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Information Management: Management of Subdisciplines

Installation Information Services

Headquarters
Department of the Army
Washington, DC
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SUMMARY of CHANGE

DA PAM 25–1–1
Installation Information Services

This new pamphlet provides guidance in handbook format to the Director of Information Management (DOIM) for the purpose of day to day management of the Information Mission Area. It provides guidance for the disciplines of automation, telecommunications, visual information, records management, and publications and printing and their related programs and library management.

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Information Management: Management of Subdisciplines

Installation Information Services

By Order of the Secretary of the Army:

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History. This UPDATE printing publishes a new DA pamphlet. This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

Summary. This pamphlet provides procedures for providing and acquiring installation information services.

Applicability. This pamphlet applies to the Active Army, the Army National Guard, and the U.S. Army Reserve. Specifically, this pamphlet applies to the information management at all Army installation/activities/communities.

Proponent and exception authority. Not applicable.

Interim changes. Interim changes to this pamphlet are not official unless they are authenticated by The Adjutant General of the Army. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded.

Suggested Improvements. The proponent agency of this pamphlet is the Director of Information Systems for Command, Control, Communications, and Computers; the preparer of this pamphlet is Commander, U. S. Army Information Systems Command. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (SAIS–PDD), WASH DC 20310–0700.

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Chapter 1
Introduction

1–1. Purpose

This pamphlet provides guidance to carry out policies and procedures of The Army Information Resources Management Program prescribed in AR 25–1. This pamphlet assists those who provide and obtain information services at Army installations and other Department of the Army (DA) activities except in the National Capital Region (NCR). Telecommunications services and equipment in the NCR are provided by the Defense Telecommunications Service—Washington (DTS–W) per AR 1–29.

1–2. References

Required and related publications and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this pamphlet are explained in the glossary.

1–4. Directorate of Information Management Offices

Appendix B establishes a serving support area for Directorates of Information Management Offices in the continental United States (CONUS) and outside of the continental United States (OCONUS). The indicated office provides information services support to Army activities located in the designated geographical area. This includes mobilization planning assistance for information services to designated State Operated Mobilization Stations (SOMS). Upon mobilization, the offices provide information services support to Federalized State Area Commands (STARCs) located within their geographical area of responsibility.

1–5. Prescribing directive

AR 25–1 provides general installation/activity information services responsibilities.

1–6. Installation/activity information manager

a. Director of Information Management (DOIM). The DOIM manages the Army's information services at the installation level as prescribed in AR 5–3. Through the DOIM, integrated sustaining base information services and support are provided to the installation or comparable activity which includes tables of organization and equipment (TOE) units while in garrison. Installation/activity information management encompasses all the disciplines of the Information Mission Area (IMA)—telecommunications, automation, visual information (VI), records management, and publishing and printing. The U.S. Army Information Systems Command (USAIC) operate and maintain (O&M) those installation/activity operational activities that provide information services. These activities and their associated assets are placed under the operational control of the installation commander/DOIM. Exceptions include VI activities placed under training.

b. The DOIM infrastructure. The standard DOIM organization is charted in figure 1–1 and consists of the following:

(1) *Office of the Director.* The director is the installation commander's information manager and works directly for the installation commander or an appointed representative. The Director is "dual hatted" as the DOIM and as the commander/director of the USAISC supporting tenant organization. The DOIM is assigned to USAISC and placed under the operational control of the installation commander. The DOIM provides direct supervision of all information services and operational activities.

(2) *Administrative office (as required).* This office provides internal administrative support to the directorate.

(3) *Operations and Systems Integration Division (OSID).* This staff element provides staff management oversight and supervision of the operational information services activities for the DOIM. This element is also responsible for the integration of new and upgraded information systems. The scope of staff responsibility includes the total IMA

(4) *Resource Management and Plans Division.* This staff element develops the integrated information requirements, and the architectures, configurations, policies, plans, programs, and budgets that support them.

(5) *Logistics Support Division.* This staff element ensures necessary logistical support (maintenance, supply, transportation, facility, and personnel) is provided to the DOIM staff and operational activities. For unique USAISC support, it coordinates directly with the appropriate USAISC element. For common support, it coordinates directly with the appropriate garrison support element.

(6) *Operational information activities.* These activities provide information services and products to the installation customers. Presently the majority of these activities are single discipline activities (telecommunications, automation, VI, records management, or publishing and printing). The goal of the IMA is to integrate these single discipline activities into a multi–discipline information service and support activity consistent with good business practices and the needs of information management customers.

(7) *Single discipline installation operational information activities.* These IMA services are O&M by the USAISC organization under the operational control of the DOIM. These O&M services are as follows:

(a) Telecommunications Centers (TCCs).
(b) Telephones.
(c) Installation support radio systems.
(d) Information Processing Facilities (PFs).
(e) VI support services (minus those placed under training).
(f) Mail and distribution centers.
(g) Printing plants and duplication/reproduction centers.
(h) Records holding area.
(i) Forms and publications support centers.

(8) *Multi–discipline installation operational information services.*

(a) Information centers (ICs.). These are multi–discipline operational activities providing integrated information customer support in the form of advice and assistance.

(b) Information Service Support Centers (ISSCs). These are multi–discipline installation operational information activities providing "one stop" delivery of all types of information services and products to the customer. This may include a combination of paper mail and distribution now provided by records management activities, electronic messages now provided by telecommunications message centers, computer output now provided by the IPF, VI products now provided by visual information activities, and other information services and products now provided by other single information discipline operational activities. Information service support centers routinely report to the OSID.

(c) Other. Other integrated information support activities are created as required by local commanders and DOIMs.

1–7. DOIM functions

From an IMA perspective, the DOIM—

a. Directs the review and revalidation program for all installation information services.

b. Provides for a continuing mission analysis of common–user information services and facilities. Appropriate adjustments to these services are made in conformance with standards established for such services.

c. Provides for a formal biannual review of dedicated services and equipment. Recommendations based on technically documented results of the review are forwarded to the appropriate Army commander for revalidation or deletion of nonessential services.

d. Functions as the Army information leasing agency (within the respective geographical areas), for locally leased information requirements, such as changes or deletions to existing leased services or facilities.

e. Provides direction and assistance pertaining to the acquisition, use, control, and resource management of Army installation information services and facilities.

f. Ensures all common user information systems are reviewed on

a continuous basis and the services are revalidated or adjusted at least annually.

g. Approves or disapproves routine over–the–counter Capability Requests (CAPR).

h. Provides assistance to the procurement contracting officer (PCO) in obtaining leased information services.

i. Nominates individuals to perform the duties of contracting officer's representative (COR) when circumstances require such action.

j. Ensures all information system requirements are processed through the DOIM office.

k. Prepares an economic analysis on CAPRs when required.

l. Ensures proper O&M of installation information systems and facilities.

m. Prepares DD Form 1367 (Commercial Communications Work Order (CCWO)) within the limitations specified by the Maximum Limit/Communications Service Authorization (ML/CSA).

n. Maintains all required forms and records pertaining to the functions of information systems, including a file of maps and plant–in–place drawings as part of the cable plant records.

o. Receives, checks, and verifies all bills rendered for information services or facilities at the installation, and forwards bills together with support documents, to the finance and accounting office (FAO) for payment.

p. Furnishes the FAO data for preparing bills for unofficial telephone and telegraph services.

q. Prepares and certifies SF 1034 (Public Voucher for Purchases and Services Other Than Personal), entering the proper accounting classification (AR 37–108).

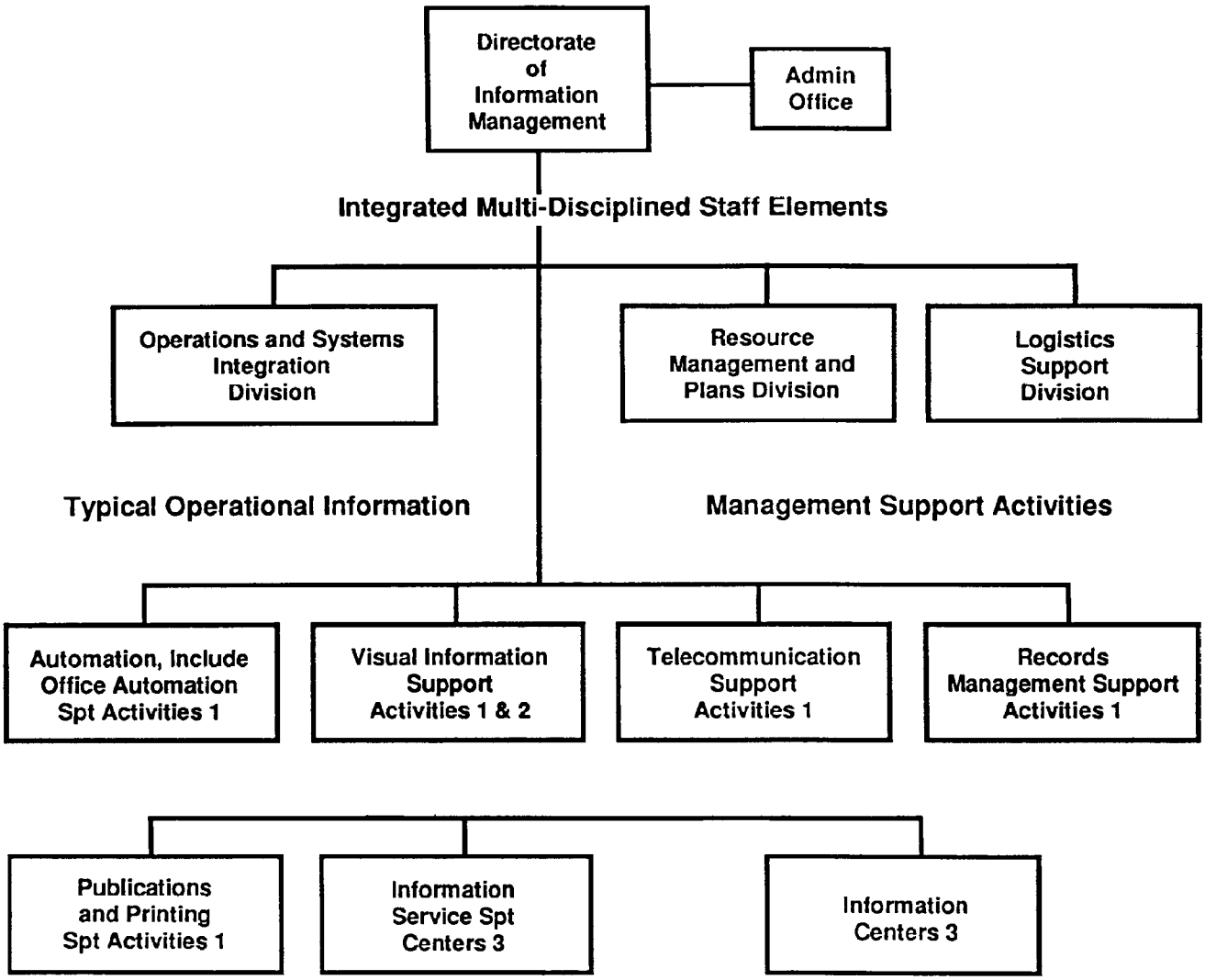
r. Prepares DD Form 1131 (Cash Collection Voucher) for use in transmitting collections to the appropriate FAO with supporting data, per the procedure prescribed in AR 37–108.

s. Submits DD Form 2406 (Miscellaneous Obligation Document), covering commitments, obligations, and expenses for information services expenditures to the FAO, per AR 37–108.

t. Serves as a member of the installation planning board and as chairman of the Information Management Support Council (IMSC).

u. Analyzes the Lease Communications Management Information System (LOMIS) data printout to ensure its integrity and provide changes to the U.S. Army Commercial Communications Office (USARCCO).

v. Coordinates control of non–Department of Defense (DOD) commercial publication distribution per AR 210–7, AR 600–20, and AR 360–81. The installation/activity public affairs officer and the staff judge advocate and consulting agencies.



1. To extent feasible, all staff elements would be multi-discipline
2. At installation level, may be assigned to TSC under DPTM
3. To extent feasible, operational information service activities should be multi-discipline for efficiency and effectiveness

Figure 1-1. Directorate of Information Management

Chapter 2
Integrated Services Support Operational Activities

2–1. General

Typical multi–IMA–discipline operational activities include ICs and ISSCs. Local commanders and DOIMs are encouraged to integrate other information activities.

a. ICs provide integrate IMA customer support in the form of technical advice and assistance. This support may include user training, hardware and software displays and demonstrations, software clearing house service, and technical user consultation services in such areas as information requirements development, end–user computing, technical configuration and integration, media selection, procurement procedures, and IMA regulatory guidance and interpretation.

b. ISSCs are operational activities that provide one–stop pickup and delivery of all types of information services and products. This may include a combination of paper mail and distribution, electronic messages, computer output, visual information (VI) products, and other information services and products now provided by single information discipline operational activities.

2–2. Information center

a. IC concept. The basic concept behind the IC is helping information users become more confident and competent in the use of

information technology tools as they work to achieve organizational goals. This includes helping the users learn to retrieve, manipulate, and present data through end–user computing tools. The IC has many definitions. All embrace the concept that the IC provides technical support to end–users.

b. The IC mission.

(1) The IC is the first point of contact for users who have to develop technical solutions to meet organizational information needs. The IC helps users assume responsibility for much of their own systems development and information processing. The IC goal is to increase users self–sufficiency in information processing, thus increasing productivity. Although the IC mission varies widely from the installation to installation, the primary objectives are basically to provide—

(a) The end–user community with technical advice on use of hardware, network, and software productivity tools.

(b) Access to needed data.

(c) Product–related education, training materials, and guidance.

(2) With the advance in end–user computing technology information users can become information managers. The IC can assist users of these productivity enhancing tools so they can provide many of the information services that formerly required lengthy, costly development by professional software engineers. By transferring many of the systems development and processing functions to the user, the IPF can focus on organization–wide requirements for advanced technical solutions.

(3) The IC also can coordinate the installation's use of technology resources. As a close intermediary with the end–user, the IC is in a position to ensure that all solutions applied by user organizations are integrated with the Installation's overall plans, and with installation, major Army commands (MACOMs), Army, and DOD policies.

(4) The IC develops a mission statement defining a goal for IC services and the bounds of IC activities. The mission statement advises management and the user community what IC services are available. Without a mission statement, the IC has little justification in accepting certain requests while rejecting others. ICs emphasize the support role rather than develop a controlling interest in supported organization's computer assets. Instead of being a focal point in application development, the IC encourages users to assume responsibility for their own information processing; the IC can assist the user in improving information management techniques in automation, telecommunications technology, micrographics, video teleconferencing, storage of records, records transfer technology, desk, top printing, and other pertinent enterprises. The mission statement must be dynamic; it can be the rationale for adding the new services and eliminating old ones. The IC mission statement is reviewed and updated annually to reflect goals and objectives, and existing and new IC services are evaluated according to the updated mission statement.

(5) The IC ensures that the staffing posture can adequately provide integrated end–user support for all IMA disciplines.

2–3. Information center user support services

The IC manager selects from the IC's varied services the ones that best meet the needs of the user group.

a. Critical factors in determining IC services.

