



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
ACQUISITION LOGISTICS AND TECHNOLOGY
103 ARMY PENTAGON
WASHINGTON DC 20310-0103

JUL 26 2006

SFCA-ZA

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Government Purchase Card (GPC) Accountability Mechanism for Army Policy for Initiation/Continuation for Service Personnel

This memorandum establishes procedures for processing and reporting services that are acquired with the GPC as required by Secretary of the Army memorandum, February 23, 2006, subject: Army Policy for Civilian Hiring and Initiation/Continuation of contracts for Service Personnel (Enclosure 1). Services are defined as identifiable tasks to be performed rather than the delivery of an end-item for supply.

Assistant Secretary of the Army for Manpower and Reserve Affairs email: Clarifying Guidance–Data Collection for Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel (Enclosure 2) states senior Commanders may aggregate groups of similar credit card purchases for approval, in advance, alleviating the need to seek approval for each separate purchase.

Headquarters Principals and Senior Commanders at Army Command, Army Service Component Command, and Direct Reporting Unit levels will establish an annual threshold amount for services that are purchased via the GPC in the following categories: Management and Consulting; Miscellaneous Personal Services; Employment Agencies and Temp Services; and Professional Services. The categories are classified by merchant category codes (MMC) within the VISA bank system. The annual threshold is defined as that quantity of services that the Headquarters Principals and Senior Commanders believe is appropriate for their organization, given its mission, operations tempo, and historic service contracts use trends. This threshold constitutes the pre-purchase approval required by paragraph 3(b) of Enclosure 2.

Once the annual threshold is met by that organization, all future individual transactions will require pre-approvals. Services that do not fall within the categories listed above do not require pre-purchase approval. Other existing policies and regulations that establish controls for the acquisition of services remain in effect and are not superseded by this new policy.

This policy applies to all GPC transactions regardless of the dollar amount of the individual transaction. It applies to single open market purchases and to orders against Indefinite Delivery/Indefinite Quantity, Blanket Purchase Agreement and all contract vehicles of any type.

It does not apply when the GPC is used as a method of payment and the requirement under the contract instrument has been pre-approved in accordance with Enclosure 1.

As specified in the Assistant Secretary of the Army for Financial Management and Comptroller memorandum, subject: Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel (Enclosure 3), Organization Resource Managers will review funding to ensure correct category of funds is being reported. They will submit monthly reports in accordance with guidance at Enclosure 2. Payments against existing contracts that are processed with the GPC shall not be reported when the requirement has already obtained a pre-contract approval.

Agency/Organization Program Coordinators (A/OPCs) will assist Resource Managers in developing MCC Reports in the banks electronic access system, CARE, to identify dollars spent. The affected MCCs are 7392 - Management, Consulting; 7299 - Miscellaneous Personal Services; 7361 - Employment Agencies and Temps; and 8999 - Professional Services. During regular surveillance A/OPCs will verify that pre-purchase approvals for the above categories of services were obtained for all transactions above \$2,500. In addition, A/OPCs, in conjunction with Management Control Administrators, will update existing Manager's Internal Control Program checklists for use by assessable unit managers to monitor purchase card transactions in accordance with this policy.

Point of contact for this memorandum is Mr. Daniel Schwemmer, 703-681-7577, or e-mail: daniel.schwemmer@hqda.army.mil.



E. Ballard

Deputy Assistant Secretary of the Army
(Policy and Procurement)

Enclosures

DISTRIBUTION:

COMMANDER, U.S. ARMY FORCES COMMAND
COMMANDER, U.S. ARMY TRAINING & DOCTRINE COMMAND
COMMANDER, U.S. ARMY MATERIEL COMMAND
COMMANDER, U.S. ARMY EUROPE & SEVENTH ARMY
COMMANDER, EIGHT U.S. ARMY
COMMANDER, U.S. ARMY CORPS OF ENGINEERS
COMMANDER, U.S. ARMY SPECIAL OPERATIONS COMMAND
COMMANDER, U.S. ARMY PACIFIC
COMMANDER, U.S. ARMY MILITARY SURFACE DEPLOYMENT & DISTRIBUTION
COMMAND
COMMANDER, U.S. ARMY CRIMINAL INVESTIGATION COMMAND
COMMANDER, U.S. ARMY MEDICAL COMMAND/THE SURGEON GENERAL
COMMANDER, U.S. ARMY INSTALLATION MANAGEMENT ACTIVITY
COMMANDER, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND
COMMANDER, U.S. ARMY MILITARY DISTRICT OF WASHINGTON
COMMANDER, U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND
COMMANDER, NETWORK, ENTERPRISE, TECHNOLOGY COMMAND
COMMANDER, HUMAN RESOURCES COMMAND
COMMANDER, U.S. ARMY TEST AND EVALUATION COMMAND
SUPERINTENDENT, U.S. MILITARY ACADEMY

