MDW), Army Materiel Command (AMC), and Army Test & Evaluation Command (ATEC). This was because the other ratio produced an ordinally high number of spaces to move.*

**28. Are all Army elements/commands included in TIM?**

*Yes. Some installations, such as those funded by Working Capital Funds and the Defense Health Program, will not be immediately moved under the command and control of the Installation Management Agency because of differences in funding and the nature of their mission. They will, however, get their management direction and standards from the TIM structure.*

**29. What methodology did you use in determining what resources would be transferred from the installations and garrisons to the new Installation Management Agency (IMA)?**

*We transferred all resources, both manpower and dollars, that resided in the installations PEG with base support Special Activity Groups (SAG) and MEPS at the time of the FY 03 president's budget submission for OMA, OMAR and AFHO.*

**30. Did you transfer any resources other than those connected with the Transformation of Installation Management (TIM) initiative?**

*Yes, part of the SecArmy initiatives were the centralization of both contracting and information technology (IT). At their request, we also transferred the installation level resources supporting those functions. The Headquarters Installation Management Agency (HQ IMA) will act as a banker for these resources, until the new contracting and its organizations are stood up and prepared to receive these funds. At that time, the fund control for the installation contracting and its resources will be transferred. No resources at echelons above installation level were transferred to TIM for these two functions.*

**31. Will MACOMs have an opportunity to regain resources that may have been transferred erroneously, for whatever the reason?**

*Yes, during the FY 04-09 POM build, a reclama/compare process has been used to resolve any differences concerning the resources transferred under TIM.*

**32. What is the effect on Army Management Headquarters Activities (AMHA)?**

*The majority of the spaces realigned from the MACOMs to staff the regions and IMA Headquarters will be AMHA spaces. Final decisions on the structure and staffing of the new organization are not yet complete, therefore the impact on AMHA is not yet certain.*

**33. What impact will this have on the A-76, commercial activities decision authority?**

*The reorganization will require us to realign the A-76 decision authority. We intend to develop a concept that speeds up the process and brings resolution to employee concerns more quickly.*

**What impact does this have on ongoing A-76 studies?**

*A-76 studies are conducted at the installation level, therefore we expect all current studies to proceed as scheduled.*

**34. How will this reorganization affect ongoing environmental cleanup and other environmental programs at installations?**

*All current environmental efforts should continue as planned. We do not anticipate any delays in ongoing environmental projects as a result of this reorganization. If anything, due to the direct manner in which installations will receive funding and due to the ability of installations within the same region to work consistently in partnership with regulators in that region, we eventually expect to see a more efficient, expedient means of handling environmental issues at installations.*

**35. What are the mechanisms for identifying installation support requirements and issues to HQDA?**

*Installations will identify their requirements/support issues to their regional office. The regional office will review those requirements/issues, combine them with other similar issues for that region and forward them to the IMA Headquarters where they will ensure that these requirements/issues are reviewed, validated and addressed in the appropriate funding cycle.*

**36. How will the TIM initiative affect Army Working Capital Fund (AWCF) installations?**

*Due to the complex funding process and in most cases, small installation level staff AMC will retain command and control of AWCF installations. However, guidance, standards and reporting of installation management processes will use the IMA structure. This will be examined in detail in FY03 to determine the best end-state arrangement.*

**37. Will there be different work measures or metrics for installations based upon their differing command and/or appropriation missions?**

*Since one of the primary goals of TIM is to provide a consistent, standard level and quality of soldier support across all Army installations, the metrics will naturally have to be outcome-oriented. Differences in geographical locations, environmental issues, mission requirements and OCONUS cultural and political considerations can reasonably be expected to place differing operational requirements upon installations to meet the same outcome. The IMA headquarters will work with HQDA functional proponents and with regional directors to create output-oriented standards for diverse installations and balance the funding across those standards to ensure consistency Army-wide.*

- 38. The Secretary of Army spoke of a new accounting system using information technology. Will this be a new government-specific system (like CPOC's "modern") or will it be a windows-based, customer-friendly system?**

*Phase I of TIM will be supported by existing Army accounting legacy systems (STANFINS, SOMARDS, CFFMS, SABRS, SIFS). When new accounting systems near fielding readiness, advance information will undoubtedly be disseminated via DFAS and Army financial information channels.*

