

Administration
STAFF ADMINISTRATIVE PROCEDURES

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Chapter 1

General

1-1. Purpose

The purpose of this memorandum is to prescribe administrative policy and staff procedures for Headquarters, U.S. Army Forces Command (FORSCOM).

1-2. References

Required and related publications are listed in **Appendix A**.

1-3. Signature Authority

a. The Commanding General (CG) is responsible for policies, plans, decisions, orders, and instructions issued by this headquarters through command channels or through the use of authority lines.

(1) Individuals specified at **figure B-1** may use FOR THE COMMANDER over their signature block on correspondence with command implications. Actual signature must be that of principal/deputy and may not be further delegated.

(2) Agency chiefs will be determined by level of signature authority on internal memorandums.

b. Procedures outlined above pertain to outgoing correspondence that tasks, requires other action by, or states a position to subordinate, lateral or higher organizations. When not directive in nature, technical reports, instructions, or information may be routed through staff channels (e.g., FOR THE CHIEF OF XXXXX). These normally will be addressed to a corresponding official of another headquarters and signed by the staff agency chief or designated representative. Correspondence for information purposes only may be released by individuals designated by agency chiefs without use of an authority line.

c. As a general rule, an outgoing communication will be signed at a level no higher than that of the incoming communication.

d. Command Group signature blocks are at **figure B-2**.

e. The DCG is the Deputy Commanding General and can act for the Commanding General. Papers prepared for signature of the DCG will not contain the FOR THE COMMANDER authority line.

Chapter 2

Staff Policy and Procedures

Section I

General Correspondence Guidance

2-1. Command Group Correspondence

As a minimum, the Chief of Staff (CofS) will sign or release correspondence denying a request personally acted upon by a subordinate commander. Individuals specified at **figure B-3** or their designated representatives may sign correspondence denying requests but only in areas where clear policy is already in effect, the request does not involve an exception to policy, and the request was not personally acted upon by a subordinate commander.

2-2. Preparing Correspondence

a. Follow guidance in AR 25-50 with the following exceptions:

(1) In messages, a sentence may begin with an abbreviation, acronym, or brevity code if good judgment determines the meaning is clear to the recipients. This is not authorized in other correspondence, except for abbreviations preceding proper names. (For example, Mr., Mrs., Ms., or Dr. may be used to begin a sentence.)

(2) Internal correspondence between staff agencies and to the Command Group does not require administrative review for adherence to format. Automated spelling check functions will be used and pen-and-ink changes are authorized.

b. When it is necessary to name a point of contact on correspondence for Command Group signature, use the following language as appropriate: Colonel Smith, DSN 367-1234, can provide more information.

or

For more information, contact Colonel Smith, DSN 367-1234.

c. See **Appendix D** for common errors in correspondence/actions.

d. The "From" line on endorsements for Command Group signature will be as follows:

Commander, U.S. Army Forces Command, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062

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Do not include office symbol (ATTN: line) and do not include extra blank line for date.

e. For preparation of the “Star Letter,” see **figure B-4**.

f. Memorandums of Commendation will be addressed THRU the chain of command and FOR the recipient by name.

2-3. Forwarding Correspondence to the Command Group

a. HQ FORSCOM Form 1048-E, Transmittal/Action/Control (JETFORM/FORMFLOW) will be used to forward actions for signature/approval or items of information to the Command Group and for correspondence between staff agencies.

(1) For signature/approval actions, assemble the package as described in **figure B-5**.

(2) For information items, staple the HQ FORSCOM Form 1048-E to the item being forwarded (e.g., information in response to command group taskers). The HQ FORSCOM Form 1048-E can provide information without enclosures and should be used for that purpose.

b. The following is a list of other correspondence authorized for use in the headquarters.

(1) Informal memorandums. Informal memorandums may also be used for correspondence between staff agencies.

(2) Point Papers. Point papers use a bullet format to provide concise information (**figure B-6**). Point papers should be used to provide information when HQ FORSCOM Form 1048-E is not suitable.

(3) Keep the Commander Informed (KCI) (**figure B-7**).

(4) FORSCOM Form 114-E, Request to Brief the Command Group (JETFORM/FORMFLOW).

c. Tab enclosures to correspondence. Arrange alphabetically in the order as they appear in the correspondence.

d. Any enclosure printed in landscape (printed along the long axis of the paper) will be assembled so that when the entire packet is rotated clockwise, the enclosure is rightside up. Most common enclosures are paper copies of briefing slides.

e. Correspondence for Command Group signature (except messages and letters) will show the office symbol of the originating staff agency and will be addressed to the head of an agency. In letters, use office title of originating staff agency instead of office symbol.

f. Correspondence (to include messages) signed by the Command Group will be returned to the appropriate staff agency for dispatch. Date will be

entered by Command Group admin on the day of signature.

g. If FORSCOM is responding to an action that was received via a “Memorandum For See Distribution” address and the CG is not listed in the distribution by name, then the FORSCOM response should be prepared for the Chief of Staff’s signature (“For the Commander”).

2-4. AIG Addresses

On messages for Command Group signature that require AIG addresses, the following will apply: Indicate the composition of the AIG on HQ FORSCOM Form 1048-E to allow the releaser to know for whom the message is intended. In order to highlight intended recipients, place “PASS TO” instructions by title under the classification. Additionally, the words “SGD (name of sender)” will be placed underneath the “PASS TO” instructions to alert the addressees that someone from the Command Group has signed the message (see **figure B-8**, “PASS TO” and Command Group “SIGNED” Message).

2-5. Multiple Addressed Correspondence

a. Show address and distribution information on multiple addressed memorandums and endorsements according to formats at **figure B-9**, Multiple Addressed Memorandum with Brief Group Addresses. Use authorized brief group addresses as shown in paragraph 2-6 below, when needed. Do not use an attention line with office symbols on brief group addresses.

b. Do not use brief group address if correspondence is intended for only selected installations and activities. In this case, show the address if the addressee reports directly to this headquarters. Example: Commander, First United States Army, Fort Gillem, ATTN: AFKA-IM. When the memorandum is intended for commands subordinate to commands listed in the brief group address, include instructions in the body of the memorandum that a copy will be furnished down to commanders of companies, batteries, troops, detachments, and comparable commands, as appropriate.

2-6. Authorized Brief Group Addresses

a. “Commanders, Major Subordinate Commands” identifies and provides distribution to commanders of Continental U.S. Armies, I Corps and Fort Lewis, III Corps and Fort Hood, XVIII Airborne Corps and Fort Bragg, U.S. Army Reserve Command, and U.S. Army Signal Command.

b. "Commanders, CONUSA" identifies and provides distribution to commanders of Continental U.S. Armies.

c. "Commanders, FORSCOM Installations" identifies and provides distribution to commanders of all FORSCOM principal installations.

d. "Commanders, Major FORSCOM Troop Units on Non-FORSCOM Installations" identifies and provides distribution to commanders of III Corps Arty, 7th Trans Gp, 11th ADA Bde, 36th Engr Gp, 3d Bde, 3d Inf Division, and USA Marksmanship Unit.

e. "Commanders, all FORSCOM Troop Units" identifies correspondence with intended distribution to all AC, USAR, and NG unit commanders. Distribution is to be down to company, battery, troop and detachment level. Forces Command Mail/Distribution Center will mail one copy of any memorandum with this address line to Commanders, CONUSA, FORSCOM Installations, and Major FORSCOM Troop Units on Non-FORSCOM Installations. One copy will be mailed to all state NG headquarters; however, these copies must be enveloped by proponent using FORSCOM Pamphlet 25-50 for addresses.

f. "Commanders, FORSCOM Activities/Units Reporting Directly to FORSCOM" will include distribution to Commander 52d Ord Grp (EOD), Fort Gillem.

g. "Commanders, TRADOC Installations" identifies and provides distribution to commanders of TRADOC installations commanding FORSCOM units. This address does not include Carlisle Barracks and Fort Monroe since no FORSCOM units are located on these installations.

h. "Commander, United States Army Reserve Command (USARC)" identifies and provides distribution to all GOCOM and USARC controlled installation commanders.

i. "State Adjutants General" identifies and provides distribution to National Guard Units under their jurisdiction, District of Columbia, Puerto Rico, Guam, the U.S. Virgin Islands, and the U.S.A.

j. Address correspondence and messages concerning Reserve Components to CDR, USARC and functional staff agencies of the Army Staff, National Guard Bureau, and Office, Chief of Army Reserve, as appropriate.

k. Include Commanders, U.S. Army Pacific (USARPAC), as well as Commanders, CONUSA, when addressing information and directive material to subordinate commands concerned with the Reserve Components. It is necessary to spell out the

addresses of these commanders since there is no single term that covers them.

I. Correspondence addressed to Chiefs, Primary and Special Staff Agencies, includes the Secretary of the General Staff (SGS).

Section II ***Mail and Distribution***

Commander, U.S. Army Garrison, Fort McPherson, is responsible for processing incoming/outgoing correspondence.

2-7. General

The FORSCOM Mail and Distribution (M&D) Center is located in Room 155, Marshall Hall. Hours of operation are 0800-1500, Monday through Friday. The M&D Center provides for proper processing of all incoming and outgoing official mail and correspondence except Telecommunications Center (TCC) message traffic. Changes by the U.S. Postal Service require addresses to contain a street address. United States Army official mail addresses on envelopes, both delivery and return, will be limited to five lines, each line limited to 30 characters (including spaces), formatted with a uniform left margin, typed in upper case, and with no punctuation marks except for the hyphen in the zip+4 mailing code. United States Postal Service (USPS) acceptable address standardization format for U.S. Army Forces Command is at **Appendix H**. The last three lines of the addresses illustrated in **Appendix H** will be used for mail addressed to all Headquarters FORSCOM offices located at Fort McPherson.

a. Incoming mail/correspondence.

(1) Incoming mail and correspondence for distribution will be dispensed through mailboxes accessed from the hallway outside the M&D Center. Mailboxes, with combination lock, will be assigned to Marshall Hall occupant agencies by the official mail manager, Room 155.

(2) Agencies are required to pick up their M&D at least twice per day.

(3) Only authorized employees may pick up incoming mail. M&D personnel will not open mailboxes for unauthorized employees.

(4) To change mailbox combination, agencies must submit a request, signed by the agency chief, to the official mail manager.

(5) The M&D Center will deliver all incoming classified mail and distribution for FORSCOM

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agencies, including all registered, certified, USPS Express, FEDEX, and mail marked "FIRST CLASS - POSTMASTER: ADDRESS CORRECTION REQUESTED/DO NOT FORWARD" to the FORSCOM Classified Material Control Office (CMCO), Room 157, Marshall Hall for processing as shown in paragraph 2-8.

b. Outgoing mail/correspondence.

(1) Unclassified correspondence, signed by staff directors/chiefs or their designated representatives, will be forwarded with sufficient copies, along with a completed original and duplicate copy of HQ FORSCOM Form 99-E, Distribution List for FORSCOM Correspondence (JETFORM/FORFLOW) to the M&D Center for dispatch.

(2) The HQ FORSCOM Form 99-E will be used for dispatching unclassified multiple addressed correspondence to addressees listed on the form. Envelopes will be furnished and addressed by the M&D Center for mailing up to a maximum 10 copies per addressee. If more than 10 copies of a document must be mailed to an addressee, the proponent staff agency is responsible for packaging the documents and delivering them to the M&D Center. Outgoing mail requiring an attention line on the envelope or sent to addresses not listed on HQ FORSCOM Form 99-E must be delivered to the center packaged and addressed for mailing. After correspondence has been mailed, a copy of the HQ FORSCOM Form 99-E, annotated with the mailing date, will be returned to the originating office.

(3) All outgoing mail must indicate the dispatching agency's "mail account number" on the front, upper left (beneath the return address) of the envelope or Mailing Label, DA Label 18-1. Outgoing mail received in the M&D center without properly annotated mail account number or typed address (**figure B-10**) will be returned to the originator for correction.

(4) To ensure fast and efficient delivery of mail sent to HQDA and all addressees in the Pentagon, envelopes should be addressed as shown at **figure B-10**. All mail sent to HQDA and Pentagon addressees, including mass distribution (orders, MTOES, etc.), must be placed in an official envelope and addressed by the originating office.

(5) All outgoing classified mail and distribution will be handcarried to the FORSCOM Classified Material Control Office (CMCO), Room 157, Marshall Hall for processing as shown in paragraph 2-8 below.

2-8. Special Handling Mail (Classified Material)

All HQ FORSCOM special handling mail, incoming and outgoing, will be handcarried to the HQ FORSCOM Classified Material Control Office (CMCO), Room 157 for appropriate processing. The Deputy Chief of Staff for Command, Control, Communications and Computers (DCSC4), AFCI-A, is responsible for proper control and processing of all incoming/outgoing classified mail and distribution.

a. Incoming classified correspondence. Individuals receiving classified distribution from the CMCO must have on file an informal memorandum (**figure B-11**), signed by the agency director, designating a primary and alternate(s) to receive classified distribution. Designated individuals must possess at least a SECRET security clearance. The CMCO will distribute classified distribution only to the agency administrative office. Agency administrative offices will be responsible for distribution to their divisions.

b. Outgoing classified correspondence.

(1) All outgoing SECRET correspondence will be delivered by the action agency to the CMCO (Room 157, Marshall Hall) with properly prepared DA Form 3964, Classified Document Accountability Record, in triplicate, per addressee, and two completed DA Labels 18-1 per addressee. DO NOT use HQ FORSCOM Form 99-E for classified material. DO NOT furnish envelopes or other mailing containers.

(2) All outgoing CONFIDENTIAL correspondence will be processed as above, except DA Form 3964 receipts are prohibited.

(3) The proponent agency is responsible for initiating any required "TRACER" action.

(4) All outgoing classified correspondence to be dispatched through the U.S. Postal System (Registered, Certified, Express, 1st Class) or FEDEX contract carrier system will be handcarried to the CMCO, Room 157 for dispatch. The CMCO is the only HQ FORSCOM agency authorized to dispatch classified materials.

c. The DOD and HQDA have authorized use of USPS Express mail and Federal Express (FEDEX) contract carrier to transmit classified information (SECRET and below) when next-day delivery is an absolute requirement. Procedures established in paragraph 2-10 below will be followed when classified material must reach its destination by the following day.

d. TOP SECRET (TS) messages. The TCC will route all TS messages to the appropriate agency through the HQ FORSCOM TOP SECRET Control Officer (TSCO), located in DCSC4 (AFCI-A), Room 157, Marshall Hall. TOP SECRET Special Category (TS/SPECT) messages will be processed in accordance with instructions/directives from the appropriate agencies.

2-9. Internal Distribution

The SF 65, U.S. Government Messenger Envelope, will be used. Include agency/office symbol, attention line, location and building number. Do not send empty envelopes to Chief, Publications Stockroom, Bldg 208, Fort Gillem.

2-10. Express Mail (USPS EXPRESS/FEDEX)

a. Express mail will be used ONLY when next-day delivery is absolutely essential to meet mission requirements. Because of the much greater cost, express mail is not to be used for the sole purpose of meeting a suspense date.

b. Requests for express mail service will be submitted by informal memorandum to the Chief, M&D Center, Room 155, Marshall Hall. Requests must be signed by the agency/division chief and submitted to the Chief, M&D Center before 1200 to ensure next-day delivery. Express mail normally will not be accepted on Friday, unless special arrangements have been made for a person to be available on Saturday at the addressee's office to accept custody of the mail.

c. To transmit classified material (SECRET/CONFIDENTIAL) via express mail, comply with subparagraphs a and b above and then deliver the following to the CMCO, Room 157, Marshall Hall:

- (1) Classified material to be dispatched.
- (2) Classified Document Accountability Record, DA Form 3964, properly prepared in triplicate, and two address labels, DA Label 18-1, per addressee.
- (3) The express envelope and address label obtained from the Chief, M&D.

**Section III
Messages**

2-11. Army Privacy Communications System (PCOMS) Messages

a. PCOMS messages are prepared in Defense Special Security Communications System (DSSCS), DOI-103 (DSSCS Operating Instruction) format. USMTF is a text format for messages prepared for

transmission via the General Service (GENSER) communications network. USMTF is not compatible with the DSSCS.

b. Only messages containing sensitive compartmented information (SCI) are authorized to be sent as an EYES ONLY message. Unclassified and collateral classified messages of this type will be transmitted via the General Service (GENSER) communications system as a PERSONAL FOR message. See AR 25-11 w/changes for restrictions and use of PCOMS messages.

2-12. PERSONAL FOR Messages

a. PERSONAL FOR messages will not be read-addressed without the expressed consent of the originator.

b. Use the format at **figure B-12** when preparing PERSONAL FOR messages.

**Chapter 3
Staff Actions Preparation**

**Section I
Staff Action Formats**

3-1. HQ FORSCOM Form 1048-E

Use HQ FORSCOM Form 1048-E to send all hard copy actions to the CG, DCG, and/or CofS for signature or approval. A director, deputy director, or executive officer will sign/initial this form before submitting to the Command Group.

a. For packaging the HQ FORSCOM Form 1048-E, see paragraph 2-3.

b. When correspondence is in response to a Command Group tasker, indicate so in the Discussion/Background block. Include the tasker at the last tab.

c. In the "Discussion/Background," summarize the action, providing a brief description of what generated the action, factors that impact on it, and the desired Command Group action (e.g., signature, information, etc.). Describe any enclosures in the block entitled "Discussion/Background." These enclosures might be the incoming message, memorandum, letter, other documents relating to the action, and the SGS tasker. If possible, summarize these types of documents on the HQ FORSCOM Form 1048-E to avoid submitting a bulky package. The recommendation should be a clear and concise statement of what you want the Command Group addressee to do with the action/issue.

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d. Agencies submitting actions which require coordination among the staff will obtain coordination chops indicating concur/nonconcur in the blocks on the bottom of the 1048-E prior to submitting to the Command Group. When there is a nonconcurrency, add a statement of nonconcurrency as the last page or next enclosure IAW **figure B-13**.

e. When there is a statement of nonconcurrency, the originating agency will try to make adjustments to address the reasons for nonconcurrency and, when unsuccessful, prepare a consideration of nonconcurrency prior to submitting the HQ FORSCOM Form 1048-E to the Command Group, using format at **figure B-14**.

f. When an action is high priority for signature, approval, or information, the reason the action is "Hot" should be clearly stated and highlighted in the background/discussion block of the 1048-E.

3-2. Daybook

a. The CG, DCG, and CofS use the daybook for the following day's office activities (**figure B-15**). Be as thorough as possible in providing backgrounds, names/positions of attendees, itineraries, and details of issues. Copies of slides to be used must be provided. Draft slides can also be provided.

b. Staff agencies must submit daybook entries (in triplicate) to SGS Admin Office NLT 1200 on the duty day prior to the scheduled event. The Admin Office will forward the completed book to arrive at the CG or CofS office NLT 1600 on the duty day prior to scheduled events.

c. Office calls, courtesy calls, and orientation briefings, as a minimum, require a daybook entry.

3-3. Trip Book

When the CG, DCG, or CofS plan a visit to a unit/post, the SGS will task the staff to provide input for a trip book.

a. The SGS tasker will specify a suspense (usually three working days before a trip) date for all input, give a brief description of the purpose of the trip, and indicate to whom information should be submitted. Unless stated otherwise, input is due electronically NLT 1200 on the suspense date. Negative responses are required.

b. Input must be issue-oriented. Background information should supplement issues. In addition to issues the FORSCOM staff generates, agencies should call their counterparts at the destination to request topics they plan to raise.

c. Secretary of the General Staff will arrange the tasked input by issue rather than by staff sections. Staff directorates may submit voluntary information to keep the Command Group informed. This information will follow the specifically tasked issue.

d. SGS will provide a comprehensive executive summary for each trip book.

e. To ensure coordinated positions where there is staff overlap (budget, construction, personnel strength), the primary staff agency will consolidate and submit the inputs. For example, DCSRE submits all resource management issues, Deputy Chief of Staff Logistics (DCSLOG) submits all logistic issues.

3-4. Point Papers

Point papers will be limited to one page and be concise and to the point (**figure B-6**).

3-5. Keep the Commander Informed (KCI) Format

KCI format is used to provide information to the CG. The format, shown in **figure B-7**, may be used, when appropriate, in staff actions and is used for Daybook/Trip Book entries.

3-6. Quick Turn Around (QTA)

a. A "Quick Turn Around" document is a document in which the Command Group requires a quick response to information.

b. Documents will be clearly denoted by the markings "QTA" located on the tasker or document for action.

c. The document will be handcarried to the appropriate staff agency. Agencies located outside of Marshall Hall will be called to dispatch a courier.

d. As a rule, an answer is expected by COB (1700) the same day. If the issue or question is complex and cannot be answered the same day, regardless of receipt time, notify the SGS. A response must be provided before COB (1700) the end of the 3rd day.