(1) The IC can offer a wide array of services to support end–user computing, ranging from consultation and training to newsletters and product demonstration. Each IC and each user community is unique; potential services must be evaluated and selected for every installation according to the following four considerations:

(a) The IC mission.

(b) The size and characteristics of the user population.

(c) The hardware and software supported.

(d) The composition of the IC staff.

(2) After addressing the above considerations, the IC manager can use the list in paragraph *c* below to select appropriate IC services.

b. Identification of IC users. The IC manager identifies the users and considers their missions, unique needs, and computer literacy, and considers the size of the organizations to be supported. The IC manager surveys the user community to determine what services and improvements users believe would benefit their work. The number, size, and interconnection of installed equipment determines the proper scope of IC support.

c. Identification of IC services. Following is a partial list of potential IC services:

(1) Understanding the organization's business and identifying functional areas that are suitable for technology insertion. (See para 2–4.)

(2) Helping customers to determine technical solutions for identified information requirements through the end–user needs analysis. (See para 2–4.)

(3) Referring customers to the IPF or other support organizations when additional technical support is required.

(4) Advising the user about procedures to follow when the need for development assistance from the DOIM or other development organization is identified.

(5) Providing cost justification assistance to end–users.

(6) Matching approved equipment and software with users' requirements.

(7) Educating users in system security, backup, and recovery procedures, and providing technical advice to help implement needed controls.

(8) Assisting users in defining and resolving hardware and software problems.

(9) Providing technical assistance to help users plan, procure, install, and administer local area networks.

(10) Providing documentation necessary to obtain standard IMA equipment and services.

(11) Staying informed on industry's advancements and relating this knowledge to further the IC mission.

(12) Marketing IC tools and services.

(13) Conducting research to discern user requirements and obtain feedback on IC services.

(14) Maintaining a hot line. Often, a telephone number is the best emergency kit for a stymied user. A friendly voice to answer questions can benefit installations of any size. The IC manager considers the following recommendations when setting up a hot line:

(a) Provide a central source for calling in questions on problems concerning IC hardware and software.

(b) Ensure questions or problems are addressed promptly.

(c) Compile statistics on the type and frequency of questions and problems encountered to aid in planning for future products and services.

(d) Determine where further education is needed for users, as well as for IC staff.

(15) Service as the central point of contact for problems relating to the use of Standard Army Management Information Systems (STAMIS).

(16) Product research, evaluation, and development. The IC continually investigates the usefulness of its current product offerings as well as new items that become available. The following suggestions constitute a thorough plan for product research, evaluation, and development:

(a) Evaluate new technology to address current user requirements and anticipate future needs.

(b) Conduct the necessary research and evaluation to set product standards and establish procedures.

(c) Document results of product evaluation; make these available to the user community.

(d) Test equipment and/or applications to determine applicability to user needs.

(e) Determine how requests for nonstandard devices can be handled and integrated into the existing architecture environment.

(f) Assist users in defining and resolving technical problems in a timely manner.

(17) A collection of current publications—IMA library—can solve user problems related to IMA equipment purchases and use.

Users welcome a place to go for the latest in available technology. The following suggestions can be incorporated into an IC library:

(a) Provide a facility to test IMA hardware and software before purchase.

(b) Provide portable equipment to be loaned out for short periods of time.

(c) Provide a facility on a sign–up basis for users whose infrequent usage precludes the procurement of dedicated devices.

(d) Provide self–paced demonstrations of equipment.

(e) Maintain a library of approved public domain software packages for release to user organizations.

(f) Maintain catalogs or links to bulletin boards that list Government–developed software packages available to user organizations.

(g) Distribute brochures, documentation, and magazines to help educate the user community.

2–4. Analysis of end–user needs

a. The IC provides personnel to assist the end–users in an analysis of their organizational information requirements. The goal is to identify functional areas for which a solution offers a high potential payback. The IC analyst works with the end–user to perform a step–by–step needs analysis and develop a proposed solution.

b. The user must have a sound understanding of the following role for the IC in this process:

(1) The IC assists the end–user in identifying potential deficiencies, determining solutions, and searching for a commercially available off–the–shelf solution. The preferred sequency for developing a solution follows:

(a) Utilize existing equipment to meet the user's need.

(b) Utilize an existing application that the user can modify to meet the need.

(c) Assist the user in developing a new application to meet the need.

(d) Assist the user organization in requesting engineering support to develop a new system.

(2) If the system requires development of a solution that the end–user is capable of doing, the IC provides assistance to the user in the form of training and technical support, but cannot actually develop or maintain the application. The IC serves as a conduit through which the end–user conducting development can seek advanced technical help.

(3) If the solution requires the development of an application beyond the scope of the user's ability, the IC assists the user in arranging for the DOIM staff or a software development center to perform the task.

c. Several actions can ensure a clear understanding of the IC's functions.

(1) Guidelines delineating the procedures for end–users and IC staff are developed, reviewed, and approved by the DOIM and the supported organizations.

(2) A copy of the guidelines are provided to the appropriate end–users.

(3) IC management presents a brief overview of the IC role to key personnel from the requesting end–user organization.

d. When the end–users develop applications, they assume all ownership for that application. For example, end–users must thoroughly test applications to ensure the validity of the generated information, prepare and maintain adequate documentation for each application, provide accurate security for the information being processed, and create backup data files. The user also forwards a copy of the documentation and application to the IC for use by other activities with similar requirements. The IC forwards a copy to the software clearing house of the General Purpose Computer Support Center (GPCSC).

e. The IC ensures that technical advice provided to end–users is in accordance with applicable installation, MACOM, Army, and DOD policies, and that any applications developed are integrated with existing installation services. End–users' development of software is governed by the same policies that apply to the supporting IPF.

2–5. Steps for analysis of end–user needs

a. Initiation. A needs analysis is usually initiated when a user group asks how the IC might support a particular information processing task. Requirements for departmental and corporate programming analysis are performed by application developers in many organizations.

b. Identification of requirements. To identify appropriate requirements, the IC reviews the functions performed within the end–user area and the description of candidate applications submitted by the end–user. The selected applications are those expected to provide the greatest economic benefit in the shortest time.

c. Cost benefit analysis. An analysis of the potential economic benefit of using IC facilities includes identification of those requirements with the greatest potential for savings. The following means of providing savings are considered:

(1) *Increased productivity*. Savings resulting from increased end–user productivity can be measured in the following ways:

(a) The ability to perform a function in a shorter period of time.

(b) Reduced overtime cost, employee benefit expenses, and salary cost.

(c) Reduced end–user staffing requirements.

(2) *Reduced IPF processing load.*End–user systems can replace similar services previously provided by the IPF.

(3) *More effective use of resources.*

(4) *Improved decision–making facilities.*

(a) The IC can help end–users make better decisions by enabling them to make complex calculations more rapidly than can using traditional IPF resources and by providing them with more timely access to information. In both cases, end–users have access to more complete and accurate information on which to base decisions.

(b) Since increased productivity results from access to better information, the economic benefit of using the IC facilities can be documented.

d. Documenting the analysis results.

(1) After reviewing the end–user's potential requirements, the IC analyst documents the results for review and approval by end–users and IC management.

(2) The document includes the following:

(a) A brief description of the initial system to be developed and its impact on the user organization.

(b) A summary of the projected savings and projected cost.

(c) A description of the proposed hardware and software to meet end–user requirements.

(d) If development is required, a description of who will perform the work, and the project approval process that must occur.

2–6. Requesting Information center services

End–users with a requirement for IC services/support documents the requirement by submitting an CAPR to the IC. The IC serves as a single point of contact, coordinating with other DOIM organizational elements, as required, to assist the user.

Chapter 3
Telecommunications

3–1. General

The transmissions of information are Government–owned or leased services provided by IMA facilities employing electronic, electromagnetic, and/or optic light signals to transmit or receive information between two or more points by means of radio, wire, cable, satellite, fiber optics, and/or other electronic media. This

chapter expands the telecommunications discipline and includes telephone, nontactical radios, facsimile, switches, Private Branch Exchange (PBX) transmission facilities, and other components of the system supplying transmission services.

3–2. Classes of telephone services

DOD has established criteria for classifying telephone service within military departments. Army telephones served by either Government–owned or commercial telephone systems are classified as official (classes A, C, and D) or unofficial (class B).

a. Class A. This class provides telephone lines that permit access to central offices, toll trunks, Government–furnished telephone systems and services, and the Defense Switch Network/Automatic Voice Network (DSN/AUTOVON). Class A service may be divided as follows:

(1) Class A1 service is provided to conduct official business of the DA with direct or operator assisted access to the DSN/AUTOVON, commercial, and Wide Area Telephone System (WATS).

(2) Class A–2 service is provided to conduct official business in support of the Army, installation commander, or DA agency. This service includes direct access to commercial circuits and has direct or operator assisted routine DSN/AUTOVON.

(3) Class A–3 service is provided for the transaction of official business of the DA and is confined to the intra–PBX and local commercial area, and is restricted from direct or operator assisted access to the DSN/AUTOVON, toll, or WATS circuits.

b. Class B. Class B unofficial telephone service is connected to an Army PBX installed for use by military housing occupants and other unofficial subscribers.

c. Class C. This class provides telephone lines for transacting official Government business on Army installations but it does not provide direct access to off–post trunking (such as toll trunks, DSN/AUTOVON, so forth).

d. Class D. Class D telephone service (official–special) is installed as required throughout an Army installation for special classes of service such as fire alarms, guard alarm, and crash alarm services.

3–3. Telephone services provided on Army installations or comparable activities

Garrison commanders are expected to pay for the local and long distance commercial services for host and tenant activities on the installation.

a. Army National Guard (ARNG) and United States Army Reserve (USAR) telephone service.

(1) *Army National Guard*

(a) Local telephone services provided off–post ARNG units, activities, and detachments are funded by the ARNG.

(b) Local telephone service is provided the ARNG activities permanently assigned on an Army installation on a nonreimbursable basis. Service is also extended to ARNG units, activities, and detachments during ARNG training periods on an Army installation.

(2) *United States Army Reserve.*

(a) Local telephone service provided off–post USAR units and activities is reimbursed by the user.

(b) Local telephone service is provided to Army Reserve units and activities permanently assigned on an Army installation on a nonreimbursable basis. This service includes Army reserve units and activities during training periods on an installation. All long distance toll or special type equipment charges are on a reimbursable basis.

(c) Local telephone service normally is provided by the educational institution supporting the Reserve Officer's Training Corps (ROTC) detachment. The area DOIM may approve requests for detachments to have accounts with the local telephone company to make official long distance telephone calls. Special services, to include on/off net from a nearby Army post, may be provided. All available services, including Wide Area Telephone Service (WATS) and WATS equivalent service, are considered prior to approving commercial service Direct Distance Dialing (DDD).

b. Class B telephone service. Class B telephone service is connected to an Army switch and installed for use by military family housing occupants and other unofficial subscribers. All such service is provided on a reimbursable basis. It is Headquarters, Department of the Army (HQDA) policy to discontinue service to these subscribers when they can be served by commercial telephone companies. Continued sale of class B service by the Army, when commercial telephone service is available, is approved by HQDA (SAIS–PDD).

(1) Procedures regarding rates for unofficial telephone service are explained in chapter 10 of this pamphlet.

(2) Class B unofficial telephone service is subdivided into the following classes:

(a) Class B–1 service is installed in Government–owned or Government–leased quarters assigned for family or personal use by DOD personnel.

(b) Class B–2 service is installed for use by all on–post organizations/activities not authorized official telephone service.

c. Telephone services for quasi–governmental or nonappropriated fund instrumentalities.

(1) *Official telephone service in support of Army recreation programs.*

(a) Official telephone service is authorized on a nonreimbursable basis for Morale Support Activities (MSA). MSA must be in support of the command/installation management functions incident to mission accomplishment of the MSA, as defined in AR 215–1.

(b) Common–user telephone service in CONUS is nonreimbursable, if such costs for this service do not exceed $500 per year. When such costs exceed the annual $500 threshold, all costs are reimbursed.

(c) Annual costs include long distance toll call charges, identifiable message unit charges, commercial telegraph message charges, telephone installation relocation charges (based on local commercial tariff rates), and special and dedicated equipment and services.

(d) Common–user, class A–2 and C, telephone service is authorized in the Office of the Director of Personnel and Community Activities (DPCA), Office of Morale Support Officer (MSO), managers of the Administrative Support Branch, Physical Activities Branch, Community and Skill Branch, and Library Activities Branch.

(e) Class A–3 and C telephone service is authorized for use by directors of sports and athletic activities, arts and crafts activities, recreation activities, youth activities, music and theater activities, outdoor activities, bowling alleys, golf courses, child care centers, preschools, and family child care centers operations.

(f) Class C telephone service is authorized for use by custodians of gymnasiums, swimming pools, community centers, craft and automotive shops, outdoor facilities (stables, marinas, travel camps, and cabins), teen clubs, and recreation centers.

(g) Unofficial telephone service is utilized by bowling and golf pro shops, snack bar facilities, membership groups and clubs (rod and gun, parachute, flying, and riding), and private and independent groups and organizations.

(h) Common–user telephone service may be provided MSA overseas (including Alaska, Hawaii, Puerto Rico, and Panama) on a nonreimbursable basis when in the best interest of the Government.

(2) *Official telephone services in support of Army commissary stores (AR 30–19).*

(a) Official common–user telephone service is authorized for use by commissary store activities when essential to commissary management. Management functions include statistical data gathering and reporting, personnel management, official communications with other Army installations and Government agencies, and procuring contractual services.

(b) Class A–2 and C telephone service is provided CONUS commissary officers, their assistants, and administrative control sections.

(c) Class A–3 telephone service is authorized for use by cashiers for the purpose of official communications with the local banking facilities for check verification and collection. This service is provided on a nonreimbursable basis. Class A–3 telephone service is

installed in locations where only cashier personnel have access to the service.

(d) Managers of meat departments, produce departments, grocery departments, warehouses, and associated commissary annexes are authorized class C telephone service for their operations. This service is provided on a nonreimbursable basis only in the office of the department warehouse and annex manager. Unofficial service is used in these areas for off–post communications.

(e) At installations where the commissary officer is not authorized to contract for telephone service, the DOIM may provide support for the requirement. In such a case, a host/tenant communications support agreement is executed. This agreement may be between the DOIM and the commissary officer or the area commissary field director, depending on the source of reimbursement.

(f) Official common–user telephone services are authorized for use by commissary stores overseas (including Alaska, Puerto Rico, Hawaii, and Panama) on a nonreimbursable basis.

(3) *Telephone services for field operating activities (FOA).* FOAs located on an Army installation, or through mutual agreement when stationed nearby, are furnished the following telephone services:

(a) Class A–1 service when the FOA is performing a military function.

(b) Class A–2 service when the FOA is performing a civil works function.

(c) A mix of class A–1 and A–2 service when the FOA is performing both a military and a civil works function. The distribution of type service is mutually determined at the local level.