PRINCIPAL ASSISTANTS RESPONSIBLE FOR CONTRACTING:

U.S. ARMY CONTRACTING AGENCY, SOUTHERN REGION, ATTN: SFCA-SR,
1301 ANDERSON WAY, S.W., FORT MCPHERSON, GA 30330-1096
U.S. ARMY CONTRACTING AGENCY, NORTHERN REGION, ATTN: SFCA-NR,
5 NORTH GATE ROAD, BUILDING 5F, ROOM 306, FORT MONROE, VA
23651-1048
U.S. ARMY CONTRACTING AGENCY, INFORMATION TECHNOLOGY,
E-COMMERCE AND COMMERCIAL CONTRACTING (ITEC4), ATTN: SFCA-IT,
2461 EISENHOWER AVENUE, HOFFMAN BUILDING 1, ALEXANDRIA, VA
22331-1700
U.S. ARMY CONTRACTING COMMAND, EUROPE, ATTN: SFCA-EC, UNIT 29331,
APO AE 09266
U.S. ARMY CONTRACTING COMMAND, KOREA, ATTN: SFCA-KC, UNIT 15289,
APO AP 96205-5289
U.S. ARMY CONTRACTING ACTIVITY, PACIFIC, ATTN: SFCA-PR, 140 DOLEMAN
STREET, BUILDING T115, FORT SHAFTNER, HI 96858-5430
HEADQUARTERS, U.S. ARMY SOUTH, ATTN: PARC, P.O. BOX 34000,
BUILDING 223, FORT BUCHANAN, PR 00934

U.S. ARMY CONTRACTING COMMAND, SOUTHWEST ASIA, ATTN: SFCA-SA,
1881 HARDEE AVENUE, S.W., FORT MCPHERSON, GA 30330-1064
U.S. ARMY AVIATION AND MISSILE COMMAND, ATTN: AMSAM-AC,
BUILDING 5303, REDSTONE ARSENAL, AL 35898-5000
U.S. ARMY ROBERT MORRIS ACQUISITION CENTER, ATTN: AMSSB-AC,
4118 SUSQUEHANNA AVENUE, ABERDEEN PROVING GROUND, MD 21005-3013
U.S. ARMY COMMUNICATIONS-ELECTRONICS COMMAND, ATTN: AMSJM-CC,
BUILDING 1208E, FORT MONMOUTH, NJ 07703-5000
U.S. ARMY JOINT MUNITIONS COMMAND (PROV), ATTN: AMSOS-CC,
BUILDING 350, 5TH FLOOR, N.W., WING, ROCK ISLAND, IL 61299-6000
U.S. ARMY TANK-AUTOMOTIVE AND ARMAMENTS COMMAND, ATTN: AMSTA-AQ,
BUILDING 231, WARREN, MI 48397-5000
U.S. ARMY CONTRACTING AGENCY, CONTRACTING CENTER OF EXCELLENCE,
5200 ARMY PENTAGON, RM 1E230, WASHINGTON, D.C. 20310-5200
U.S. ARMY MEDICAL COMMAND, ATTN: MCAA, BUILDING 2792, SUITE 32,
2050 WORTH ROAD, FORT SAM HOUSTON, TX 78234-5069
U.S. ARMY INTELLIGENCE AND SECURITY COMMAND, ATTN: IAPC,
8825 BEULAH STREET, FORT BELVOIR, VA 22060-5246
U.S. ARMY MEDICAL RESEARCH AND MATERIAL COMMAND, ATTN: MCMR-AAZ-A,
820 CHANDLER STREET, FORT DETRICK, MD 21702-5014

DISTRIBUTION (CONT):