3-7. Red Tag

Incoming documents requiring expeditious handling in order to meet suspense dates or get time sensitive data to the Command Group are called "Red Tag" actions and have a red tag attached. Red tag actions are handcarried through proofreader/SGS to Chief of Staff or Commanding General. Agencies are expected to "walk" red tags through other agencies for coordination. The reason the red tag action is

"Hot" should be clearly stated and highlighted in the background/discussion block of the 1048-E.

Section II

Appointments for the CG

3-8. Briefings - General Guidelines

a. Briefings should be clear and to the point. As a general rule, two-thirds of the time allotted for briefings should be for presentation and one-third for questions/discussion.

b. Action agencies are responsible for scheduling the location of the briefing. See paragraph 8-8 regarding conference room scheduling procedures.

c. Action agencies are responsible for ensuring all attendees have the appropriate security clearance and are aware of briefing date, time, and place. If any change is made to the schedule, the action agency is responsible for notifying all attendees.

d. If the CofS is attending the briefing, he/she must approve the tape recording of briefings and conferences. If approved, the agency must announce that fact at the beginning of the briefing.

e. If the briefing is to be held in the Executive Conference Room, the Command Conference Room or the Headquarters Conference Room, action agencies must provide DSGS a complete list of attendees NLT one working day prior to the briefing.

f. When the briefing is for the CG, DCG, or CofS, action agencies must provide the SGS Admin Office a daybook entry, in triplicate, by 1200 on the duty day prior to scheduled briefing.

3-9. Visitors to HQ FORSCOM, Fort McPherson and the Atlanta Area

a. General

(1) SGS Protocol is the focal point within HQ FORSCOM for managing and monitoring visits. Staff agencies will notify Protocol of all visitors, general officer and civilian equivalent, and provide a POC/telephone number. Protocol is available to advise and assist the staff on protocol matters.

(2) While the following outlines responsibilities and procedures which are normally applicable, each visit is unique; therefore, exceptions can be made to ensure that the best possible support is given each visitor.

b. Visit approval

(1) The CofS will approve official visits of key members of the DOD and DA staff; all commanders, deputy commanders, and chiefs of staff of major units and their civilian equivalent; foreign officials regardless of rank; and other visitors for whom

contact with general officer members of the Command Group would be appropriate.

(2) Directors/chiefs of staff agencies may initiate or approve requests for visits by their staff counterparts from lateral and subordinate headquarters. The initiating/approving staff agency, assisted by Protocol, will be responsible for all aspects of the visit.

c. Protocol will -

(1) Coordinate official visits to FORSCOM and the Atlanta area of American lieutenant generals and above or civilian equivalent, and all foreign visitors; commanders, deputy commanders, and chiefs of staff of major units; and other visitors designated by the CofS.

(2) Monitor official visits to FORSCOM of all other American general officers and civilian equivalent and assist hosting staff agencies, as required.

(3) Publish a weekly list of distinguished visitors and key events.

(4) Schedule use of Lee Hall, Dickman Lodge and Chaumont Lodge.

(5) Coordinate ceremonial honors, billeting, official functions and transportation.

(6) Arrange all luncheons and social functions hosted by Command Group general officers.

(7) Coordinate with DCSINT to ensure the necessary clearances are obtained for foreign visitors.

(8) Coordinate for availability of briefing officers with appropriate language proficiency if other than English is required.

(9) Coordinate with DCSPIM for escort officer(s).

(10) Brief and assist designated action/escort officers with escort duties and preparation of visit plans.

(11) Prepare a visit plan for submission to the Command Group for approval of visit concept for visitors listed in 3-9.c(1) above.

(12) Post the names of visitors (usually general officer or equivalent) on a sign in the lobby of Marshall Hall and coordinate with Garrison DPTMS for Main Gate marquee for four-star and above visitors.

d. Staff Agencies directors/chiefs responsibilities.

(1) Coordinate all aspects of agency hosted official visits to HQ FORSCOM and the Atlanta area for agency approved visits.

(2) Designate an action/escort officer from within their agency to meet the visitor at arrival

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point, assist in following itinerary, and accompany to point of departure.

(3) Comply with AR 380-10, para 4-2, concerning disclosure of classified information to foreign visitors.

(4) Upon receipt of a request, message, or any other communication which indicates a visit to FORSCOM, send the request through Protocol to the CofS, indicating, as a minimum, the date and purpose of the visit, arrival and departure data, if known; desired office calls within the Command Group; and desired luncheon/dinner if to be hosted by a Command Group general officer. The request will be forwarded for approval if the visitor is in a category specified above. Otherwise, it will be forwarded for information.

(5) Itineraries of all visiting general officers will be provided to the FORSCOM Protocol Office (**figure B-16**).

(6) Host luncheons unless a Command Group general officer elects to host. Luncheons hosted by Command Group general officers will be arranged by Protocol, regardless of staff responsibility for conduct of visit. Luncheons will be “no host pay-as-you-go” unless otherwise designated.

3-10. Distinguished Visitor (DV) Accommodations

a. In order to ensure senior official visitors to HQ FORSCOM and Fort McPherson receive the best possible accommodations and service, SGS Protocol handles the scheduling of available DV billets. Senior official visitors include lieutenant colonels (promotable) and above, civilian equivalent (GS-15 and above), and command sergeants major (when in an official status and at the request of the FORSCOM CSM).

b. The maximum period of occupancy is 10 days. Submit requests for exception to policy to SGS Protocol which will be forwarded to the SGS for approval.

c. Reservations are based on a system of priorities and can be preempted at any time prior to occupancy (in the event of a demand to billet a person with a higher priority). Priority will be in the following order: active duty military and DOD civilian personnel on official business, active duty military personnel in a leave status, retired military personnel, other authorized personnel. Reservations can be preempted because of operational requirements of HQ FORSCOM. In either case, SGS Protocol will notify the preempted individual as

early as possible. SGS Protocol will also notify requesting agencies of preemption.

d. Request DV accommodations from SGS Protocol during duty hours. If during nonduty hours, contact the Post Billeting Office which will record the particulars of the request. SGS Protocol will follow up the next day with the visiting official to confirm reservations and notify the requesting agency.

e. If necessary, SGS Protocol will coordinate with the Fort McPherson Billeting Office for additional billeting.

f. Agencies are responsible for coordinating key pickup and payment fees with the Fort McPherson Billeting Office.

g. Fort McPherson Billeting Office will issue certificates of nonavailability of government quarters and mess facilities, as required.

h. Parking for DVs is available through Protocol.

i. Office space for DVs is available through Protocol.

3-11. Military Aircraft

Travel by military aircraft (MILAIR) may be necessary because of mission requirements, scheduling constraints, or cost effectiveness.

a. In order to ensure legal requirements are satisfied, submit OSAC 1 Form, dated 14 Dec 94, Request for Army Aircraft, to SGS Protocol as soon as the travel details are available. Requests must be reviewed and signed by designated travel authorizing official within each directorate for filling out OSAC 1 Form with the appropriate information for colonels and below. For HQ FORSCOM brigadier generals and above, the approval authority for MILAIR requests is the FORSCOM CofS. All requests will be signed by the senior federal traveler on the requested aircraft prior to forwarding to Protocol. Commercial air itineraries and costs will be attached to the request along with any additional information which assists in justifying the request for MILAIR.

b. All requests for overseas U.S. Army military aircraft must be submitted to the FORSCOM Protocol Office (AFSG-PR) NLT 8 days prior to the desired flight.

3-12. Conferences

a. Secretary of the General Staff (Protocol).

(1) Consolidate staff proposed conferences into a FY conference program NLT August. Overall submission will be staffed within DCSRE for funding considerations and submitted to CofS for approval.

(2) Once approved, but NLT 1 October, notify all agencies and retain the approved conference program for the HQ.

(3) Provide advice and assistance to staff agencies on coordinating and conducting conferences.

(4) Provide accommodations within capabilities (i.e., Lee Hall, Dickman & Chaumont Lodges).

(5) Coordinate and conduct Command Group-hosted conferences.

b. Staff Agencies.

(1) Submit proposed conferences for subsequent FY in June of each year on HQ FORSCOM Form 51-E (Justification of Conference for FY____ Conference Planning Schedule Host Agency____). This is a multipurpose form that is used initially for estimation and as an after-action report to submit actuals. This submission will be used to compile the conference program.

(2) Once the FY conference program for each staff agency is approved and the dollar limit set, agencies must remain within their budgets. If additional conferences are required causing the dollar limit to be exceeded, a decision paper with HQ FORSCOM Form 51E should be submitted to CofS as soon as requirement is known. Staff all add-on conference requests through DCSRE for funding consideration prior to submitting to the CofS.

(3) Limit the number of representatives to one from each location unless clear justification is provided for more. Also, clear justification should be indicated when the previous year's costs are significantly exceeded.

(4) Submit a memorandum for the CofS for proposed deletions or changes to the conference program as they occur.

(5) Identify conference attendees of general officer rank or civilian equivalent for any conference at Fort McPherson or in the Atlanta area.

(6) Coordinate all arrangements and conduct conferences for which they have proponency, to include providing for escort officers for visiting general officer participants.

(7) The proponent staff agency will submit HQ FORSCOM Form 51E, Part II, After-Action Report to CofS through SGS Protocol 45 days after conference is completed.

3-13. Appearances (Dinners, Conferences, Speaking Engagements, or other Social Events)

Staff agencies should provide the CG's office (OCG) a telephonic "heads up" of any events to which he will be invited, for example, conferences, socials, speaking requests. These are added as a tentative entry on the master planning list maintained in OCG to preclude scheduling conflicts. (The telephonic "heads up" must be followed up with a hard copy invitation to become a firm commitment.) The list contains information, usually 12 months out, so submit requirements early. Provide the following to the appropriate DSGS, if applicable, NLT three working days prior to event.

a. Schedule/itinerary to include social(s).

b. Attendee list. If a Command Group member is to make an address, provide audience composition.

c. A biographical sketch for general officers and civilian VIP attendees.

d. Proposed remarks if a member of the Command Group is to make an address.

e. Dress requirements.

f. Seating arrangements and menus, if applicable.

g. Ranking of visitor(s) relative to the Command Group member.

h. First or call name of personnel seated at the table/dais with the Command Group member.

Chapter 4

Regularly Scheduled Command Group Meetings

4-1. CG Staff Principal Update (CG SPU)

A listing of attendees for the SPU is at **figure B-17**.

4-2. CofS Staff Meetings

a. CofS staff meetings will be conducted as directed by the CofS. Normally, there will be no CofS meeting if a SPU is scheduled some time during the week. In the event the CG is not available for a SPU, normally, a CofS staff meeting will be scheduled.

b. Meetings will be scheduled (normally) from 0800-0900 hours.

c. A listing of attendees is at **figure B-17**.

4-3. SGS Responsibilities

a. SGS will notify POC of any changes to date or time via the Command Group general officers' calendars on Schedule+ and electronic mail.

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b. SGS will provide appropriate seating arrangement for those meetings attended by Command Group general officers that are held in the CCR, HCR, and ECR upon receipt of attendee information from the lead agency coordinating the meeting/briefing.

Chapter 5

Taskings

Section I

Congressional, Presidential, and “Special Interest” Correspondence

5-1. General

a. Processing this correspondence is governed by AR 1-20, Legislative Liaison.

b. The Plans, Requirements, and Architecture Division (AFCI-R), DCSC4, keeps record files and suspense control on all congressional, Presidential, and “Special Interest” correspondence. Copies of all documents related to these inquiries should be sent to this office.

c. Staff agencies assigned action on these inquiries will maintain control until all actions have been completed.

d. If the issue is controversial or particularly unusual in nature or has the potential to attract more than normal DA or congressional attention, agencies must brief the CofS prior to dispatching the response.

e. Presidential and congressional correspondence will not be sent to subordinate commands without Command Group approval. Refer congressional correspondence to the Command Group if there is any doubt about processing requirements or signature authority.

f. Process Presidential inquiries the same way as congressional inquiries. Only the CG or CofS will sign Presidential correspondence addressed directly to the White House.

Section II

Command Group Taskers and Suspenses

5-2. Procedures

a. Final action/responses to a Command Group tasker are due to the Command Group NLT 1200, unless otherwise indicated, on the assigned suspense date.

b. All responses, except Trip Book input, Daybook entries, and HQ FORSCOM Forms 114-E,

Request to Brief the Command Group, will be accompanied by HQ FORSCOM Form 1048-E.

c. Suspense dates are established by the SGS for the Command Group.

d. The tasker is a computerized document containing the following information: Tasker number, title, suspense, action and assist agency, instructions/guidance.

e. Taskers may be directed to a “lead” agency and an “assist” agency. When dual tasking is indicated on the SGS tasking document, it is the responsibility of the “assist” agency to provide its input directly to the “lead” agency. The lead agency establishes the suspense for “assist” agency input.

5-3. Coordination of responses to the Command Group

a. Final action/responses to a command group tasker, which requires coordination, is the responsibility of the “lead” agency.

b. The “lead” agency will establish a reasonable suspense date to allow adequate review time. Coordination will be documented on the HQ FORSCOM Form 1048-E with appropriate authentication and concur/nonconcurrency. Nonconcurrency, at a minimum, will be accompanied by comments. All coordination must be accomplished prior to submission to the command group.

5-4. Subordinate Commands

a. For those actions which require the commitment of personnel, units, equipment, or other resources in support of an assigned mission or requirement, DCSOPS is the office responsible for the control, verification and repository of all taskings to subordinate commands and installations. All tasking documents will be released by Central Tasking Branch, with the exception of those listed below; they will contain a tasking control number issued by Central Tasking, and display the symbol (AFOP-OCT) on the heading of the tasker.

b. All operational taskings for support of contingencies will be staffed and released by the Crisis Action Team (CAT) of Operations Division, DCSOPS (AFOP-OC/CAT). Central Tasking Branch will be informed of taskings and will be provided a copy of all messages.

c. All tasking for support of the Office of the Secretary of Defense Advanced Concept Technology Demonstration Program, Department of the Army Five-year Test Program and the United States Army Research Institute will be released by Advanced Concepts Office, DCSOPS (AFOP-ACO).

d. Exercise Troops Lists will be issued by Training Exercise Branch, Training Division, DCSOPS (AFOP-TRX).

e. Taskings for support of Counterdrug Operations will be released by Current Operations Division, DCSOPS (AFOP-OCC).

f. Those taskings listed above will be coordinated with Central Tasking prior to dispatch and will include Central Tasking as an info addressee.

g. Other than those listed above, the staff agency with primary staff interest will prepare the tasking document for release by the Central Tasking Branch. This document will include the following:

(1) The office symbol of Central Tasking Branch (AFOP-OCT) in the document heading.

(2) Released by the Chief, Central Tasking Branch, DCSOPS.

(3) Name, office symbol, and DSN number of the action officer or staff agency preparing the document.

h. Taskings to subordinate installations/units will be communicated in writing and should provide a minimum of 90 days lead time prior to the required report/support date. Any tasking document which does not permit this lead time will be accompanied by justification as to the reason why adequate lead time could not be provided. Any tasking document which does not provide at least 45 days lead time must be approved by the FORSCOM Deputy Chief of Staff for Operations (DCSOPS). This approval will be obtained by the staff agency having primary interest.

i. Taskings will be passed through the Corps Headquarters for their subordinate commands to include divisions and divisional installations.

j. Tasking documents that task FORSCOM units on non-FORSCOM installations will be addressed to the host installation commander with an information copy to the FORSCOM unit commander.

k. All tasking documents will follow the chain of command.

l. FORSCOM Regulation 350-12 (Procedures for Tasking and Support from FORSCOM Installations and Units) outlines the policies and guidance for tasking of FORSCOM subordinate commands.

Chapter 6

Automated Services

6-1. Transfer Documents, Notes, Messages and Files Created on Workstations with Electronic Mail (E-Mail)

E-Mail permits unclassified and classified FORSCOM Network (FORNET) users to send, receive, and exchange information electronically. E-Mail can be used for the following:

a. Send and receive messages, notes, documents and files.

b. Coordinate staff actions and schedules, using the current scheduling program.

6-2. Security Procedures

Security procedures on the use of electronic mail on the unclassified and classified FORNET networks are contained in AR 380-19, Information Systems Security.

6-3. Appropriate Use

Use of E-Mail must be in accordance with DOD Regulation 5500.7-R, Joint Ethics Regulation. Users should use E-Mail resources responsibly and abide by normal standards of professionalism, personal courtesy, and good conduct at all times.

6-4. Processing Procedures

a. Messages, notes, documents and files exchanged between users must be prepared in the proper format. When sending files or documents, ensure the addressee has compatible application software.

b. Ensure the addressee's supporting computer network can process messages with attachments such as documents and files. Problems may be encountered with other systems. Contact the FORNET Customer Service Center at 464-2222 for assistance.

c. Users are responsible for the creation, deletion and maintenance of their personal address book entries, distribution lists in personal groups and private folders.

d. Read mail periodically and delete when no longer needed. Retain required messages on the hard drive, alleviating the need to store on the network.

e. Contact local Information Management Officer (IMO) for information and assistance.

6-5. FORSCOM Public Folders

Use the FORSCOM Public Folders on the unclassified FORNET network to post information for personnel in the field. Place notes, files and documents in Public Folders for reading and

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downloading. Public Folders enable external users to have direct access to files and documents allowing for easy file and document transfer. The FORSCOM Bulletin Board is located in Public Folders.

6-6. Use of the Internet and World Wide Web (WWW)

a. Personal use of the Internet and WWW should be limited and reasonable IAW DOD 5500.7-R, Change 2, Joint Ethics Regulation. Proper use is a user's responsibility and is subject to monitoring.

b. Staff directorates will ensure that all information placed on the WWW meets security requirements, as well as other criteria defined in DOD Web Policy, AR 360-5 and AR 340-17, and FORSCOM Web Policy.

c. Each staff agency/directorate providing input to the FORSCOM web pages will appoint a "Page Master" to be responsible for ensuring publication of information on the WWW has been approved by the staff director or agency chief. Information that will reside on FORSCOM's public web will then be provided to the FORSCOM Public Affairs Office Web Administrator for approval.

Chapter 7

Information Management Services

7-1. Office Copiers and Printing

a. There are seven large volume copiers in Marshall Hall for common use, available on a first-come, first-serve basis. The copiers are located on each end of the first, second, and third floors. Large volume copier use is limited to reproducing 25 copies per original not to exceed a total of 500 copies per job (number of originals multiplied by number of copies). The common use copiers are not to be used to reproduce classified material. Classified reproduction is limited to copiers located in the staff agency administrative area.

b. Reproduction requirements for more than 25 copies per original are provided by the Defense Automated Printing Service (DAPS), Bldg 363. Service hours are 0730-1600.

(1) All services are provided on a cost reimbursable basis. Staff agencies and special staffs must budget for individual printing jobs. Budget offices can provide quarterly/yearly funding allotments on DD Form 282, DOD Printing Requisition/Order. This initiates a "draw" account and then customers must submit DD Form 843, (Requisition for Printing

and Binding Service) with individual printing requests. Assistance on how to complete DD Form 843 can be obtained from DAPS at ext 464-3959. Job specifications must be included on the DD Form 843.

(2) Reproducing classified material up to and including SECRET will be IAW AR 380-5, FORSCOM Supplement to AR 380-5, and FORSCOM Memorandum 380-5 and may be reproduced only on staff agency office copiers or at the printing plant.

7-2. Command Publications

a. A draft FORSCOM publication will not be used to implement new or revised policy. A FORSCOM publication is not official until it has been authenticated by the DCSC4.

b. Action officers will prepare FORSCOM numbered publications (supplements, regulations, pamphlets, circulars and memorandums) IAW AR 25-30, The Army Integrated Publishing and Printing Program, and DA Pamphlet 25-40, Administrative Publications: Action Officers Guide.

c. Publications (such as user manuals, guide-books, plans) that are currently unnumbered should be integrated into the publications system. Unnumbered publications are not distributed through the publications system, are not included in the FORSCOM Index of Publications and Blank Forms, have no established source of supply, have no standard distribution and frequently do not reach all intended users. Including these documents into the publications system improves service to proponents and users.

d. Action officers who are writing/revising a FORSCOM numbered command publication will contact the Administrative Services/Support Division (ASD), DCSC4, before they begin writing/revising.

(1) Action officers are responsible for ensuring that publications are ready for print (spell checked, coordination completed, and changes made) prior to forwarding to ASD.

(2) The editor reviews the draft and discusses the concept to ensure compliance with current policy and procedures. Contacting the editor in early stages helps avoid publishing delays caused by extensive editing and reorganizing to comply with Army format.

e. Action officers will submit a finalized version of the publication on a diskette (in Microsoft Word using Times New Roman 10 point font size) along with hard copy for editing and formatting.

(1) Action officers should coordinate with the Distribution Clerk in ASD when final version is given to the editor, to complete distribution

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requirements. Except where distribution restrictions prevent doing so, all FORSCOM command publications will be downloaded on the FORSCOM INTRANET (<http://freddie.forscom.army.mil>) in a HTML file. These publications will not be put on the FORSCOM Public Folder (publications). Printing hard copies of FORSCOM command publications is not recommended.