(4) *Telephone service for the Army and Air Force Exchange Service (AAFES).*

(a) Headquarters, AAFES, Exchange Regions, Area Exchanges, Exchange Managers, Main Store Managers, and Military Clothing Sales store operations can be authorized class A–2 official telephone service in CONUS and OCONUS on a nonreimbursable basis for the conduct of command management functions (which constitute official business) with AAFES activities, Military Departments, and other DOD activities. Access to commercial circuits for the conduct of AAFES business is on a reimbursable basis.

(b) All AAFES directly operated activities, that is, administrative, sales, and service, are provided class C telephone service.

(c) AAFES commercial contracted concessions use commercial telephone service. Class B service may be provided if commercial service is not available.

(5) *Telephone service for contractors.*

(a) Contractors providing non–appropriated fund type services use commercial telephone service when available. Class B service may be provided if commercial service is not available.

(b) Contractors providing appropriated fund type support can receive official service. The contracting officer determines if such service is advantageous to the Government and is mission essential. Determination is made on a case–by–case basis. Authorized service is specified in the contract as Government furnished equipment (GFE).

(c) When official telephone service is authorized, the DOIM, contracting officer, or COR determines what class A and/or class C service is provided for specific contracts. The contracting officer, in coordination with the DOIM, determines which service can be advantageous to the Government.

(6) *Telephone service in bachelor and similar quarters building.* Class C service is authorized for installation in buildings with bachelor and similar quarters. Service is installed in hallways or other locations where it is accessible to all occupants on an equal basis.

3–4. Request for telephone service at Army installations/activities

A wide variety of telephone services is available for use on Army installations. Because the Army policy prohibits competition with commercial sources for unofficial telephone service, class B service is only offered when an installation cannot reasonably obtain commercial service for its unofficial needs.

a. Requests for official telephone service. Requests for the following services are submitted to the appropriate area DOIM (app B) using a CAPR per table 3–1.

(1) WATS, OPX, or local leased telecommunications services exceeding S2,000 monthly or total $5,000 annually.

(2) Local official telephone service (class A, C, or D).

Table 3–1
Levels of review

Level: Basic review **Responsible party:** TCO **When performed:** Continuous
Level: Secondary review **Responsible party:** DOIM **When performed:** Receipt of bill
Level: Remedial review **Responsible party:** TCO and DOIM **When performed:** As required

b. Requests for unofficial telephone service. Local unofficial telephone service (class B service) used by personnel occupying Government quarters and organizations not authorized official telephone service is submitted to the appropriate supporting DOIM (app B) using a DA Form 3938 (Local Service Request).

c. Preparation of CAPRs. All requests to move, install, and remove telephones require completion of a CAPR. The CAPR is submitted to the supporting DOIM. For technical advice on preparation of the CAPR, call the information center.

d. Processing CAPRs for approval.

(1) Request for off–premise extensions (OPX), commercial long distance, and services exceeding $2,000 monthly or $5,000 nonrecurring.

(a) Customer–user forwards a CAPR for service to the appropriate DOIM for approval/disapproval.

(b) The DOIM performs the economic analysis (EA) and forwards the DA and CAPR through the requester's intermediate commander to the MACOM for validation. After approval by the requester's MACOM, the CAPR is forwarded to the contracting office for implementation.

(c) Disapproved CAPRs are returned to the user with written justification for disapproval.

(2) Request for local (over–the–counter) official telephone services (class A, C, and DO costing less than the dollar threshold.

(a) A CAPR is validated as mission essential by the appropriate director or manager of the requesting activity and submitted to the appropriate DOIM.

(b) The DOIM reviews the CAPR for accuracy and availability of requested service and ensures the requested service is cost effective.

(c) If the request meets all the above criteria, the DOIM approves the CAPR and provides the requested service.

e. Information required in a CAPR.

(1) *General.* Operational needs for telecommunications/automation services will be submitted to the DOIM of the installation which supports the organization with the requirement. Requirements will be documented in the CAPR format. The format provides the information needed by the DOIM to determine what kinds of support are required. The following format will be used to request information systems, equipment, services, and supplies. Limit entries on the format as much as possible. The completed format should not exceed two pages.

(2) *Date of request.* Self explanatory.

(3) *Service requirement date.* Date the resource/service must be available for use.

(4) *Requesting organization and location.* Official designation of the organization requesting the resource/service. If the organization is a tenant or satellite activity, identify the parent command. If the required resource or service will not be located on the host installation, give the location.

(5) *Type of requirement.* Identify the specific area that the required resource or service will support, such as vehicle registration, and the type of service requested, such as processing, data entry.

(6) *Point of contact.* Provide the name, AUTOVON/DSN and commercial telephone numbers, and location of person who can provide additional information concerning the requirement.

(7) *Requirement.* Specify what information service or support is needed and why it is needed. If equipment is being requested, explain what capabilities the equipment must have. Do not list specific items, brands, makes, or models unless sole source acquisition can be justified. The Competition in Contracting Act (CICA) of 1984 contains the conditions that allow limiting competition. This Act excludes lack of advance planning or nonavailability of funds as sole source justification. Contracting offices have details. If the resource or service will reduce operating costs, provide increased productivity, or upgrade or replace current services, show a cost vs. benefit comparison.

(8) *Changes to existing service.* If the requested resource or service involves expansion, modernization, or increased capability of existing resource or service, identify what is being changed and why.

(9) *Security protection.* Explain what level of protection is needed. Consider classification and sensitivity.)

(10) *Compatibility.* (If the requested resource or service must be compatible with existing resources or services, explain. Identify related systems, equipment, networks, interfaces, and interoperability requirements.)

(11) *Resourcing.* (Identify required resources, if known, and whether they—

(a) Are available to satisfy the requirement.

(b) Have been approved, but not yet provided.

(c) Have been programmed, but not yet approved.

(d) Are available for trade–off.

(12) *Impact if not provided.* Explain what will happen if this requirement is not satisfied.

(13) *Remarks.* Limit to explanation/information not otherwise covered in the format.

(14) *Signature.* Signature block of the commander of the requesting organization or authorized designee.

f. Requesting telephone credit cards. The supporting or area DOIM is responsible for the issuing, controlling, supervising, and accounting for all telephone credit cards issued for official use within the DOIM's area of responsibility.

(1) Requests for telephone credit cards, with complete justification, are forwarded through the DOIM to the installation commander for approval. Upon approval, the request is returned to the DOIM for appropriate actions.

(2) The DOIM requests the cards from the appropriate commercial telephone company. The request specifies the number of cards required. It also includes the name and address of the DOIM to whom the cards are to be mailed.

(3) The DOIM prepares and maintains a record of each credit card received. Credit card are reviewed and revalidated on a semiannual basis.

g. Requests for special telephone equipment.

(1) Requests for special telephone features and equipment are forwarded by CAPR to the DOIM, with justification for approval, before connection to the system. The user's commander or staff director must validate the requirement as mission essential. Requests are approved and certified by the DOIM as compatible with the installation information telephone system.

(2) DOIMs maintain records of the number and type of special equipment in use on the installation. Requirements for special equipment are reviewed annually and revalidated.

h. Requests for telephone key systems.

(1) It is Army policy to install single line instruments because of modern electronic switching systems. Telephone key systems are eliminated.

(2) Organizations requiring telephone key systems forward justification for exception to policy to the supporting DOIM for approval/disapproval.

(3) Disapproved requests, along with complete justification for disapproval, are returned to the requesting organization.

3–5. Telephone system management

a. Leasing of Government–owned outside plant for unofficial (class B) telephone service. When unofficial class B telephone service is being converted to commercial service, cable interconnection points segregate the class B subscriber cable pairs for use by the telephone company from the remaining Government–owned system. At these interconnect points, extensive use is made of existing Government–owned cable. Arrangements are made to retain cable pairs necessary to satisfy Government emergency circuit requirements; for example, fire, phone, and alarm circuits.

b. Leasing of Government–owned cable pairs for pay telephones.

(1) The leasing of individual Government–owned telephone cable pairs serving commercial pay/coin operated telephones is accomplished under a Memorandum of Agreement (MOA) implemented between the DOIM and the servicing commercial telephone company.

(2) Compensation to be paid to the Government by the commercial telephone company is in the form of an automatic reimbursement to the local DOIM account.

c. Telephone service records.

(1) The DOIM maintains current records of all telephone services and equipment installed, whether Government or commercially–owned. Records include PBX stations, bridged stations, miscellaneous equipment or services, the name and address of the person or organization responsible for the service, and the payment of all charges.

(2) DA Form 4116 (Line Record Card) Army–owned System. This form is maintained as part of the control office records and contains all information pertaining to equipment and services provided each customer/user as indicated above.

(3) DA Form 4165 (Summary of Authorized Equipment and Service). This form is maintained by the supporting DOIM, on an as required basis, as a control record of commercially leased facilities, including PBX stations, PBX bridged stations, and recurring charges for miscellaneous equipment or services. Details for the DA Form 4165 are posted from the ISPD. In cases where specific authorization for which no CAPR is required, the above may be posted from the DD Form 428 (Communication Service Authorization). For Government–owned systems, only those items authorized by a DD Form 428 are posted on DA Form 4165. The DA Form 4165 itemization of charges is primarily used for verification of an ML/CSA. DOIMs who maintain CSAs and verify telephone company bills by the CSAs need not maintain this form.

(4) DA Form 4077 (Individual Telephone Service Record) Commercially–owned Systems. DA Form 4077 is maintained for each line so the installation DOIM may know at all times the status of equipment on any PBX station line connected to a commercially–owned telephone system. All changes in service and equipment are posted on the DA Form 4077 from the CAPR. The DA Form 4077 serves to—

(a) Verify correct description and listing of services and facilities when processing CAPRs involving disconnection's, moves, and changes.

(b) Record on–premise inspection visits.

(c) Record the name, address, and ZIP code of the person or organization responsible for payment of all charges.

(5) DA Form 4077 is not required for Army–owned telephone systems; DA Form 4116 is maintained for this purpose.

(6) Telephone service records are automated when the necessary hardware and software are available.

d. Telephone toll calls. Telephone toll calls are any long distance calls for which the Government is charged an additional cost and is billed by a commercial carrier or exchange company on the basis of call characteristics such as time and distance. DD Form 1194 (Toll Ticket) is prepared by the PBX operator for all commercial toll calls

for locations not equipped with automated means of recording the required information.

e. Telephone instruments. Government–owned telephone instruments are installed for administrative official service. DD Form 2056 (Telephone Monitoring Notification Decal) is attached by the user, to the front lower facing of all official DOD telephones used by the Army.

3–6. Army Information Systems Directories

a. General. An official administrative Information Systems Directory is published in accordance with procedures in this pamphlet for each Army installation or comparable level activity. The information systems directory consists of a telephone directory section, Facsimile directory section, and electronic–mail (E–Mail) directory section. Each installation or comparable level activity budgets for printing the directory in the required quantity.

b. Authorization.

(1) MACOMs and designated subordinate commands are authorized to print Information Systems Directories for their units/installations in authorized Army field printing plants, if they do not exceed production limits established for the printing plant equipment. When Army field printing requirements exceed established local limitations of duplicating facilities, then commercial procurement is authorized if the procurement is accomplished through the area Government Printing Office (GPO) or Regional Printing Procurement Office (RPPO). Funds required are programmed by the installation/activity commander as part of the command's printing requirements.

(2) Because of budget constraints, Information Systems Directories are not issued more than once each year.

c. Standardization. Publication of the Information Systems Directory is in a standardized format to provide commonality throughout the Army, thereby facilitating use of the directory as well as simplifying preparation and maintenance. The arrangement, content, and procedures applicable to the preparation and distribution of the Information Systems Directory contained herein are followed to the maximum practical extent.

d. Classification. Installation Information System Directories are unclassified.

e. Communications Security (COMSEC) monitoring requirements. In accordance with AR 380–53, the Information Systems Directory has, prominently displayed on the cover, the following notice: "Do not discuss classified information on non–secure telephones. Official DOD telephones are subject to monitoring for communications security purposes at all times. DOD telephones are provided for the transmission of official Government information only and are subject to communications security monitoring at all times. Use of official DOD telephones constitutes consent to communications security telephone monitoring in accordance with DODD 4640.6."

f. Master directory. Each installation maintains a master directory for compilation of revised directories. Master directories are maintained using automation equipment, word processing, or simple card file, depending on volume and availability of equipment. Procedures to keep the master directory current are to be developed by the supporting DOIM. The objective is to maintain master directory data on media capable of being updated and printed without re–keying the entire directory.

g. Manuscript preparation. The supporting DOIM prepares the Installation Information Systems Directory.

h. Printing, binding, and distribution. Printing and binding of Information Systems Directories follow the procedure and guidance established in AR 25–30. Expensive and elaborate printing formats are avoided. All Information Systems Directories are published under the supervision and control of the installation commander. Installation commanders may elect to include an Information Systems Directory section in the installation civilian enterprise guide or directory, in lieu of printing an Information Systems Directory.

i. Information Systems Directory format. Information Systems Directories are published in the following format:

(1) *Front outside cover.* the "OFFICIAL" designation (or code name of the command served by the telephone exchange or area covered by the directory); military address to include ZIP code; date of publication; Army or activity emblem (optional); area code; commercial telephone number; and AUTOVON number of the PBX. Emergency numbers such as fire department, ambulance, and military police, with special instructions for their use, if necessary, appear in bold print on this page, preferably blocked. Illustrations serving a command purpose may be used as a component part of the front cover, but not in a way they distract from the basic objective of the Information Systems Directory.

(2) *Front inside cover.* The following statement is to be printed across the top of the inside cover in bold face or other easy–to–read type: "This publication is the property of the U.S. Government. Distribution is limited to activities and individuals who receive their telephone service from the installation telephone system, and to other official users on an individual request basis." A duty office telephone number of each major installation activity and frequently needed service numbers (for example, utilities, billeting, and telephone service) are listed.

(3) *Telephone directory section.* A telephone directory section is provided per the format provided in this pamphlet.

(4) *Facsimile directory section.* A facsimile directory section is provided in accordance with the format provided in this pamphlet.

(5) *E–Mail section.* An E–Mail section is provided per this pamphlet. (See para 3–61.)

(6) *Inside back cover.* For convenience of the telephone user, a form for listing frequently called numbers (name, office, and quarters telephone numbers) appears on unused pages and the inside back cover.

(7) *Outside back cover.* Air raid warning information appears on the outside back cover. Other information, such as location of fire alarm boxes, pay station locations, and bus schedules may also appear on this cover.

j. Telephone directory section. The telephone directory is prepared in the following format:

(1) *Index.* The first page contains an alphabetical and numerical page guide of major classifications in the directory, giving types of service, and page numbers.

(2) *Lists of quick reference numbers.* The next index page contains any emergency telephone numbers listed on the front outside cover, telephone numbers of activities called in lesser emergencies, and frequently called numbers (utility services).

(3) *General information.* This section contains special instructions for promoting good telephone service; a description of abbreviations used throughout the telephone directory; instructions on military use and privileges of the military telephone system; listing and use of telephone priorities; procedures for requesting new telephone installations or moves; reporting of telephone installations or moves; reporting of telephone complaints; clearances; procedures for placing various types of on–post and off–post calls; procedures for making trouble reports and information calls; procedures for payment of telephone bills and filing personal telegrams; security instructions; AUTOVON procedural guidance, including AUTOVON Joint Uniform Telephone Communications Precedence system and trouble procedures.