- 39. Who will provide guidance for those installations, which have not been included in phase I of TIM?**

*All installations are included in TIM 1 October 2002. Command and control for some installations will remain with the MACOM. The USAIMA will provide guidance on installation management issues. MACOMs will provide guidance on the command and control issues.*

- 40. What mechanism/methodology will be used to calculate dollars for approved manpower being returned to the MACOM?**

*Pay dollars were returned at the PB03 rate - the same rate used during the initial transfers. If an entire program is being returned, all non-pay dollars for that program were returned. Otherwise non-pay dollars were returned one percentage basis tied to the amount of manpower returned.*

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- 42. Will BASOPs funding targeted toward MEDCOM for medical facility support remain with MEDCOM or will it transition to TIM?**

*In FY95, RPM/SRM funding for medical facilities on installations transferred to the Defense Health Program that will continue to be managed by MEDCOM.*

- 43. Do range and airfield operations fall under TIM or the mission commander?**

*These functions will fall under the Installation Management Agency (IMA).*

**44. What basis will be used to determine the funding level (%) for BASOPs?**

*The percentage level of funding is determined by two main variables: 1) the dollar level of validated BASOPs requirements and 2) the amount of total Army funding prioritized against BASOPs programs.*

**45. One of the slides at the initial session of the Army Garrison Commander's Conference listed an issue titled "Restructuring NAF Financial Management & Accounting System." Is an Army One fund being considered?**

*The MWR BOD reviewed several options for NAF financial management under TIM. One option was a single Army garrison fund. That may be the answer at end-state, but the preferred option at this time is to establish separate region funds at each region.*

**46. Who will arbitrate conflicting points of view in FY03 if MACOMs are to receive BASOP funding?**

*Although TIM funding will flow to the MACOMs in FY03 for financial administration and fund control, the IMA resources will be provided on FADs completely separate from the MACOMs' mission funds. The IMA FADs will be tagged as IMA command (not the MACOM command). Base support and Army Family Housing Operations Resources will be fenced, with the regional directors providing the installation funding allocation and distribution guidance.*

**47. Will the regional directors require roll up of services for buying power?**

*Operational decisions impacting garrisons/installations within a region will be made using better business practices (e.g. "city management") where feasible. Regional management personnel will review installation operations under their purview to identify where management efficiencies can be applied consistent. They will focus on management's mission to provide consistent, high-quality support to soldiers and their families. Therefore "roll up" purchasing decisions should be viewed on an issue-by-issue basis instead of on a mandated operational process.*

**48. After TIM implementation, am I still the installation commander? And if so, what's changed for me?**

*Yes, installation commanders remain responsible for taking care of soldiers and their families. As the senior mission commander, they are responsible for setting and maintaining unit policies and prioritizing mission related MILCON. Installation commanders remain the senior installation representative to elected officials, the public and other stakeholders. Installation commanders are responsible for performing UCMJ/ GC, and finally, they are still responsible for protecting the force.*

*TIM will enable installation commanders to focus on core Army missions while the garrison commander provides all services that are common to residents of the installation. They will be responsible for senior rating the garrison commander and for participating in installations master planning (short-term and long-term priorities, major and minor construction (APF/NAF), and privatization initiatives).*

**49. Will civilians who are employed on installations lose jobs?**

*No. At the installation level the change should be virtually transparent to most of the community. Even at the MACOM level, we've chosen to capitalize-in-place the work force. That is, for the first two years, we're committed to minimize personnel turbulence and ensure every worker currently engaged in installation management has a job.*

**50. If there is disagreement in guidance between the installation commander and the garrison commander or regional director, how will that get sorted out?**

*The regional team at HQ IMA will arbitrate the disagreement and resolve guidance issues. The garrison commander has a tough job. His rater and his senior rater will not be in the same chain of command. But as an O5 or an O6 commander, that's part of the job. From the region, he will be receiving guidance on Army-wide service standards. If that conflicts with the desires of the installation commander, the obvious first step is a dialog with the regional director. If that doesn't resolve the issue, it gets elevated to the headquarters of the Installation Management Agency (IMA). But understand, your senior MACOM commanders will be part of the installations Board of Directors. The BOD will be setting or approving the general Army-wide guidance that our regions and garrisons will be implementing.*