(2) All components of a publication, i.e., charts, appendixes, etc., should be in one document. Charts, etc., may be done in Power Point or Excel, but should be included in the main document. A separate electronic copy should also be included on the diskette for future changes.

(3) Action officers must coordinate with the Forms Manager when forms are included in FORSCOM publications.

f. The editor will return a draft copy to the initiating action officer for final review. Action officers should annotate that the final draft is correct, date and initial. Upon receipt of the annotated and initialed copy, ASD will authenticate and download on the INTRANET and if required, as determined by the proponent, forward to Defense Automated Printing Services for reproduction and subsequent distribution. When printing is required, the proponent will complete a DD Form 843 or a DD Form 844, Requisition for Local Duplicating Service, and HQ FORSCOM Form 129-E, Request for Editorial Service and Distribution of FORSCOM Command Numbered Publications (JETFORM/-FORMFLOW). The Government credit card may also be used to pay for printing. The HQ FORSCOM Form 129-E will be signed by the proponent directorate XO or deputy. These forms must be completed prior to the editor beginning work on the publication.

g. FORSCOM numbered publications will not be changed by message or memorandum. Interim changes are rescinded as specified in Change 2 to AR 25-30, The Army Integrated Publishing and Printing Program, dated 15 August 1996.

h. Required coordination:

(1) Publications that establish new policy or announce major policy changes require Command Group approval. Accordingly, the staff agency must submit the decision paper with a copy of the proposed "draft" publication for CG approval.

(2) Any document that prescribes policy, responsibility or procedures and represents the official views of FORSCOM must be approved by the CofS.

(3) Supplementation to ARs requires HQDA proponent approval. Action officers should obtain HQDA proponent approval prior to submission to ASD, DCSC4.

(4) Staff agencies will coordinate with the Army National Guard (ARNG) and U.S. Army Reserve (USAR) Advisors to FORSCOM on publications that affect Reserve Components (RC) prior to submission to DCSC4.

(5) Proponents should coordinate with the FORSCOM Staff Judge Advocate on FORSCOM Supplements, Regulations, and Circulars prior to submission to ASD.

7-3. Policy Memorandums

a. When new information that is directive in nature (that which establishes new policy) must be issued to meet an urgent situation, a policy memorandum may be issued. A policy memorandum will not be used to change policy in an existing FORSCOM or higher level publication. (See paragraph 7-2g for guidance on publishing changes to FORSCOM command publications). Memorandums that reinforce, emphasize, or explain existing policy are not defined as policy memorandums and will not be controlled (control numbers and expiration dates will not be assigned). When contents are questionable, contact DCSC4, ASD (AFCI-A), for a determination.

b. Policy memorandums are not intended to replace official FORSCOM command publications. Proponents must make every effort to incorporate policy memorandums into official publications before the 2-year expiration date. Accordingly, all policy memorandums must contain the following statement: "This policy will be incorporated into the next change to (state appropriate FORSCOM, DA or DOD publication)." If there is no existing publication in which to add the information, a new FORSCOM command publication will be published. (See paragraph 7-2 for guidance on publishing FORSCOM command publications.)

c. Policy memorandums will be signed by the CG, DCG, or CofS. When the CG, DCG or CofS who signed a policy memorandum is no longer assigned to FORSCOM, the memorandum is no longer valid. Proponents must, at that time, determine if the policy is still necessary and submit a revised memorandum for signature by the current CG, DCG, or CofS.

d. Procedures:

(1) The proponent will use memorandum format to prepare a policy memorandum IAW **figure B-18, Policy Memorandum**.

(2) The proponent will submit HQ FORSCOM Form 1048-E to the Command Group for approval/signature. The original, final policy memorandum and a completed HQ FORSCOM Form 99-E, Distribution List for FORSCOM Correspondence (JETFORM/FORFLOW), will be included as a tab.

(3) When the memorandum is signed, SGS will date and return the original with all enclosures to the proponent.

(4) The proponent will submit the original and one copy of the signed policy memorandum, the HQ FORSCOM Form 1048-E approving release, and completed HQ FORSCOM Form 99-E and DD Form 843 (JETFORM/FORFLOW), with fund cite to DCSC4 (AFCI-A), to assign a control number and expiration date, and forward to Defense Automated Printing Service for reproduction and distribution. The policy memorandum will be included in the next issue of the FORSCOM Policy Memorandums Index (FORSCOM Circular 25-XX-2).

(5) The proponent is responsible to ensure the policy memorandum is distributed to all necessary addresses and will maintain copies for additional distribution. Policy memorandums are not stocked by DCSC4 or at the Fort McPherson publications stockroom at Fort Gillem.

(6) The proponent will notify DCSC4 (AFCI-A), when the contents of the new policy have been incorporated into a permanent publication so the policy memorandum can be rescinded.

(7) Memorandums establishing policy that are issued without following the above procedures will not be recognized as official FORSCOM policy.

7-4. Privacy Act (PA) and Freedom of Information Act (FOIA) Requests

Handcarry all PA and FOIA requests to DCSC4, ASD, Bldg 205, for control, date/time stamping, marking, and suspending within one day of receipt.

7-5. Communications

a. Telecommunications Center (TCC)

(1) The TCC is in Room 45 (basement), Marshall Hall.

(2) The TCC will provide electronic message send/receive support. All outgoing messages will be prepared in United States Message Text Format (USMTF). See **Appendix C**, Electronic MTF Processing.

(3) Outgoing Messages:

(a) Unclassified outgoing messages may be delivered to the TCC via organizational E-Mail or on 3 1/2 or 5 1/4 inch diskette media.

(b) Classified outgoing messages will be delivered to the TCC on 3 1/2 or 5 1/4 inch diskette media.

(4) Incoming Messages:

(a) Incoming unclassified messages will be delivered to addressees via E-Mail to an established organizational E-Mail account, e.g., AFCI@FORSCOM.ARMY.MIL.

(b) Incoming classified messages will be printed on paper copy and made available for pick-up by the addressee. Agencies/activities with a capability to process incoming classified messages on diskette media may request delivery of their classified messages on diskettes.

(5) All diskette media used for processing both classified and unclassified messages will be labeled with the appropriate classification and identification data IAW applicable regulations and procedural guides.

(6) Each agency/activity is responsible to deliver outgoing diskette prepared messages to the TCC as well as picking up incoming classified message paper or diskette copies.

(7) Administrative offices must provide to the TCC a memorandum for all individuals authorized to pick up messages for their agency/activity. This memorandum must include the authorized individual's name, security clearance, and be signed by the individual's superior officer/manager prior to the individual picking up messages.

(8) The TCC operates 7 days a week, 24 hours a day.

b. Voice/Telephones. Voice and telephone procedures are outlined in the Fort McPherson Official Telephone Directory.

7-6. SGS Nonsecure Telephone Conference Nets

a. The SGS office has three nonsecure telephone conference nets to provide the Command Group the ability to communicate quickly with various FORSCOM staff agencies. The conference nets are used primarily to disseminate fast-breaking information such as meeting rescheduling.

b. Only the Command Group can initiate the conference nets. These nets are connected to predetermined telephone numbers at each staff agency.

c. When the conference net button lights up and the phone rings, conferees should pick up and wait for the message from the Command Group. A recording will announce the conference call. Con-

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ferrees should only respond to questions directed to them.

d. To terminate participation in the conference, conferees place the handset in the instrument cradle.

Chapter 8

Visual Information

Section I

FORSCOM Visual Information System

8-1. General

a. The FORSCOM Visual Information System (VIS) provides video/digital-based projection, imaging, and reservation video teleconferencing (VTC) support to Marshall Hall. VTC room will be opened 30 minutes prior to start time. When scheduling a VTC for CG, DCG, CofS, only the third floor VTC room will be used. Major components of the VIS include the Defense Information System (DISN), DISN Transition Contract (DTC), the video teleconferencing facility (VTF), the Command Conference Rooms, the Staff Conference Rooms, the FORSCOM Operations Center (FOC), and the Command Observation Platform (COP).

b. The FORSCOM VTF is a reservation-based "Schedule D" room on the DTC contract. The VTF provides point-to-point secure and multipoint secure conferences.

c. VIS is a sophisticated and complex array of interconnected electronic components. In the event of maintenance problems, electronic technicians can be reached at 464-3350/2290. **DO NOT ATTEMPT TO CORRECT SYSTEM MALFUNCTIONS.**

8-2. FORSCOM VTC System (External to Marshall Hall)

a. The FORSCOM VTC network consists of the following studio locations:

- Fort Bragg
- Fort Campbell
- Fort Carson
- Fort Drum
- Fort Hood
- Fort Irwin
- Fort McPherson (HQ FORSCOM/HQ USARC)
- Fort Gillem
- Fort Polk (Two rooms at Fort Polk)
- Fort Riley
- Fort Stewart
- Fort Dix
- Fort Lewis

HQ ASC (Fort Huachuca)

b. The FORSCOM network (above) is separate from other networks that include HQDA, TRADOC, AMC, Air Force, Navy, and Marine Networks. These are among other networks which are compatible systems operating on the Defense Commercial Telecommunications Network (DCTN). With some exceptions, cross conferences can be held with studios on the other networks. DCTN consists of 277 studios nationwide in 38 networks. Interoperability with these networks can be handled on a case-by-case basis by calling FORSCOM VTC Network scheduling at 464-7015/7055.

c. The DCTN network provides capability for secure point-to-point and multipoint (room-to-room) calls.

8-3. Procedures

a. The following procedures will be used for scheduling conferences. The requester will:

(1) Coordinate the request with the HQ FORSCOM facilitator at ext 464-7015/7055 to determine studio availability.

(2) Check with the points of contact at the conference locations to determine their availability for a conference at the specified date and time.

(3) Make an official request to the local facilitator providing date, time, length of conference, requester's location, points of contact, conference coordinator, conference subject, conferees, and security level of the conference.

(4) After confirmation, the requester will contact the conferees at all locations involved with the conference to verify times and dates.

(5) If a requester has a justified request for a conference on a particular date and normal time slots are already filled, the user may request other than normal operating hours. This will be coordinated with the HQ FORSCOM facilitator. All user conflicts of time will be settled between users and not the Reservations Office.

b. The FORSCOM Network facilitator will:

(1) Schedule on automated reservation system and receive conference number for confirmation.

(2) Notify the requester and verify the reservation data.

c. Requests for conferences will be scheduled on a first-come, first-serve basis.

d. In order to most efficiently use the core hours of the workday (9:00 a.m. to 2:00 p.m. EST/1400-1900 ZULU), a 2-hour time limit has been established for conferences between these hours.

Reservations may be scheduled for additional time outside the core hours.

e. Command Group calls and calls due to national emergency or urgent mission needs will take precedence.

Section II

Video Teleconferencing Information System (Internal to Marshall Hall)

8-4. General

Fifty-six separate ports throughout the building are connected through a computer-controlled switch enabling point-to-point and multipoint video teleconferences at all fifty-six locations.

8-5. Capabilities

a. Each staff principal's office has an executive conference cart with video monitor, video recorder/player, and audio equipment (microphone and speaker). A VIS remote control will be located on (or in the proximity of) the principal's desk.

b. This equipment enables principals to play video tapes, send information to other offices, and monitor CNN, ABC, CBS, and NBC.

8-6. Operating Procedures

Contact the FORSCOM/DA teleconference facilitator at 464-7015/7055 for assistance.

Section III

Command Group Conference Rooms

8-7. General

The Headquarters Conference Room (HCR), the Command Conference Room (CCR), and the Executive Conference Room (ECR) have nearly identical presentation support equipment.

8-8. Scheduling

a. The SGS schedules the CCR and HCR. Scheduling the ECR must be done through the OCG.

b. Agencies are responsible for scheduling the appropriate conference room through the SGS or OCG anytime there is a requirement. Submit requests as far in advance as possible, but not more than two months from the date required. Electronically, HQ FORSCOM FORM 1785-E (JETFLOW), Conference Room Booking, is used by SGS for scheduling the CCR and HCR.

c. For the convenience of the staff, the SGS has established calendars for the HCR and CCR in MICROSOFT OUTLOOK. All staff directorates

have access to this calendar to ensure there are no problems when scheduling these conference rooms.

d. When in doubt of the procedures, contact the SGS.

e. The ECR is controlled solely by OCG. All scheduling and coordination must be conducted with this office through the staff directorates DSGS.

f. Unless otherwise indicated, the security clearance level of each room is SECRET.

8-9. Capabilities

a. Information in the CCR and HCR is presented via a video projector suspended from the ceiling. The CCR and HCR have two projectors for dual screen presentations. Vu-graphs, 35mm slides, 1/2-inch video tape computer, and Video Show floppy disks can be converted to video signals which appear on front projection screens.

b. Lecterns are equipped with touch screens so that a briefer can control the lights, sound, and screen images. Identical touch screens are located in the control rooms so that TSC operators may run the presentation support portion of a briefing. Telephones and an emergency alarm connect the lectern and TSC operator.

c. DCSOPS conference room has 1/2-inch video tape and diskette to video signal projected on a front screen.

8-10. Operating Procedures

a. After scheduling a conference room, TSC support can also be scheduled by calling the HCR, 464-6412; CCR 464-6551/7055.

b. Slides, vu-graphs, tapes, films or disks should be delivered to the TSC operator a minimum of two hours before a briefing; more time is preferable. Staff officers will screen their presentations in the appropriate conference room two days before presentation.

c. Due to the complexity and sensitivity of control room electronics equipment, access to the rooms will be controlled by TSC.

Section IV

Dedicated Staff Conference Rooms

8-11. General

The seven small staff conference rooms are modestly equipped and controlled by the separate staffs.

8-12. Capabilities

a. Most rooms are equipped with a video monitor and a front projection screen, which is

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attached to the wall (with the exception of the DCSINT conference room, which has rear projection).

b. In addition, each room has a video conference port. The DCSOPS conference room is equipped with video projection capability.

8-13. Training

Any orientation or assistance required for conference room equipment may be obtained by calling TSC.

Section V

Computer Graphics

8-14. Capabilities

a. Computer graphics provides the capability to present high quality, color visual/graphics for briefings. Presentations to be made in Marshall Hall are normally created and displayed using Power Point software.

b. All Command Group conference rooms, as well as most directors' offices are equipped with a computer containing Power Point software. Because the attributes (resolution, number of colors, etc.) in Power Point can be set differently, it is essential that all slides are created to the FORSCOM Chief of Staff standard outlined in **Appendix G**.

c. Other graphics software such as Harvard Graphics can be converted to Power Point. Check the software manual for instructions or consult with TSC Graphics personnel for assistance.

8-15. Creating Images for Presentations at HQ FORSCOM

a. FORSCOM Headquarters has standardized visual presentations for computer-based and video-based images. Approved formats for briefings conducted in Marshall Hall conference rooms are provided at **Appendix G**. A copy of the standards can also be obtained from Training Division, Training Support Branch, DCSOPS.

b. To ensure quality and consistency for command and VIP briefings representing FORSCOM headquarters, TSC is the preferred source for producing the final briefing material. Action officers should provide information to TSC as early as possible when developing such a briefing.

c. Action officers can prepare internal and informational briefings using their preferred type of desktop presentation software provided the format complies with the provisions of the Chief of Staff

guidelines. Templates and clip art for briefing slides are available from TSC.

d. The FORSCOM electronic briefing system will accommodate briefings prepared at other installations; however, briefings that do not meet the format requirements must be converted. The directorate/agency sponsoring the visit will coordinate with TSC to arrange for conversion.

e. It is important **TO ALWAYS PREVIEW BRIEFING ON THE ACTUAL SYSTEM TO BE USED TO ENSURE SYSTEM COMPATIBILITY**. This needs to be accomplished at least 48 hours in advance to allow time for correcting problems. Contact TSC office to arrange your preview.

Section VII

FORSCOM Operations Center (FOC) & Command Observation Platform (COP)

8-16. Capabilities

a. Electronic imaging capabilities in the FOC are the same as in the HCR.

b. The FOC is equipped with rear projection screens.

c. The FOC has a back-up system of optical projectors (i.e., 35mm, vu-graph, and 16mm).

d. The COP is equipped with STU II and STU III phones, a microphone to address the FOC, a secure intercom, a monitor to observe teleconference activity, and a monitor to observe FOC graphics.

e. The large video monitor in the COP displays the same video information which appears on the large rear projection screens in the FOC.

f. The COP is equipped with a lectern from which either the entire FOC or just the COP can be briefed.

8-17. Operating Procedures

a. Illustrator support for computer graphics requirements can be obtained from TSC.

b. TSC technicians will operate and schedule maintenance on the electronic equipment in the control rooms (057 & 058). Accountability for equipment in these rooms and access control to the rooms will remain with the Training Support Officer/Visual Information Manager (TSO/VIM). Operation support can be obtained by calling TSC.

c. Visual information equipment located in the COP and on the open floor of the FOC will be hand receipted by TSC to the FOC hand receipt holder.

8-18. Training

Briefers requiring training on the COP lectern, FOC briefing officer consoles, and touch screen controls should call TSC.

APPENDIX A

References

AR 25-1	The Army Information Resources Management Program	AR 380-5	Department of the Army Information Security Program
AR 25-11	Record Communications and Privacy Communications System	DA PAM 25-30	Index of Army Publications and Blank Forms
AR 25-30	The Army Integrated Publishing and Printing Program	FORSCOM Pam 25-30	Index of FORSCOM Publications and Forms
AR 25-50	Preparing and Managing Correspondence	FORSCOM Pam 25-50	Address List
AR 25-51	Official Mail and Distribution Management	FORSCOM Suppl to AR 25-1	The Army Information Resources Management Program
AR 25-55	The Department of the Army Freedom of Information Act Program	FORSCOM Suppl to AR 25-30	The Army Integrated Publishing and Printing Program
AR 25-400-2	The Modern Army Recordkeeping System (MARKS)	FORSCOM Suppl to AR 25-55	The Army Freedom of Information Act Program
AR 310-50	Authorized Abbreviations, Brevity Codes, and Acronyms	FORSCOM Suppl to AR 340-9	FORSCOM Office Symbols
AR 335-15	Management Information Control System	FORSCOM Suppl to AR 340-21	The Army Privacy Program
AR 340-9	Office Symbols	The Gregg Reference Manual Glencoe Division of Macmillan/McGraw-Hill School Publishing Company	
AR 340-26	Duplicate Emergency Files Program		

APPENDIX B

Figures

<u>FIGURE NUMBER</u>	<u>DESCRIPTION</u>	<u>FIGURE NUMBER</u>	<u>DESCRIPTION</u>
1	FOR THE COMMANDER Signature Authority	10	Proper Markings for Outgoing Correspondence
2	Command Group Signature Blocks	11	Classified Correspondence Distribution Memorandum
3	Command Group Correspondence	12	PERSONAL FOR Messages
4	Star Letter Preparation	13	Statement of Nonconcurrency
5	Packaging Staff Actions	14	Consideration of Nonconcurrency
6	Point Papers	15	Daybook Entries
7	KCI	16	Sample Itinerary
8	“PASS TO” and Command Group “SIGNED” Messages	17	SPU Attendees
9	Multiple Addresses Memorandums	17	CS Staff Meeting Attendees
		18	Policy Memorandum

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The Following is a List of Individuals Authorized to Sign Command Correspondence:

Deputy Chief of Staff for Personnel and Installation Management (DCSPIM)

Assistant Deputy Chief of Staff for Personnel and Installation Management (ADCSPIM)

DCS Intelligence (DCSINT)

Deputy DCS Intelligence (Dep DCSINT)

DCS Operations (DCSOPS)

Asst DCS Operations (ADCSOPS)

DCS Logistics (DCSLOG)

Deputy DCS Logistics (Dep DCSLOG)

Asst DCS for Command, Control, Communications and Computers (ADCSC4)

DCS Resource and Evaluation (DCSRE)

Deputy DCS Resource and Evaluation (Dep DCSRE)

Adjutant General

Chief, Internal Review

FORSCOM Inspector General

Figure B-1. Signature Authority

Memorandum, Endorsement, or Informal Memorandum:

DAVID A. BRAMLETT
General, USA
Commanding

TOMMY R. FRANKS
Lieutenant General, USA
Deputy Commanding General

JOHN M. PICKLER
Lieutenant General, USA
Chief of Staff

Letter *

David A. Bramlett
General, U.S. Army
Commanding Officer

Tommy R. Franks
Lieutenant General, U.S. Army
Deputy Commanding General

John M. Pickler
Lieutenant General, U.S. Army
Chief of Staff

Star Letter *

David A. Bramlett
General, U.S. Army

Tommy R. Franks
Lieutenant General, U.S. Army

John M. Pickler
Lieutenant General, U.S. Army

*** Complimentary close for letters and star letters:**

“Very respectfully,” when addressed to higher rank or position

“Sincerely,” - all others

“Very respectfully,” when CG writes to CINACOM, Chief or Vice Chief of Staff, Army.