MILITARY TRAFFIC MANAGEMENT COMMAND, ATTN: MTAQ, HOFFMAN BUILDING
II, 200 STOVALL STREET, ALEXANDRIA, VA 22332-5000
U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND, ATTN: SMDC-CM (PARC),
P.O. BOX 1500, HUNTSVILLE, AL 35807-3801
U.S. ARMY CORPS OF ENGINEERS, ATTN: CEPR-ZA, 441 G STREET, N.W.,
WASHINGTON, D.C. 20314-1000
NATIONAL GUARD BUREAU, ATTN: NGB-AQ, SUITE 8300, JEFFERSON PLAZA 1,
1411 JEFFERSON DAVIS HIGHWAY, ARLINGTON, VA 22202-3231

CF:

HQ, U.S. ARMY MATERIAL COMMAND, ATTN: AMCCP, AMCCP-P, AMCCP-O, AND
AMCCP-A, 5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333-0001
HQDA, G4, ATTN: MS. SOPHRONIA RILEY

KE6-1169



SECRETARY OF THE ARMY
WASHINGTON

*Assistant Secretary of the Army
(Financial Mgmt. Controller)*

23 FEB 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel

1. Reference Memorandum, Secretary of the Army, 7 January 2005, subject: Accounting for Contract Services.
2. As we begin to implement Lean Six Sigma throughout the Army, the workload performed by our civilian employees and contract services personnel will decrease. Consequently, it is essential that the workload match the workforce and, therefore, the hiring of civilian employees and initiation or continuation of contracts for service personnel must be closely managed.
3. To ensure that all civilian personnel recruitment and contract service personnel actions receive the appropriate level of review, HQDA Principals and Senior Commanders at Army Command, Army Service Component Command, and Direct Reporting Unit levels will be responsible for the approval of these actions. The hiring or services procurement process can not begin in each respective responsible organization until approval is granted through the use of the form at Enclosure 1. This form will be used for processing all civilian personnel recruitment actions and all statements of work for contracts to procure services or to exercise options on existing contracts for services. For these purposes, services are defined as identifiable tasks to be performed, rather than the delivery of an end-item of supply.
4. The Assistant Secretary of the Army (ASA), Financial Management and Comptroller, in coordination with the ASA, Acquisition, Logistics and Technology and the ASA, Manpower and Reserve Affairs, will develop and implement a management control function that will provide the Army with an accountability mechanism on the use of credit card purchases for contracted services in the amount of \$2,500 or less. This policy will be in place not later than 15 March 2006.
5. Nothing in this policy will be construed to either relieve the Department from compliance with existing policies on the approval of the acquisition of services or circumvent statutory limitations, such as, but not limited to, the following provisions: (1) With respect to Department of the Army civilian personnel in general, the implementation of this policy must conform to the requirement of Title 10 U.S.C. §129(a) to manage the civilian workforce solely based on workload within available funding and not based on numerical targets or backfill ratios; (2) With respect to Title 10 U.S.C. §129(b), the number of, and the amount of funds available to be paid to indirectly

Rec'd in SACO 2/27/06

*# 60214325
ENCL 1*

SUBJECT: Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel

funded Government employees (working capital fund) of the Department of Defense (DoD) may not be controlled under any policy of the secretary of a military department for control of civilian manpower resources; and (3) With respect to dual status and non-dual status military, technicians, implementation must be in compliance with the DoD Authorization Act for Fiscal Year 2005, sections 413 and 414.

6. This policy is not intended to disrupt performance of critical missions. Senior Commanders are encouraged to use common sense as they address new requirements. Senior Commanders are encouraged to establish procedures to expedite the approval of emergency essential positions, Global War on Terrorism-funded requirements, and security-related functions affecting life and property, such as air traffic control, law enforcement, and firefighting. While Senior Commanders are free to exercise common sense regarding such issues, they are also expected to consider the impact of today's economic pressures and exercise reasoned restraint in their review actions.

7. HQDA Principals and Senior Commanders will report, on a monthly basis, the number of aggregate hiring and procurement actions approved and disapproved under this policy to the Office of the ASA, Manpower and Reserve Affairs, beginning 3 April 2006, to the attention of Dr. John Anderson, John.Anderson@hqda.army.mil, (703) 692-1924. Inform him of your point of contact for reporting this information not later than 15 March 2006. Examples of these reports are at Enclosure 2 and must include:

a. The number of hiring action approvals and disapprovals; and

b. The number of contract service personnel actions approved and disapproved, and the associated net cost reduction.

