



DEPARTMENT OF THE ARMY

WASHINGTON, D.C. 20310

SEP 30 1999

SAAL-RP

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Guidance Regarding Appropriation Source for  
Continuous Technology Refreshments Spares Initiatives

This memorandum provides guidance regarding the allowable use of appropriation sources for the implementation of the Continuous Technology Refreshment (CTR) spares procurement strategy (formerly Modernization Through Spares) within Army programs. Its purpose is to define the extent to which CTR initiatives for sustainment of out of production systems may be funded with the Operations and Maintenance appropriations (OMA, OMAR, and OMNG) (O&M)). Ultimately, the memorandum's purpose is to provide guidance which will encourage and accelerate extensive implementation of the CTR strategy defined in Enclosure 1 and provide O&M funding support for selected initiatives that will reduce the cost of sustaining legacy systems now and for the foreseeable future. This memorandum also facilitates implementation of Army's Total Ownership Cost Reduction initiative directed by Enclosure 2.

The following guidance shall be used when allocating O&M funds for CTR projects when those projects meet the maintenance criteria defined in DoD Financial Management Regulation (FMR), DoD 7000.14-P, Vol. 2A. That maintenance definition is:

"The routine, recurring effort conducted to maintain an end item of investment equipment at its intended capability or designed performance level."

To the extent the terms "routine" and "recurring" are not clear for a particular CTR project, this means that activities may use O&M funds when:

(a) Spares/components must have demonstrated acceptability and military utility.



(b) Spares/components are replaced through the normal maintenance process.

(c) Spares/components are distributed through the normal supply system.

(d) Spares/components provide two way interchangeability with the interfacing equipment. Both the CTR spare and the current inventory spares must be capable of being used interchangeably with the interfacing components and equipment.

(e) Revisions to field and depot maintenance technical documentation conform to the form, fit, function, and interface requirements defined by two-way interchangeability.

CTR projects cannot be O&M-funded when:

(a) The end item requiring change has not completed production and initial fielding.

(b) Spares/components are incorporated as a block modification, service life extensions or major modifications.

(c) Equipment changes are incorporated where the intent is to increase the system's "performance envelope" or mission capability defined by the Operations Requirements Document.

(d) Developmental testing is required. Source of developmental testing must be RDA.

(e) System software requires changes beyond the scope of necessary documentation consistent with two-way hardware interchangeability noted above.

When implementing this guidance, the intent of the CTR change must be to maintain the system's performance at the approved design baseline. A CTR strategy objective is to restore system performance, which may deteriorate as the system's design life is approached. As examples, CTR changes intended to restore reliability to the initial fielding

level and changes which replace obsolete parts with modern commercial technology are permitted. While performance improvements intended to increase the "performance envelope" may not be funded by O&M appropriations, incidental performance improvements in excess of the design baseline are permitted as long as the primary purpose is to restore initial operational capability. Incidental performance improvements at the spares/component level are permissible. Detailed CTR implementation guidance will be included in the next update to AR 750-10, Army Modification Program.

Effective immediately, responsible organizations who manage out of production systems or items shall implement this guidance in CTR projects. Points of contact are Deputy Assistant Secretary of the Army (Budget), 695-3691 and Deputy Assistant Secretary of the Army (Plans, Programs, and Policy), 697-0387.



Paul J. Hooper

Assistant Secretary of the Army  
(Acquisition, Logistics and Technology)



Helen T. McCoy

Assistant Secretary of the Army  
(Financial Management and Comptroller)

Enclosures

DISTRIBUTION:

ASSISTANT SECRETARY OF THE ARMY (CIVIL WORKS)  
ASSISTANT SECRETARY OF THE ARMY (FINANCIAL MANAGEMENT  
AND COMPTROLLER), ATTN: SAFM/SAFM-FAZ-A/SAFM-BU/  
SAFM-CA  
ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS  
AND ENVIRONMENT)  
ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND  
RESERVE AFFAIRS), ATTN: SAMR-CP  
ASSISTANT SECRETARY OF THE ARMY (ACQUISITION, LOGISTICS  
AND TECHNOLOGY), ATTN: SAAL- ZB/SAAL-ZT/SAAL-ZD/  
SAAL-ZP/SAAL-ZS/SAAL-ZR/SAAL-MS/SAAL-ZCS/SAAL-ZCA/  
SAAL-ZAC/SAAL-ZM