“Very respectfully,” when CG writes to U. S. Senators and Members of Congress

Message **

DAVID A. BRAMLETT,GEN,AFCG,5054

TOMMY R. FRANKS,LTG,AFDG,6438

JOHN M. PICKLER,LTG,AFCS,6448

****Complimentary close for Personal For messages:**

Commanding General:

"Dave" (although he may vary) - when action addressee(s) of equal rank (GEN) or senior by position

"Warm regards" when action addressee(s) of subordinate rank (LTG or lower)

Deputy Commanding General:

“Very respectfully, Tom” - when action addressee(s) of higher rank or position

“Respectfully, Tom” - when action addressee(s) of equal rank

“Warm regards, Tom” - when action addressee(s) of subordinate rank

Chief of Staff:

“Very respectfully, John” - when action addressee(s) of higher rank

“Respectfully, John” or “Warm regards, John” when addresses(s) of equal or subordinate rank

Figure B-2. Command Group Signature Blocks

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 1 of 5 Pages	
<p><i>This chart lists communications and staff actions that are of major interest to the Command Group. The normal processing time, level of approval, and signature guidelines for HQ FORSCOM actions are indicated. Agency Director/Chiefs will determine, based on their personal knowledge of the individual situation, whether matters listed may be acted on without prior referral to the Command Group. Information copies of all actions taken on these matters will be provided the Chief of Staff. Other important matters not listed must also be identified by the Agency Director/Chief for referral to the Chief of Staff for approval or information, as appropriate.</i></p>							
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Agency Dir/Chief w/cy to CofS		
1. Personal notes from the CG, DCG or CofS that request information or direct an action.	X					SGS (Dep SGS)	Staff agency director/chief
2. Incoming communications addressed personally to the CG, DCG or CofS.	X			X		SGS (Dep SGS)	Command Group
3. Incoming communications received.							
a. Direct from the President, Vice-President, or members of their staffs with replies to the White House.	X			X		DCSC4	CG, DCG or CofS
b. From members of Congress, National and State governments, and other important civilian officials, and replies thereto.	X				X	DCSC4	Staff agency director/chief
c. By referral from OCLL or other HQDA staff agency, or from any other source for reply or information on which to base a reply to officials indicated in a and b, above and replies thereto.	X				X	DCSC4	Deputies, staff agencies, or designated representative

Figure B-3. Suspense, Level of Approval and Signature guidelines

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 2 of 5 Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Agcy Dir/Chief w/cy to CofS		
4. Incoming communications signed personally by a general officer will be answered within three working days:							
a. CINC of Unified/Specified Cmds, or their deputies; DA Chief of Staff or Vice Chief of Staff; Chairman Joint Chief of Staff, or Vice Joint Chief of Staff	X			X		SGS (Dep SGS)	Command Group
b. DA Staff chiefs (DCSOPS, DCSPER, DCSLOG, DCSRDA, COA, and ACSI).	X				X	Staff agency director/chief	Staff agency director/chief
c. CG, DCG or CofS of subordinate commands.	X			X		SGS (Deputy) or Staff agency director/chief	Command Group
d. CG or DCG of lateral command.	X			X		SGS (Deputy) or Staff agency director/chief	Command Group
e. A general officer not indicated above.		X			X	Staff agency director/chief	Command Group or Staff agency director/chief
5. Recommended nonconcurrences and disapproval:							
a. Recommended nonconcurrences in actions proposed by higher or lateral commands			X	X		SGS (Deputy) or Staff agency director/chief	Command Group or Staff agency director/chief
b. Recommended disapproval of actions proposed by subordinate commands signed by a general officer.			X	X		SGS (Deputy) or Staff agency director/chief	Command Group

Figure B-3. Suspense, Level of Approval and Signature guidelines (Continued)

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 3 of 5 Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Agcy Dir/Chief w/cy to CofS		
6. Appeals of subordinate echelons from decisions made at this headquarters.			X	X		SGS (Deputy) or Staff agency director/chief	Command Group
7. Disapproval from higher headquarters.		X		X		SGS (Deputy) or Staff agency director/chief	Command Group
8. Significant requests and recommendations to be made to higher or parallel authority, lack of knowledge of which could be embarrassing to the CG.	X			X		Staff agency director/chief	Staff agency director/chief or designated representative
9. Actions establishing new major policies, a FORSCOM position, or major changes to existing policies.			X	X		Staff agency director/chief	Command Group
10. Communications that affect or involve the good name or reputation of an officer or organization.	X			X		Staff agency director/chief	Staff agency director/chief or Command Group
11. Incoming or outgoing communications that convey even a suggestion of censure, including errors, deficiencies or irregularities alleged by higher authority or lateral commands.			X	X		Staff agency director/chief	Command Group
12. Reports of significant financial or property irregularities.		X		X		Staff agency director/chief	Command Group
13. Serious accidents or incidents involving personnel of the command.	X			X		Staff agency director/chief	Staff agency director/chief or designated representative

Figure B-3. Suspense, Level of Approval and Signature guidelines (Continued)

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 4 of 5 Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Agcy Dir/Chief w/cy to CofS		
14. Communications of exceptional information, or of such importance as to require prompt attention, that are not covered by existing policies and instructions.	X				X	Staff agency director/chief	Staff agency director/ chief or designated representative
15. Visits to HQ FORSCOM of general officers and important civilian officials that involve the CG, DCG, or CofS in courtesy calls, conferences, honors, or social activities.		X		X		Staff agency director/chief	Command Group
16. Assignment, relief, or reassignment of general officers assigned to subordinate commands.		X		X		DCSPIM	Command Group
17. Communications that relate to emergency plans.			X		X	Staff agency director/chief	Staff agency director/chief or designated representative
18. Requests for other than PCS travel on military aircraft by dependents of military personnel, Government civilian employees, U.S. civilians without Federal employment status, foreign dignitaries, and their entourage.		X		X		AG	AG
19. Request for approval of OCONUS or conference travel.		X		X		AG	AG

Figure B-3. Suspense, Level of Approval and Signature guidelines (Continued)

SUSPENSE, LEVEL OF APPROVAL AND SIGNATURE GUIDELINES						Page 5 of 5Pages	
Category of Correspondence	Normal Processing Time Working Days			Normal Level of Approval		Primary Suspense Control Responsibility	Normal Level of Signature
	0-4	5-10	10-30	Cmd Gp	Staff Agcy Dir/Chief w/cy to CofS		
20. Reports of IG Inspections.			X	X		IG	Command Group
21. Reports of inspections and staff visits that include information having Command Group interest.		X			X	Staff agency director/chief	Staff agency director/chief or designated representative
22. Recommended decorations or awards.			X	X		AG	AG
23. Routine actions of potential interest to CG, DCG, or CofS.		X	X		X	Staff agency director/chief	Staff agency director/chief or designated representative
24. Tracers.	X					Staff agency director/chief	Staff agency director/chief or designate representative
25. All DA and lateral command communications bearing a suspense date.					X	Staff agency director/chief	Staff agency director/chief or designated representative
26. All DA communications addressed through this headquarters that bear a suspense date.	X					Staff agency director/chief	Staff agency director/chief or designated representative
27. FORSCOM staff actions requiring CofS approval for which normal processing times vary: <ul style="list-style-type: none"> a. Letters to civil authorities in high positions originated within HQ FORSCOM. b. Recommended changes to FORSCOM PAM 10-1, HQs, Forces Command Functions Manual, Headquarters, Forces Command, involving basic changes in mission additions or deletions of organizational elements above division level, or major realignment of functions at division level. c. Requests for establishment or reclassification of civilian positions at HQ FORSCOM on the GS-14 level or above. d. Schedules of conferences for other than routine coordination that require personnel to come to HQ FORSCOM on TDY. 							

Figure B-3. Suspense, Level of Approval and Signature guidelines (Continued)



COMMANDING GENERAL
U.S. ARMY FORCES COMMAND
1777 HARDEE AVENUE, SW.
FORT MCPHERSON, GEORGIA 30330-1062

Dear General Doe:

Margins of a star letter should be at least 1 inch each side and will "picture frame" the letter. As with other Command Group correspondence, the star letter should not be dated prior to signature. Date will be centered two spaces below general's flag or last line of printed return address. The Commanding General uses printed letterhead star stationery. Paragraphs will be indented five spaces.

This format is used by agencies only when specifically tasked to prepare a star letter.

Additional pages will be prepared on plain bond paper of the same stationery type and size. The page number will be placed at the top of the page in the same manner as a letter.

Sincerely,*

Signature Block

The "To" address is typed in the lower left-hand corner.

*Closing should be "Very respectfully," when addressed to higher authority.

Figure B-4. Star Letter

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Use HQ FORSCOM Form 1048-E, Transmittal/Action/Control, to refer action matters to the Command Group for approval or signature unless another format is specified. The HQ FORSCOM Form 1048-E serves as the covering and summarizing paper for all documents related to the case, including implementing action. Use tabs (FORSCOM Form 257-E A-M) as described below:

TAB A: Attach the original only of papers requiring signature or approval. If more than one page, assemble in normal sequence. When more than one paper is being transmitted with HQ FORSCOM Form 1048-E for signature or approval, do not use TAB A. Instead, attach the separate papers as TABS A-1, A-2, A-3, until all papers being submitted for signature or approval are tabbed.

TAB B: If TAB A is an endorsement, TAB B should be the original of memorandum, any previous endorsements, and enclosures.

Attach supporting documents as succeeding tabs in the order in which mentioned on HQ FORSCOM Form 1048-E; keep supporting documents to an

absolute minimum. Summarize past actions and messages on HQ FORSCOM Form 1048-E and do not include them as tabs.

Include a copy of the SGS tasker, which began the action, as the last tab, when applicable.

Nonconcurrency. If originating agency chief does not accept the nonconcurrency, he will state his reasons in writing and attach as separate tab following the tab containing the nonconcurrency. The consideration must be signed by the agency chief and contain the following statement, "I have personally discussed this matter with _____ and agreement cannot be reached." Add a statement to HQ FORSCOM Form 1048-E to identify the tab containing the consideration.

Required enclosures will be attached as tabs.

Packages that include actions for signature should be fastened with a black "alligator" clip.

Figure B-5. FORSCOM Form 257 A-M, Tabbing

POINT PAPER

AFSG

MAJ Phillips/6041
XX June 19XX

ISSUE: Preparation of a point paper--text format. (Use number of lines needed to state the issue ending with two returns: a return at the end of the issue, and a return to enter a blank line between ISSUE and POINTS.)

POINTS:

- Maximum of five key points (indent four spaces, type key point bullets on the fifth space, skip a space and begin text on seventh space.
- Indent nine spaces, type subpoint bullets on the tenth space, skip a space and begin text on the twelfth space.
- A point paper should provide concise information.
- A point paper is limited to one page.
- Double space between points.
- Signature block will be that of staff director/chief; however, it may be signed by their designated representative.

STATUS:

FORSCOM POSITION: (Specify whether a staff agency or approved command group position.)

XXXXXXXX X. XXXXXX
Rank, Branch
Position

Figure B-6. Point Paper

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KCI

OFFICE SYMBOL

DRAFTER/TELEPHONE
DATE

ISSUE: KCI Format - Simple major topic - two lines or less

POINTS: If required, first bullet provides background.

- Bullets should be key subtopics of major issue.
- Indent four spaces and begin bullet on the fifth space.
- The information should be concise, to the point, and should explain impact on FORSCOM.
- If subpoints are required, indent nine spaces and type bullet on the tenth space.
- No signature block is required.

STATUS: Provide a short narrative on the current status of the topic.

FORSCOM POSITION: (What is FORSCOM's position and what are we doing to move toward it?)

Figure B-7. KCI

UNCLASSIFIED

01 01 PP PP UUUU 0060000

OPS

CDRFORS COM FT MCPHERSON GA//AFCS//

AIG 7433

INFO DA WASHINGTON DC//SAIS-PSP//

CFORS COM LNO DA WASHINGTON DC

UNCLAS

AIG 7433 PASS TO CHIEFS OF STAFF FOR INFORMATION

SGD PICKLER

MSGID/GENADMIN/FORS COM AF CI-A//

SUBJ/OPERATION DESERT SHIELD AND STORM RECORDS RETIREMENT//

REF/A/LTR/FORS COM AF CI-A/04APR91//

AMPN/SAB//

RMKS/1. ABOVE REFERENCE PROVIDED YOUR HEADQUARTERS/AGENCIES THE PROCEDURES FOR THE EARLY RETIREMENT OF LONG-TERM/PERMANENT RECORDS THAT WERE CREATED BY COMBAT UNITS PARTICIPATING IN OPERATION DESERT SHIELD/STORM. AS INDICATED IN ABOVE REFERENCE, RECORDS CREATED BY COMBAT UNITS ARE TO BE EARLY RETIRED TO USAISC-PENTAGON, WASHINGTON, DC, AS EXCEPTION TO NORMAL POLICIES OUTLINED IN AR 25-400-2, 26 FEB 93, THE MODERN ARMY RECORDKEEPING SYSTEM (MARKS).

2. YOU ARE REMINDED THAT THESE ARE OFFICIAL ARMY RECORDS TO BE RETIRED THROUGH RECORDS MANAGEMENT CHANNELS IAW ABOVE REFERENCE.//

A. E. STEPLETON/AF CI-A/2544

JOHN M. PICKLER, LTG, AFCS, 6448

UNCLASSIFIED

Figure B-8. Highlighted "Pass To" and Command Group "Signed" Message

AFRM-PB (MARKS NUMBER)

XX March 19XX

MEMORANDUM FOR

COMMANDER, FIRST UNITED STATES ARMY
COMMANDER, I CORPS AND FORT LEWIS
COMMANDER, III CORPS AND FORT HOOD
COMMANDER, XVIII AIRBORNE CORPS AND FORT BRAGG

SUBJECT: Multiple Addressed Memorandum with More Than One and
Less Than Six Addresses

Figure B-9. Multiple Address Memorandums

FORSCOM Memorandum 1-11

AFRM-PB (MARKS NUMBER)

XX March 19XX

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Multiple Addressed Memorandum with More Than Five
Addresses

1. On the second line below the last line of the signature block
or enclosure listing, whichever is lower, type the word
DISTRIBUTION: and block the addresses as shown below.

2. Distribution listings may be continued on a second page.
When absolutely necessary, a complete distribution listing may be
prepared on a separate page.

FOR THE COMMANDER:

Encl

XXXXXX X. XXXXX
Major General, USA
DCS Resource and Evaluation

DISTRIBUTION:

COMMANDER

FIRST UNITED STATES ARMY, ATTN: AFKA-CS
I CORPS AND FORT LEWIS, ATTN: AFZH-CS
III CORPS AND FORT HOOD, ATTN: AFZF-CS
XVIII AIRBORNE CORPS AND FORT BRAGG, ATTN: AFZA-CS
FIFTH UNITED STATES ARMY, ATTN: AFKB-CS
UNITED STATES ARMY RESERVE COMMAND, ATTN: AFRC-CS

CF:

COMMANDER, U.S. TRAINING AND DOCTRINE COMMAND (w/encl)
COMMANDER, U.S. MEDICAL COMMAND (wo/encl)

Figure B-9. Multiple Address Memorandums (Continued)

AFRM-PB

XX March 19XX

MEMORANDUM FOR

COMMANDER, USARC
COMMANDERS, CONUSA
COMMANDERS, FORSCOM INSTALLATIONS
COMMANDERS, FORSCOM ACTIVITIES/UNITS REPORTING DIRECTLY TO HQ
FORSCOM
COMMANDERS, ALL FORSCOM TROOP UNITS

SUBJECT: Multiple Addressed Memorandum with Brief Group
Addresses

FORSCOM Memorandum 1-11

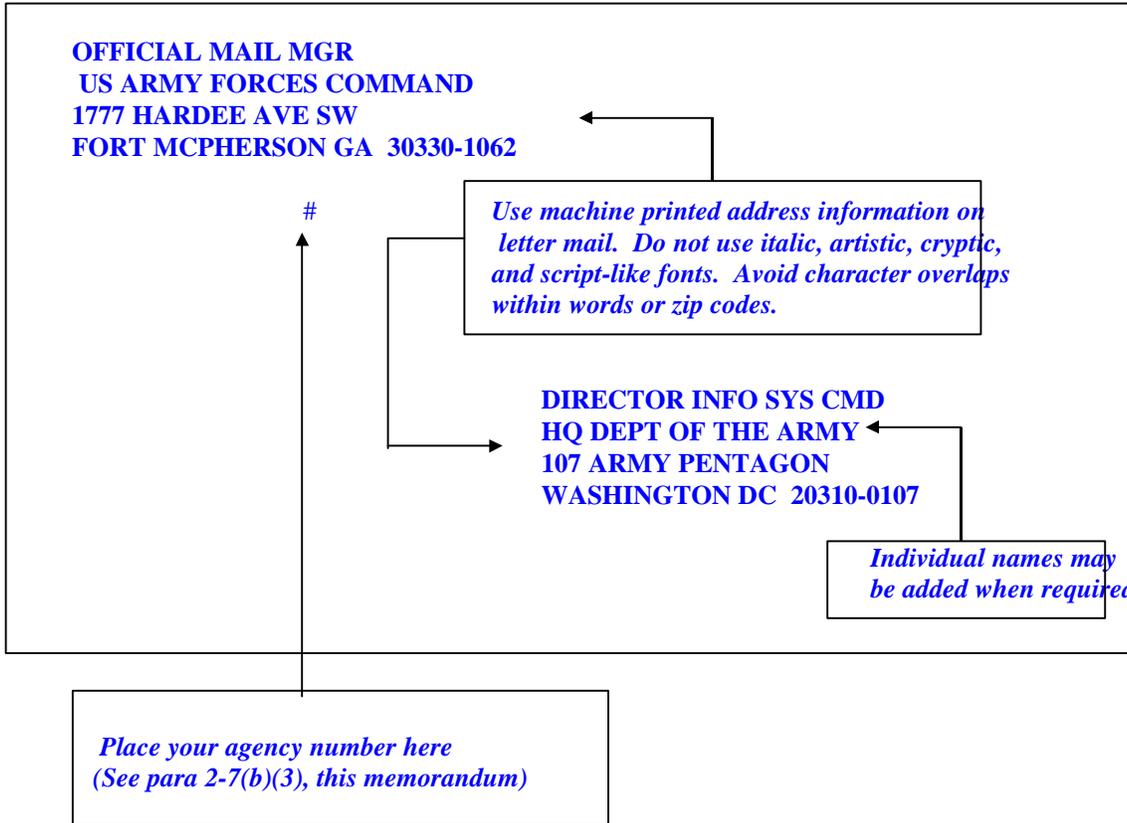


Figure B-10. Proper Markings for Outgoing Correspondence

(Office Symbol) (Marks #)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Designation of Personnel to Receive Classified Distribution and Special Handling Mail

1. References:

- a. FORSCOM Memorandum 1-11, 1 June 1996, Staff Administrative Procedures.
- b. FORSCOM Memorandum 380-5, 1 May 1992, 199-E2, Information Security Program.
- c. AR 380-5, February 1988, Department of the Army Information Security Program.

2. In accordance with above references, you are directed to receive and make proper disposition of Special Handling Distribution (Registered, Certified, Insured, FEDEX, and USPS EXPRESS) and other classified distribution addressed to this office/staff agency. In addition, you are authorized to receive classified distribution, including Registered, Certified, Insured, FEDEX, and USPS EXPRESS Mail, addressed personally to the director and deputy director of this office/staff agency. Your SECRET security clearance is hereby certified:

<u>NAME</u>	<u>GRADE/RANK</u>	<u>TEL EXT</u>	<u>(PRIMARY)</u>
_____	_____	_____	_____
			<u>(ALTERNATE)</u>

3. You will thoroughly familiarize yourself with, and comply with, the provisions of above references in the performance of assigned duties.

DIRECTOR'S SIGNATURE BLOCK

DISTRIBUTION:
Each Individual Designated
Classified Material Control
Office, ATTN: AFCI-A

Figure B-11. Classified Correspondence Distribution Memorandum

UNCLASSIFIED

01 03

RR RR UUUU

0061000

ADMIN

CDRFORSCOM FT MCPHERSON GA//AFCG//

CDRICORPS FT LEWIS WA//AFZH-CG//

CDRIICORPS FT HOOD TX//AFZF-CG//

INFO CDRXVIIIABNCORPS FT BRAGG NC//AFZA-CG//

UNCLAS PERSONAL FOR

LTG CROCKER, CG I CORPS, LTG SCHWARTZ, CG III CORPS, INFO LTG KERNAN,
CG XVIII ABN CORPS FROM GEN BRAMLETT

MSGID/GENADMIN/AFSG//

SUBJ/PERSONAL FOR MESSAGE PREPARATION//

RMKS/1. THIS IS AN EXAMPLE OF A PROPERLY FORMATTED GENERAL OFFICER
PERSONAL FOR MESSAGE.