**51. Who will advise/provide guidance/support channels for those installations that are not part of TIM (AWCF) for BASOPs functions (DPW/ log etc...) MCA projects up through regions/ command channels?**

*All installation management functions at all installations will be assumed by TIM. No installations are exempt from TIM; therefore, advice, guidance and support for these functions will come from the proponent through the HQ IMA to the regions and installations.*

**52. Will TRADOC retain the installation doctrine mission? If not who?**

*Actual writing of the doctrine will be discussed further. But as TRADOC is responsible for management of overall doctrine in the Army, they will be involved.*

**53. MG Van Antwerp said minimal moves at the garrisons. Someone needs to tell installation commanders, senior mission commanders and their staffs to stop what they**

**are doing because moves reallocation of space and “lining up ducks” is occurring now in a “pre-decisional” mode. Who is going to stop this and pull things back?**

*The premise, from the beginning, is that the impact at the garrison level would be relatively transparent. Those installation services provided before 1 October 2002 continue. As a result of the space and resource moves to implement TIM all of those manpower spaces belong to the IMA regardless of any local reallocations. Additionally those positions now belong to the IMA regardless of current or interim organization. Any changes to TDA documents must be approved by the DA G-3 who scrutinizes them carefully for TIM implications and consults with ACSIM.*

**54. How does contracting relate to TIM? (funding and operational control?)**

*Contracting is one of three Army-wide functions being centralized, along with installation management and network management. All contracting, both mission and installation support, is being centralized for the following activities: FORSCOM, TRADOC, and the Military District of Washington. Installation contracting to support the U.S. military academy is also being studied for inclusion. The Army contracting agency will also perform installation contracting for designated AMC and MEDCOM installations. Contracting personnel in organizations being aligned with the Army contracting agency will be centralized on the Army contracting agency TDAs. At the installation level, the staff of the installation contracting office, commonly known as the DOC, will provide matrix support to the garrison commander, who will be in the rating chain of the DOC, to support installation management mission (in the same manner that PM/PEO support is currently provided by AMC acquisition centers. Attached are nominal organizational charts and a map of geographic locations.*

**55. I have heard there is a FAR change which requires firm, fixed price contracts for all BASOPs contracts. Do you understand that this will significantly increase administrative burden or decrease flexibility in BASOPs contracting?**

*FAR part 37 - service contracting, requires the use of performance-based contracting to the maximum extent practicable (37.102(a)(1)), and identifies an order of precedence for contracts starting with firm-fixed price performance based contracts (37.102(a)(2)). 37.101(3) defines a service contract to include base services. This was introduced in FAC 97-25 on May 2, 2001 in the interim rule for FAR case 2000-307, preference for performance-based contracting. The interim rule is being converted to a final rule by FAC 2001-07 dated April 30, 2002 with no changes in FAR part 37. Part 7.105(b)(4) will be amended, however, to require the provision of a rationale in the acquisition plan if other than a performance based, firm fixed price basis.*

*Theoretically, firm fixed price contracts require less administration and less involvement and management by both DFAS and DCAA than cost reimbursable contracts. However, for that to be fully realized, the government must have an adequate statement of work (SOW), and be willing to live within the parameters of performance the SOW produces. Writing such a SOW*

*does, however, increase the level of effort to ensure the SOW is adequate. The true impact is increased work and collaboration before award to ensure the SOW is sufficient and adequate to support a FFP bid from industry.*

**56. With centralization of contracting, will we retain a dedicated KO at installation level to support responsiveness of the BASOPs contract?**

*Yes. The local installation contracting offices will retain sufficient personnel to perform the required pre-award and enhanced post-award contract administration. This will include dedicated contracting officer support where they currently exist.*

**57. Will family housing be affected by TIM?**

*There will be little change in family housing management.*

**58. I understand the ACSIM position will not be upgraded to a 3-star. This is the wrong signal to send to the field like the Army leadership is not really supporting TIM.**