DISTRIBUTION: (CONT)  
DIRECTOR OF THE ARMY STAFF, ATTN: DACS-ZD/DACS-DMP  
DIRECTOR OF INFORMATION SYSTEMS FOR COMMAND, CONTROL,  
COMMUNICATIONS AND COMPUTERS, ATTN: SAIS-ZA/SAIS-ZB/  
SAIS-SP/SAIS-AE  
THE ARMY INSPECTOR GENERAL  
DEPUTY CHIEF OF STAFF FOR INTELLIGENCE  
DEPUTY CHIEF OF STAFF FOR LOGISTICS  
DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, ATTN:  
DAMO-FDZ  
DEPUTY CHIEF OF STAFF FOR PERSONNEL, ATTN: DAPE-MP/  
DAPE-MB  
CHIEF OF ENGINEERS  
THE SURGEON GENERAL  
THE JUDGE ADVOCATE GENERAL  
DIRECTOR OF PROGRAM ANALYSIS AND EVALUATION

COMMANDERS  
U.S. ARMY TRAINING AND DOCTRINE COMMAND, ATTN:  
ATCD-ZA/ATCD-RM  
U.S. ARMY MATERIEL COMMAND, ATTN: AMCCG/AMCDG/  
AMCAM/AMCRD/AMCRM/AMCAQ/AMCICP  
U.S. ARMY INFORMATION SYSTEMS COMMAND, ATTN: ASCG/  
ASGS  
U.S. ARMY INTELLIGENCE AND SECURITY COMMAND  
U.S. ARMY MILITARY TRAFFIC MANAGEMENT COMMAND  
U.S. ARMY CRIMINAL INVESTIGATION COMMAND  
U.S. ARMY MEDICAL COMMAND  
U.S. ARMY MILITARY DISTRICT WASHINGTON  
U.S. ARMY OPERATIONAL TEST AND EVALUATION COMMAND  
U.S. ARMY SAFETY CENTER, ATTN: CSSC-SE  
U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND  
U.S. ARMY AVIATION AND TROOP COMMAND  
U.S. ARMY COMMUNICATIONS-ELECTRONICS COMMAND  
U.S. ARMY MISSILE COMMAND  
U.S. ARMY TANK-AUTOMOTIVE COMMAND  
U.S. ARMY CHEMICAL AND BIOLOGICAL DEFENSE COMMAND

DISTRIBUTION: (CONT)  
U.S. ARMY TEST AND EVALUATION COMMAND  
U.S. ARMY SIMULATION, TRAINING AND INSTRUMENTATION  
COMMAND

PROGRAM EXECUTIVE OFFICERS  
AVIATION  
GROUND COMBAT AND SUPPORT SYSTEMS  
COMMAND, CONTROL COMMUNICATIONS SYSTEMS  
INTELLIGENCE, ELECTRONIC WARFARE AND SENSORS  
STANDARD ARMY MANAGEMENT INFORMATION SYSTEMS  
TACTICAL MISSILES  
AIR AND MISSILE DEFENSE

JOINT PROGRAM OFFICE, BIOLOGICAL DEFENSE  
CHEMICAL DEMILITARIZATION PROGRAM OFFICE  
RESERVE COMPONENT AUTOMATION SYSTEM  
JOINT TACTICAL UNMANNED AERIAL VEHICLES

DIRECTOR, ARMY ACQUISITION EXECUTIVE SUPPORT AGENCY  
DIRECTOR, ARMY RESEARCH LABORATORY

CF:  
COMMANDANT, DEFENSE SYSTEMS MANAGEMENT COLLEGE,  
ATTN: ARMY CHAIR  
CHIEF OF LEGISLATIVE LIAISON  
CHIEF OF PUBLIC AFFAIRS  
CHIEF OF STAFF, U.S. ARMY DEPOT SYSTEMS COMMAND  
INSPECTOR GENERAL

COMMANDANT  
U.S. ARMY LOGISTICS MANAGEMENT COLLEGE, ATTN:  
ATSZ-AM/ATSZ-LS



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

12 JAN 1998

REPLY TO  
ATTENTION OF

SARD-ZA

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Implementation of Army Strategy for Modernization  
Through Spares (MTS)

Reference Army Strategy for Modernization Through Spares  
(enclosed).