2. PERSONAL FOR MESSAGES ARE THOSE THAT THE ORIGINATOR BELIEVES
REQUIRE RESTRICTED DISTRIBUTION.

3. PERSONAL FOR MESSAGES MAY BE CLASSIFIED OR UNCLASSIFIED. THE
MESSAGE WILL BE MARKED PERSONAL FOR A PERSON BY NAME, FOR EXAMPLE:
UNCLAS PERSONAL FOR MG WILLIAMS. THE NAME OF THE ORIGINATOR MAY ALSO
BE INCLUDED.

4. GENERAL OFFICERS AND DA CIVILIANS OF EQUIVALENT RANK ARE ALLOWED
TO SEND PERSONAL FOR MESSAGES. THOSE BELOW GENERAL OFFICER RANK OR
CIVILIAN EQUAL MAY DO SO ONLY WHEN EMPOWERED BY THE CHIEF OF STAFF,

A. E. STEPLETON/AFCI-A/2544 PERSONAL FOR

DAVID A. BRAMLETT, GEN, AFCG, 5054

UNCLASSIFIED

Figure B-12. "Personal For" Message

UNCLASSIFIED

02 03

RR RR UUUU

0061000

ARMY OR THE DIRECTOR OF THE ARMY STAFF (DAS).

5. PERSONAL FOR MESSAGES ARE PROCESSED IN THE SAME MANNER AS SPECAT EXCLUSIVE MESSAGES. DISTRIBUTION IS SOLELY TO THE DESIGNATED RECIPIENT OR PERSON AUTHORIZED BY THE RECIPIENT TO RECEIVE SUCH MESSAGES. ADDITIONAL DISTRIBUTION MAY BE MADE ONLY AS DIRECTED BY THE RECIPIENT.

6. PERSONAL FOR MESSAGES WILL NOT BE USED FOR OPERATIONAL MATTERS.

7. PERSONAL FOR MESSAGES WILL NOT BE READDRESSSED UNLESS THE ORIGINATOR PROVIDES SPECIFIC READDRESSAL INSTRUCTIONS IN THE TEXT OF THE MESSAGE.

8. ALL OUTGOING PERSONAL FOR MESSAGES WILL BE DELIVERED TO THE TELECOMMUNICATIONS CENTER (TCC) ON A DISKETTE PREPARED IN USMTF FORMAT. THIS DISKETTE WILL BE ACCOMPANIED BY A RELEASE FORM GENERATED BY THE USMTF EDITOR STANDARD DISKETTE OUTPUT UTILITY AND SIGNED BY THE AUTHORIZED RELEASER. IN MANY CASES, PERSONAL FOR MESSAGES ARE DRAFTED BY OTHER STAFF SECTIONS AND FORWARDED TO THE GENERAL OFFICER (GO) FOR SIGNATURE. USUALLY, A DD 173 FORMATTED MESSAGE IS PRINTED AND SIGNED BY THE GO AND THE MESSAGE IS RETURNED TO THE STAFF SECTION FOR FINAL PREPARATION AND DELIVERY TO THE TCC. THE STANDARD DISK UTILITY MUST STILL BE RUN BY THE STAFF SECTION TO

UNCLASSIFIED

Figure B-12. "Personal For" Message (Continued)

FORSCOM Memorandum 1-11

UNCLASSIFIED

03 03

RR RR UUUU

0061000

CREATE THE OUTGOING DISKETTE WITH THE CORRESPONDING RELEASE FORM,
HOWEVER, THE RELEASE FORM MAY BE SIGNED BY THE ORGANIZATIONAL ACCOUNT
HOLDER CREATING THE DISK AND THE GO SIGNED DD 173 WILL ACCOMPANY THE
DISK AND RELEASE DOCUMENT TO VERIFY THAT THE PERSONAL FOR WAS IN FACT
RELEASED BY AN AUTHORIZED GO. UNDER NO CIRCUMSTANCES, WILL A
PERSONAL FOR MESSAGE BE DELIVERED TO THE TCC VIA ELECTRONIC MAIL BY A
STAFF SECTION OUTSIDE THE SGS. THE SGS MAY DELIVER A PERSONAL FOR TO
THE TCC VIA AN ORGANIZATIONAL MAIL ACCOUNT ONLY AFTER MEMORANDUM
AUTHORIZATION, SIGNATURED BY THE GO, HAS BEEN PROVIDED TO THE TCC.//

UNCLASSIFIED

Figure B-12. "Personal For" Message (Continued)

(Office Symbol) (MARKS Number)

(Date)

MEMORANDUM FOR (action agency)

SUBJECT: Statement of Nonconcurrency (add subject)

1. Every attempt will be made to resolve differences with the originating staff agency. Major differences should be defined and discussed during the informal drafting phase.
2. If differences cannot be resolved, the nonconcurring staff agency will:
 - a. Prepare a statement of nonconcurrency on plain bond paper addressed to the originating section.
 - b. Place the statement of nonconcurrency underneath the last tab of the package and return the package to the originator.
 - c. Ensure the reasons for nonconcurring are clearly defined and cover all aspects of the difference.
3. The statement will be personally signed by the director/chief of the staff agency or the deputy.
4. Paragraphing and continuation sheets will follow normal correspondence format.
5. If enclosures are included, tab alphabetically and in sequence with tabs already included in the package. Tab the statement of nonconcurrency as an enclosure to the HQ FORSCOM Form 1048-E.

XXXX X. XXXXXX
Major General, USA
DCS for Operations

Figure B-13. Statement of Nonconcurrency

FORSCOM Memorandum 1-11

(Office Symbol) (MARKS Number)

(Date)

MEMORANDUM FOR (nonconcurring agency)

SUBJECT: Consideration of Nonconcurrency (add subject)

1. Consideration of nonconcurrency. The last sentence of this section will read: "(rank and name of the officer who signed the statement of nonconcurrency) and I personally attempted to resolve the conflict of opinion but have been unable to reach a mutual agreement." This section states the reasons and logic for rejecting the portion(s) of the comments/recommendation proposed by the nonconcurring staff agency.

2. Action recommended.

a. This section continues the final recommendation of the originating staff agency after the nonconcurrency has been considered.

b. If the initial recommendation is adhered to, include the following statement: "I adhere to my original recommendation." Attach as a tab to HQ FORSCOM Form 1048-E.

3. If the nonconcurrency alters or amends the original recommendation, recoordinate the action with all interested staff agencies.

4. The addendum is personally signed by the chief of the primary/special staff agency or deputy and the package sent to the next office in the routing sequence.

5. Paragraphing and continuations follow the normal correspondence format. Classification markings are prescribed in AR 380-5.

6. If enclosures are included, tab alphabetically and in sequence with tabs already included in the package.

XXXX X. XXXXX

Brigadier General, USA

DCS for Resources and Evaluation

Figure B-14. Consideration of Nonconcurrency

DAYBOOK ENTRY

PURPOSE: To discuss topics of mutual interest during the office call of MG Anderbush, CDR, 555th Inf Div, on 31 Mar 99, from 1000-1100 in the Commanding General's office.

DECISION REQUIRED: No/Yes (if Yes, state the decision)

BRIEFER/PRINCIPAL ATTENDEES: MG Anderbush

BACKGROUND: MG Anderbush is concerned that the proposed move of the division from Fort Turntable, NE, to Fort Cyprus, FL, will be an economic disaster.

REFERENCE CORRESPONDENCE: Resume of Career, Encl 1
Itinerary, Encl 2
Point Papers, Encl 3 and 4

SUMMARY OF KEY POINTS:

- The city of Cornbreadville is totally dependent upon the military community for its support. Over 94 percent of the population is employed on the installation.

- Cornbreadville has over 32 schools from K-12 that will close if the division moves. This has an immediate impact on government supplements to the school system as well as a long-term effect of retaining quality educators, redistricting of the schools, and possibly the forced combination of Cornbreadville and neighboring Flat Acres school systems.

- Fort Cyprus has historically suffered from an economical cost surge due to the vast commercialism of the area. The fort adjoins the Walt Disney World complex causing severe housing shortage, which exceeds a radius of 45 miles. In addition, the counties of Polk, Osceola, and Orange are not prepared for the educational responsibilities of the 9,000 students that will appear in their school systems within a 6-month period.

RECOMMENDATION: As discussed in enclosed point papers.

4 Encls
as

XXXXXXXXXX X. XXX
Brigadier General, USA
Assistant Deputy Chief of Staff for
Command, Control, Communications
and Computers

Figure B-15. Daybook Entry

FORSCOM Memorandum 1-11

NOTE: The following sample itinerary is for a visitor to Headquarters, FORSCOM:

ITINERARY
FOR
GENERAL JOHN P. DOE
COMMANDING GENERAL
UNITED STATES ARMY MATERIEL COMMAND

23 April 1999

Party includes: List any personnel accompanying primary visitor.

0920 Arrive Hartsfield International Airport on
Delta 210 (met by CPT D. C. Current, HQ FORSCOM
Escort Officer)

0920 - 0955 Enr Marshall Hall, Fort McPherson (military
sedan)

1000 - 1015 Office call with Chief of Staff

1015 - 1100 Discussion with DCSLOG and DCSC4 in OCSLR Office

1100 - 1150 Office call with CG

1150 - 1155 Enr Fort McPherson Officers Club (military
sedan)

1155 - 1300 Luncheon hosted by DCSLOG

1300 - 1305 Enr Marshall Hall (military sedan)

1305 - 1320 Depart HQ FORSCOM Enr Hartsfield International
Airport escorted by CPT Current

1320 - 1335 Arrive Hartsfield International Airport

1410 Depart Hartsfield International Airport on Delta 136

**Figure B-16. Sample Itinerary
(Visitor to Headquarters FORSCOM)**

NOTE: The following sample itinerary is for General Officer visit to the Pentagon:

MG XXXXX'S TRAVEL ITINERARY
 X-XX APR XX - WASHINGTON DC and NORFOLK, VA
 RC TIERED RESOURCING MEETING and DR. HAMRE BRIEFS

X APR XX, SUNDAY, CIVILIAN CASUAL

1615-1630 Enr Hartsfield via milvan

1724-1910 Enr Wash National via Delta 222, Seat 20D (aisle)
 Non-stop, snack service

1930-2000 Enr Doubletree Hotel via hotel shuttle, Metro or
 taxi
 (Use house phone to call for shuttle, if you
 desire).

RON Doubletree Hotel (Confirmation No: 394-174)
 300 Army/Navy Drive
 Arlington, VA 22202
 1-800-848-7000
 Phone in hotel: (703) 416-3880
 Cost: \$76.00 + tax (king-size, non-smoking room
 requested)

XX APR XX, MONDAY, DUTY UNIFORM FOR BOTH TC TIERED RESOURCING
 MEETING AND USACOM BRIEFING

TBD Breakfast as desired

TBD Enr Pentagon via taxi, Metro or hotel shuttle

0800-0830 Pentagon-Room 3E635 (Pershing Conference Room)-RC
 Tiered
 Resourcing Meeting
 POC: COL John Dodson
 DSN: 227-5628
 COM: (703) 697-5628
 Phone in Pershing Conference
 Room: DSN: 227-6447
 COM: (703)697-6447
 Fax in VCSA Ofc (Close to Pershing Conf Rm):
 DSN: 223-3955
 COM: (703) 693-3955
 RC Tiered Resourcing Meeting Attendees:
 Ms. Johnson, ASA(M&RA)
 GEN Smith, VCSA
 LTG Blackerby, DAS
 MG Brown, Dir, ARNG - Briefer
 MG White, CAR
 LTG Matthews, DCSOPS

Figure B-16. Sample Itinerary (General Officer Visit to the Pentagon)

FORSCOM Memorandum 1-11

MG Brown, DAB (T)
MG Jones, Dir, Ops, Readiness & Tng, ODCSOPS (T)
(COL LeGrow may represent MG Jones)
BG Heebner, Dir, PA&E
BG Burnette, Dir, Force Program Integration, ODCSOPS
0900-1150 Unschooled time
FORSCOM LNO: Room 2B725
Phone: DSN: 227-2552
COM: (703) 697-2552
Fax: DSN: 227-5725
COM: (703) 697-5725
Sec Fax: DSN: 224-1428
COM: (703) 694-1428

1155-1200 Transition to Mall Entrance of Pentagon

1200-1230 Enr Davison Army Airfield via miltaxi (Trip No.:
37)

1245-1321 Enr Naval Air Station Norfolk (Chambers Field) via
C-12
Mission No. DCSOPSA259964
PAT: 059
Pilots: Mr. Evins McCord (DAC)
CW4 Marvin Lee

1325-1330 Transition to USACOM helicopter

1330-1340 Enr Joint Training Simulation Center via USACOM
helicopter
(Suffolk)

1345-1615 Visit Joint Training Simulation Center and Briefings
on How 1994 Contingencies Impact FY95 Budget
Attendees: Dr. Jones
Mr. Finch
VADM Brown
Reps from Fleet and ACC (names unk as of 7 Apr)
Phone: COM: (804) 686-7000
COM Fax: (804) 686-7329 (unclas)
USACOM POC: LT Lee DSN: 564-6323
836-5505
COM: (804) 444-6323
(804) 322-5505
Fax: DSN: 445-9301

1615-1625 Enr back to Chambers Field via USACOM helicopter

1630-1640 Farewells and transition to C-12

Figure B-16. Sample Itinerary (General Officer visit to the Pentagon Continued)

1645-1903 Enr FCAP via C-12
 Mission No. DCSC4A250300
 X PAT: 139
 X Pilots: MAJ Ken Klatt
 CW3 Dave Clay
 1915-1935 Enr Ft. McPherson via milvan (SSG XXXXXX, Driver)

Weather Report:

X Apr XX	Atlanta	Partly Cloudy Wind: S 10-15 MPH Low: 55 High: 82
	WASH, DC	Partly Cloudy Wind: SE 10-15 MPH Low: 50 High: 68
XX Apr XX	WASH, DC	Partly Cloudy Wind: SE 10-15 MPH Low: 48 High: 66
	Norfolk, VA	Partly Cloudy Wind: SE 10-15 MPH Low: 53 High: 68
	Atlanta	Partly Cloudy Wind: SE 10-15 MPH Low: 58 High: 78

Figure B-16. Sample Itinerary (General Officer visit to the Pentagon Continued)

	CG SPU	CofS STF
DCSPIM	X	X
DCSINT	X	X
DCSOPS	X	X
DCSLOG	X	X
DCSC4	X	X
DCSRE	X	X
ENGR	X	X
SGS	X	X
CSM	X	
AG	X	X
DPA	X	X
SJA	X	X
IG	X	X
CHAP	X	X
SURG	X	X
PM	X	X
CH, IR	X	X
ARNG ADV	X	X
USAR ADV	X	X
PROTOCOL	X	X
DCG USARC	X	
POST CDR	X	X

Figure B-17. Command Group Meetings



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GEORGIA 30330-1062

REPLY TO
ATTENTION OF

FORSCOM Policy Memo 350-95-1

AFOP-TE (350)

1 October 1997
Expires: 1 October 1999

MEMORANDUM FOR

COMMANDER, USARC
COMMANDERS, FORSCOM INSTALLATIONS

SUBJECT: Integrated Training Area Management Program

1. The enclosed establishes policy for the FORSCOM Integrated Training Area Management (ITAM) program.
2. This policy will be incorporated into a forthcoming FORSCOM regulation.
3. Direct any questions or comments on the enclosed policy to Mr. Ted Reid, AFOP-TE, DSN 367-7814.

FOR THE COMMANDER:

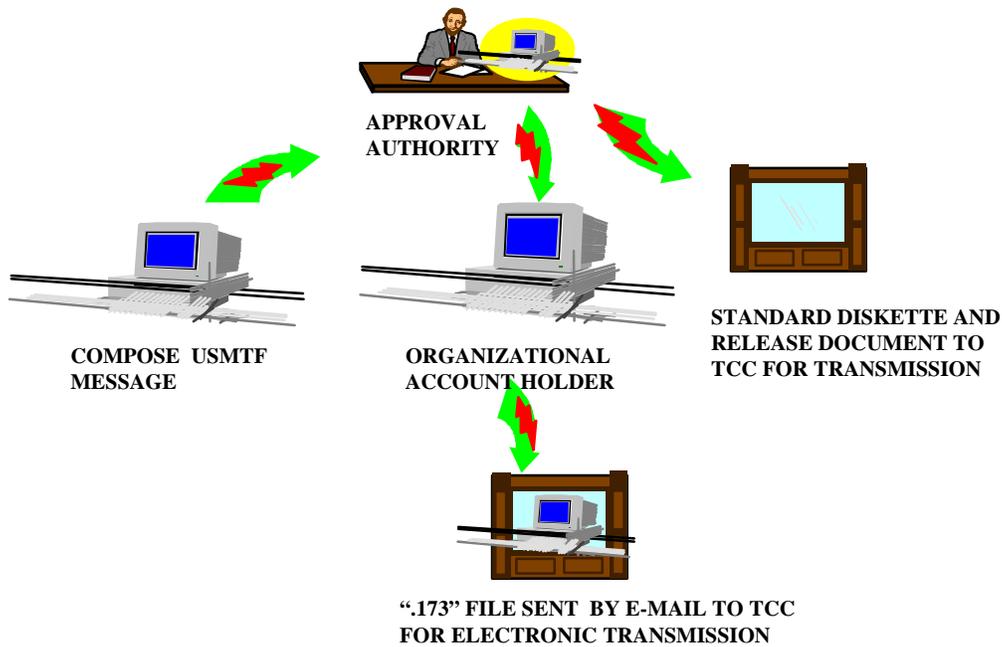
Encl

JOHN M. PICKLER
Lieutenant General, USA
Chief of Staff

Figure B-18. Sample FORSCOM Policy Memorandum

APPENDIX C
Electronic MTF Processing/Procedures

**Processing Procedures For
Electronic Delivery of
Outgoing Message Traffic**



Please note: Appendix C, Electronic MTF Processing/Procedures are primarily applicable to FORSCOM Directorate level. Command Group procedures remain as directed by SGS.

CREATING MESSAGES USING MESSAGE TEXT FORMAT (MTF) EDITOR ver
3.4/3.5
FOR
ELECTRONIC OR STANDARD DISKETTE DELIVERY TO THE TCC

STARTING MTF EDITOR

1. You should have an icon in your Program Manager that represents the MTF Editor. Once you find this icon, **double click** to launch the MTF Editor. If the application is not already loaded on your workstation, contact your IMO for installation instructions.

2. The MTF welcome screen appears, **press <ENTER>**.

COMPOSING A USMTF MESSAGE

1. At the main menu, **select "Open Message File"**.

2. **Type a file name** for your message (maximum of 8 alphanumeric). **Include a .TXT extension** to aid in the electronic viewing of message file for later use.

3. Create New Message Menu is displayed. **Select "usMtf"**.

4. At MTF Message Name Menu **type USMTF short title or press <F10>** for format listing.

5. At Message Originator Screen, **fill in you Plain Language Address (PLA) and office symbol**. This information is preset after the first use.

6. At the TO: addressee screen:
a. **Type addressee PLA//office symbol//<ENTER>**.

(1) At PLA Directory (PLAD) screen, **press <F2> to add addressee to current message and PLAD**.

(2) **Press <F4> to continue without adding PLA to PLAD**.

-OR-

b. **Press <F10>** to display PLAD and select previously existing address.
After all addressees are entered, **press <ENTER>** to advance to the next prompt.

7. **Type data in the following fields** as needed:
- a. INFO addressees.
 - b. EXEMPT addressees.
 - c. Classification.
 - d. SSIC (minimum 4 digit value must be entered, if used).
 - e. Passing instructions.
 - f. Message Header Information (precedence, CIC, JULIAN data, Date-Time-Group, and Admin/Ops.
 - g. Destination Routing Indicator.

8. Once the MTF message template is displayed, **press <F1> and select "Msg Map"** to determine mandatory sets (M) and repeatable sets/fields (*).

9. If special handling instructions are required, **place cursor after the classification and type instructions (e.g., SPECAT or PERSONAL FOR)**.

10. Place cursor on SET name and **press <ENTER>** to expand set (display fields).

11. When message is complete, **press <F6> to delete unused sets and fields**.

12. **Press <F9> to check for format errors**.

13. **Press <F2> to SAVE**.

14. After saving your MTF-Editor prepared message:

- a. **Press <F10>**.
- b. **Select Print-Xmit**.
- c. **Select DD 173**.
- d. **Select Option "F"**, Print to File. This option produces the electronic file required to transmit to the TCC.
- e. **Complete the top and bottom of the DD Form 173** as instructed. **Please note that you should include the name of the .173 file in the special instructions box at the bottom of the DD Form 173**. This information will aid everyone in the ability to associate the electronic message with one

printed in hard copy format. Upon completion, your the three character "173" file extension.

FORWARDING MESSAGES ELECTRONICALLY

Once you have composed your message using the MTF-Editor, you are now ready to send the message forward for "signature"/approval.

1. Sign Into Mail:

a. From the Main group in Program Manager, **double click on the MS-Mail icon**. Mail displays the Sign In dialog box.

b. In the Password box, **type your password** (the default is set to 'password') and then **press <ENTER>**.

c. After you sign into Mail, Mail displays the *Inbox*, where your messages and folders appear.