(4) *Organizational section.* This section contains an alphabetical listing of organizational activities served by the PBX system, and includes the telephone numbers of specified elements within each activity. Building numbers are included. Names of individuals are not listed. When an organization/activity has more than one telephone number, one of which is a class C number, the class C number is listed in the directory as the prime number.

(5) *Miscellaneous section.* This section contains an alphabetical listing of functional activities using the PBX system, such as airline ticket agencies, American National Red Cross, banks, barber shops, finance office, post locator, commercial enterprises, and pay telephones. Activities may be listed under their popular name or their official title; for example, Red Cross may be listed under "R" or "A"—American Red Cross. This section may include frequently called AUTOVON numbers.

(6) *Illustrations.* At the discretion of the installation commander, illustrations that serve a functional purpose or provide instructional directions (such as installation maps or time conversion charts) may be used on a limited basis.

(7) *Separators.* Card index separators and fold–out pages are not used.

k. Facsimile Directory section

(1) *Master Directory.* Each installation has access to the DOD distributed common user Electronic Facsimile (E–FAX) Directory utilizing existing installation resources. A facsimile directory data base is generated at the installation. Application software used is capable of flexible search, sort, and output routines. Directory information is organized by service, State, and installation, listing all other information in the existing format as sub–entities. MACOMs are responsible for providing those DOIMs not having access to the data base a master copy on floppy disk of the E–FAX directory data base for providing supported users a printed copy of the Army Facsimile Directory.

(2) *Directory updating.* Installation DOIMs update the Facsimile Directory data base for their area of responsibility.

(3) *Facsimile Directory listings.* Facsimile directories are published in accordance with the example at table 3–2.

Table 3–2
Sample format for a facsimile directory

State or country City/Post Office Box MACOM Org name Bldg No. Project Activity Office	Type service Classification Control Number	Manufacturer model and serial number of equivalent	Telephone nos: AUTOVON (AV) Commercial (Com) POC	Periods of operation mode compatibility
Germany				
Worms				
AMC	Common User	Xer	AV 999	0700–1700
Hq Mepcom	Non–secure	295	Com 671–339–3226	MO–FR
Bldg 6	H030 FA57	83901868	POC 671–339–3236	Automatic
				K Unknown
Arizona				
Flagstaff				
USAISC–TLE	Common User	Pan	AV 7901110–54262	0730–1600
Bldg 1	Non–secure	MV1200	Com 602–774–7262	MO–FR
NAVAJO	U115 F180	0009Z424	POC 790–1110–54–0	Automatic
(NATLGUARD)				G CCITT GP
Alabama				
Ft. Rucker				
USAISC	Dedicated	Bur	AV 746–4679	0730–1600
TCC	Non–secure	Dex1402	Com 205–876–4679	MO–FR
Bldg 4488	A370 U118 F040	00128138	POC AV 746–1880	Automatic
Roland Proj Ofc				G CCITT GP
				2 + 6 Min FM

l. E–Mail directory section.

(1) *Master Directory.* An E–Mail directory is generated at each installation/activity. Clear and concise information is provided in the E–Mail directory. Each installation has access to an electronic mail host. DDN host users have access to E–Mail users worldwide. DDN electronic mail flows through a series of computers on the network. We call the computer that services users or their addressee a host. When users give other users their E–Mail address, they give them their host name. For example: ASOP@HUACHUCA–EMH2.-ARMY.MIL. The DDN uses the Army Standard Multi–channel Memorandum Distribution Facility (MMDF II) system as the mail transfer agent (MTA) which transfer E–Mail to other network hosts.

(2) *Directory updating.* Installation DOIMs update the E–Mail directory for their area of responsibility.

(3) *E–Mail directory listings.* Each installation DOIM develops an E–Mail directory per the installation standing operating procedures (SOP).

m. Manuscript update. The Information Systems Directory clerk updates the Information Systems Directory manuscript for the DOIM, using inputs that comply with the Privacy Act and Freedom of Information Act requirements, as submitted by the information systems subscribers.

n. Section identification. Each section of the Information Systems Directory is headed with the title of the section and is identified by markings on the front cover and outside borders of section pages.

o. Directory changes.

(1) It is essential that information concerning changes, additions, and deletions of information be disseminated promptly throughout the installation. This may be accomplished by information bulletins or equivalent publications.

(2) Staff sections, units, and tenant organizations submit Information Systems Directory changes to the supporting DOIM office. The report includes all changes, additions, and/or deletions to an organizational section not previously submitted. The format of the current Information Systems Directory is used as a guide in preparing the report.

p. Other. The installation Civilian Enterprise (CE) newspaper, Information system directory, transit guide book, and CE guidebook (AR 360–81) that contain a directory are the only publications with advertising authorized to be distributed through official mail and distribution channels on the installation/activity. Any other telephone directory, commercial or otherwise, is considered to be a non–DOD commercial publication. Request to distribute such a publication is a solicitation and is processed per the procedures in AR 210–7, AR 600–20, and AR 360–81. Distribution of a commercial, non–DOD telephone directory must comply with AR 210–7 and AR 360–81.

3–7. Guidelines for the use of DOD telephone service

a. Management of telephone systems. All Government telephone systems represent resources; accordingly, their use is managed just as any resource. Commanders and supervisors provide the proper management of telephone usage within their jurisdictions. Installation/activity commanders provide the development and enforcement of controls that promote effective telephone management practices

within the installation to ensure the proper and economical use of official telephone systems.

(1) Commanders are required to recover toll charges, plus tax for unofficial/unauthorized personal telephone calls placed on official telephones by personnel in their charge. Persons identified as the caller of unauthorized unofficial telephone calls are charged the local rates, plus taxes. Prior to recovery of charges, the following procedures are followed:

(a) Notice. Notify the person in writing of the proposed action. Notification includes a copy of that part of the investigation and supporting evidence on which the proposed action is based.

(b) Response. Give the person a reasonable opportunity to reply in writing and to submit relevant rebuttal material.

(c) Review. Review and evaluate the individual's response prior to making a final decision as to what action to take. If deemed appropriate, disciplinary action may also be considered.

(2) The DOIM refers to the telephone company representative all calls remaining in dispute after the above procedures have been carried out and/or all other efforts exhausted in resolving the disputed calls.

b. Use of telephone systems for official business. The use of Government telephone systems (including calls over commercial systems which are paid by the Government) are limited to the conduct of official business. At the discretion of the installation/activity commander, such official business calls may include emergency calls and calls which the installation/activity commander determines are necessary in the best interest of the Government. No other calls may be placed except in circumstances identified in paragraph *c* below and approved under the installation/activity commander's telephone usage control program, even if the employee intends to reimburse the Government for the cost of the call.

c. Authorized use of telephone systems. AR 25–1 gives detailed policy on when the use of Government telephone systems may properly be authorized as being necessary in the interest of the Government and when personal calls are authorized.

d. Abuse by employees. Employees must be particularly sensitive to the use of Government telephone systems under the conditions above. If possible, such calls are made during lunch, break, or other non–working periods. Abuse of Government telephone systems, including the abuse of the privileges above may result in disciplinary actions per applicable installation/activity guidance.

e. Prohibition. The use of the following services, equipment, or facilities for other than official business, except emergency calls, and calls which the installation/activity commander determines are necessary in the interest of the Government, as provided in the installation/activity commander's telephone system usage control program is prohibited:

(1) WATS.

(2) Government–provided commercial telephone service, DDD.

(3) Use of any Government–provided telephone service, equipment, or facilities for calls that significantly interferes with the conduct of Government business.

(4) Making an unauthorized telephone call with intent to later reimburse the Government.

(5) Listening in or recording of telephone calls except as specified in this pamphlet.

(6) The use of telephone call detail in other than an authorized fashion.

f. Telephone system usage control program. Installation/activity commanders develop and implement a telephone system usage control program that is cost effective, and provide reasonable, if not absolute, assurance that telephone calls are made to conduct official Government business or in the best interest of the Government. Comptroller General Decision B–189387, 6 March 1984, authorizes statistical sampling as a method to certify toll calls as required by section 1348(b), title 31, United States Code (31 USC 1348(b)), providing the sampling procedures are in conformance with GAO Policy and Procedural Manual, Title 3, Chapter 10. A sample of authorized sampling methods is at appendix C. The Comptroller General Decision, B–217996, 21 October 1985, approves the payment of telephone toll call bills based on historical data. A sample of procedures for payment of telephone toll calls using historical data is at appendix D. Installation/activity commanders further issue a directive designating the Information Management Officer (IMO), in each supported organization, as the Telephone Control Officer (TCO) responsible for implementation and management of the installation/activity telephone systems usage control and certification program within each organization. Assistant TCOs may be appointed in each organization as required. The installation/activity telephone usage control and certification program is developed and managed by the installation DOIM, in concert with the supported organizations IMOs. The program is—

(1) Based on classes of review that are related to the degree of unrestricted access to commercial long distance calling and are relative to the potential for abuse.

(2) Concerned with overall economy and discipline and the prevention of fraud, abuse, and mismanagement.

(3) Flexible and uses automation and call detail recording to the best advantage as a source of management information and internal control.

(4) Localized to accommodate technical organizational or geographic characteristics of the installation/activity.

g. Levels of review. The telephone control program consists of three levels of review.

(1) For each installation or activity, individualized procedures are developed for all levels of review in the telephone usage program. Table 3–1 lists the three levels of review.

(2) Basic and performance telephone usage reviews are mandatory. Remedial reviews are performed when abuse is judged excessive. Excessive abuse is decided on the basis of usage indicators and other factors that are discussed in paragraphs *h* through *k* below.

h. Procedures. Certain procedures are required for each level of review.

i. Basic reviews. Basic reviews verify that all calls are made in the best interest of the Government.

(1) Basic reviews occur within the organization where the calls are placed or accepted (in case of third party and collect calls). The organization portion of the telephone bill is the basis for review of the telephone calls.

(2) The areas listed in (*a*) through (*f*) below are addressed by installation/activity commanders for the development of basic telephone usage review procedures. These procedures are documented in the approved telephone usage control program for the installation or activity.

(a) Determine call detail requirements. Call detail reports can include all telephone calls or data transmission through the PBX facility. These calls may include local and long distance commercial telephone calls, such as toll, message unit, directory assistance, WATS, or other bulk rate service calls. In general, any call that can be recorded on Automatic Message Accounting (AMA) or Station Message Detail Recording (SMDR) equipment is eligible for call detail reporting. This reporting is the basis for required review by the customer organization placing or accepting charges for the call.

(b) The type of calls to be reported is based on the availability of SMDR/AMA equipment and reports that can identify, record, and process abuse. The minimum allowable detail is a sample of toll calls found on commercial telephone bills.

(c) Each item of call detail includes the telephone number or extension from which the call was placed in the customer's organization, the date of the call, its duration, and the complete telephone number, including the area code. Where possible, as is the case with most commercial billing, the plain language identification of the city and State of the called number is provided. Similar information is provided for third party or collect calls accepted by the organization.

(d) Call detail reporting is used to report call information. Reports are provided to the customer organization of selected OCONUS DSN/AUTOVON calls, off–net DSN/AUTOVON calls, and commercial toll calls not already reported above. Toll tickets may occasionally be used to record unofficial (class B) commercial

calls, unauthorized DSN/AUTOVON calls, or other operator connected calls for which charges are calculated. In these cases, toll tickets may be the basis for FAO billing and collection for the sale of unofficial telephone service.

(e) Call detail reports are distributed in a prompt manner so customer organizations have sufficient time for a detailed review and response to the DOIM.

(f) An investigation is conducted to determine who is responsible for payment of unauthorized calls and to form the basis for disciplinary actions. A review of telephone usage performed by customer organizations, as a result of call detail reports and the organization's own internal controls, identify telephone abuse.

j. Secondary review. The purpose of secondary reviews is to verify that telephone usage control procedures are in effect in customer organizations and to provide reports to support the accuracy of basic reviews.

(1) Each organization is reviewed at least quarterly. The review consists of one or more of four optional procedures. In case of fraudulent or excessive abuse, discovered as a result of these procedures, remedial reviews described in paragraph (k) below are instituted by the supporting DOIM.

(2) The guidelines for at least four optional procedures to be used for an organization depend on past performance, available resources, and degree of automated support. Minimally, secondary reviews include—

(a) On–site review. The organization's official SOPs, telephone call–related records, or other documentation required by the telephone usage control program is analyzed along with corresponding telephone bills.

(b) Review of usage indicators. These indicators allow a month–by–month comparison of telephone usage, cost, or other criteria. Indicators are established on the basis of current and historical local data and are documented in the telephone usage program. Local data is gathered during performance reviews. Ultimately, good usage indicators provide the supporting DOIM the ability to segregate mission–related increases in telephone usage from those usage patterns requiring additional telephone economy and discipline procedures.

(c) Usage control. Telephone usage control addresses methods of analysis used to review indicators, summary reports available, location of reports, and personnel responsible for maintaining reports.

(d) High potential review. This procedure requires the identification of long distance calls having a high potential for being fraudulent or abusive. High potential instances include calls lasting 10 minutes, calls repeatedly made to the same location, calls to unlikely or abnormal locations, collect and third party calls (especially where the organization's mission does not support such calls), and calls made after normal working hours.

k. Remedial review. This process is used on an organization–by–organization basis when abuse by the reviewed organization is judged excessive or potentially high. As necessary, it can be applied to the entire installation or activity.

(1) Remedial reviews can include frequent on–site inspections, and other actions as documented in the installation telephone usage control program.

(2) Remedial reviews remain in effect until adequate telephone usage controls are reestablished by the organization and abuse is no longer considered excessive.

l. Documentation and reporting requirements. The telephone control program is clearly and consistently documented. The procedures used to implement the policy requirements are detailed and clear. Where SOPs are developed by participating organizations, sample guidelines are recommended. Table 3–3 outlines minimum subject areas to be documented in the program.

Table 3–3
Subject areas to be documented

Subject: Policy **Content:** The management position regarding control of long distance calls by supported organizations.
Subject: Scope **Content:** Who is required to follow the program of the organizations present at the installation and activity.
Subject: Responsibilities **Content:** Identify who is responsible for approval, execution, and review of the telephone usage control program.
Subject: Constraints **Content:** Limitations regarding the administration or execution of the program.
Subject: Overview **Content:** Describe how the program is intended to work, generally.
Subject: Type of reviews or checks **Content:** Indicate types of checks or reviews per this pamphlet. Where required, allow space to cross–reference the document granting program approval.
Subject: Procedures **Content:** Detail the procedures for each level of review or check as outlined below.
Subject: Basic reviews or checks **Content:** Describe procedures. If organizations must develop SOPs, indicate format, and if possible, a sample SOP. State who in the organization is responsible for the control and identification of telephone control officers. If the supporting DOIM is responsible for these actions, describe internal control procedures. Where necessary indicate specialized reviews or checks levied on particular organizations. For example, the responsibility for collect calls accepted at phones within their operational control may be described here.
Subject: Secondary reviews or checks **Content:** Describe reviews or checks that must be performed to ensure internal control procedures are in place. Include additional options specifically developed for the program.
Subject: Remedial reviews or checks **Content:** Describe procedures required, basis for their being required, and follow–up actions required for their removal.

m. Approval of the telephone usage control program. The telephone usage control program is approved by the installation/activity commander.