Declining procurement budgets are a significant challenge to maintaining a modern warfighting capability. Leveraged use of spares procurement funds is an important strategy to meet this challenge. The strategy, MTS, is an element of the Army's overall acquisition reform endeavor and focuses on the reduction of sustainment costs. Implementation and management of MTS is the responsibility of all managers who develop systems or buy spares (either as parts, components, subassemblies or assemblies) for operational systems.

Effective immediately, Program Executive Officers (PEOs), Major Commands (MACOMs) and the U.S. Army Materiel Command (AMC) Major Subordinate Commands (MSCs) who manage systems in development should begin incorporating MTS strategies into their total life cycle management program activities. Specific actions should be:

a. Post your strategies within 90 days of the date of this memorandum on your homepage and update it with the status of strategy accomplishments.

b. Include your MTS strategy for each system in the Acquisition Strategy Report and reflect it in the Integrated Logistics Support Plan.

Effective immediately, PEOs, MACOMs, and AMC MSCs who manage systems or items in production/support should incorporate MTS strategies as an element of your spares/sustainment acquisitions, for selected candidates. This is a sustainment cost reduction and/or an improved supportability program. Specific actions are:

a. Post your strategy within 90 days of the date of this memorandum on your homepage and update it with the status of strategy accomplishments.

b. Determine strategies and select candidates

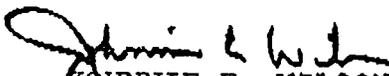
c. Apply MTS initiatives to selected candidates.



An MTS Overarching Integrated Process Team (OIPT) was chartered by the Office of the Acting Assistant Secretary of the Army (Research, Development and Acquisition) and is chaired by the Army Standards Improvement Executive. The MTS OIPT prepared the enclosed guidance document, "Army Strategy For Modernization Through spares" to assist in accomplishing the actions above. The document's purpose is to: explain the intent of the MTS initiative; describe strategy elements; describe steps to define and implement the strategy elements; describe steps to define and implement the strategy; and define success measures. The document is available on the Headquarters, AMC Specifications and Standards Homepage at <http://amc.citi.net/amc/rda/milspec>.

You will be asked to set goals and report progress. Specific guidance and reporting formats will be provided separately and reporting will begin 90 days after this supplemental guidance is received.

The point of contact is Mr. Lynn Mohler, AMCRDA-TE,  
703) 617-9870, DSN 767-9870, e-mail: [lmohler@hqamc.army.mil](mailto:lmohler@hqamc.army.mil).

  
JOHNNIE E. WILSON  
Commanding General  
U.S. Army Materiel  
Command

  
KENNETH J. OSCAR  
Acting Assistant Secretary of the Army  
(Research, Development and Acquisition)

Enclosure

DISTRIBUTION:

Lieutenant General Edward G. Anderson III, Commander, U.S. Army  
Space and Missile Defense Command, 1941 Jefferson Davis  
Highway, Suite 900, Arlington, VA 22215-0280  
Major General James W. Monroe, Commander, U.S. Army  
Industrial Command, Rock Island, IL 61299-6000  
Major General George E. Friel, Commander, U.S. Army Chemical  
and Biological Defense Command, Aberdeen Proving  
Ground, MD 21010-5423  
Major General Gerard P. Brohm, Commander, U.S. Army  
Communications-Electronics Command, Fort Monmouth, NJ  
07703-5000

Major General Edward L. Andrews, Commander, U.S. Army Test and Evaluation Command, Aberdeen Proving Ground, MD 21005-5055

Major General John F. Michitsch, Program Executive Officer, Ground Combat and Support Systems, Warren, MI 48397-5000

Major General Larry G. Smith, Commander, U.S. Army Security Assistance Command, 5001 Eisenhower Ave., Alexandria, VA 22333-0001

Major General David R. Gust, Program Executive Officer, Intelligence, Electronic Warfare and Sensors, Fort Monmouth, NJ 07703-5000

Major General Emmitt E. Gibson, Commander, U.S. Army Aviation and Missile Command, Redstone Arsenal, AL 35898-5000

Major General Roy E. Beauchamp, Commander, U.S. Army Tank-automotive and Armaments Command, Warren, MI 48397-5000