*The Army is limited by both law and custom in the number and grade of general officers. Executive branch and congressional oversight is especially tight at the more senior grades. This is in essence a zero-sum process. All general officer positions are reviewed and must be justified annually. This review and justification are done at the most senior levels of Army leadership. Previous suggestions to "up-grade" the ACSIM to 3-star rank have foundered on the fact that there has been no 3-star position to offer up in trade, though such an upgrade has been a long-term goal of the ARSTAF and secretariat. While this may change as the Army transition process matures and the responsibilities of the ACSIM become more apparent, for the immediate future, the ACSIM will remain a 2-star position.*

**59. Are there any checks and balances by DA to verify that MACOMs are not hiding civilian or military positions or moving them from the TDA before TIM goes into effect?**

*The Installation Management Agency (IMA) will become the largest Field Operating Activity (FOA) in the Army. Nearly 75,000 personnel, military and civilian, appropriated and non-appropriated, from headquarters to garrison, will comprise this new organization. The 1 October 2002 stand-up of the IMA will entail the largest personnel change within the Army in at least a generation. Because of the size of the change, and the relatively short time in which to achieve it, some very general assumptions and some sweeping actions were taken. There wasn't time to go line-by-line through every TDA and make careful decisions on each space moved into the IMA.*

*In December 2001, PBD 715 directed a "sweep" of manpower spaces from the MACOMs into the new organization. We reviewed MACOM TDA's and included what we felt were the*

*appropriate manpower spaces in the “sweep.” At the installation level we relied on BASOPs coding to capture the right spaces. As a result, some “mistakes” were made or identified. There had obviously been spaces that had been miscoded in the past. The reclama process was designed to allow MACOMs to recover spaces that had been taken. But the process put the responsibility on the MACOM to justify the return of spaces taken. In addition to ACSIM personnel, HQDA functional proponents reviewed the MACOM requests. This resulted in the return of some spaces and the acquisition of some additional spaces.*

*This was not perfect but we believe we achieved the 90% solution. Those positions now belong to the IMA regardless of the current or interim organization. Additionally, any changes to TDA documents must be approved by the DA G-3 who scrutinizes them carefully for TIM implications and consults with the ACSIM.*

- 60. I thought the military district of Washington would remain its own region? What has changed?**

*We had to make some tough decisions to ensure efficiencies throughout the program and we could not justify separating the military district of Washington (MDW) installations as a separate region. The installations supporting MDW will become part of the northeast region.*

- 61. I hear the U.S. Army Corps of Engineers will be taking over installation management for the Army. Is this true and how will this impact their civil works mission?**

*There are no plans for the U.S. Army Corps of Engineers to be assigned the responsibility for installation management for the Army. The corps will continue in the support role it has always carried out.*

- 62. Will the TIM implementation give me the chance to move to a different installation if I want to? How about moving to a regional headquarters?**

*Yes. Should vacancies exist at either installations or regions, employees will be able to move voluntarily or they will be able to apply for jobs under normal merit promotion or career program procedures.*

- 63. How will the "green-suiters" be affected?**

*At the installation, the transition of military positions is expected to be transparent. Soldiers may wear a different unit patch to reflect assignment to the new Installation Management Agency.*

- 64. Someone told me that once the new installations and regions have my slot on their TDA they could do what they want with it. (Change grades, career fields, etc.) Is that true?**

*It is TIM's intent to organize the current work force with minimal adverse impact on employees jobs. Adjustments to the work force structure above the installation level may be necessary in FY 03 and 04 to ensure the correct mix of skills at the correct locations. There is no guarantee grades will remain the same in the future as we fully transform installation management.*

**65. What are my chances of being RIF'ed because of TIM?**

*There is no Reduction In Force planned in conjunction with TIM. Full transformation will occur over a period of two years. It is expected that normal attrition and volunteers who will choose to take advantage of opportunities to move geographically to those regions where new vacancies exist will facilitate a smooth transformation.*

**66. How will the individual mission areas (logistics, personnel, training, resource management, etc.) Work under TIM?**

*The TIM process is still maturing, and many soldiers and civilians are working diligently to devise the best, most effective solutions. In general, management direction will flow from department of the Army proponents through the regional headquarters to the garrisons. The significant change is the command and control of garrison personnel, which now shifts from 14 Major Army Commands to the Installation Management Agency.*

**67. I have heard that TIM will not affect some organizations immediately. How come?**

*Some installations, such as those funded by Working Capital Funds and the Defense Health Program will not be immediately moved under the command and control of the IMA because of differences in funding and the unique nature of their mission. They will, however, get their management direction and standards from the TIM structure.*