3–8. Installation support radios

Fixed, mobile, and portable radio systems are used in administrative nets, such as installation utilities, transportation, emergency services, medical services, fixed range control, radio/wire integration, and other installation support networks. Installation radio support includes frequency and call sign assignments, contingency radio stations, and the Military Affiliate Radio System (MARS).

a. Commercial off–the–shelf radios are used for installation radio support. The number of different makes and models are limited in order to reduce support cost and increase operational efficiency.

b. The following criteria are considered in programming installation radio support:

(1) Consolidation of requirements to take advantage of bulk procurement and competitive bidding.

(2) Interoperability of existing and programmed networks.

(3) Use of multi–frequency, tunable, or switch selectable radios to standardize the radio population.

(4) Consolidation of fixed installation support radios through the use of multiple carrier or tone–coded/time–sharing radios.

(5) Standardized technical and performance criteria.

(6) Improved reliability and maintainability through programmed provisioning.

c. Installation radios are authorized only if mission essential requirements can not be satisfied by telephone or other existing telecommunications facilities. Each radio facility is engineered to ensure—

(1) Equipment compatibility.

(2) Adequate radio coverage.

(3) Minimum power and antenna height consistent with required performance.

(4) Non–interference with other radio nets and weapon systems.

d. Engineering for installation support radio systems is the responsibility of the supporting DOIM. Engineering service beyond the capability of the DOIM may be available from a contractor. If not, a request for engineering assistance can be made through channels to the supporting United States Army Information Systems Engineering Command (USAISEC) engineering activity.

3–9. Installation support radio systems and equipment

Installation radio systems consist of all radio nets employed in support of the installation environment. The following are examples of installation support radio systems:

a. An installation radio support net authorized, engineered, and employed for mission–essential support. A clear need for two–way radio voice communications is shown. Typical needs are to control, direct, or coordinate actions or movements of ground vehicles, boats, or personnel within an area, such as an Army airfield/helicopter. A net is an organization of stations capable of direct communications on a common frequency. Radio nets are classified as general or special purpose.

b. A radio station consisting of at least one transmitter or receiver. It includes the accessory equipment necessary for carrying on radio communications.

c. A base radio station consisting of at least one transmitter and one receiver. It is designed to be installed and operated at a fixed location.

d. A mobile radio station consisting of a transceiver designed to be installed in a vehicle.

e. A portable radio station consisting of a battery–powered transceiver designed to be carried and operated by one person.

f. A repeater receiving transmitted signals and re–transmitting corresponding signals that are either amplified, reshaped, or both.

3–10. Frequency supportability

a. Frequency support. Provision of adequate frequency support is determined prior to the procurement of installation radio support systems. Primary considerations include operating frequency band, bandwidth requirements, transmitter power, compatibility with channel, and overall frequency band use. Authority to operate on specific frequencies is obtained in accordance with local procedures. Frequency assessments and assignments for use within United States jurisdiction are governed by the policies of the National Telecommunications and Information Administration (NTIA). Operational use of radio equipment outside the United States requiring frequency support is governed by the theater commander. Frequency support is largely based on host nation spectrum sharing.

b. Frequency sharing. Frequency sharing is considered before requesting additional frequency assignments. Frequency sharing may be employed with any combination of general or special–purpose nets. When consistent with operational requirements, it is used. A general purpose frequency might be shared with a special–purpose net.

3–11. Installation radio support net operations

Operating procedures conform to ACP 124. The DOIM establishes training programs for users of installation support radio nets.

a. Training. Training programs include, but need not be limited to, the following subject areas:

(1) Reporting procedures for intrusion, jamming, and interference.

(2) Communications security, especially vulnerability to interception.

(3) Criteria to meet radio operations quality standards.

(4) Monitoring by the NTIA and the Federal Communications Commission (FCC).

(5) Assignment and use of call signs.

(6) Radio telephone (voice) operating procedures.

(7) Operation, care, and safeguarding of assigned equipment.

b. Installation radio support. The DOIM provides the following installation radio support:

(1) Ensure adequate equipment and frequency assignments.

(2) Review requests for new nets or equipment for technical adequacy and coordination with existing nets.

(3) Direct removal or relocation of excess installation support radio equipment.

(4) Ensure appropriate maintenance documentation.

(5) Ensure appropriate action to terminate payment of lease and maintenance charges for removed or lost equipment.

(6) Request necessary contract changes through the contracting officer.

(7) As the contracting officer's technical advisor, ensure contractual work is accomplished to contract specifications prior to certifying funds for payment.

(8) Ensure equipment ordered is received, installed, and working properly before signing the acceptance certificate.

(9) Develop the radio communications portion of installation emergency plans to ensure effective utilization of installation radio support capabilities.

c. Installation radio support requests. Each installation establishes procedures to follow when requesting installation radio support. The procedures include the point of contact at the DOIM organization and a format to use when requesting support.

3–12. Military Affiliate Radio System (MARS)

Military installation, military units/clubs, and volunteer licensed U.S. amateur radio stations and operators may participate in the MARS program.

a. Army MARS is part of an overall communications service involving the three Services and civilian amateur radio operators. AR 25–6 gives detailed policy on the Army MARS program.

b. A military installation or base MARS station is a facility installed, operated, and maintained by military or DA civilian personnel.

3–13. Army CONUS high frequency Radio System

All U.S. Army installations within CONUS have high frequency (HF) radio systems provided specifically by the Army CONUS HF Radio Program. This HF system is capable of providing voice, secure data, and radio wire integration. The system also has automatic frequency link capability. It is designed for interoperability, transportability, and ready adaptation to emergencies and contingency of operation.

a. Operation and maintenance of the system is a function of the installation USAISC activity.

b. COMSEC support for the installation Army CONUS HF radio station and equipment is a function of the installation USAISC activity.

3–14. Record Communications

Procedures for providing record communications (automatic digital network (AUTODIN), message preparation, Telecommunications Center operations, AUTODIN mail server and Facsimile) are provided in AR 25–11.

3–15. Defense Data Network (DDN)

a. All elements of the Army requiring information transfer services, in support of military operational systems—including Worldwide Military Command and Control System (WWMCCS) intelligence systems, general purpose, and command–unique information systems that require inter–base information transfer—adhere to procedures in this pamphlet.

(1) Program managers and project managers assign a Systems

Engineer to each project to ensure systems integration and proper interface to the DDN.

(2) Program managers, project managers, and system proponents must identify/procure COMSEC equipment for the user end of the DDN host access line to the DDN packet switch node. The COMSEC requirement is identified in the USAISC COMSEC Resources Plan for the equipment to be procured.

b. The DDN is used to provide long–haul data communications transmission. Existing systems, systems being expanded and upgraded, and new ADP systems or data networks requiring long–haul communications become DDN subscribers unless granted a waiver or exemption.

c. New information systems are designed as DDN–compatible using, as a minimum, levels two and three of the standard X.25 protocol with telecommunications protocols (TCP) and internet protocols (IP) for interfacing to the DDN.

d. Proponents of existing systems which are not on DDN, because of lack of DDN–compatibility, request a waiver and prepare a DDN Transition Plan.

e. All new and existing information systems are reported in the Integrated Data Services–Management Information System (IDS–MIS). New information transfer requirements are identified at least 2 years prior to installation to ensure that DDN service is available when the system is activated. Date transfer requirements that do not need to be reported in IDS–MIS are—

(1) Exercise or other temporary (less than 12 months) circuits.

(2) Nonappropriated fund circuits (for example, AAFES).

f. Waivers to the use of DDN can only be granted for special economic or operational considerations, such as—

(1) Critical operational requirements that can be installed before DDN interface can be developed or DDN access can be made available.

(2) Time–phased requirements, to be satisfied by an interim network, with subsequent transition to DDN when economically or technically feasible.

(3) The nature of the information transfer services required cannot be satisfied by DDN or a reasonable modification.

g. System proponents, users, and program managers are responsible for submitting waiver requests to Commander, USAISC, ATTN: ASOP–O, Fort Huachuca, AZ 85613–5000 for review and evaluation. User Requirement Data Base (URDB) reporting/registration in the IDS–MIS is mandatory prior to resubmitting a request for waiver. The waiver is returned to the requester with a nonoccurrence based on the review and evaluation, or is forwarded to the Defense Communications Agency (DCA) with a recommendation for approval. Waivers approved by DCA have a waiver number assigned with a waiver expiration date, along with milestone leading to eventual connection to the DDN before the waiver expiration date. Failure to meet milestones or unsatisfactory progress could result in the waiver being withdrawn by DCA and the action forwarded to the Office of the Assistant Secretary of Defense (OASD) Command, Control, Communications, and Intelligence (C3I) for resolution.

(1) Waiver milestones are—

(a) Transition plan submission.

(b) Telecommunications service request (TSR) submission.

(2) Waivers are forwarded to OASD (C3I) for one of the following reasons:

(a) Request for permanent exemption.

(b) Initial waiver request is for longer than 2 years.

(c) Request for waiver extension is more than 3 years.

(d) Request is disapproved by DCA.

(3) Waiver requests must address host systems. If a host is part of a larger application network, requirements for all host systems/applications networks are to be addressed in one request. The host system is registered in the URDB and a waiver number assigned before the Request for Service is submitted to USARCCO.

h. Exemption categories. Exemption categories are provided in AR 25–1.

i. DDN contractor connections. The installation IMA support agency/activity ensures contractor access to the DDN. The sponsoring agency/activity provides appropriate security procedures prior to making the actual arrangements for the connections, and all coordinating actions associated with the contractor connections to the network. The contractor's contract must specifically state that connection to the DDN is necessary in order to fulfill the tasks of the contract. The sponsor forwards a disconnect request at the conclusion of the contract.

j. Connections of foreign/allied nation systems to the DDN. Connection of (interfacing) foreign/allied systems to the United States DDN is done per JCS MOP 112. A JCS MOP 112 action is submitted by the command/agency having the requirement through channels to HQDA and the JCS for approval. U.S. Government owned, contractor–operated systems requiring DDN connections do not require JCS MOP 112 action, but do require compliance with the appropriate security procedures in effect at that time.

k. Node Site Coordinator. The activity hosting DDN nodes and Terminal Access Controls (TACS) installations provides the Node Site Coordinator. Node Site Coordinator and DDN Host Administrator duties are contained in DCAC 310–P70–76.

3–16. Data Communications Connectivity

All requests to move, install, and remove data communications equipment within the capacity of the existing equipment require completion of a CAPR. Submit the completed form per procedures in paragraph 3–4*d*.

Chapter 4
Automation

4–1. General

A full range of information processing services is provided to end–users at the installation. The IC provides technical support to end–users at the installation level. (See chap 2.) The Information Processing Facility (IPF) provides information processing services. Micrographics, software development, executive software, networking, and systems engineering services are also provided. The exact organizational structure under the DOIM will vary, but the DOIM provides the following basic services:

a. Operates an IPF to support information processing services to the installation. This involves executive software, computer operations, and system administration support for the IPF. The IPF supports both STAMIS and non–STAMIS users.

b. Develops, implements, and administers policies, standards, and procedures relating to information system security, system administration, information processing, data base management, software development, networks, and hardware utilization.

c. Supports the user by providing system administration, software development, and system maintenance support. If DOIM resources are not sufficient to provide this support, the DOIM helps the user organization initiate an information Requirement Statement (RS) to validate the requirement for the service.

d. Directs the operation of a micrographic facility. The DOIM plans and manages all microfilm services, including documentation control and quality assurance. The DOIM analyzes the user's requirements and provides assistance and recommendations concerning procurement of microfilm systems and equipment or microfilming services under contract. The DOIM maintains an inventory of all microfilm equipment and monitors the use of the equipment through periodic on–site inspections. The user notifies the DOIM before relocating or disposing of microfilm equipment. The DOIM, and the records management officials, ensures appropriate disposition of records on microfilm.

e. Establishes standard coding structures for the identification and management control of the automated information systems installation–unique information processing systems and products. The DOIM must ensure that all output products are identified, controlled and documented by a standard coding structure. The DOIM

develops, allocates, and manages the control of functional area designator codes and the system designator codes. As such, the DOIM assigns and manages the allocation of all systems identification codes (SIC) and product control numbers (PCN) upon receipt of requests from functional proponents. The DOIM ensures obsolete SICs and PCNs are withdrawn based on requests from functional proponents. Functional proponents must document and submit requests to the DOIM for new and for withdrawal of obsolete SICs and PCNs. Typically, the major user designator (the first alpha position) is assigned by the parent major commands. Where a major subordinate command (MSC) Deputy Chief of Staff for Information Management (DCSIM) and a DOIM are both located on the same installation, the DCSIM has staff management oversight and may have the management information control officer (MICO) responsibilities assigned. The DOIM is responsible to ensure that all controllable automated information system output has an assigned PCN and a reports control symbol assigned. The second alpha position identifies the organizational element responsible for the system, i.e., the functional proponent. The DOIM is responsible for the development and assignment of this data element. The third alpha position, called the system designator, provides for the unique distinction between each system under the functional proponent area of responsibility. A PCN must be assigned to every ADP product distributed and printed by an information processing facility. This number is assigned and managed by the MICO. (See chap 6.) The PCN is comprised of a six position code which identifies each product of the information processing facility. The first three alpha positions contain the SIC, the next three numeric positions sequentially identify the product within the information system. The PCN will be entered on each page of each product in the upper right hand corner. The DOIM should review the listings at least once every 3 years to ensure they are accurate and current. An annual update should be submitted to the MICO.

f. Administers the Computer Based Instructions (CBI) program for the installation.

g. Provides a problem reporting desk for individuals and/or organizations experiencing problems with services or equipment.

4–2. Information processing procedures

a. The DOIM utilizes effective policies and procedures to manage the information services provided at the pertinent installation. The user community served by the DOIM is diverse and requires information processing support that has a broad range of automatic data processing, network, and microfilm services. This increase in user requirements has similarly increased need for wider expertise by the DOIM. It also increased competition for DOIM resources. Policies and procedures are required to provide stability to this environment. Procedures can prioritize requirements and ensure the integration of DOIM information services into overall installation, Army, and DOD plans and standards.

b. The DOIM is customer–oriented. Those user requests that cannot be satisfied internally by the DOIM are thoroughly examined, explored, and the user is given a non–technical alternative solution when possible; for example, change to procedures or policy. If an automated solution is required that the DOIM cannot provide, the DOIM assists the customer in procuring the capability from other sources.

c. The DOIM makes every effort to respond to critical requirements. However, the ability of the DOIM to respond can be enhanced by user cooperation. Unusual requirements, such as unscheduled production runs, unusual transaction volume, special program modifications required to satisfy directives from higher sources are made known as soon as possible. This provides sufficient time to analyze the requirement, adjust priorities among other users, and ensure that all involved in the effort are advised.