Major General James R. Snider, Program Executive Officer, Aviation, Building 5681, Redstone Arsenal, AL 35898-5000

Dr. John W. Lyons, Director, U.S. Army Research Laboratory, Adelphi, MD 20783-1197

Brigadier General Robert L. Floyd, Commander, U.S. Army Soldier Systems Command, Natick, MA 01760-5000

Brigadier General Willie B. Nance, Jr., Program Executive Officer, Tactical Missiles, Redstone Arsenal, AL 35898-8000

Brigadier General Daniel L. Montgomery, Program Executive Officer, Air Missile Defense, P.O. Box 1500, Huntsville, AL 35807-3801

Brigadier General John P. Geis, Commander, U.S. Army Simulation, Training and Instrumentation Command, 12350 Research Parkway, Orlando, FL 32826-3276

Brigadier General Steven W. Boutelle, Program Executive Officer, Command, Control and Communications Systems, Fort Monmouth, NJ 07703-5401

Rear Admiral Barton D. Strong, Program Executive Officer, Cruise Missiles Project and Joint Unmanned Aerial Vehicles, 1213 Jefferson Davis Highway, Arlington, VA 22246

Ms. Maureen T. Lischke, Program Executive Officer, Reserve Component Automation System, 8510 Cinderbed Road, P.O. Box 8510, Suite 1000, Newington, VA 22122-8510

Colonel Richard W. Johnson, Acting Program Executive Officer, Standard Army Management Information Systems, 9350 Hall Road, Suite 142, Fort Belvoir, VA 22060-5526

Mr. John M. Gilligan, Program Executive Officer, Battle Management, 1090 Air Force Pentagon, Washington, D.C. 20330-1090

CF:

General William W. Hartzog, Commander, U.S. Army Training and Doctrine Command, Fort Monroe, VA 23651-5000

Lieutenant General John G. Coburn, Deputy Chief of Staff for Logistics, United States Army, 500 Army Pentagon, Washington, D.C. 20310-0500

Lieutenant General William H. Campbell, Director of Information Systems for Command, Control, Communications and Computers, Office of the Secretary of the Army, 107 Army Pentagon, Washington, D.C. 20310-0107

Lieutenant General Thomas N. Burnette, Jr., Deputy Chief of Staff for Operations and Plans, United States Army, 400 Army Pentagon, Washington, D.C. 20310-0400

Major General Norman E. Williams, Deputy Chief of Staff for Logistics and Operations, U.S. Army Materiel Command, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

Ms. Barbara A. Leiby, Deputy Chief of Staff for Resource Management, U.S. Army Materiel Command, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

Mr. Gary A. Tull, Assistant Deputy Chief of Staff for Research, Development and Acquisition, Contracting and Production Management, U.S. Army Materiel Command, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

Colonel J. Edmunds, Deputy Chief of Staff for Ammunition, U.S. Army Materiel Command, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

Colonel D. Kilgore, Assistant Deputy Chief of Staff for Chemical and Biological Matters, U.S. Army Materiel Command, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

Colonel P. Brandenburg, Deputy Executive Director for Conventional Ammunition, U.S. Air Force, U.S. Army Materiel Command, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

Mr. Pete Drossos, Deputy Executive Director for Test, Measurement and Diagnostic Equipment, U.S. Army Materiel Command, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

Mr. Don Monaco, Associate Director, Office of Small and Disadvantaged Business Utilization, U.S. Army Materiel Command, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001



REPLY TO  
ATTENTION OF

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

4 MAY 1998

SARD-RP

MEMORANDUM FOR THE ACQUISITION COMMUNITY

SUBJECT: Total Ownership Cost Reduction

Reducing system ownership costs directly contribute to the Army meeting its modernization objectives. The cost of system ownership includes costs associated with operating, modifying, maintaining, supplying, and disposing of weapon/materiel systems. Increasing emphasis at OSD and Army levels is being placed on reducing Operating and Support (O&S) costs and describing program status in terms of system life cycle cost. Your efforts in this area continue to make a difference.

The Assistant Secretary of the Army (Research, Development and Acquisition) (ASA(RDA)) memorandum dated April 29, 1997, subject: Management of the Total Life Cycle for Acquisition Category (ACAT) Systems, established O&S cost reduction as an acquisition priority. We have made significant progress and instituted a number of highly effective initiatives in the year since the memorandum was published. The purpose of this memorandum is to clarify the requirements of the April 29, 1997 memorandum and provide implementation guidance.