**68. I am in a job where I do both MACOM and installation missions. Who will make the decision where I will wind up working?**

*Leaders from MACOMs, installations and the DA staff are currently carefully analyzing missions and position descriptions to determine which positions will remain at the MACOM and which will realign to the regions. Federal civil service regulations will determine individual placements of incumbent employees who will be notified through appropriate chains of command if their job is affected.*

**69. If it's a money problem, why didn't you simply fence the money?**

*The Army leadership explored several proposals to improve installation management. Our senior leader decided to go beyond just fencing dollars. So yes, we are fencing the money, but there is much more to this project. This is a way to focus on installation management and take advantage of regional efficiencies and improved business practices. As an example, within the*

*State of Texas, the Army has installations currently managed by four separate MACOMs. If we choose to negotiate a state-wide utility contract, we'll now speak with one voice. In dealing with the EPA or with FEMA, we'll have one Army installation voice.*

**70. Is the next step civilianizing the garrison commanders?**

*No, it's not in the plan. We recognize the unique nature of military communities and the advantage of a military officer as the garrison commander. However, I would say that our professional civilian workforce produces trained city managers who currently serve as deputy to the garrison commanders and are fully capable of stepping into the job.*

**71. Aren't we going to improve installations at the expense of mission readiness? After all, it is a zero-sum game - your gain is someone else's loss.**

*In one sense, yes - the Army's budget is fixed each year by Congress. We must live within that limit. However, the current practice of moving funds back and forth among different missions is inefficient. This new structure will dramatically reduce "with-holds" that create shortages early in the year and spending surges at year-end. And yes, it will force the Army to take a hard look at ensuring different programs are adequately resourced.*

**72. What is the plan to transition major activities from the MACOM to the region? Good MACOM support is tailored to a specific installation with a potentially different twist than another MACOM. Projects underway that will span the fiscal year (privatization of utilities, RCI) and are on a path crafted with significant MACOM input will require some structure for transition to keep projects on path.**

*We have formed Regional Task Forces to begin analyzing these situations to ensure a smooth transition to regional management.*

**73. Part of the reason we need TIM is because the MACOMs continually goofed up installation ops. If that is true, and I think it is, why would we hire regional directorates from within MACOMs? Isn't that like telling a failed corporate president he can be in charge at even more?**

*TIM Task Force leadership does not agree that MACOMs "goofed". In fact, they believe the opposite. It is well documented that there has been limited resources provided to MACOMs to manage installations under their purview. The fact that they have still accomplished their missions is a tribute to their management style and innovation. Currently, MACOMs are tasked to meet all missions with known shortfalls in budget. The intent of the new structure is to address these issues at the HQDA level to ensure corporate decisions are being made on behalf of all soldiers, civilians and their families. We will be a better Army for this.*

74. **When will garrison commanders have an opportunity to provide input to the plan/TDA moves (proposed or otherwise)?**

*We recognize that garrison commanders have a particularly challenging job. We don't want to increase the burden on you, but we do appreciate your insights and input. At various times, and in various forums, we've already been taking the pulse and receiving input from garrison commanders and their deputies. In addition to the Garrison Commanders' Conference, we've brought in serving garrison commanders on a number of occasions to give our planning a "reality check."*

*During the "compare process," when MACOM reclaimed to the PBD 715 "taking" of manpower spaces were presented, the Transformation of Installation Management (TIM) side was bolstered by the presence of a colonel garrison commander. He was able to provide insight into who does the actual work, and how it is accomplished at the garrison.*

*When a number of the difficult "key decisions" -- particularly challenging disagreements between the ASA (I&E)/ACSIM view and the view of others on the ARSTAF -- were discussed with the Director of the Army staff (DAS) and the Deputy Under Secretary of the Army (DUSA) in preparation for presentation to the senior Army leadership, two serving garrison commanders, in Washington to assist with implementation planning, were present to give a commander's perspective.*

*The list goes on. Now that Regional Task Forces have been formed to complete the difficult detailed work of planning the transition for each of the seven regions, you have a direct means of providing input into the process. The Regional Task Forces needs your input to plan for the special situations and requirements of your garrison and installation.*