2. Sending a Message electronically for approval/"signature":

a. The first step in sending a message is to **click on the Compose button**. In doing so, a Send Note form appears.

b. Address the message by:

(1) **Locating the desired addressee** in the address book by scrolling up and down the list using the arrow keys on the right hand side of the screen. You may also strike the first letter of the last name. This action will bring you closer to the correct address.

(2) Once the correct address is located, **press <ENTER> or choose the To button**.

(3) Now **press <ENTER>** once again to leave the address menu.

c. The next thing you do is **press <TAB>** until the insertion point is in the Subject box and **type in "Outgoing MTF Message."**

d. Now click anywhere in the message body, or **press <TAB>**. Once in the body of the message, you will need to attach the MTF message file. To attach this file:

(1) **Choose the Attach button** from the menu bar above the text body

(2) **Type the path (C:\mtf\msg) and filename (XXXXXXX.173)** in the File Name box, or select a file by using the Drives and Directories boxes. Please note that the **XXXXXXX.txt** file is the only editable message file. **If you envision approving authority officials making minor corrections to the message using the MTF editor you must include the XXXXXXX.txt file as an attachment for editing purposes. Once the file has been**

file will be saved to your C:\mtf\msg directory with **edited, a new XXXXXXX.173 file must be created using MTF editor. If the message will only be viewed by the approving authority with comments returned for corrective measures, then the XXXXXXX.173 file is the only necessary attachment.**

(3) The file's icon appears in the message body.

(4) Repeat step (2) until you have attached all the message files you want, **and then choose the Close button**.

e. The last step is to send the message. **Choose the send button** (far left hand side). In a few moments, a beep will alert you that your mail has been sent.

(Note: If your computer is set-up with Microsoft Exchange vice MS-Mail, procedures as outlined above are essentially the same.)

3. Once the message is approved and authorized for release, it is ready for electronic transmission to the TCC. **PLEASE NOTE THAT OFFICIAL MESSAGE TRAFFIC MUST BE SENT FROM AN ESTABLISHED OFFICE SYMBOL ORGANIZATIONAL ACCOUNT TO THE TCC (NOT A PERSONAL ACCOUNT)**. Once the message is approved, release authority personnel are urged to forward the electronic message directly to the appropriate organizational account holder. See Page 14 for a listing of organizational account holders in your immediate area. The organizational account holder is responsible for ensuring the message is ready for release (i.e., approved by someone in a release authority position, in the correct MTF format, etc.). The steps an organizational account holder must take in order to send a message electronically to the TCC follow:

a. Assuming that the message has been forwarded to you electronically in XXXXXXX.173 format as an attachment in an MS-Mail note, the first step in forwarding a message is to **open the mail note**. Next, **click on the Forward button**. In doing so, a Send Note form appears.

b. Address the message by **typing TCCCOM-DOIM** in the Address prompt. Upon sending the note, MS-Mail will automatically address the note based upon this information. Users may also **choose the Address button** (far right hand side). If you choose the address button, mail displays the Global Address Book, which contains the names of all users throughout the building.

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(1) **Locate the TCCCOM-DOIM address** in the address listing by scrolling up and down the list using the arrow keys on the right hand side of the screen. You may also strike the letter **"T"**. This action will bring you closer to the correct address.

(2) Once the TCCCOM-DOIM address is located, **press <ENTER> or choose the To button.**

(3) Now **press <ENTER>** once again to leave the address menu.

c. The next thing you do is **press <TAB>** until the insertion point is in the Subject box and **type in "Outgoing MTF Message"**.

d. Ensure that your message reaches the Telecommunications Center by requesting a return receipt:

- (1) **Choose the Options** button.
- (2) **Select the Return Receipt** check box.
- (3) **Choose the OK** button.

f. The last step is to send the message. **Choose the send button** (far left hand side). In a few moments, a beep will alert you that your mail has been sent. **The message now appears in your Sent mail folder and is considered officially released for transmission. You may also wish to copy furnish the drafter of the message as an internal office policy for release notification and record copy provision.**

(Note: If your computer is programmed using MS- Exchange vice MS-Mail, procedures as outlined above are executed essentially the same.

PLEASE NOTE, ONCE AGAIN, THAT OFFICIAL MESSAGE TRAFFIC MUST BE SENT FROM AN ORGANIZATIONAL ACCOUNT TO THE TCC (NOT A PERSONAL ACCOUNT).

FORWARDING MESSAGES BY STANDARD DISKETTE

1. When forwarding messages electronically is not possible or is not desired, messages may be forwarded to the TCC by Standard Diskette (std diskette). After completing your USMTF message using procedures outlined in Composing a USMTF message, paragraphs 1 through 14, the XXXXXXXX.173 file is ready to be transferred to a floppy disk for delivery to the TCC. The following procedures will be used:

a. Place a formatted, blank, floppy disk with a 10 digit volume label in disk drive.

b. At the main menu, select std diskette or press <F10> and select Print-xmit, then select std diskette.

c. (Optional) Select "4" to change Message Center Comm System (PCMT, SARAH, or DINAH - select "D" for DINAH).

d. Select "1" to prepare a diskette to deliver messages to the TCC.

e. (NOTE: Word processor files are normally on disk drive "C". Message Center Diskette is normally in disk drive "A" or "B". Files to be transferred have the extension "173".)

(CAUTION: No previous files can be stored on the diskette prior to executing step b. above.)

f. Fill in menu prompts for release document data.

g. Your standard diskette may be delivered to the TCC for processing after releasing authority has signed the release document. (NOTE: Diskette should be marked with the appropriate classification.)

FILE ASSOCIATION

1. Not all personnel are familiar with the operational concepts of the MTF-Editor. If you are electronically transmitting the .173 message to someone who is unfamiliar with this application, the following procedures may make the process less cumbersome.

2. Because the 173 file is not a windows based file you must first associate it with an application that will read the contents. When you associate a file with an application, you can open the file and start the application at the same time.

3. To associate a file with an application

- a. **Launch** your File Manager
- b. From the File menu, **choose Associate.**
- c. In the Files with Extension box, **type 173.**
- d. In the Associate With box, **type notepad.exe**
- e. Choose the **OK** button.

4. This is a one-time procedure but must be executed on each workstation in order to read the .173 attachment without executing the MTF-Editor. You should now be able to click on a .173 attachment and have the ability to read the message. Please note that you will be unable to edit the message using this "notepad association". Corrections, additions, or deletions can only be made and validated using the MTF-Editor.

APPENDIX D

Common Errors in Correspondence/Actions

- a. Failure to proofread.
- b. Misspelled words.
- c. Wrong usage (appraise/apprise, except/accept, effect/affect).
- d. Using singular subject with plural verb and vice versa.
- e. Improper punctuation, particularly use of or failure to use commas.
- f. Improperly using "I" or other personal pronouns in correspondence with an authority line.
- g. Writing in passive voice.
- h. Incorrectly listing enclosures/tabs.
- i. Lack of appropriate coordination or coordination not shown on HQ FORSCOM Form 1048-E.
- j. Lack of spell check/admin review being annotated on HQ FORSCOM Form 1048-E.
- k. Length of letters. Restrict letters to be signed by the Command Group to a single page, if possible. Placing a few lines on a second page is unsatisfactory, especially for messages.
- l. Failure to make your meaning clear. CLARITY is imperative.
- m. Wordiness; keep it simple.
- n. Incorrect address, office symbols, names, and ranks (military and civilian).
- o. Improper addresses - Spell out complete address on general officer correspondence. (State names may be abbreviated on memos and endorsements.)
- p. Incorrect subparagraphing and word division - do not divide a word with only two letters of the word on either line.
- q. Installation commanders not properly addressed or not furnished a copy when FORSCOM commanders on non-FORSCOM installations are tasked.
- r. Sentences and paragraphs too long--average length of a sentence should be about 15 words.
- s. Late SGS taskers (missed suspense dates).
- t. Failure to completely comply with tasker requirements.
- u. Failure to add CFORSCOM LNO DA WASHINGTON DC as info addressee on all front channel messages from HQ FORSCOM addressed to DA or JCS.
- v. Improper dates - If the month is abbreviated, the year must be abbreviated; if the month is spelled out, then the year must be spelled out (four digits).
- w. DO NOT put date/time group (DTG) on messages for release by the Command Group.
- x. DO NOT use the following words/terms in correspondence for Command Group signature:
 - as you know, as you are aware
 - I think - use "I believe"
 - etc. (be specific)
 - i.e., and e.g. - spell out ("that is" and "for example" - abbreviate in messages
 - utilize/nonutilize - use "use"
 - additional duty - be specific, e.g., "Physical Security" or "reenlistment NCO"
 - Service Member (SM) - use "soldier"
 - E-1 through O-10 - use soldier's title, e.g., "colonel" or "sergeant" (do not capitalize unless used with proper name)
 - hours (with military time)

APPENDIX E
Proofreaders' Reference Guide

1. References:

AR 25-11	Record Communications and the Privacy Communications System
AR 25-50	Preparing and Managing Correspondence
AR 310-10	Authorized Abbreviations, Brevity Codes, and Acronyms
AR 340-9 & FORSCOM Supplement 1 to AR 340-9	Office Symbols
CTA 8-100	Army Medical Department Expendable/Durable Items
CTA 50-909	Field and Garrison Furnishings and Equipment
CTA 50-970	Expendable/Durable Items
DA Pamphlet 25-11	Authorized Addresses for Electrically Transmitted Messages
FORSCOM Pamphlet 25-7	United States Message Text Formats
FORSCOM Pamphlet 25-50	Address List
FORSCOM Memorandum 1-11	FORSCOM Staff Administrative Procedures
	The Gregg Reference Manual
	Webster's Ninth New Collegiate Dictionary
	United States Government Printing Office Style Manual
	USMTF Proofreaders' Guide
	FORSCOM Installations and Major Tactical Units Roster
	FORSCOM Army National Guard and Army Reserve Unit List

2. Helpful Hints:

- a. Use FORSCOM Memorandum 1-11 first.
- b. Provide Command Group with draft of certificate/multicopy citation/letter/memo.
- c. When in doubt, ask your XO to contact your DSGS.

APPENDIX F
Headquarters, Department of The Army and Pentagon Mailing Addresses

Current as of 1 June 1998

<u>ACTIVITY NAME</u>	<u>STANDARDIZED STREET ADDRESS</u>	<u>CITY STATE ZIP + 4 CODES</u>
DEPARTMENTAL		
SECRETARY OF THE ARMY	101 ARMY PENTAGON	WASHINGTON DC 20310-0101
UNDER SECRETARY OF THE ARMY	102 ARMY PENTAGON	WASHINGTON DC 20310-0102
ASST SECY ARMY CIVIL WORKS	108 ARMY PENTAGON	WASHINGTON DC 20310-0108
ASST SECY ARMY FINANCIAL MGMT AND COMPTROLLER	109 ARMY PENTAGON	WASHINGTON DC 20310-0109
ASST SECY ARMY INSTALLATIONS LOGISTICS ENVIRONMENT	110 ARMY PENTAGON	WASHINGTON DC 20310-0110
ASST SECY ARMY MANPOWER RESERVE AFFAIRS	111 ARMY PENTAGON	WASHINGTON DC 20310-0111
ASST SECY ARMY RESEARCH DEVELOPMENT AND ACQUISITION	103 ARMY PENTAGON	WASHINGTON DC 20310-0103
GENERAL COUNSEL	104 ARMY PENTAGON	WASHINGTON DC 20310-0104
ADMINISTRATIVE ASST	105 ARMY PENTAGON	WASHINGTON DC 20310-0105
DIRECTOR INFORMATION SYSTEMS FOR COMMAND CONTROL COMMUNICATIONS AND COMPUTERS	107 ARMY PENTAGON	WASHINGTON DC 20310-0107
THE INSPECTOR GENERAL	1700 ARMY PENTAGON	WASHINGTON DC 20310-1700
CHIEF LEGISLATIVE LIAISON	1600 ARMY PENTAGON	WASHINGTON DC 20310-1600
CHIEF PUBLIC AFFAIRS	1500 ARMY PENTAGON	WASHINGTON DC 20310-1500
SMALL AND DISADVANTAGED BUSINESS UTILIZATION	106 ARMY PENTAGON	WASHINGTON DC 20310-0106
ARMY RESERVE FORCES POLICY COMMITTEE	112 ARMY PENTAGON	WASHINGTON DC 20310-0112
OFFICE OF AUDITOR GENERAL	3101 PARK CENTER DRIVE	ALEXANDRIA VA 22302-1596

Headquarters, Department of The Army and Pentagon Mailing Addresses, continued

CHIEF OF STAFF	200 ARMY PENTAGON	WASHINGTON DC 20310-0200
VICE CHIEF OF STAFF	200 ARMY PENTAGON	WASHINGTON DC 20310-0200
DIRECTOR OF THE ARMY STAFF	200 ARMY PENTAGON	WASHINGTON DC 20310-0200
SERGEANT MAJOR OF THE ARMY	203 ARMY PENTAGON	WASHINGTON DC 20310-0203
DEPUTY CHIEF OF STAFF PERSONNEL	300 ARMY PENTAGON	WASHINGTON DC 20310-3000
DEPUTY CHIEF OF STAFF OPERATIONS AND PLANS	400 ARMY PENTAGON	WASHINGTON DC 20310-0400
DEPUTY CHIEF OF STAFF LOGISTICS	500 ARMY PENTAGON	WASHINGTON DC 20310-0500
ASST CH OF STAFF INSTALLATION MANAGEMENT	600 ARMY PENTAGON	WASHINGTON DC 20310-0600
DEPUTY CHIEF OF STAFF INTELLIGENCE	1000 ARMY PENTAGON	WASHINGTON DC 20310-1000
CHIEF OF ENGINEERS	2600 ARMY PENTAGON	WASHINGTON DC 20310-2600
THE JUDGE ADVOCATE GENERAL	2200 ARMY PENTAGON	WASHINGTON DC 20310-2200
CHIEF ARMY RESERVE	2400 ARMY PENTAGON	WASHINGTON DC 20310-2400
CHIEF NATIONAL GUARD BUREAU	2500 ARMY PENTAGON	WASHINGTON DC 20310-2500
CHIEF OF CHAPLAINS	2700 ARMY PENTAGON	WASHINGTON DC 20310-2700
OFFICE OF SURGEON GENERAL	5109 LEEBURG PIKE	FALLS CHURCH VA 22041-3258
US ARMY TOTAL ARMY PERSONNEL COMMAND	200 STOVALL STREET	ALEXANDRIA VA 22332-0400
US ARMY WAR COLLEGE	122 FORBES AVE	CARLISLE PA 17013-5215

JOINT AND DEPARTMENT OF DEFENSE STAFF

HQ SERVICES WASHINGTON	6600 ARMY PENTAGON	WASHINGTON DC 20310-6600
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Joint and Department of Defense Staff, continued

RESOURCE SERVICES WASHINGTON	6601 ARMY PENTAGON	WASHINGTON DC 20310-6601
INFORMATION MANAGEMENT SUPPORT CENTER	6602 ARMY PENTAGON	WASHINGTON DC 20310-6602
SAFETY SECURITY SUPPORT SERVICES WASHINGTON	6603 PENTAGON	WASHINGTON DC 20310-6603
US ARMY SERVICE CENTER FOR THE ARMED FORCES	6604 ARMY PENTAGON	WASHINGTON DC 20310-6604
PENTAGON LIBRARY	6605 ARMY PENTAGON	WASHINGTON DC 20310-6605
PENTAGON ATHLETIC CENTER	6606 PENTAGON	WASHINGTON DC 20310-6606
PERSONNEL EMPLOYMENT SERVICES WASHINGTON	6800 ARMY PENTAGON	WASHINGTON DC 20310-6800
US ARMY MILITARY PERSONNEL SERVICES CENTER	6801 ARMY PENTAGON	WASHINGTON DC 20310-6801
DEFENSE SUPPLY SERVICE	5200 ARMY PENTAGON	WASHINGTON DC 20310-5200
PENTAGON SERVICE CENTER	5202 ARMY PENTAGON	WASHINGTON DC 20310-5202
DEFENSE TELECOMMUNICATIONS SERVICE WASHINGTON	5300 ARMY PENTAGON	WASHINGTON DC 20310-5300
DEFENSE CONTRACT AUDIT AGENCY	CAMERON STATION	ALEXANDRIA VA 22304-6178
DEFENSE FINANCE AND ACCOUNTING DIRECT FOR EXTERNAL AFFAIRS AND MANAGEMENT	CRYSTAL MALL 3 RM 416	WASHINGTON DC 20376-5001
DEFENSE INVESTIGATIVE SERVICE INFORMATION AND PUBLIC AFFAIRS	1340 BRADDOCK PLACE	ALEXANDRIA VA 22314-1651
DEFENSE INFORMATION SYSTEM AGENCY	701 S COURTHOUSE RD	ARLINGTON VA 22204-2199
DEFENSE LOGISTIC AGENCY ADMINISTRATIVE SUPPORT CENTER	CAMERON STATION	ALEXANDRIA VA 22304-6130
DEFENSE MAPPING AGENCY	4600 SANGAMORE RD	BETHESDA MD 20816-5003

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Joint and Department of Defense Staff, continued

DEFENSE NUCLEAR AGENCY	801 TELEGRAPH RD	ALEXANDRIA VA 22310-3398
DEFENSE INSPECTOR GENERAL	400 ARMY NAVY DR RM 405	ARLINGTON VA 22202-2884
NATL RECONNAISSANCE OFFICE	1040 DEFENSE PENTAGON	WASHINGTON DC 20301-1040
DEFENSE DEPENDENT SCHOOLS	4040 N FAIRFAX DRIVE	ARLINGTON VA 22203-1635
ARMED FORCES STAFF COLLEGE	780 HAMPTON BLVD	NORFOLK VA 23511-6097
ARMED SERVICES BOARD OF CONTRACT APPEALS	5109 LEESBURG PIKE	FALLS CHURCH VA 22041-3208
DEFENSE COMMISSARY AGENCY	1300 E AVE	FT LEE VA 23801-1800

TENANT ACTIVITIES

MAIL OPERATIONS DIVISION	3071 ARMY PENTAGON	WASHINGTON DC 20310-3071
US ARMY VISUAL INFORMATION CENTER	3001 ARMY PENTAGON	WASHINGTON DC 20310-3001
CENTRAL US REGISTRY	3072 ARMY PENTAGON	WASHINGTON DC 20310-3072
FORSCOM LIAISON OFFICE	4000 ARMY PENTAGON	WASHINGTON DC 20310-4000
TRADOC LIAISON OFFICE	4001 ARMY PENTAGON	WASHINGTON DC 20310-4001
USARPAC LIAISON OFFICE	4002 ARMY PENTAGON	WASHINGTON DC 20310-4002
USAREUR LIAISON OFFICE	4006 ARMY PENTAGON	WASHINGTON DC 20310-4006
ARMY SOUTH LIAISON OFFICE	4003 ARMY PENTAGON	WASHINGTON DC 20310-4003
DEFENSE COURIER SERVICE	98 ARMY PENTAGON	WASHINGTON DC 20310-0098
ARMY AIR FORCE CIVILIAN WELFARE FUND	21 ARMY PENTAGON	WASHINGTON 20310-0021
WEAPONS SPACE SYSTEMS INTELLIGENCE COMMITTEE	99 ARMY PENTAGON	WASHINGTON 20310-0099

APPENDIX G
Visual Presentations at HQ FORSCOM

1. The standards for headquarters visual presentations are computer and video-based images. A sample of the approved format for briefings conducted in Marshall Hall conference rooms is provided at page G-3, which includes guidelines for preparing your presentations.
2. To ensure quality and consistency for command and VIP briefings representing the headquarters, the Fort McPherson Training Support Center (TSC) will produce the final briefing material. The project officer should contact the TSC, Graphics Branch (464-3448), as early as possible when developing a command or VIP briefing.
3. The FORSCOM electronic visual information (VI) briefing system will accommodate briefings prepared at other installations. Briefings that do not meet these Powerpoint format requirements should be converted. The headquarters staff section sponsoring the visit will coordinate with the TSC to arrange for conversion of unusual requirements such as Macintosh or alternate software.
4. The VI system (VIS) within this headquarters consists of a VI routing system that can display images from video resolution or digital resolution. It is designed to project a polished, professional briefing product.
5. The VIS can also accommodate presentations developed using:
 - a. ALPHA IBM compatible computer (Windows NT).
 - (1) CD ROM
 - (2) IOMEGA "JAZ" Drive
 - (3) 3.5" Floppy Media
 - (4) PCMCIA Type I, II, or III
 - b. 1/2 inch "VHS" videotape.
 - c. Flatbed video scanner.
 - d. Navitar 35mm slide projection video scanners.
 - e. Still video players.
6. Regardless of the media selected, all presentations may be projected through the VIS located in the CCR, HCR, and the FOC. Forces Command logos and software templates conforming to these guidelines are available from TSC or the FORSCOM Bulletin Board.
7. The way the slide appears on your PC is not necessarily the way it will project in the conference room. Differences in the computer configuration and the computers in the conference rooms may change the color palette or font sizes. For that reason, project officers should preview slides in the room where the briefing will be given.
8. Last, if the AO has difficulty or is unfamiliar with the presentation software and templates, contact the TSC, 464-2312 or 464-3448 for assistance.