The goal of our campaign is unchanged--to place the Program Managers (PMs) in charge of the total life cycle for assigned systems. This includes responsibility and authority for planning, programming, budgeting, and executing sustainment funds associated with their systems. The Under Secretary of Defense (Acquisition & Technology) actively supports charging the PMs with sustainment responsibilities and authorities. It will take time to completely realize this change. Many organizations and procedures are affected and concurrence to move sustainment funding responsibility to the PMs will not be automatic. The senior acquisition leadership will continue to work with logistics and financial proponents to reform current processes and to put in place the structures and mechanisms necessary for PMs to perform expanded sustainment functions.

In order to accelerate the Total Ownership Cost Reduction momentum and move us closer to implementing the requirements of the April 29, 1997 ASA(RDA) memorandum, Milestone Decision Authorities (MDAs) and Program/Project/Product/System Managers will complete the following actions by September 10, 1998:

a. Exploit opportunities to apply existing O&S cost reduction initiatives to assigned commodities (e.g. Operating and Support Cost Reduction Program (OSCR), Modernization Through Spares (MTS), Prime Vendor Support (PVS), Fleet Management, Horizontal Technology Integration (HTI), POM Process Life Cycle Cost Reduction Proposals).

b. Develop Sustainment Cost Management Annexes (SCMAs) to Acquisition Strategies. I am clarifying the SCMA requirement as detailed in the April 29, 1997 ASA(RDA) memorandum in recognition of the fact that present cost accounting systems preclude tracking of all actual O&S cost elements associated with a system. SCMAs should identify a program's top ten O&S cost drivers, detail plans to reduce these costs, and provide metrics to measure progress. The PM is accountable for reducing only those O&S cost elements for which he/she has the reasonable ability to manage and influence. PMs are encouraged to report barriers to TOC reduction and to provide recommendations for minimizing or eliminating them. SCMAs will be prepared for all ACAT level I-III programs and may be tailored based on funding levels, risk, and unique program factors. The O&S cost elements impacting a system are commodity unique. Therefore, PMs will determine the top ten O&S cost drivers and the SCMA format appropriate for their programs. MDAs will review SCMAs on an annual basis.

c. Include program-related O&S costs in the Acquisition Program Baseline (APB). The APB should reflect projected reductions, as a dollar amount or percentage of dollars, to be attained through execution of the PM's O&S cost reduction plan, detailed in the SCMA.

d. MDAs will include O&S cost reduction as an element of the milestone decision review process. O&S costs may be reviewed as a component of the overall program funding profile, as part of the PM's Cost As An Independent Variable (CAIV) analysis, as a stand-alone topic, or any other manner the MDA deems appropriate.

e. MDAs will review O&S cost reduction plans for programs and systems beyond Milestone III prior to approval of any modification or upgrade.

f. PMs should establish O&S Cost Reduction Integrated Process Teams to facilitate planning, execution, and measurement of the actions contained in the SCMA. IPT membership should represent all O&S process participants. PMs should use the IPT as a tool to optimize overall program execution by eliminating "stovepipe" practices that optimize by functional discipline.

Performance evaluation reports for Program/ Product/ Project/ System Managers will document progress to lower O&S costs for assigned systems.

Additional implementation guidance will be published as needed to reflect process improvements facilitating total life cycle management. I know can count on your full support and aggressive leadership to reduce total ownership costs for Army systems.

The SARDA POC for this action is LTC Samson, SARD-RP, DSN: 664-7149, samsonb@sarda.army.mil.



Kenneth J. Oscar  
Acting Assistant Secretary of the Army  
(Research, Development and Acquisition)

