execution/resource allocation during implementation if the DEB/DMRTEC approves an interservice option.

h. The facilitator will submit the final, validated report to the ITRO Secretariat within five working days after Service analyst validation. The DEB/DMRTEC will either approve or disapprove the DAG recommendation, and indicate their concurrence/non-concurrence with the O&M Summary attachment. If disapproved, further guidance will be provided to the DAG via the Facilitating Service. The DEB/DMRTEC will direct the DAG in cases where the consolidation will involve outsourcing, or in instances where there are important MOA, Interservice Support Agreement (ISA), or funding issues requiring resolution.

i. Revisions to the Final Report. If during the report staffing process, the need develops to change or revise the report due to changing conditions or new information which affects study parameters, resource availability, or cost factors, the following procedures will be used:

(1) If any factors bearing on the DAGs report or recommendations change, notify the appropriate Service ITRO Steering Committee member.

(2) The appropriate Service ITRO Steering Committee member will notify the DAG Chairperson and Secretariat, in writing, of the need to change/revise a report and send information copies to the other Services' Steering Committee members. Complete rationale for the requested change will be included.

(3) The Lead Facilitator, with the SC and DAG Chairperson's concurrence, will either reconvene the DAG, reconvene a portion of the DAG, or advise the appropriate agency, office, or committee(s) to revise the report. Any instructions to change a portion of the DAGs report will be in writing with information copies provided each Service's Steering Committee member.

(4) The agency, office, or committee making the required changes will forward the revised information, with a cover letter identifying the reasons for the changes, to the Secretariat with information copies to the DAG Chairperson and all Services' Steering Committee members.

(5) The Secretariat will introduce the revised material into the continuing process and the Service ITRO offices will make distribution within their respective Services.

(6) Revised reports will be staffed and validated in the same manner as the original report.

(7) Approval. Implementation of a study cannot begin without DEB/DMRTEC approval. This will be accomplished either through the staffing process, or by voice vote at a formal DEB/DMRTEC meeting.

6. **Implementation Procedures**. The implementation group during the initial phase of implementation consists of the DAG members. DAG members, however, may be replaced or augmented by implementation experts, subject to Service policy and direction. During implementation, Services may require the participation of additional personnel (SMEs, implementation experts, host and participating installation coordinators, etc.), or may defer certain actions to a Service element outside of the ITRO organization. From the onset, however, individuals responsible for the creation and staffing of the MOA and resource managers responsible for the ISA will be active participants. Finally, the chairperson may turn over implementation responsibilities to implementation experts from the host and participating Services upon approval of the DEB. No resources should be transferred without an approved MOA.

a. Implementation Meetings will be scheduled as often as necessary. Authority to call an implementation meeting rests with the DAG Chairperson, host installation or participating Service as appropriate and necessary. The Facilitating Service will coordinate and assist with implementation meetings. At the conclusion of each implementation meeting, a report, in the format similar to that in Figure 4-1 will be prepared and submitted to the ITRO Secretariat.

b. If not already complete, the DAG must immediately complete whatever action is necessary to enable finalizing and approval of the MOA and ISA. See Appendix D for a sample MOA.

c. It is impossible to list all possible actions that may be required in order to affect implementation. The following is a list of possible actions, areas or items that should at least be considered or investigated by the DAG, and other information that may be appropriate for inclusion in the Implementation Plan of Action and Milestone Chart. Items are listed in probable order of importance.

?? Environmental Assessment. This is a requirement of the host installation, but personnel and equipment movement cannot commence until it is accomplished.

?? Equipment Review. Ensure all requirements have been addressed, transfers have been arranged and funded, modifications made, maintenance arranged, and purchases have been programmed. Verification of the condition of the equipment, and coordinate the movement plan may be necessary.

?? Facility Site Surveys. This should have occurred incident to the final cost analysis. Schedule additional surveys as necessary.

?? Facility Construction/Modification Schedules. These should be reviewed and included in the milestone chart.

?? Manpower Computations. These are used for final cost analysis, need to be verified continuously, and generally should not change.

?? Manpower and Organization Actions. These include all required manpower actions on the milestone chart.

?? Final MOAs and ISAs. These are the responsibility of the host installation. MOAs are signed, as a minimum, at the Training Command (e.g. TRADOC, CNET, TECOM, and AETC) level. ISAs are drafted and signed IAW existing Service policy.

?? Student Arrival/Course Class Commencement. This should be coordinated by the DAG and documented in the milestone chart.

?? Instructor Certification

?? Lesson Plans

?? Implementation Meetings. These should be planned and listed on the milestone chart. A recommended format for an Implementation Meeting Report is contained in Figure 4-3.

?? Contractor Support/Contractor Logistics Support.

?? Financial Considerations. Consider in addition to, or in support of the ISA, budget based transfer, etc.

?? Collocated Courses. Ensure all Service-unique requirements have been met by the host installation.

7. **Responsibility**. Responsibility for implementation actions differs from Service to Service. Figure 3-2, Implementation Responsibility Matrix is provided below to assist implementers.

IMPLEMENTATION RESPONSIBILITY MATRIX					
FUNCTION	**USA**	**USN**	**USMC**	**USAF**	**HC**
Organizational Planning	HQ TRADOC ATTG-ITRO	ETE4	TECOM, (C467)	HQ AETC/XPP	HCITO/Schools
Program Manager	HQ TRADOC ATTG-ITRO	ETE4	TECOM, (C467)	HQ AETC/DOO/ DOF	HCITO/Schools
Facilities	HQ TRADOC ATBO-GPL	ETE4	TECOM, (C467)	HQ AETC/CEP	HC Schools
Comptroller/Fund Requirements & Allocations	HQ TRADOC ATRM-B	ETE4	TECOM, (C463FM)	HQ AETC/FMA	HC Schools
Manpower	HQ TRADOC ATRM-FT	ETE4	TECOM, (C463M)	HQ AETC/XPM	HC Schools
Military Assignments	HQ TRADOC ATBO-BO	ETE4	TECOM, (C463M)	HQ AETC/DPA	HC Schools
Civilian Assignments	HQ TRADOC ATBO-C	ETE4	TECOM, (C463M)	HQ AETC/DPS	HC Schools
MOAs	HQ TRADOC ATTG-ITRO	ETE4	TECOM, (C4673)	HQ AETC/DOJ	HC Schools/ITO
Equipment Resourcing	OCIE: ATBO-HMS CLASS VII: ATOM-P	ETE4	TECOM, (C467)	HQ AETC/DOO	HCITO/Schools Support Office
Student Scheduling & Programming	HQ TRADOC ATOM-O ATOM-P	ETE4	TECOM, (C463FT)	HQ AETC/DOO	HC Schools

FIGURE 3-2, Implementation Responsibility Matrix