8. Accounting for Contract Services is being reported to me by the ASA, Manpower and Reserve Affairs based on the information provided to the data collection web-site. This report is currently required on an annual basis. Effective with the publication of this policy, I will begin tracking the number of Army civilian and contract services personnel by major unit/command on a monthly basis by means of an Army-wide head-count report. This project requires coordinated implementation within your command among resource management, manpower, and contracting activities.

SUBJECT: Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel

9. The Army Lean Six Sigma Deployment Handbook will be published in March 2006. The Senior Review Group for business transformation (SRG-BT) will oversee the results of our business transformation initiatives as well as the manpower data reported in paragraph 7.

10. This policy will remain in place until rescinded or superseded.


Francis J. Harvey

Encls
as

DISTRIBUTION:

HQDA Principals

Commander, US Army Forces Command

Commander, US Army Training & Doctrine Command

Commander, US Army Materiel Command

Commander, US Army Europe & Seventh Army

Commander, Eighth US Army

Commander, US Army Corps of Engineers

Commander, US Army Special Operations Command

Commander, US Army Pacific

Commander, Military Surface Deployment & Distribution Command

Commander, US Army Criminal Investigation Command

Commander, US Army Medical Command/The Surgeon General

Commander, US Army Installation Management Activity

Commander, US Army Intelligence and Security Command

Commander, US Army Military District of Washington

Commander, US Army Space and Missile Defense Command

Commander, Network, Enterprise, Technology Command

Commander, Human Resources Command

Commander, US Army Test and Evaluation Command

Superintendent, US Military Academy

Organization: _____

| FY06 Month | Civilian Hiring Decisions | | |
|---------------|---------------------------|------------------------|------------|
| | Number of Approvals | Number of Disapprovals | Net Change |
| OCT | | | |
| NOV | | | |
| DEC | | | |
| JAN | | | |
| FEB | | | |
| MAR | | | |
| APR | | | |
| MAY | | | |
| JUN | | | |
| JUL | | | |
| AUG | | | |
| SEP | | | |
| TOTAL | | | |

ENCL 1

Organization: _____

| FY06 Month | Contract Service Personnel Decisions (est. Full Time Equivalents) | | Net Cost Reductions (in thousands) |
|---------------|--|------------------------|---------------------------------------|
| | Number of Approvals | Number of Disapprovals | |
| OCT | | | |
| NOV | | | |
| DEC | | | |
| JAN | | | |
| FEB | | | |
| MAR | | | |
| APR | | | |
| MAY | | | |
| JUN | | | |
| JUL | | | |
| AUG | | | |
| SEP | | | |
| TOTAL | | | |

Clarifying Guidance – Data Collection for Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel

Many of you have asked for clarification on when and how you are to report subject data. This e-mail is in response to those queries.

1. **Report Due Date.** The initial report is due on April 3, 2006, and covers from February 23rd, through March 31st. Future reports are due on the first work day of the month. OA-22 has responsibility for consolidation of all HQDA Principal Staff submissions. The OA-22 POC is Gem Loranger at (703) 602-7181, or e-mail: gem.loranger@hqda.army.mil. The revised reporting formats and baseline information provided in this clarifying guidance is first required for the May 3rd submission.

2. **Scope.** This policy applies to all services contracts and civilian hires irrespective of funding source, unless a specific statutory provision applies. However, this policy does not apply to Army Working Capital funded civilian employees based on 10 U.S.C. § 129(b) or military technicians based on Nation Defense Authorization Act for Fiscal Year 2006 §§ 413 and 414. A completed justification form is required for any recruiting or contracting action covered by this policy. Please note that Contracting Offices and Civilian Personnel Operations Centers are not accepting new actions without the justification form with the appropriate signature. Externally funded contracts and civilian hires are approved by the Senior Commander or Headquarters Principal of the Army organization receiving the funds and executing the mission (e.g., Defense Health Program, Civil Works, etc.). In addition, organizations for which the Army is the DoD executive agent are subject to this policy.

a. **External-funded hires.** Commands are encouraged to use term or temporary employees to meet requirements funded from external sources. This enhances a Command's flexibility and is important for an organization's longer term manpower management and planning in the event external funding is reduced or ceases for this function.