DISTRIBUTION:  
ASSISTANT SECRETARY OF THE ARMY (CIVIL WORKS)  
ASSISTANT SECRETARY OF THE ARMY (FINANCIAL MANAGEMENT  
AND COMPTROLLER), ATTN: SAFM/SAFM-FAZ-A/SAFM-BU/  
SAFM-CA  
ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS,  
LOGISTICS AND ENVIRONMENT)  
ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND  
RESERVE AFFAIRS)  
ASSISTANT SECRETARY OF THE ARMY (RESEARCH,  
DEVELOPMENT AND ACQUISITION), ATTN: SARD-ZA/SARD-  
ZB/SARD-ZT/SARD-ZD/SARD-ZP/SARD-ZS/SARD-ZR/SARD-  
MS/SARD-ZCS/SARD-ZCA/SARD-ZAC  
DEPUTY GENERAL COUNSEL (ACQ)  
ADMINISTRATIVE ASSISTANT, ATTN: SAAA/JDSS-W  
DIRECTOR OF THE ARMY STAFF, ATTN: DACS-ZD/DACS-DMP  
DIRECTOR OF INFORMATION SYSTEMS FOR COMMAND, CONTROL,

COMMUNICATIONS AND COMPUTERS, ATTN: SAIS-ZA/SAIS-ZB/SAIS-SP/SAIS-AE  
DIRECTOR OF PROGRAM ANALYSIS AND EVALUATION  
DEPUTY CHIEF OF STAFF FOR OPERATIONS AND PLANS, ATTN:  
DAMO-FDZ  
DEPUTY CHIEF OF STAFF FOR PERSONNEL, ATTN: DAPE-CP/  
DAPE-MP/DAPE-MB  
DEPUTY CHIEF OF STAFF FOR LOGISTICS  
DEPUTY CHIEF OF STAFF FOR INTELLIGENCE  
CHIEF OF ENGINEERS  
THE SURGEON GENERAL  
JUDGE ADVOCATE GENERAL  
THE ARMY INSPECTOR GENERAL

COMMANDERS

U.S. ARMY TRAINING AND DOCTRINE COMMAND, ATTN: ATCD-ZA/ATCD-RM  
U.S. ARMY MATERIEL COMMAND, ATTN: AMCCG/AMCDG/  
AMCAM/AMCRD/AMCRM/AMCAQ/AMCICP  
U.S. ARMY INFORMATION SYSTEMS COMMAND, ATTN: ASCG/  
ASGS  
U.S. ARMY INTELLIGENCE AND SECURITY COMMAND  
U.S. ARMY MILITARY TRAFFICE MANAGEMENT COMMAND  
U.S. ARMY CRIMINAL INVESTIGATION COMMAND  
U.S. ARMY MEDICAL COMMAND  
U.S. ARMY MILITARY DISTRICT WASHINGTON  
U.S. ARMY OPERATIONAL TEST AND EVALUATION COMMAND  
U.S. ARMY SAFETY CENTER, ATTN: CSSC-SE  
U.S. ARMY SPACE AND STRATEGIC DEFENSE COMMAND  
U.S. ARMY AVIATION AND TROOP COMMAND  
U.S. ARMY COMMUNICATIONS-ELECTRONICS COMMAND  
U.S. ARMY MISSILE COMMAND  
U.S. ARMY TANK AUTOMOTIVE COMMAND  
U.S. ARMY CHEMICAL AND BIOLOGICAL DEFENSE COMMAND  
U.S. ARMY TEST AND EVALUATION COMMAND  
U.S. ARMY SIMULATION, TRAINING AND INSTRUMENTATION  
COMMAND

PROGRAM EXECUTIVE OFFICER  
AVIATION  
GROUND COMBAT AND SUPPORT SYSTEMS

COMMAND, CONTROL COMMUNICATIONS SYSTEMS  
INTELLIGENCE, ELECTRONIC WARFARE AND SENSORS  
STANDARD ARMY MANAGEMENT INFORMATION SYSTEMS  
TACTICAL MISSILES  
AIR AND MISSILE DEFENSE  
JOINT PROGRAM OFFICE, BIOLOGICAL DEFENSE

DIRECTOR, ARMY ACQUISITION EXECUTIVE SUPPORT AGENCY  
DIRECTOR, ARMY RESEARCH LABORATORY

INFO:

COMMANDANT, DEFENSE SYSTEMS MANAGEMENT COLLEGE,  
ATTN: ARMY CHAIR  
CHIEF OF LEGISLATIVE LIAISON  
CHIEF OF PUBLIC AFFAIRS  
CHIEF OF STAFF, U.S. ARMY DEPOT SYSTEMS COMMAND  
INSPECTOR GENERAL

COMMANDANT  
U.S. ARMY LOGISTICS MANAGEMENT COLLEGE, ATTN: ATSZ  
AM/ATSZ-LS