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9. VIS/TSC POCs

Briefing Conversion	464-2312/3448
VI Tech Support	464-2290

FORSCOM VI (DCSOPS) POC	464-6584
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CONFERENCE ROOMS

Scheduling POC (SGS)	464-5812
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CCR Operator	464-6541
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HCR Operator	464-6412
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FORSCOM Automation (DCSC4) POC	464-6257
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Automation Upgrade Tech Support	464-6257
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Titles Will be Upper and Lower Case (Font Size 36, Gold)

- **Bullet text, upper/lower case, white, font size 18 or larger**
- **All text should have a black shadow**
- **Solid blue background**
- **Red round bullets, with shadow, for main bullets**
 - **Red dash, with shadow, for sub-bullets**
- **FORSCOM patch (with lines), with directorate name in center, on upper left hand corner, as shown**
- **FORSCOM logo, with lines, on bottom, as shown**

APPENDIX H
Sample Addresses

COMMANDING GENERAL
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062

DEPUTY COMMANDING GENERAL
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062

CHIEF OF STAFF
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062

DEPUTY CHIEF OF STAFF FOR OPERATIONS
ATTN AFOP TR
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062

CHIEF INTERNAL REVIEW
ATTN AFCS IR
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062

INSPECTOR GENERAL
ATTN AFCEG IG
US ARMY FORCES COMMAND
1777 HARDEE AVE SW
FORT MCPHERSON GA 30330-1062

GLOSSARY*Abbreviations*

AACG	arrival airfield control group	ADNET	Anti-Drug Network (DCSOPS)
AAM	Army Achievement Medal (DCSPIM)	ADSW	Active Duty Special Work (ARNG Adv)
ABC	Activity Based Costing (DCSRE)	ADT	Active Duty for Training (USAR/ARNG Adv)
ABCMR	Army Board for Correction of Military Records (DCSPIM)	AEC	Army Education Center (DCSPIM)
ABCS	Army Battle Command System	AER	Academic Evaluation Report (DCSPIM)
ABL	Ammunition Basic Load (DCSLOG)	AER	Army Emergency Relief
ABM	Activity Based Management (DCSRE)	AFAS	Advanced Field Artillery System (DCSOPS)
AC/RC	Active Component/ Reserve Component	AFATDS	Advanced Field Artillery Tactical Data System (DCSOPS)
ACAP	Army Career & Alumni Program (DCSPIM)	AFFS-F	Army Field Feeding System-Future (DCSLOG)
ACASP	Army Civilian Acquired Skills Program (DCSPIM)	AFHC	Army Family Housing Construction (DCSPIM)
ACC	Air Combat Command (DCSOPS)	AFP	Annual Funding Program (DCSRE)
ACCS	Army Command and Control System	AFPDA	Army Force Planning Data and Assumptions (DCSLOG)
ACD	Automated Cargo Detachment (DCSLOG)	AFTB	Army Family Team Building (DCSPIM)
ACE	Analysis Control Element	AFV	Alternative Fuel Vehicle (DCSLOG)
ACES	Army Continuing Education System (DCSPIM)	AGCCS	Army Global Command and Control System (DCSC4)
ACIPS	Army Casualty Information Processing System (DCSPIM)	AGES	Air/Ground Engagement System (DCSOPS)
ACOE	Army Communities of Excellence (DCSPIM)	AGR	Active Guard/Reserve (USAR/ARNG Adv)
ACPERS	Army Civilian Personnel System (DCSPIM)	AGRMIS	Active Guard Reserve Management Information System
ACR	Armored cavalry regiment	AGS	Armored Gun System
ACS	Army Community Service (DCSPIM)	AIEP	Army Ideas for Excellence Program (DCSPIM)
ADACG	Arrival/Departure Airfield Control Group (DCSLOG)	ALC	Army Learning Center (DCSPIM)
ADAPCP	Alcohol & Drug Abuse Prevention & Control Program (DCSPIM)	ALD	Available to Load Date
ADCON	Administrative Control (DCSPIM)	ALO	Authorized Levels of Organization (DCSOPS)
ADES	Air Defense Engagement System (DCSOPS)	AM	Air Medal (DCSPIM)
ADLP	Army Distance Learning Program (DCSOPS)	AMC	Air Mobility Command

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AMC	Army Materiel Command	ASAS	All Source Analysis System (DCSINT)
AMCO	Aircraft Maintenance Company	ASB	Aviation Support Battalion
AMCSS	Army Military Clothing Sales Store	ASCIET	All Services Combat Identification Evaluation Team (DCSINT)
AMEDD	Army Medical Department (DCSPIM)	ASETIV	Aircraft Survivability Equipment Trainer IV (DCSOPS)
AMHA	Army Management Headquarters Activities (DCSRE)	ASI	Additional Skill Identifier (DCSPIM)
AMOPES	Army Mobilization and Operations Planning and Execution System (DCSOPS)	ASIMS	Army Standard Information Management System (DCSRE)
AMS	Army Management Structure (DCSRE)	ASIP	Army Stationing Installation Plan (DCSOPS)
AMSCO	Army Management Structure Code (DCSRE)	ASL	Authorized Stockage List (DCSLOG)
AMWRF	Army Morale Welfare & Recreation Fund (DCSPIM)	ASMB	Area Support Medical Battalion (SURG)
ANG	Air National Guard	ASUA	Army Superior Unit Award (DCSPIM)
AO	Action Officer	AT	Annual Training (USAR/ARNG Adv)
AOC	Area of Concentration	ATA	Additional Training Assemblies (DCSPIM)
AOR	Area of Responsibility	ATCCS	Army Tactical Command and Control System
APADS	Aerial Precision Air Drop System	ATCOM	U.S. Army Aviation and Troop Command (DCSLOG)
APC	Account Processing Code (DCSRE)	ATP	Ammunition Transfer Point (DCSLOG)
APC	Armored Personnel Carrier	ATRRS	Army Training Requirements and Resources System (DCSOPS)
APOD	Aerial Port of Debarkation	AUEL	Automated Unit Equipment List (DCSLOG)
APOE	Aerial Port of Embarkation	AUTODIN	Automatic Digital Network (DCSRE)
AR	Army Regulation	AVUM	Aviation Unit Maintenance
ARCOM	Army Commendation Medal (DCSPIM)	AWE	Advanced Warfighting Experiment (DCSOPS)
ARCS	Army Ration Credit System (DCSLOG)	AWR	Army War Reserve (DCSOPS/DCSLOG)
ARFPC	Army Reserve Forces Policy Committee (DCSOPS)	BA	Budget Activity (DCSRE)
ARI	Army Research Institute	BASOPS	Base Operations (DCSRE)
ARI	Aviation Restructure Initiative (DCSOPS)	BBPTC	Blocking, Bracing, Packing Crating and Tie-Down (DCSLOG)
ARL	Army Research Lab	BCBST	Brigade Command and Battle Staff Training (DCSOPS)
ARMS	Aviation Resource Management Survey (DCSOPS)	BCD	Battlefield Coordination Detachment (DCSOPS)
ARNG	Army National Guard		
ARPA	Advanced Research Project Agency (ARNG)		
ARPERCEN	Army Reserve Personnel Center (USAR Adv)		
ARSTRUC	Army Structure (DCSPIM)		

BCE	Base-Level Commercial Equipment (DCSLOG/DCSRE/DCSOPS)	CBE	Command Budget Estimate (DCSRE)
BCE	Battlefield Coordination Element (DCSOPS)	CBS	Corps Battle Simulation (DCSOPS)
BCTP	Battle Command Training Program (DCSOPS)	CBS-X	Continuing Balance System-Expanded (DCSLOG)
BDFA	Basic Daily Food Allowance (DCSLOG)	CCA	Civilian Clothing Allowance (DCSLOG)
BEC	BRAC Environmental Coordinator (DCSPIM)	CCR	Command Conference Room (SGS)
BEP	Black Employment Program (DCSRE)	CD	Counterdrug (DCSOPS)
BES	Budget Estimate Submission (DCSOPS/DCSRE)	CDPL	Command Designated Position List (DCSPIM)
BII	Basic Issue Items (DCSLOG)	CDRL	Contract Data Requirements List (DCSLOG)
BLEP	Battle Lab Experiment Plan (DCSOPS)	CDS	Child Development Services (DCSPIM)
BMM	Borrowed Military Manpower (DCSRE)	CEAC	Cost and Economic Analysis Center (DCSRE)
BOA	Basis of Allocation	CEFMS	Corps of Engineers Financial Management System (DCSRE)
BOD	Board of Directors (DCSOPS)	CENDOC	Centralized Documentation (DCSOPS)
BOIP	Basis of Issue Plan (DCSOPS)	CER	Cost Estimating Relationship (DCSRE)
BPR	Business Process Redesign (DCSRE)	CFM	CONUS Freight Management(DCSLOG)
BRAC	Base Realignment and Closure (DCSPIM)	CFA	Chief Financial Act of 1990 (DCSRE)
BSA	Brigade Support Area	CFP	Contingency Force Pool (DCSOPS)
BTC	Base Transition Coordinator (DCSPIM)	CFSC	Community & Family Support Center (DCSPIM)
C3	Command, Control, Communications	CGA	Command Grade Allocation (DCSPIM)
C4I	Command and Control, Communications, Computers, and Intelligence (DCSC4)	CHE	Container-handling Equipment
CA	Commercial Activities (DCSPIM)	CI	Coordinating Installation (DCSRE)
CAC	Casualty Area Command (DCSPIM)	CIF	Central Issue Facility (DCSLOG)
CAC	Combined Arms Center (DCSOPS)	CIIP	Clothing Initial Issue Point (DCSLOG)
CACDA	Combined Arms Combat Developments Activity (DCSOPS)	CIP	Clothing Issue Point (DCSLOG)
CALFEX	Combined Arms Live Fire Exercise (DCSOPS)	CJB	Congressional Justification Book (DCSOPS)
CAPO	Contingency APO	CJMAO	Central Joint Mortuary Affairs Office
CAR	Chief, Army Reserve (USAR)	CLAS	Central Level Application Software
CASCOM	Combined Arms Support Command (DCSLOG)	CLEP	College Level Examination Program
CAT	Crisis Action Team (DCSOPS)	CLRP	Command Logistics Review Program (DCSLOG)

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CM	Cuban Migrants (DCSOPS)	CRC	Construction Requirements Committee (DCSLOG)
CMA	Clothing Monetary Allowance (DCSLOG)	CRC	CONUS Replacement Center
CMMC	Corps Materiel Management Center (DCSLOG)	CRP	Command Readiness Program (DCSOPS)
CMO	Civil-Military Operations	CSB	CONUS Sustaining Base (DCSOPS)
CMOD	Civilian Manpower Obligation Data (DCSRE)	CSG	Corps Support Group (DCSLOG)
COB	Command Operating Budget (DCSRE)	CSO	Clothing and Services Office
COBRA	Cost of Base Realignment Action (DCSPIM)	CSR	Command Support Requirements (SGS)
COCO	Contractor Owned, Contractor Operated (DCSRE)	CSS	Central Security Service (DCSINT)
COEI	Component of End Items (DCSLOG)	CSS	Combat Service Support
COFT	Conduct of Fire Trainer (DCSOPS)	CSSCS	Combat Service Support Control System
COMPO 1	Component, Active Army (DCSOPS)	CTA	Common Table of Allowances (DCSLOG)
COMPO 2	Component, Army National Guard (DCSOPS)	CTA 8-100	Army Medical Department Expendable/Durable Items
COMPO 3	Component, U.S. Army Reserve (DCSOPS)	CTA 50-900	Common Table of Allowances, Clothing and Individual Equipment (DCSLOG)
COMPO 4	Unresolved Units (SURG)	CTA 50-909	Field and Garrison Furnishings and Equipment (DCSLOG)
COMSEC	Communication Security	CTA 50-970	Expendable/Durable Items (Less Medical, Class 5, Repair Parts and Heraldic Items) Center (DCSOPS)
CONEX	Container Express (DCSLOG)	CTC	Combat Training Center
CONOPS	Contingency Operations (DCSOPS)	CTO	Commercial Travel Office (DCSLOG)
CONUS	Continental United States	CYBIS	Cyber Based Instructional Systems
CONUSA	Continental United States Armies	DAB	Director, Army Budget (DCSRE)
COP	Command Observation Platform (DCSOPS)	DACG	Departure Airfield Control Group
COREDOC	Core Document (DCSPIM)	DACOWITS	Defense Advisory Council on Women in the Services
CORTRAIN	Corps and Division Training Coordination Program (DCSOPS)	DAG	Division Artillery Group
COSCOM	Corps Support Command (DCSLOG)	D&M	Detection and Monitoring (DCSOPS)
COSIS	Care of Supplies in Storage (DCSLOG)	DAMPL	Department of the Army Master Priority List (DCSOPS)
CPR	Command Performance Review (DCSRE)	DANTES	Defense Activity for Non-traditional Education Support (DCSPIM)
CRA	Clothing Replacement Allowance (DCSLOG)	DAO	Defense Accounting Office (DCSRE)
CRA	Continuing Resolution Authority (DCSRE)	DBMS	Defense Business Management System
CRAF	Civil Reserve Air Fleet	DBOF	Defense Business Operations Funds (DCSRE)
CRC	CONUS Replacement Center		

DCO Defense Coordinating Officer
(DCSOPS)

DCP	Directorate of Civilian Personnel (DCSPIM)	DISA	Defense Information Systems Agency (DISA LNO)
DCPDS	Defense Civilian Personnel Data System (DCSPIM)	DISE	Division Intelligence Support Element
DCPS	Defense Civilian Pay System (DCSRE/DCSPIM)	DIV(E)	Division (Enhanced) (DCSOPS)
DCSC4	Deputy Chief of Staff for Command, Control, Communications and Computers	DIV (EX)	Division (Exercise)
DCSINT	Deputy Chief of Staff , Intelligence	DIV (IT)	Division (Institutional Training)
DCSLOG	Deputy Chief of Staff for Logistics (DCSLOG)	DL	Distance Learning
DCSOPS	Deputy Chief of Staff for Operations	DLA	Defense Logistics Agency (DCSLOG)
DCSPIM	Deputy Chief of Staff Personnel and Installation Management (DCSPIM)	DLEA	Drug Law Enforcement Agency (DCSOPS)
DCSRE	Deputy Chief of Staff for Resources and Evaluation	DM	Director of Management, HQDA
DCU	Desert Camouflage Uniform (DCSLOG)	DMA	Defense Mapping Agency (DCSINT)
DDESB	Department of Defense Explosives Safety Board (DCSPIM)	DMC	Defense Movement Coordinators (DCSLOG)
DDR	Drug Demand Reduction (DCSPIM)	DMMC	Division Materiel Management Center (DCSLOG)
DDSM	Defense Distinguished Service Medal (DCSPIM)	DMO	Directed Military Overstrength (DCSPIM)
DEERS	Defense Enrollment Eligibility Report System (DCSPIM)	DMSM	Defense Meritorious Service Medal (DCSPIM)
DEL	Deployment Equipment List (DCSLOG)	DNA	Deoxyribonucleic Acid (SURG)
DEL	Displaced Employee List (DCSPIM)	DOD	Department of Defense
DEMSTAT	Deployment Mobility Status (DCSLOG)	DODI	Department of Defense Instructions
DEPMEDS	Deployable Medical Systems (SURG)	DOL	Director of Logistics (DCSLOG)
DEP&S	Drug Enforcement Policy and Support (DCSOPS)	DOMS	Director of Military Support
DES	Directorate of Evaluation and Standardization (DCSOPS)	DOTLMS	Doctrine, Organization, Training, Leadership, Materials, Soldiers
DFA	Dining Facility Attendants (DCSLOG)	DPCA	Director Personnel & Community Activities (DCSPIM)
DFAS	Defense Finance and Accounting Service (DCSRE)	DPSC	Defense Personnel Support Center (DCSLOG)
DFSC	Defense Fuel Supply Center (DCSLOG)	DPTM	Director, Plans, Training, & Mobilization
DID	Data Item Description (DCSLOG)	DRCS	Director of Reserve Component Support
DIMA	Drilling Individual Mobilization Augmentee	DRL	Date Required to Load
		DS	Direct Support (DCSLOG)
		DSA	Division Support Area
		DSGS	Deputy Secretary of the General Staff (DSGS)
		DSI	Defense Simulations Internet (DCSOPS)

DSM	Distinguished Service Medal	ET	Equivalent Training
DSSM	Defense Superior Service Medal (DCSPIM)	EXFOR	Experimental Force (DCSOPS)
DSSN	Disbursing Station Serial Number (DCSRE)	FAA	Functional Area Assessment (DCSOPS)
DTA	Directed Training Association (DCSOPS)	FAADC2	Forward Area Air Defense Command and Control
EA	Economic Analysis (DCSRE)	FAARP	Forward Area Rearm and Refuel Point (DCSLOG)
EA	Environmental Analysis (DCSPIM)	FAD	Force Activity Designator (DCSOPS)
EAC	Echelon Above Corps	FAD	Funding Allowance Document (DCSRE)
EAD	Earliest Arrival Date	FAD	Force Activity Designation (DCSRE)
EAT	External Air Support	FAP	Family Advocacy Program (DCSPIM)
ECM	Electronic Countermeasures	FAPABS	FORSCOM Automated Program Budget System (DCSRE)
ECP	Engineering Change Proposal (DCSLOG)	FAR	Federal Acquisition Regulation (DCSLOG)
ECR	Executive Conference Room (OCG)	FAS	Force Accounting System (DCSOPS)
EDAS	Enlisted Distribution and Assignments System (DCSPIM)	FASA	Federal Acquisition Streamlining Act (DCSLOG)
EDATE	Effective Date (DCSOPS)	FAST	Field Assistance in Science and Technology (Sci Adv)
EDMIS	Education Management Information System (DCSPIM)	FBCB2	Force XXI Battle Command Brigade and Below
EDP	Enlisted Distribution Policy (DCSPIM)	FC	FORSCOM
EDTM	Enlisted Distribution Target Model (DCSPIM)	FCA	Functional Cost Accounts (DCSRE)
EIS	Environmental Impact Statement (DCSPIM)	FCA	Foreign Counterintelligence Activity (DCSINT)
EMUT	Enhanced Manpack UHF Terminals (DCSC4)	FCSWPTS	FORSCOM Centralized Salt Water Purification Training Site (DCSLOG)
EOR	Element of Resource (DCSRE)	FDO	Force Deterrent Option (DCSOPS)
EPA	Environmental Protection Agency (DCSLOG)	FDU	Force Development Update (DCSOPS)
EPDF	Enlisted Personnel Dining Facility (DCSLOG)	FEAST	Forced Entry Airdroppable Satellite Terminal (DCSC4)
EPIC	El Paso Intelligence Center (DCSOPS)	FEB	Field Exercise Brigade (DCSOPS)
EPLRS	Enhanced Position Location Reporting System	FEMA	Federal Emergency Management Agency (FEMA)
EQB	Environmental Quality Board (DCSPIM)	FEPP	FORSCOM Excess Prevention Program (DCSLOG)
eSB	Enhanced Separate Brigade	FES	Forced Entry Switch (DCSC4)
ESC	Executive Steering Committee (DCSRE)	FFS	Full Food Service (DCSLOG)
ESO	Education Services Officer (DCSPIM)	FIF	FORSCOM Investment Fund (DCSPIM)