4–3. Information processing services

The DOIM provides information processing services at the installation level. (See chap 2 for support of end–user requirements.) These services include, but are not limited to, the following:

a. Operation and maintenance of all common user computer resources, including—

(1) Operating system maintenance and system administration.

(2) Job scheduling and execution.

(3) System operation.

(4) Database administration.

b. Management of all installation computer networks, including—

(1) Local area networks.

(2) Gateways to communications service.

(3) System administration of common–user systems such as E–Mail.

(4) Connectivity with DA systems.

c. Support for multi–user devices collocated with the user organization. This includes—

(1) Trouble reporting.

(2) System administration.

(3) Software maintenance; that is, serving as the interface with the responsible O&M organization.

(4) Database administration for installed software.

d. System analysis and programming support for system development, including—

(1) Assistance in performing feasibility studies and developing cost/benefit analysis. (See chap 2.)

(2) Systems analysis.

(3) System design.

(4) System development.

(5) Programming.

(6) System test.

(7) System documentation.

e. Assistance to the user in procuring support when DOIM resources are not available.

f. Engineering support for the installation of STAMIS or other systems to be used at the installation, including—

(1) Site preparation for equipment.

(2) Participation in acceptance testing.

(3) Assisting in the integration of the new system into existing installation system.

g. Micrographics service.

h. Security guidelines.

i. Support for general user automation requirements including—

(1) Downloading and uploading of data and data conversion.

(2) Meeting onetime or infrequent information processing requirements.

4–4. Requesting Information processing services

a. The IC serves as the single point of contact for all user organization requests for DOIM information processing services. The IC performs user needs analysis to identify potential applications, and help the user organization request the services needed to satisfy the requirement.

b. See chapter 2 for a detailed description of IC services provided to the user.

Chapter 5
Visual Information Products and Services

5–1. General

Functional elements of VI activities are placed under the control of the DOIM, to plan, program, coordinate, and direct operations, in support of common user VI. The DOIM maintains close liaison with supported staff and operational personnel to ensure timely, effective support and efficient service. Policy guidance in AR 25–1 applies wherever the VI Manager is assigned. DA Pam 25–91 provides comprehensive procedures for obtaining VI products and services.

5–2. Products and services

Products and services provided at the installation level may vary

from installation to installation. Each VI activity is authorized by HQDA to support specific missions and functions.

a. VI products and services. VI products and services may include, but are not limited to, one or more of the following products and services:

(1) Motion picture, and video and interactive videodisc production.

(2) Still photography.

(3) Television support.

(4) Audio recording.

(5) Manual and computer–generated graphics.

(6) Presentation services (conference rooms and classrooms).

(7) Electronic still video.

(8) Combat Camera and technical documentation.

(9) VI equipment and product loan.

(10) Closed circuit television.

(11) Master antenna and cable television.

(12) Video teleconferencing services.

b. Products identification.

(1) Each piece of original art, photography, video, or audio recording selected for duplication, distribution, publication, or presentation is assigned a VI Record Identification Number (VIRIN) by the originating VI activity.

(2) Each piece of original art work and still photography is maintained in a protective jacket. The assigned VIRIN for each original is marked on the protective jackets so the specific product can be identified for reorder and disposition purposes. The assigned VIRIN is marked or displayed on the leader of motion picture film documentation and video and audio recordings.

(3) The VIRIN contains the following elements in the order listed (DA Pam 25–91 gives the designators for each field):

(a) DOD Visual Information Authorization Number (DVIAN) (five positions).

(b) Type medium. (Three positions.)

(c) The last two digits of the fiscal year. (Two positions.)

(d) The work order number. (Four positions.)

(e) The sequential number for each piece of original art, still picture, film strip, motion picture roll, video and audio tape, or disc number, as part of the work order. (Six positions.)

(f) Security classification. (Two positions.)

(g) Example: A0901–VTC–86–1422–000003–SE.

c. Captions. Still pictures, motion picture footage, video recordings, and audio recordings are captioned as follows:

(1) DD Form 2537 (Visual Information Caption) is used for collecting information on location at the time the audiovisual information is recorded or photographed. Sufficient information is recorded or photographed. Sufficient information must be obtained to enable the VI activity to prepare a complete, factual, final, caption. Supplies of DD Form 2537 may be requisitioned through normal publications channels.

(2) Final captions are prepared for all original audiovisual products to be reproduced, distributed, published, forwarded as record material, or released outside the Department of the Army. A caption file is maintained by each originating VI activity. The final caption is affixed to each reproduced copy of an original VI product. Only abbreviations authorized by AR 310–50 are used. Captions contain the following information:

(a) The assigned VIRIN.

(b) The geographic location.

(c) The date of origination (date/time/group for tactical).

(d) Short title and, if it exists, special project number.

(e) Description. (State the full name of the event or activity taking place and brief description of action, situation, condition, or method being employed.)

(f) Organization. Identify the unit concerned with the activity and the parent organization to which the unit is attached or assigned.

(g) Personnel. (State the full name, grade, and title of an identifiable person in the picture.) Individuals in groups are identified left to right.

(h) Material. (Give the name and model of the equipment in the picture.) The serial number of the equipment is included when the picture is for investigation, intelligence, equipment improvement, or test and evaluation purposes.

(i) Location. (State the site where the subject is located.) The location is identified by building, street, city or town, and State, if in open country, the key terrain feature and the distance and direction from the nearest identifiable place is given. For field operations, the map coordinates are used and the basic map sheet identification included.

(j) Photographer's name and unit.

(k) Abbreviated captions. An abbreviated final caption, consisting of the information required in *a* through *d* above, may be affixed to copies of still pictures, provided the full caption for the picture is on file at the originating VI activity or VI record center.

d. Motion picture coverage and video recordings.

(1) DD Form 2537 is used for the final caption. Supplies of the form are available through normal publications channels.

(2) The heading of DD Form 2537 is self–explanatory. "NA" is entered in blocks of the heading that do not apply.

(3) In the lower portion of the form, a description or summary of the action photographed or recorded is given.

(4) A complete description of each roll of film exposed or tape recorded is given. The rolls are slated and numbered in numerical sequence. All persons, locations, organizations, weapons, and equipment in the scene are identified. Every shot is captioned and its location is identified by footage count, time code, or similar means.

(5) Special processing or handling instructions are clearly marked and listed below the description list.

e. Audio recordings. The following information is placed on audio recordings:

(1) The assigned VIRIN.

(2) The date of origination.

(3) Subject, short title, and special documentation number.

(4) The recorder's name and unit.

(5) Running time and date recorded.

(6) Special instructions for handling.

f. Release statement. The following statement is placed on the back of each unclassified picture and accompanies copies of unclassified motion picture footage, video, or audio recording distributed. "Publication or commercial use of this material requires release by a U.S. Army Public Affairs Officer. Credit U.S. Army." (Credit line consisting of individual's name and unit may be added.)

g. Use of personal equipment and supplies.

(1) Military or civilian employees of the Army who have been designated or authorized to engage in television, audio, still photography, motion picture recording, or generation of original graphic illustrations for any official purpose are considered official Army VI for the purpose of this pamphlet.

(2) Army personnel who are on official VI assignment, except when off–duty, are not permitted to engage in VI recording for personal retention or for any other purpose not directly related to official Army activities.

(3) When, by choice or agreement, personally owned equipment or supplies (for example, cameras, film, magnetic tape, illustration materials) are used during an official assignment, all VI material recorded while on that assignment becomes Army property and must be turned in to a DA VI activity or an authorized DA agent.

h. Visuals. Motion pictures, still pictures, audio and video recordings, drawings, and other VI recordings are subject to the same safeguard and release requirements as other material intended for release to the press, public, or to individuals. (For policies governing release of material outside the DOD, see ARs 340–17, 340–21, 360–5, and 380–5.)

i. Photography and recordings. Army photography or audiovisual recordings must not be withheld for personal purposes, or disposed of in any manner not covered in Army regulations without the written consent of an official who is authorized by law, regulation, or competent orders to permit such withholding, reproduction, or disposition.

j. Property of DA. Material issued to officers, enlisted personnel, and civilian personnel for audiovisual recording, in the course of

their duties, remains the property of the DA. Such materials, with associated captions, are turned in to a DA VI activity, or authorized agent for processing and disposition, in accordance with this pamphlet.

k. Reproduction. Reproduction by audiovisual means is accomplished only when it is determined to be the most efficient and appropriate method and is limited to the minimum number of copies justified to meet the requirement, as stated on the work request, DA Form 3903–R (Visual Information Work Order).

l. Classified recording, playback, and transmission. When classified information is to be transmitted over a television or audio system, the equipment must be installed per AR 530–4. Procedures for the transmission of classified information are provided in AR 380–19.

5–3. Request for services

All requests for VI services are submitted to the supporting DOIM.

a. Requests for motion picture and still photography, audio and video recording, graphic art, presentation services, television, and other VI services, except loan and issue, are submitted using DA Form 3903–R.

b. If copies of classified original VI products are required, the requester must provide classification data and the authority for reproduction. The requester arranges for personnel to obtain access to enter restricted or classified areas for the purpose of providing the requested service.

c. DA Form 4103–R (Visual Information Products Loan Order) is used to request loan of VI products, such as, motion picture film, filmstrips, slides, overhead transparencies, video recordings, multimedia packages, and associated media.

d. DA Form 2062 (Hand Receipt) is used for long–term loan items such as projectors, video and audio recorders an players, sound reinforcement equipment, cameras, and other associated user–operated equipment.

e. DA Form 1150 (Request for Issue or Turn–In) is used to loan VI equipment and items on short–term.

f. DA Form 4516–R (VI Presentation Services Log) is maintained by each video teleconferencing facility, closed circuit television, cable television command channel, carrier current radio distribution facility, unit learning center, and presentation facility. This log reflects the scheduled and actual use of the activity concerned.

5–4. Required management reports

DD Form 2054 (Audiovisual Activities Annual Report—RCS DD–PA (A) 1438) are required management reports.

a. All authorized Army VI activities are required to complete and submit the DD Form 2054/1. VI activities which are authorized to do VI productions and perform library functions must complete DD Form 2054/2. Forms must be completed and submitted to HQDA (SAIS–PDD–V), after the end of the fiscal year being reported. Dedicated VI activities whose work load is entirely research, development, test and evaluation (RDTE) or intelligence collection may be exempt from reporting section III, Products and Services Completed on DD Form 2054/1. In addition to submitting completed DD Forms 2054/1 and 2054/2, each MACOM must forward a consolidated DD Form 2054/2 to SAIS–FAV. Procedures for submission are in DA Pam 25–91.

b. The DA Form 2054 provides feeder information into the Defense Automated Visual Information System (DAVIS) Facilities File, and is a source of composite information reflecting individual VI activity organization, work performed, and funding used during the report period. This data is used by the Office, Secretary of Defense (OSD) and HQDA for measuring operational efficiency, validating resource requirements, and making management decisions.

Chapter 6
Records Management

6–1. General

a. The statutory basis for the Records Management Program is contained in the Federal Records Act of 1950, as amended. Other laws which govern the program are The Freedom of Information Act (Section 552) (title 5, United States Code), Privacy Act of 1974 (Section 552a) (title 5, United States Code), Paperwork Reduction Act of 1980, and the Computer Matching and Privacy Protection Act of 1988 (Public Law (PL) 100–503).

b. The Director of Information Systems for Command, Control, Communications, and Computers (DISC4) serves as the senior policy official for the IMA. Commander, USAISC, develops policies; establishes operational procedures for managing records; and executes the Army–wide RM Program, evaluations, and training. MACOMs develop and maintain internal and commandwide programs for the life cycle management of information.

c. Commanders or directors of installations and comparable–level communities, activities, and organizations implement the program through the DOIM activity. The local DOIM provides support to end–users for—

(1) Recordkeeping systems (automated and manual).
(2) Correspondence management, E–mail, and office symbols.
(3) Official mail and distribution.
(4) Freedom of Information Act (FOIA).
(5) Privacy Act.
(6) Management information control.
(7) Vital records.
(8) Information and records management equipment.
(9) Records Holding Area.
(10) Terminology, Abbreviations and Brevity Code Management.

6–2. Records Management Program

a. Installation/activity records. The DOIM manages the installation/activity records. A well–organized and well–trained staff, with a thorough knowledge of the RM program, provides services and support to end users. The DOIM—

(1) Develops plans, policies, and procedures for local programs.

(2) Conducts periodic Records Management evaluations of serviced activities. (See para 6–3.)

(3) Ensures that only information essential for conducting operations is created.

(4) Provides the most expeditious and accurate distribution of information, at a minimum cost, by eliminating all but essential processing procedures and applying advanced technology.

(5) Establishes effective controls over the creation, organization, maintenance, use, and disposition of Army information.

(6) Ensures permanently valuable information is preserved and all other information is retained, reviewed, and disposed of systematically.

(7) Provides for the release of information from Army records in conformity with the FOIA while protecting the rights and interests of the Government and the privacy of individuals.

b. Recordkeeping systems (automated and manual). AR 25–400–2 establishes the Army's files maintenance and records disposition programs for manual and automated records. Officials responsible for managing the local recordkeeping system—

(1) Evaluate staff office records, electronic and paper–based files, and their maintenance and records disposition programs. Offices and activities may maintain various copies of records, in various media (paper, microfiche, electronic) for ease of use and reference. These offices and activities must designate which copy is the "record copy" and ensure that that copy is maintained and disposed of per standards set in AR 25–400–2.

(2) Review staff office/activity file plans for accuracy in identifying the records of the office and correctness of the MARKS disposition standard (file number and title).

(3) Ensure information retained, regardless of format or media, meets all legal requirements imposed on records of the Federal

Government and adequately protects the rights and interests of the Army and individuals affected by the information.

(4) Establish the installation/activity records disposition program.

(a) The program provides for transfer of permanent and long–term records to Federal Records Centers and for the disposal of records when they become eligible. Disposition authority and instructions for transferring records to Records Holding Areas (RHA) and Federal record centers are contained in AR 25–400–2. When new disposition authority is required, records managers notify their MACOM officials who notify Commander, USAISC, ATTN: ASOP–MR, Fort Huachuca, AZ 85613–5000. This office obtains the proper disposition approval from the National Archives and Records Administration.

(b) Approval for converting a permanent series of records to microform, optical digital imagery, or similar imaging systems, must be obtained from Commander, USAISC, ATTN: ASOP–MR, Fort Huachuca, AZ 85613–5000.

(c) When microforms are the record media for permanent records, silver halide film, meeting the requirements of Federal Standard 125D, must be employed. More economical processes are used for disposable records. An archival film test is required of all permanent record copy silver halide microforms and is recommended for long–term (over 10 years) microforms. The DOIM or local information manager ensures that film samples are tested locally or are forwarded to a central facility. For technical assistance contact: Commander, Information Systems Software Center, ATTN: ASQBI–ISS, Fort Belvoir, VA 22060–5456.

(d) When machine readable material, optical disk imagery, or microforms are the display media for the record copy, they must be stored under environmentally controlled conditions, inspected periodically to detect deterioration, and recopied when appropriate, to meet the minimum scheduled retention.

c. Correspondence management. Information management officials are responsible for supervising and managing the correspondence management program as prescribed by AR 25–50. End–user support includes—

(1) Guidance and instruction for preparation of all correspondence.