b. **Army Working Capital Funds (AWCF).** The SA Hiring policy does not apply to hiring actions for federal government employees who are paid out of AWCF defined by 10 U.S.C. Section 2208. It does apply when hiring federal government employees to work at these activities if they are not paid out of an AWCF, as defined by section 2208. It also applies to all AWCF service contracts, regardless of whether or not they are funded by an AWCF funding source covered by section 2208. For clarity, Section 2208 of Title 10 applies to Surface Deployment and Distribution Command (SDDC) activities, which fall under TRANSCOM (not part of the AWCF). Section 2208 of Title 10 also applies to the following AMC Army Working Capital Fund (AWCF) activities:

ENCL 2

Industrial Operations Activity Group

Anniston Army Depot
Corpus Christi Army Depot
Letterkenny Army Depot
Red River Army Depot
Tobyhanna Army Depot
Bluegrass Army Depot
Sierra Army Depot
Tooele Army Depot
Watervliet Arsenal
Pine Bluff Arsenal
Rock Island Arsenal
McAlester Army Ammunition Plant
Crane Army Ammunition Activity

Supply Management Activity Group

AMCOM Integrated Materiel Management Center (IMMC) (Air and Missile)
CECOM IMMC
TACOM IMMC
TACOM-Rock Island
TACOM-SBC
RDECOM (part of)
AMC MOB

3. **Services Contracts.** The scope for contract services is identical to that identified in the enclosure to the SA memorandum, Accounting for Contract Services, dated January 7, 2005. The service contracts are covered by EORs 21 thru 25 and 32. Contracts for utilities, manufacturing, major construction and Foreign Military Sales (FMS) MS are excluded. FMS program management, however, is covered by this policy.

a. Time period and amounts. Senior Commanders will approve the procurement of services for a particular time period (not to exceed one year for O&M funded contracts, two years for OPA-funded contracts and three years for RDT&E funded contracts) and a funding amount for that period. In accordance with paragraph three of the Secretary of the Army memorandum, the justification form "...will be used for processing ... all statements of work for contracts to procure services or to exercise options on existing contracts for service." This means that new contracts, modifications to extend the term of the contract or modifications to exercise an option year must have Senior Commander approval.

If funding beyond the amount approved by the Senior Commander is needed, then additional approval is necessary to add more funds. The funding amount initially approved may be added to the contract in increments with no additional approval.

b. **Government Purchase Cards (GPC).** Senior Commanders may aggregate groups of similar credit card purchases for approval, in advance, alleviating the need to seek approval for each separate purchase. An explanation of the aggregations should be provided in the affected monthly report. A separate policy will follow from the Assistant Secretary of the Army for Financial Management and Comptroller on management controls of GPCs.

4. New Reporting Format and Baselines. My office has drafted a more comprehensive data collection worksheet for civilian hires as well as a separate data collection sheet for pre-existing and new contracts. They are included at enclosure 1. This form replaces the earlier version attached to SA memorandum.

a. Revised Civilian Hiring Reporting Worksheet: This worksheet is a roll up of the Command approved/disapproved hiring actions. The worksheet includes columns for reporting the baseline civilian authorizations and on-board strength. The on-board strength includes full-time permanent, term, and part-time positions. This excludes NAF employees. The civilian worksheet uses the FY06 on-board/authorized level as the baseline for reporting. In addition, the report requires identifying hiring actions in terms of four categories: (1) Army funded; (2) GWOT funded; (3) External funded (non-Army funds); and (4) Civil Works. We understand that the on-board strength is affected by attrition in addition to the hiring decisions being tracked. That is why a new on-board strength baseline is reported each month. In addition, Army Working Capital Funded positions are included in the authorizations and on-board strength baseline even though these positions are not subject to the hiring approval policy. Finally, we understand that it may be necessary to apportion funding sources by positions for the purposes of reporting.

b. Revised Contract Decision Worksheet: This worksheet is a roll up of the Command approval/disapproval of contract manpower decisions. The worksheet includes columns for reporting a baseline for contract reporting reflecting the obligated dollars and reported contract manpower equivalents reflected in the monthly CMR report (Enclosure 2). (If there exists, a significant difference between data reported in the CMR and this report, an explanation will be provided by the Commander). In addition, two columns have been added to distinguish between cost reductions resulting from disapprovals of pre-existing contracts and for cost avoidances resulting from disapprovals of new contracts.