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FLOWCAP	Flow Computer-Assisted Program	GOSC	General Officer Steering Committee (DCSOPS)
FMFIA	Federal Managers Financial Integrity Act of 1982 (DCSRE)	GOSCA	General Officer Show Cause Authority (SJA)
FMMP	Force Modernization Master Plan (DCSOPS)	GOWG	General Officer Working Group (DCSOPS)
FMRC	FORSCOM Materiel and Redistribution Center	GPD	Gallon Per Day (DCSLOG)
FMS	Foreign Military Sales (DCSRE)	GPH	Gallon Per Hour (DCSLOG)
FOA	Field Operating Agency	GPRA	Government Performance and Results Act of 1993 (DCSRE)
FOA	Field Organization Assessment (DCSLOG)	GPS	Global Positioning System (DCSC4)
FOB	forward operating base	GSA	General Services Administration (DCSLOG)
FORMDEPS	FORSCOM Mobilization and Deployment Planning System	GTA	Graphic Training Aid
FORSNET	FORSCOM Network (DCSC4)	HCR	Headquarters Conference Room (SGS)
FPTM	FORSCOM Petroleum Training Module (DCSLOG)	HET	Heavy Equipment Transporter
FRC	FORSCOM Redistribution Center (DCSLOG)	HIDTA	High Intensity Drug Trafficking Area (DCSOPS)
FSB	Forward Support Battalion	HIMARS	High Mobility Artillery Rocket System
FSB	Force Status Brief (DCSOPS)	HM	Haiti Migrants (DCSOPS)
FSN	Fiscal Station Numbers (DCSRE)	HSM	Humanitarian Service Medal (DCSPIM)
FSN	Federal Stock Number	HSSA	Health Services Support Area (SURG)
FSP	Force Support Package	HWBDU	Hot Weather Battle Dress Uniform (DCSLOG)
FTE	Full-Time Equivalent	IAC	Information Analysis Center (DCSOPS)
FTG	Field Training Group	IADT	Initial Active Duty for Training
FTSMC	Full-Time Support Management Center (USAR ADV)	ICDT	Intercomponent Data Transfer
FY	Fiscal Year	ICITAP	International Criminal Investigation Training and Assistance Program (DCSOPS)
GBL	Government Bill Of Lading (DCSLOG)	ICMOP	Integrated CONUS Medical Operations Plan (SURG)
GCCS	Global Command and Control System (DCSC4/DCSOPS)	ICP	Incremental Change Package (DCSOPS)
GFE	Government Furnished Equipment (DCSLOG)	IDT	Inactive Duty Training
GFRE	Ground Force Readiness Enhancement (DCSOPS)	IET	Initial Entry Training
GLAC	General Ledger Accounting Code (DCSRE)	IEW	Intelligence/Electronic Warfare (DCSINT)
GOCOM	General Officer Command	IFA	Installation Food Advisor (DCSLOG)
GOMO	General Officer Management Office (DCSPIM)	IFOR	Implementing Force

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IFS	Integrated Facilities Systems (DCSRE)	JMMO	Joint Medical Mobilization Office (SURG)
IIK/IIKS	Issue In Kind/Issue In Kind System (DCSLOG)	JMP	Joint Management Program (DCSPIM)
ILS	Integrated Logistics Support (DCSLOG)	JMUA	Joint Meritorious Unit Award (DCSPIM)
IMA	Individual Mobilization Augmentee	JOPEs	Joint Operations Planning and Execution System (DCSOPS)
IMCP	Internal Management Control Program (IG)	JROC	Joint Requirements Oversight Council (DCSOPS)
IMSC	Installation Management Steering Committee (DCSPIM)	JRTC	Joint Readiness Training Center (DCSOPS)
IMSU	Installation Medical Support Unit (SURG)	JRTC-OIS	Joint Readiness Training Center-Objective Instrumentation System
IMWRF	Installation Morale Welfare and Recreation Fund (DCSPIM)	JSAM	Joint Service Achievement Medal (DCSPIM)
ING	Inactive National Guard	JSAT	Joint Simulation Assessment Team (DCSOPS)
IPAR	Installation Performance Assessment Rewards (DCSPIM)	JSCM	Joint Service Commendation Medal (DCSPIM)
IPL	Integrated Priority List (DCSRE)	JSCP	Joint Strategic Capabilities Plan (DCSOPS)
IRR	Individual Ready Reserve	JSEAD	Joint Suppression Enemy Air Defense (DCSOPS)
ISE	Intelligence Support Element (DCSINT)	JSTARS	Joint Surveillance Target Attack Radar System
ISL	Installation Sequence List (DCSOPS)	JV	Journal Voucher (DCSRE)
ISM	Installation Support Module (DCSRE)	JWRMAG	Joint Water Resources Management Action Group (DCSLOG)
ISM	Integrated Sustainment Maintenance (DCSLOG)	KAPP	Key Asset Protection Program (DCSOPS)
ISR	Installation Status Reports (DCSPIM)	KCI	Keep the Commander Informed (SGS)
ITAADS	Installation The Army Authorization Documents Systems (DCSOPS)	KRA	Key Result Area (DCSRE)
ITAM	Integrated Training Area Management (DCSOPS)	LAD	Latest Arrival Date
ITO	Installation Transportation Officer (DCSLOG)	LAM	Louisiana Maneuvers (DCSOPS)
ITV	In-Transit Visibility (DCSLOG)	LAN	Local Area Network
JAC	Job Assistance Center	LAO	Logistics Assistance Office (DCSLOG)
JCCBI	Joint Committee on Computer Based Instruction	LB	Logistics Preparation of the Battlefield (DCSLOG)
JDAL	Joint Duty Assignment List (DCSPIM)	LCPS	Low Cost Parachute System
JFC	Joint Force Command	LCU	Landing Craft Utility (DCSLOG)
JFMIP	Joint Financial Management Improvement Program (DCSRE)	LEA	Law Enforcement Agency (DCSOPS)
JLOTS	Joint Logistics Over The Shore (DCSLOG)		

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LIA	Logistics Integration Agency (DCSLOG)	MES	Medical Equipment Set (SURG)
LIC	Language Identification Code (DCSPIM)	MF2K	Medical Force 2000 (SURG)
LIC	Low Intensity Conflict (DCSOPS)	MHE	Material Handling Equipment (DCSLOG)
LM	Legion of Merit (DCSPIM)	MILES	Multiple Integrated Laser Engagement System
LOA	Lead Operational Agent	MILPC	Military Personnel Requirements Report (DCSPIM)
LOA	Lead Operational Authority (DCSOPS)	MILPER	Military Personnel
LOGCAP	Logistics Civil Augmentation Program (DCSLOG)	MIPR	Military Interdepartmental Purchase Request (DCSRE)
LOTS	Logistics-over-the-Shore (DCSLOG)	MISM	MACOM Internal Support Module (DCSRE)
LRA	Local Redevelopment Authority (DCSPIM)	MMS	Medical Material Set (SURG)
LRC	Learning Resource Center (DCSPIM)	MNF	Multinational Force
LSD	large screen display	MNS	Mission Needs Statement (DCSOPS)
LSE	Logistics Support Element (DCSLOG)	MOA	Memorandum of Agreement
LSV	Logistics Support Vessels (DCSLOG)	MOADS	Maneuver Oriented Ammunition Distribution System (DCSLOG)
LVAD	Low Velocity Air Drop	MOBCON	Mobilization Movement Control (DCSLOG)
M-COFT	Mobile Conduct of Fire Trainer (DCSOPS)	MOBLAS	Mobilization Level Application Software
MACOM	Major Army Command	MOC	Management of Change (DCSOPS)
MADCAP	Mobilization and Deployment Capability Assurance Project (DCSOPS)	MOCAS	Mechanization of Contract Administration Services (DCSRE)
MALOF	Minimum Acceptable Level of Fill	MOD	Miscellaneous Obligor Document Module (DCSRE)
MAO	Mailing Address Only	MOOTW	Military Operations Other Than War (DCSOPS)
MART	Manpower Assistance and Review Team (DCSPIM)	MOS	Military Occupation Specialty
MAST	Military Assistance To Safety and Traffic (DCSPIM)	MOU	Memorandum of Understanding
MBSAD	Mobilization Station Arrival Date (DCSOPS)	MOUT	Military Operations on Urbanized Terrain (DCSOPS)
MCA	Military Construction, Army (DCSPIM)	MOVSM	Military Outstanding Volunteer Service Medal (DCSPIM)
MCB	Managing Civilians to Budget (DCSPIM)	MPA	Military Personnel Appropriation
MDATE	Mobilization Date	MPA	Military Personnel, Army
MDEP	Management Decision Package (DCSRE)	MPES	Mobilization Planning & Execution System (DCSOPS)
MPD	Military Personnel Division (DCSPIM)	MPRC	Multipurpose Range Complex (DCSOPS)
MER	Manpower Estimating Relationship (DCSRE)	MRC	Major Regional Contingency (DCSOPS)

MRD Mandatory Removal Date (DCSPIM)

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MRE	Meal, ready-to-eat	NGR	National Guard Regulation (ARNG Adv)
MRI	Medical Reengineering Initiative (SURG)	NGV	Natural Gas Vehicle (DCSLOG)
MS-3	Manpower Staffing Standards System (DCSPIM)	NIFC	National Interagency Fire Center
MSC	Main Support Command	NOV	Notice of Violation (DCSPIM)
MSC	Major Subordinate Command	NRC	Nuclear Regulatory Commission
MSC	Military Sealift Command (DCSLOG)	NRP	Non-Unit Related Personnel (DCSPIM)
MSCA	Military Support to Civil Authorities (DCSOPS)	NSA	National Security Agency (DCSINT)
MSCD	Military Support to Civil Defense (DCSOPS)	NTC	National Training Center
MSE	Mobile Subscriber Equipment (DCSC4)	NTC-OIS	National Training Center-Objective Instrumentation System
MSM	Meritorious Service Medal (DCSPIM)	NTV	Nontactical Vehicle (DCSLOG)
MST	Maintenance Support Team	NULO	Negative Unliquidated Obligation (DCSRE)
MTI	Moving Target Indicator (DCSOPS)	OA	Operating Agency (DCSRE)
MTMC	Military Traffic Management Command (DCSLOG)	OCAR	Office of the Chief, Army Reserve (USAR Adv)
MTOE	Modified Table of Organization and Equipment (DCSOPS)	OCIE	Organization Clothing and Individual Equipment (DCSLOG)
MTT	Mobile Training Team (DCSOPS)	OCLL	Office of Congressional Legislative Liaison (SGS)
MUSARC	Major United States Army Reserve Command (USAR Adv)	ODC	Obligation Data Code (DCSRE)
MUTA	Multiple Unit Training Assembly (DCSOPS)	ODP	Officer Distribution Plan (DCSPIM)
MWR	Morale, Welfare & Recreation (DCSPIM)	ODT	Overseas Deployment Training (DCSOPS)
NAF	Non-Appropriated Fund (DCSPIM)	OLC	Oak Leaf Cluster (DCSPIM)
NCOER	Noncommissioned Officer Evaluation Report	OMA	Operations and Maintenance, Army (DCSRE)
NCR	National Cryptologic Representative (DCSINT)	OMB	Office of Management and Budget (DCSRE)
NDCS	National Drug Control Strategy	ONDCP	Office of National Drug Control Policy
NDI	Non-Developmental Item	ONS	Operational Needs Statement
NEPA	National Environmental Policy Act (DCSPIM)	OOTW	Operations other than War (DCSOPS)
NFPA	National Fire Protection Association	OPA	Other Procurement Army (DCSRE)
NGB	National Guard Bureau (ARNG Adv)	OPAS	Off Post Area Support (DCSRE)
NGO	Non-governmental Organizations	OPLOC	Operating Location (DCSRE)
NGPEC	National Guard Professional Education Center	OPR	Officer Performance Report (USAF)
		OPTEMPO	Operational Tempo (DCSOPS)

OSHA	Occupational Safety & Health Administration (DCSPIM)	PPG	Personnel Priority Group (DCSOPS)
OTSG	Office of the Surgeon General (SURG)	PPS	Personnel Information System Processing Activity
PA	Physician Assistant (Surg)	PRF	Promotion Recommendation Form (USAF)
PAP	Personnel Assistance Point (DCSPIM)	PRIME	Precision Range Integrated Maneuver Exercise
PASR	Personnel Accounting & Strength Reporting (DCSPIM)	PRISM	Personnel Readiness Integrated Sources Management (DCSPIM)
PAT	Process Action Team	PRM	Personnel Readiness Management (DCSPIM)
PBAC	Program Budget Advisory Committee (DCSRE)	PRM	Real Property Maintenance (DCSLOG)
PBD	Program Budget Decision (DCSRE)	PROFIS	Professional Filler System (Surg)
PBG	Program Budget Guidance (DCSRE)	PSA	Port Support Activity (DCSLOG)
PCF	Personnel Control Facility (DCSPIM)	PSB	Personnel Services Battalion (DCSPIM)
PDIP	Program Development Increment Package (DCSRE)	PSD	Personnel Services Detachment (DCSPIM)
PE	Program Element (DCSRE)	PSRC	Presidential Selected Reserve Callup (“200K” Callup) (DCSOPS)
PEO	Peace Enforcement Operations (DCSOPS)	PSS	Personnel Service Support (DCSPIM)
PEO	Program Executive Officer (DCSRE)	PTDY	Permissive TDY
PERSCOM	U.S. Total Army Personnel Command (DCSPIM)	PVO	Private Volunteer Organizations
PERSINS	Personnel Information System (DCSPIM)	QA	Quality Assurance Program (DCSRE)
PERSTEMPO	Personnel Tempo (DCSPIM)	QM	Quartermaster
PFP	Partnership for Peace (DCSOPS)	RAB	Restoration Advisory Board (DCSPIM)
PGS	Precision Gunnery System	RAM	Random Access Memory
PIM	Personnel Information Management (DCSPIM)	RCAS	Reserve Component Automation System (USAR Adv)
PK	Peacekeeping (DCSOPS)	RCCC	Reserve Component Coordination Council (DCSOPS)
PLATO	Programmed Logic for Automated Training Operation	REC	Record of Environmental Consideration (DCSPIM)
PLGR	precision lightweight GPS receiver	REPLO	Regional Emergency Preparedness Liaison Office (FEMA LNO)
PLS	Palletized Load System (DCSLOG)	ROC	Regional Operations Center (FEMA)
PMAD	Personnel Management Authorization Document (DCSPIM)	ROD	Record of Decision (DCSPIM)
PMC	Personnel Management Center (DCSPIM)	ROE	Rules of Engagement
POI	Program of Instruction	ROPMA	Reserve Officer Personnel Management Act (DCSPIM)
POM	Program Objective Memorandum (DCSRE)	ROWPU	Reverse Osmosis Water Purification Unit (DCSLOG)
PPBES	Planning, Programming, and Budget Execution System (DCSRE)		
PPCI	Power Projection C4 Initiative		

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RPA	Reserve Personnel Appropriation (DCSPIM)	SEDRE	Sealift Emergency Deployment Readiness Exercise (DCSOPS)
RPM	Real Property Maintenance	SELR	Senior Environmental Leadership Review (DCSPIM)
RPMA	Real Property Maintenance Activity	SEP	Special Emphasis Program (DCSRE)
RS	ROVING SANDS (DCSOPS)	SFP	Strategic Force Package (DCSOPS)
RSC	Regional Support Command (USAR Adv)	SGL	Standard General Ledger (DCSRE)
RSO	Retirement Services Officer (DCSPIM)	SICPS	Standard Integrated Command Post System
RSO&I	Reception, Staging, Onward Movement and Initiative (DCSOPS)	SIDPERS	Standard Installation/Division Personnel System
RST	Resource Support Team (DCSRE)	SIMITAR	Simulations in Training for Advanced Readiness (DCSOPS)
RTB	Readiness Training Brigade (DCSOPS)	SINCGARS	Single Channel Ground and Airborne Radio System
RTD	Regional Training Detachment (DCSOPS)	SITMAN	Situation Manual (DCSOPS)
RTS-I	Regional Training Site-Intelligence (DCSINT)	SLA	Special Leave Accrual (DCSPIM)
RTS-MAINT	Regional Training Site-Maintenance (DCSLOG)	SLSG	Senior Level Steering Group
RTS-MED	Regional Training Site-Medical (Surg)	SM	Soldier's Medal (DCSPIM)
RTT	Regional Training Team (DCSOPS)	SMFT	Semi-Trailer Mounted Fabric Tank (DCSLOG)
RYE	Retirement Year Ending Date (DCSPIM)	SOC	Special Operations Command
SAACONS	Standard Army Automated Contracting System (DCSRE)	SOCAD	Servicemembers Opportunity College Associate Degree (DCSPIM)
SAFM	Secretary of the Army (Financial Management) (DCSRE)	SOF	Special Operation Forces (DCSOPS)
SAIC	Special Agent In Charge (DCSINT)	SOP	Standing Operating Procedure
SAILS	Standard Army Intermediate Level Supply System (DCSLOG)	SORTS	Status of Resources and Training System (DCSOPS)
SAP	Special Access Program (DCSINT)	SOW	Statement of Work (DCSLOG)
SARSS	Standard Army Retail Army Supply System (DCSLOG)	SOT	Support to Organization Training
SBR	Stand-By Reserve	SPU	Staff Principal Update (SGS)
SCI	Sensitive Compartmented Information (DCSINT)	SPV	Subsistence Prime Vendor (DCSLOG)
SDN	Standard Document Number (DCSRE)	SPVI	Subsistence Prime Vendor Interpreter (DCSLOG)
SDRN	Standard Document Reference Number (DCSRE)	SQI	Special Qualification Identifier (DCSPIM)
SEAD	Suppression Enemy Air Defense	SRA	Specialized Repair Activity (DCSLOG)
		SRC	Standard Requirements Code (DCSOPS)
		SRP	Soldier Readiness Processing (DCSPIM)
		SSA	Supply Support Activity (DCSLOG)

SSCOM Soldier Systems Command
SSO Special Security Officer (DCSINT)

STANFINS	Standard Army Finance System (DCSRE)	TOPMIS	Total Officer Personnel Management System (DCSPIM)
STARC	State Area Commands (ARNG Adv)	TOPS	Transportation Operational Personal Property Standard (DCSLOG)
TARFIARS	Standard Army Financial Inventory Accounting and Reporting System (DCSPIM)	TPFDD	Time Phased Force Deployment Data (DCSOPS)
STOW	Synthetic Theater of War (DCSOPS)	TPFDL	Time Phased Force Deployment List (DCSOPS)
SWB	Southwest Border	TPI	Technical Proficiency Inspection (DCSRE)
TA	Tuition Assistance (DCSPIM)	TPSN	Troop Program Sequence Number (DCSOPS)
TAA	Total Army Analysis (DCSOPS)	TPU	Troop Program Unit (DCSPIM)
TACFIRE	Tactical Fire Direction System	TRADOC	Training and Doctrine Command
TACSIM	Tactical Simulation (DCSOPS)	TRAP	Training Resources Allocation Program (DCSRE)
TADIL	Tactical Digital Information Link	TRICARE	TriService Care (SURG)
TADSS	Training Aids, Devices, Simulations and Simulator (DCSOPS)	TRM	Training Resource Model (DCSOPS)
TAG	The Adjutant General (ARNG Adv)	TRO	Training and Readiness Oversight (USAR Adv)
TAM	Training Assessment Model (DCSOPS)	TSM	Transition Services Manager (DCSPIM)
TAO	Transition Assistance Office (DCSPIM)	TSS	Transition Services Specialist (DCSPIM)
TAP	The Army Plan (DCSOPS)	TTAD	Temporary Tour of Active Duty
TAPDB	Total Army Personnel Data Base (DCSPIM)	TTP	Tactics, Techniques, and Procedures
TARO	Theater Army Replacement Operation (DCSPIM)	TWDS	Tactical Water Distribution System (DCSLOG)
TAV	Total Asset Visibility (DCSLOG)	TWGSS	Tanks Weapons Gunnery Simulation System
TBO/TFO	Transaction By Others/Transaction For Others (DCSRE)	UAD	Updated Authorization Document (DCSOPS)
TCACCIS	Transportation Coordinator Automated Command and Control Information System	UAV	Unmanned Aerial Vehicle (DCSINT)
TCO	Test Control Officer (DCSPIM)	UBL	Unit Basic Load (DCSLOG)
TDA	Table of Distribution and Allowances (DCSRE)	UE	UNIFIED ENDEAVOR (DCSOPS)
TELEMED	Telemedicine (SURG)	UFL	ULCHI FOCUS LENS (DCSOPS)
TES	Tactical Engagement Simulation	UFR	Unfinanced Requirement (DCSRE)
TIMP	Total Inventory Management Program (DCSLOG)	UGR	Unitized Group Rations (DCSLOG)
TISA	Troop Issue Subsistence Activity (DCSLOG)	UIC	Unit Identification Code
TISO	Troop Issue Subsistence Officer (DCSLOG)	ULN	Unit Line Number
TOE	Table of Organization and Equipment (DCSOPS)	ULO	Unliquidated Obligation (DCSRE)
		UMD	Unmatched Disbursement (DCSRE)
		UMD	Unit Movement Data

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UMS	Unit Manning System (DCSPIM)
UMT	Unit Ministry Team (Chaplain)
UNMIH	United Nations Mission in Haiti
USAAA	U.S. Army Audit Agency (DCSRE)
USACOM	U.S. Atlantic Command
USAFISA	United States Army Force Integration Agency (DCSOPS)
USARC	U.S. Army Reserve Command (USAR Adv)
USASPTAP	U.S. Army Support Activity, Philadelphia (DCSLOG)
USATC	U.S. Army Training Center (DCSOPS)
USMTF	U.S. Message Text Format
USPFO	U.S. Property and Fiscal Officer (DCSLOG)
UTA	Unit Training Assembly (DCSOPS)
UTC	Unit Type Code
UXO	Unexploded Ordnance
VERA	Voluntary Early Retirement Authority (DCSPIM)
VM	Velocity Management (DCSLOG)
VSIP	Voluntary Separation Incentive Pay (DCSPIM)
WEAR	Wartime Executive Agency Requirements (DCSOPS)
WSDS	Water Storage and Distribution Set (DCSLOG)