(2) Providing local procedures for constructing and using office symbols.

(3) Oversight for correspondence quality control (AR 25–50, para 1–42).

d. Official mail and distribution. Implementing instructions are contained in AR 340–3, AR 340–5, AR 340–25, and DOD 4525.6. Information management officials/official mail managers carry out the Official Mail Cost Control Program (OMCCP), which addresses the use of postage meters, mailing permits, special mail services, and postage stamps; procedures for prepaid postage, correspondence distribution management; and mailing procedures for certain U.S. Army activities and U.S. citizens overseas.

(1) The Army official mail program is operated on a pay–as–you–go basis. Payment for all United States Postal Service (USPS) services is by check, money order, or Advance Deposit Trust Account (ADTA).

(2) Official mail managers prepare local mail procedures that include—

(a) Programming and budgeting funds.

(b) Tracking funds expended. A transaction file of all documents relating to purchases must be maintained by the mail manager (AR 25–400–2, file number 340–3c).

(c) Paying for official mail services, submitting requirements to FAOs, authenticating vouchers, check pickup/delivery system, auditing ADTA for reconciliation of the account with USPS, and any requirement for signed receipts.

(d) Planning and budgeting for new mail equipment and obtaining licenses for new meters from USPS. Mail managers also ensure annual contracts for meter head lease and for equipment maintenance are established.

(e) Planning for efficient purchasing of USPS services.

(f) Using and paying for express mail services.

(g) Implementing physical security procedures for meters, meter heads, and stamps (DOD 4525.6).

(h) Obtaining refunds for spoiled or incorrect meter postage.

e. FOIA. The FOIA is implemented by AR 25–55. Information management officials—

(1) Control access and release of information from all information systems (automated and manual). FOIA is the chief Federal law on openness in Government and provides that any person is entitled to access to Federal records, except for information covered by the nine exemptions listed in AR 25–55, paragraph 3–200. Requests for information citing the Act must be processed within 10 working days. The requested information is released or referred to appropriate Initial Denial Authority (IDA). See AR 25–55, paragraph 5–200, for a complete list of Army's IDAs. When referring requests to an IDA, include correspondence to and from requester, legal opinion from local Judge Advocate, a copy of requested information, and your reasons for recommending denial.

(2) Ensure education and training is provided to all members of the installation for development of a general understanding and appreciation of the FOIA program and to those personnel who are involved in the day–to–day processing of FOIA requests.

f. Privacy Act (PA).

(1) The PA resulted from Congress' desires to regulate the Federal Government's gathering of information about individuals. The PA provides individuals access to their personal information; restricts disclosure of personal information; requires Federal agencies' compliance with the PA; allows individuals to request amendment to their records; limits use of social security numbers; and provides judicial remedies (civil and criminal) for violations of the Act.

(2) The PA is implemented by AR 340–21. Information management officials—

(a) Control requests and ensure they are processed promptly and responsively.

(b) Collect information necessary for meeting annual reporting requirements.

(c) Ensure that privacy statements are included on forms and questionnaires seeking personal information from an individual.

(d) Ensure records subject to the provisions of the PA are properly maintained in compliance with applicable PA systems notices contained in DA Pam 25–51.

(e) Work with local training officials to provide PA training.

g. Management information control. Information management officials ensure compliance with, and enforcement of, policies and rules governing management information requirements and data products within their organization, including subordinate agencies and commands. They apply the management information control system set forth in AR 335–15 for both manual and automated reporting systems. For automated information system products, the RCS must be placed in the upper right hand corner, together with the PCN. For manual system products, the RCS should also be placed in the upper right hand corner. The MICO must also maintain a listing of the recurring information requirements. This listing should follow the format in DA Pam 25–9. This listing is forwarded to the next higher level of command annually. Functional proponents are required to document and submit requests to the MICO for new RCSs. The MICO is also responsible for reviewing at least every three years that each controllable information collection requirement is still needed.

h. Vital records. Vital records are those records essential to the continued functioning of an organization during and after an emergency and those records essential to the preservation of the legal rights and interests of individual citizens (including soldiers) and the Army.

(1) Emergency operating records include records necessary for such essential functions as national defense; the mobilization and protection of material and human resources, the maintenance of public health, safety, and order, and the conduct of civil defense. Since emergency operating records would be needed immediately in the event of an emergency, copies are deposited at or near the emergency headquarters. Policies and procedures are contained in AR 25–1, AR 340–26, and AR 500–3. The duplicate emergency

files are compact, accessible with minimal electronic or automated support, cost–effective to operate, and kept current. They include, as a minimum, copies of—

(a) The organization's roster of critical personnel (and alternates).

(b) The organization's emergency function, assignment, and location.

(c) Appropriate operations and contingency plans.

(d) Listings of emergency records and data required to execute critical missions and functions.

(e) Emergency action checklists supporting emergency action plans.

(2) Rights and interests records include records relating to employee payroll and leave, insurance, social security and retirement; ownership, financial interests, and legal proceedings and decisions. Because these records are not needed immediately in emergency situations, it is not necessary to maintain copies at a duplicate site. Information management officials ensure that all rights and interests records are identified and establish procedures for safeguarding, transferring, and disposing of these records under emergency conditions.

i. Information management equipment and systems. Information management officials are responsible for reviewing requests for information management equipment, office equipment, and systems for records management requirements. This includes criteria for creation and use, PA and FOIA, authentication and certification; information disposition standards; and recordkeeping procedures imbedded in the system. IM officials also determine the most cost effective and efficient equipment and establish a program which ensures proper reutilization of equipment.

j. RHA. As prescribed in AR 25–400–2, chapter 8, information management officials operate and maintain a RHA to support all tenants located on the installation. RHAs use less expensive space and equipment than a current files area to store records. As a minimum, space selected for the RHA is weather tight, fire resistant, and has adequate light, ventilation, and heating. Reference service, for installation contributors, is provided and records are retired to Federal records centers or destroyed, as required.

k. Terminology, abbreviations, and brevity code management. AR 310–25, is used to assist personnel in reaching a common understanding of terminology used by the United States Army. AR 310–50, prescribes authorized abbreviations and brevity codes and procedures for their use within the Army.

l. Training. Ensure training, to include refresher training, is provided for information liaison personnel, secretaries, clerks, action officers, and other appropriate personnel in the FOIA, PA, correspondence management, the Modern Army Recordkeeping System (MARKS), and official mail programs. In developing training programs to meet the needs of the local command, officials must consider the size of community serviced, personnel turnover rate, funding constraints, and availability of training courses. In addition to locally developed courses, records management training is available from Office of Personnel Management (OPM), U.S. Department of Justice, National Archives and Records Administration (NARA), U.S. Department of Agriculture (USDA) Graduate School. The local Civilian Personnel Office assists in obtaining information on these courses.

6–3. Installation Records Management Program and evaluation guide

The following information serves as a guide to aid DOIMs in evaluation the installation RM Program. Evaluations assist in improving the accuracy, completeness, and reliability of data and records contained within information systems, both automated and manual.

a. Management.

(1) Is the office responsible for the RM Program sufficiently staffed to operate the program effectively? (AR 25–1, chap 8.)

(2) Has the staff responsible for RM received formal training? (AR 25–1.)

(3) Are periodic evaluations of staff offices and their RM Program conducted? (AR 25–1, chap 8.)

(4) Is training offered to serviced activities in the RM elements of records maintenance and disposition, official mail, PA, and FOIA? (AR 25–55, AR 25–400–2, and AR 340–21.)

(5) Does the activity's RHA meet with the requirements established in AR 25–400–2, chapter 6?

b. Recordkeeping system.

(1) Is AR 25–400–2 used as the legal authority for identifying, maintaining, and retiring or destroying records (unclassified and classified, including SECRET)? (AR 25–400–2, para 1–5.)

(2) Does your recordkeeping management program include all records regardless of media (electronic and other machine readable, paper, audiovisual, and cartographic)? (AR 25–1, para 8–1*e*.)

(3) Are RM factors considered in the requirements for automated systems? (Federal Information Resources Management Regulation (FIRMR) 201–30.007–1 and AR 25–1.)

(a) Does the system design protect against the accidental destruction of records?

(b) Is there a records disposition schedule for the records being created by the equipment or system?

(c) If the system or equipment is to be used For Official Use Only (FOUO) or PA information, are proper safeguards instituted?

(d) Is the system designed for standard formats and forms?

(e) Are reports produced by the system in accordance with the Army's Management Information Control System (Reports Control)?

(4) Has a list of files been developed and approved by the appropriate information management official for implementation? (AR 25–400–2, para 2–2.)

(5) Are MARKS labeling and filing procedures followed? (AR 25–400–2, paras 3–15 and 4–1 through 4–6.)

(6) Are there safeguards against the removal or loss of official records in accordance with 44 USC 3105? (AR 25–400–2.)

(7) Are your activity's microfilm procedures for permanent and unscheduled records according to the standards in the FIRMR/(AR 25–1, chaps 5 and 8.)

(8) When microforms are the record media for permanent records, are film samples tested for archival durability? (AR 25–1.)

(9) Are machine readable, optical disk imagery, or microforms stored under environmentally controlled conditions, inspected periodically to detect deterioration, and recopied when appropriate, to meet the minimum scheduled retention? (AR 25–1.)

(10) Is prompt action taken to—

(a) Transfer inactive records to RHAs?

(b) Retire appropriate records to a Federal Records Center?

(c) Destroy disposable records? (AR 25–400–2.)

(11) Are Standard Forms (SF) 135 (Records Transmittal and Receipt), prepared in an acceptable manner for records to be transferred or retired? (AR 25–400–2.)

c. Correspondence management.

(1) Has your activity developed a correspondence quality control program? (AR 25–50, para 1–42.)

(2) Does your activity provide training opportunities for all Army writers? (AR 25–50–, para 1–4*e*.)

(3) Have you established procedures for ensuring timeliness of replies for both suspense and non–suspense items? (AR 25–50, para 1–9.)

(4) Is correspondence containing classified information marked and safeguarded as prescribed in AR 380–5 and AR 25–50, chapter 9?

(5) Are delegations of signature authority and authority lines in accordance with AR 25–50, chapter 7?

d. Official mail and distribution management.

(1) Have organization personnel been trained on preparation of mail and how to cost effectively use the official mail system?

(2) Have procedures been developed which limit the use of special services; that is, registered, certified, business reply?

(3) Is outgoing mail properly prepared and not subject to surcharges for size or weight?

(4) Are safeguard in place to guard against loss, misuse, or theft of official mail postage?

(5) Have personnel been instructed to have personal mail sent to their home, not the office?

(6) Are mailings to common addresses consolidated?

(7) Are alternatives to hard–copy mailings considered; that is, electronic transfer, facsimile?

e. FOIA.

(1) Have educational and training programs been established for training organizational members and FOIA officials? (AR 25–55, chap 8.)

(2) Are FOIA requests—

(a) Logged into a formal control system?

(b) Responded to within 10 working days after receipt?

(c) Submitted to a properly delegated/designated Initial Denial Authority (IDA) for denial. (AR 25–55.)

(3) Is a recommendation to deny Army records made only when they fall under one of the nine FOIA exemptions as prescribed in AR 25–55, chapter 3?

(4) Are the following items forwarded to the IDA when submitting a recommendation for denial:

(a) Legal review by the local legal advisor?

(b) Original copy of the FOIA request?

(c) Copies of requested information?

(d) Copies of any correspondence you have with the requester?

(e) Reason (FOIA exemption number) for recommending denial? (AR 25–55.)

(5) Are fees for search, review, and duplication costs—

(a) Collected and delivered to the servicing finance office as specified in AR 25–55, chapter 6?

(b) Waived when assessable costs are not substantial or when request is in the public interest per AR 25–55, paragraphs 6–103 and 6–104?

f. PA.

(1) Have PA officials been designated? (AR 340–21, para 1–9.)

(2) Are all PA requests acted on promptly, accurately, and fairly? (AR 340–21, para 1–5.)

(3) Are privacy statements included on forms and questionnaires that seek personal information from an individual? (AR 340–21, para 1–9*b*.)

(4) Is written consent of the individual being obtained for disclosures made other than those authorized by AR 340–21, chapter 3?

(5) Is an accounting of disclosure maintained whenever a record from an Army system of records is disclosed to someone other than those described in AR 340–21, paragraph 304?

(6) Have procedures been developed to allow individuals to request amendment of their records as described in AR 340–21, paragraph 2–10?

g. Management information control (reports control).

(1) Has a MICO been designated? (AR 335–15, para 1–7*a*.)

(2) Are records maintained for the control of all report requirements over which the organization has jurisdiction? (AR 335–15, para 2–3*r*.)

(3) Are automatic data processing (ADP) products controlled and assigned product control numbers (PCNs)? (AR 335–15, para 2–8.)

(4) Has approval been obtained from the Office of Management and Budget (OMB) for any data collection requested from the public sector? (AR 335–15, para 4–1.)

(5) Are periodic reviews of management information requirements and ADP products conducted in accordance with AR 335–15, chapter 6?

h. Vital Records Management.

(1) Does your activity have a vital records program? (AR 25–1, para 8–3*h*.)

(2) If required by higher headquarters, have you established a duplicate emergency files program (DEFP) as described in AR 340–26? Are the DEFP records—

(a) Maintained at an off–site, safe distance from your activity?

(b) Inventoried and kept current?

(c) Inspected at least annually?

(3) As a minimum, has your activity developed a plan (per this pamphlet) to identify and protect vital records in case of emergency of natural disaster?

(4) Are your vital records (or duplicate emergency files), that are in machine readable form (tape, disk, microfiche, ODI), accompanied by textual documentation and, if necessary, by essential software? (AR 340–26.)

Chapter 7
Publications and Printing

7–1. General

a. Installation commanders manage their organization's publication, printing and reproduction, forms production, copier operations, and publication stockroom programs. At the installation level, the DOIMs have both staff and operational functions, involving field printing and duplicating facilities. Host, tenant, and satellite activities, supported by the installations, have IMOs who manage the internal publication and printing requirements within their organizations and do not perform operational functions. The DOIM ensures IMOs receive the installation support they need to perform their missions.

b. DOIMs enforce Army policies, regulations, and instructions governing publications and printing programs, and provide the management of services and systems for printing and self service copying. They also design, produce, and procure printed material and blank forms, and direct field printing and duplicating facilities per AR 25–30.

7–2. Publication control

The DOIM performs the following publication control functions:

a. Reviews and comments on draft manuscripts of installations command publications when coordination or approval is required. The DOIM also ensures proposed publications do not conflict with the policies and procedures in their areas of responsibility.

b. Edits publications to ensure they are understandable and readable, per the Army readability program.

c. Ensures coordination is complete before submitting publications for printing.

d. Maintains an index of all publications for which the command is the proponent.

e. Conducts a periodic review (at least every 18 months or when a reprint action is initiated) of all command publications for which the command has preparation responsibility. In conducting this review, the following is accomplished:

(1) Ensure present editions are adequate.