The report requires identifying actions in five categories: (1) Army funded; (2) External Funding source (non-Army funds); (3) GWOT; (4) Civil Works; and (5) Working Capital Funds.

5. **Delegation.** Delegation will be determined on a case-by-case basis. If a Command feels a compelling need to delegate below the Senior Commander level, the request should be directed to OASA (M&RA) for Senior Army Leadership decision: Department of the Army, Office of the Assistant Secretary, Manpower and Reserve Affairs, ATTN: Dr. John Anderson, 111 Army Pentagon, Washington, D.C. 20310-0111. This request may be e-mailed in a PDF document to john.anderson@hqda.army.mil. This approval authority may not be delegated lower than the major subordinate command level where that activity is commanded by a General Officer or Senior Executive Service equivalent. In the event a delegation is approved, the Senior Commander or Headquarters Principal remains responsible for the decisions and reporting to this office under a signed transmittal memorandum.



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
FINANCIAL MANAGEMENT AND COMPTROLLER
109 ARMY PENTAGON
WASHINGTON DC 20310-0109

MAY 24 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Management Control of Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel

1. Reference:

- a. Secretary of the Army memorandum, February 23, 2006. (Enclosure 1)
- b. ASA (M&RA) clarifying guidance – Data Collection for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel. (Enclosure 2)
- c. ASA (ALT) memorandum, Government Purchase Card (GPC) Accountability Mechanism for Army Policy for Civilian Hiring and Initiation/Continuation of Contract for Service Personnel. (Enclosure 3)

2. HQDA Principals and Senior Commanders at Army Command, Army Service Component Command, and Direct Reporting Unit levels are responsible for ensuring that internal controls are in place and functioning in the execution of the Army Purchase Card Program. Army Purchase Card Program regulations provide policy and controls for the program.

3. Reference 1a. established the approval process policy, defined responsibility, and reporting requirements for hiring, and the initiation/continuation of contracts for service personnel. Reference 1b. established initial responsibilities, clarifying guidance and reporting requirements. Reference 1c. established internal control procedures for approval, processing and reporting for services acquired using the GPC.

4. Organization resource managers will review funding to ensure correct category of funds is being reported. They will submit monthly reports in accordance with guidance at reference 1b. Payments against existing contracts that are processed with the GPC shall not be reported.

5. Management control administrators, in conjunction with GPC Agency/Organization Program Coordinators, should update Manager's Internal Control Program checklists for use by assessable unit managers to monitor purchase card transactions in accordance with this policy. Resource managers, in conjunction with the Joint Reconciliation Program, should review Army Purchase Card Program execution in this area to ensure purchases support valid mission requirements.

6. My point of contact is Mr. Frank Rago, (703) 693-3386, francis.rago@hqda.army.mil.


John J. Argodale
Deputy Assistant Secretary of the Army
(Financial Operations)

Enclosures

DISTRIBUTION:
PRINCIPAL OFFICIALS OF HEADQUARTERS, DEPARTMENT OF THE ARMY

COMMANDER:

U.S. ARMY CORPS OF ENGINEERS
U.S. ARMY MEDICAL COMMAND
U.S. ARMY EUROPE AND SEVENTH ARMY
U.S. ARMY FORCES COMMAND
U.S. ARMY MATERIEL COMMAND
U.S. ARMY CRIMINAL INVESTIGATION COMMAND
MILITARY SURFACE DEPLOYMENT AND DISTRIBUTION COMMAND
U.S. ARMY MILITARY DISTRICT OF WASHINGTON
U.S. ARMY INTELLIGENCE AND SECURITY COMMAND
U.S. ARMY TRAINING AND DOCTRINE COMMAND
EIGHTH U.S. ARMY
U.S. ARMY PACIFIC
U.S. ARMY TEST AND EVALUATION COMMAND
U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND
U.S. ARMY CONTRACTING AGENCY
U.S. ARMY, NORTH ATLANTIC TREATY ORGANIZATION
U. S. ARMY MILITARY ENTRANCE PROCESSING COMMAND
U. S. ARMY COMMUNITY AND FAMILY SUPPORT CENTER
U.S. ARMY SPECIAL OPERATIONS COMMAND

SUPERINTENDENT, U.S. MILITARY ACADEMY