(2) Redundancies, conflicts, and required changes are identified.

f. Conducts inspections and assistance visits, at least every 2 to 3 years, for each organization or activity reporting directly to the installation commander.

g. Develops and maintains procedures to control and manage immediate action, interim changes to publications.

h. Notifies through command channels, Commander, U.S.A. Publications and Printing Command, ATTN: ASQZ–PG, Alexandria, VA 22331–0302 of the individuals designated to approve the printing of publications and forms.

i. Ensures timely response to reprint requests from the U.S. Army Publications Distribution Centers (USAPDCs), after determining whether publications are essential.

j. Administers the installation publication and distribution system.

k. Provides guidance to supported activities on managing publications accounts and preparing initial distribution requirements.

l. Reviews all requests from supported activities to establish new accounts, classified accounts, and blank forms accounts.

m. Verifies publication account addressees (when notified by the USAPDC) and ensures accounts authorized to receive classified publications actually need them.

n. Prepares or supervises the preparation of DA 12–series forms

and promotes conservation in the requisitioning of publications and forms.

o. Develops and maintains a publication training program for stockroom and publications account maintenance personnel.

p. Reviews periodicals issued, by elements under the installation jurisdiction.

q. Ensures each issue of periodicals prepared by subordinate elements meet the conditions of AR 25–30 and terms of approval.

r. Evaluates requests from subordinate elements for new periodicals.

s. Initiates the publications resource initiative for the RS.

7–3. Printing and reproduction control

The DOIM performs the following printing and reproduction control functions:

a. Supervises the procurement and production activities relating to all internal installation printing and duplicating. This includes tenant and satellite activities.

b. Develops and establishes printing procurement contracts through the GPO RPPO, according to customer requirements.

c. Ensures all requirements for printing and self–service copying equipment and facilities are essential; acts as review authority for all printing, publishing, duplicating, and self–service copying equipment.

d. Reviews annual funding requirements for printing within the installation and coordinates this review with resource managers. These requirements must include funds to procure printing requirements through the GPO contract sources.

e. Provides planning guidance for preparing printing estimates and controlling printing funds.

f. Acts as a review authority for work to be produced in field printing and duplicating facilities or requisitioned through the GPO RPPO.

g. Helps subordinate, tenant, and satellite activities in the development and preparation of requirements statements.

h. Conducts inspections and assistance visits of printing and duplicating facilities reporting directly to the installation commander.

i. Recommends the establishment, relocation, consolidation, or disestablishment of field printing and duplicating facilities, when justified, and processes requests for acquiring and disposing of all printing, duplicating, and related equipment.

j. Maintains cost and reproduction data on production equipment and reviews, programs, and budgets for equipment requirements.

k. Reviews printing and reproduction reports before they are sent to the next higher level, ensuring the data is accurate and complete.

7–4. Forms management

The DOIM performs the following forms management functions:

a. Reviews forms for which the installation is responsible, annually or when a reprint action is initiated, to ensure the forms are essential and current.

b. Manages the maintenance of functional and numerical files for forms.

c. Analyzes all new and revised forms submitted for approval to ensure they are essential and each request is fully justified.

d. Ensures each form is prescribed in an Army publication, except as indicated in AR 25–30 and this pamphlet.

e. Ensures each form with a management information requirement has been coordinated with the installation MICO.

f. Ensures higher echelon forms are used as much as possible in lieu of creating local forms.

g. Maintains an inventory and index of forms issued and updates them at least annually.

h. Reduces the number of forms in use by—

(1) Eliminating nonessential or duplicate forms.

(2) Combining similar or related forms, especially when one higher echelon form can replace two or more lower echelon forms.

i. Maintains records on the use of forms to avoid procuring excessive stocks, and ensures forms ordered are consistent with expected usage.

j. Ensures all supported organizations have considered using electronically generated forms for applicable new and existing forms.

k. Reviews each request and justification for form exception, deviation, or overprinting and approves or disapproves the request.

l. Ensures each form subject to a congressional act has been coordinated and approved by proper authority. (Examples of such acts are the Privacy Act of 1974 and the Paper Reduction Act of 1980.)

m. Develops a training program for forms management personnel.

n. Assumes responsibility (at the installation level) for the forms management program of host, tenant, and satellite activities.

7–5. Copier management

The DOIM performs the following copier management functions:

a. Advises the installation commander on copier management policies.

b. Evaluates requests for self–service copiers and makes recommendations for the placement, relocation, or consolidation of self–service copiers, as appropriate; assigns approval control number when recommending approval.

c. Reviews RS for self–service copiers and related equipment, including out–of–cycle initiatives, and recommends approval or disapproval.

d. Ensures copier surveys are conducted every 3 years.

e. Assists host, tenant, and satellite organizations in relocating and justifying self–service copiers and related equipment.

f. Maintains a current inventory of all self–service copiers and related equipment to include annual cost and production statistics.

g. Ensures accurate and timely submission of annual copying reports through command channels to Commander, USAPPC, ATTN: ASQZ–FP, Alexandria, VA 22331–0302, per AR 25–30.

h. Ensures lease/purchase analysis for each leased self–service copier is performed prior to purchase or lease renewal.

7–6. Distribution management

a. Publication stockrooms. One publication stockroom is established at each major installation in the 50 States and in each State National Guard headquarters. The installation DOIM oversees the stockroom operation. The stockroom operations stocks blank forms and publications and supplies them to the organizations of the installation, USAR units, and senior ROTC units in the stockroom's area of responsibility, under AR 5–9. Stockroom operations also supply blank forms and command publications to smaller installations and activities located in their geographical area. Overseas publication centers are established by overseas MACOM commanders. The centers stock and supply blank forms and command publications to the units within the geographical area of their command. In OCONUS areas the Community DOIM (CDOIM) operates a publications stockroom that supports the community staff and tenant activities or organizations in the geographical area. Publication distribution centers are established and operated per AR 25–30, chapter 12.

b. Publication stockroom management. The DOIM–designated publications stockroom management official performs the following functions:

(1) Establishes and operates an installation publications stockroom.

(2) Correctly maintains DA 12–series forms requirements and those of other accounts handled.

(3) Correctly distributes blank forms and installation publications to supported organizations.

(4) Controls the storage and issue of classified and accountable publications, including accountable forms, as required by each item's security classification, per AR 25–30 and AR 380–5.

(5) Provides guidance to units on—

(a) Managing their publications accounts.

(b) Preparing DA 12–series forms.

(c) Reviewing initial printouts of distribution requirements.

(d) Processing rejection or advice of supply status messages received from the USAPDCs.

(6) Conducts assistance visits to supported units as needed.

(7) Helps unit commanders complete needed actions when units are alerted for permanent change of station.

(8) Establishes procedures to record stockage demand data for blank forms and installation publications. Ensures up to 120 days' stock of blank forms is on hand or on order. Managers of overseas publications centers ensure up to 180 days' stock of blank forms is on hand or on order.

(9) Supplies blank forms to USAR and ROTC units located in their geographic areas of responsibility.

(10) Ensures inventory records are kept accurate.

7–7. Installation command administrative publications

Command publications, issued by installation commanders, disseminate policies, responsibilities, and procedures to headquarters and subordinate elements and tenant organizations. They are used only within the issuing command. Use of electronic means to generate and distribute command publications is authorized. Electronically generated and distributed command publications are prepared per AR 25–30. These publications are described below.

a. Publishing command administrative publications. The publications listed below are types of command administrative publications. They are published per procedures in AR 25–30, chapter 2, and DA Pam 310–20.

(1) Regulations.
(2) Memorandums.
(3) Pamphlets.
(4) Posters.
(5) Circulars.
(6) Bulletins.
(7) Supplements.

b. Writing and revising administrative publications. General guidelines for writing and revising installation publications are provided in AR 25–30, chapter 2, and DA Pam 310–20.

7–8. Periodicals and nonrecurring publications

a. Periodicals. An Army periodical is a nondirective classified or unclassified Army magazine or newsletter–type publication published annually or more often. Its purpose is to disseminate information and material necessary to the issuing activity. It has a continuing policy as to format, content, and purpose. Periodicals are usually published to inform, motivate, increase knowledge, or improve performance. They may contain official or unofficial information or both. Internal installation newsletters and annual reports are classified as periodicals unless they are publications. Periodicals are developed and published per AR 25–30, chapter 10.

b. Nonrecurring publications. A nonrecurring publication is a nondirective classified or unclassified publication printed on a one–edition basis. It is usually published to inform, motivate, increase knowledge, or improve performance. Nonrecurring publications include leaflets, bulletins, folders, books, booklets, reports, published speeches, and similar nonrecurring publications. Nonrecurring publications may contain official or unofficial information or both. This definition does not include authenticated, numbered, administrative pamphlets published under this pamphlet, as part of the installation official publication system. Nonrecurring publications are developed and published per AR 25–30, chapter 10.

c. Newspapers and command information products. Command Information (CI) newspapers and other CI publications are governed by AR 360–81. The DOIM is responsible for approving use of appropriated funds for printing authorized CI publications. (See AR 25–1, AR 25–30, AR 210–7, AR 600–20, and AR 360–81.)

7–9. Printing duplicating and self–service copying management

a. Title 44, USC, stipulates that all printing will be accomplished at the GPO unless otherwise authorized. USAPPC is required to charter the operation of Army field printing and duplicating facilities.

b. Installation host, tenant, and satellite organizations requiring copying services obtain these services from the installation printing and duplicating facilities or self–service copiers.

c. Installation DOIMs obtain field printing and duplicating requirements from a GPO RPPO or an Army field printing and duplicating facility, unless otherwise approved. Printing, duplicating, and self–service copying are provided per AR 25–30, chapter 11.

Chapter 8
Continuity of Operations Plan (COOP) for Information Services

8–1. Emergency and contingency information systems planning

a. Emergency and contingency requirements are generated by natural disasters, civil disturbances, exercise situations, mobilization, or war. All installation organizations have plans for the use of resources during any of these situations. One of the keys to effective mobilization will be the ability to provide command and control for the influx of troops into active duty. This may require a major increase in information systems capabilities at certain installations. Specific emergency and contingency situations are addressed in the following publications:

(1) AR 500–3.
(2) AR 500–4.
(3) AR 500–5.
(4) AR 500–50.
(5) AR 500–60. Chapter 3 addresses the information systems support provided to FEMA during emergencies or major disasters.
(6) AR 500–70.
(7) FIB PUB 87.
(8) DODI 3020.26.
(9) AR 380–19.

b. At the installation level the DOIM is the information systems planner. The DOIM reviews existing plans and maintains an awareness of demands that might be placed on the installation information systems. A list of possible situations that could create requirements are developed. SOPs are developed for as many situations as possible. The capabilities and resources required for response to each situation are outlined. Include the DOIM staff in development of such plans and encourage innovative thinking.

c. Realistic risk management and contingency planning requires that plans be developed to reduce the consequences of an information processing loss to an acceptable level. The loss may be total or partial reduction of—

(1) Data processing equipment (DPE).
(2) Facilities supporting IMA.
(3) Software.
(4) Information.
(5) Documentation.
(6) Personnel strength.
(7) Information transfer.

d. The continuity of operations planning, including the readiness testing thereof, is a continuing requirement resting with the command authority.

(1) Specifically, command authorities will—

(a) Plan and establish the command structure best suited to provide continuity of operations.

(b) Determine functions that are essential to the conduct of operations.

(c) Program and fund COOP readiness testing.

(d) Issue common doctrine for continuity of operations within the command.

(2) Within this context, the commander must determine the degree to which Information Systems are integral to essential operation and ensure that plans have been made which provide support. The activity operating the information system will develop and maintain a current COOP. The COOP will be reviewed on an annual basis; this will be verified in writing on the COOP.

(3) Recovery planning addresses the necessary actions to fully

recover from the back–up facilities and usually means increased cost and degraded performance. It is therefore worthwhile, but not mandatory, to include recovery plans in the COOP. FIPS PUB 31 contains detailed guidance on recovery planning and should be used by those choosing to include this phase of COOP.

(4) Procedures will be developed for continuing protection of Information Systems (IS) files, application system software, systems documentation, and processing instructions. The level of sensitivity for these materials will be determined by the activity's support role. Various levels of protection will be given to the materials associated with each system according to their mission sensitivity. These levels are—

(a) In–house backup. This level is the acceptable minimum and is mandatory for all executive and applications systems. There will be at least two copies of each principal item of IPF films, programs, and procedures available to the activity operating IPF. If the working copy is destroyed or becomes unavailable, the DPI may continue operations without significant delay. For tape and card master files and similar items, this may be achieved by setting proper file retention periods, so that earlier versions of the files with update transactions are available for reconstruction purposes. Files resident on disk or similar media will be dumped to tape or copies for back–up retention according to update frequency and anticipated difficulty in reconstruction. Special attention will be given to the periodic copying of files that are changed or updated in on–line mode.

(b) Alternate files storage area. This level of protection is mandatory for all DPIs that provide critical IPF support to the organization's mission performance. It is highly recommended for all mission essential IPF operations in activities other than IPFs. This protection is off–site storage of at least one copy of all IS files, programs, and procedures to operate the high priority applications systems either at the IPF or an alternate site of operation (including copies of COOP plans and related materials). The alternate files storage area should be located in an area reasonably accessible to the IPF but not subject to the same degree of threat as the IPF. For example, if the IPF is close to the sea or on a flood plain, the alternate files storage area should be on higher ground. It is recommended that the alternate site be no closer than one mile from the IPF operations center.

(c) Storage at the alternate site or operation or COOP site. This prepositioning of files, programs, and procedures in an updated and operational condition is necessary only when the highest priority of work is to be performed, presuming that neither the principal site nor the alternate files storage area will be accessible in the required response time during or after an emergency. This level of protection for mission–essential files, programs, and procedures is mandatory for activities with an essential peacetime or wartime support role that depend on Information Systems support for success.

(d) Mission essential processing. Data communications sufficient to support mission essential processing between the COOP site and interactive system users of the incapacitated IPF will be addressed.

(5) One or more alternate sites of operation, or COOP site, must be established for use if IPF at the principal site cannot be used, due to damage or serious malfunction. This is mandatory for all IPFs that have critical wartime, peacetime, or mobilization missions. Following are the principal factors in selection of the COOP site:

(a) Compatibility of installed equipment at the potential site with both system and applications software that may need to be run under emergency conditions.

(b) Ability of the potential site to accept the emergency workload.

(6) Deployment to the COOP site requires detailed advanced planning and close coordination. Detailed procedures need to be developed that—

(a) Determine when deployment will take place under various circumstances. Such a determination is often keyed to the defense readiness condition (DEFCON).

(b) Determine which applications will be deployed.

(c) List personnel, by job title, who will deploy to the COOP site.

(d) Develop the load list materials and supplies to be deployed.

(e) Arrange for transportation, messing, and billeting.

(7) The format and content of the final COOP should conform to the guidance in appendix E. Deviations from the prescribed format are permitted.

(8) Data processing (DP) support under wartime conditions.

(a) The continuity of DP operations in national emergencies or wartime conditions will agree with the role and survivability of the organization supported. Special care will be given to the identification of secure relocation or COOP sites with requisite IPF, transportation, back–up files, and other necessary resources to permit DP with wartime missions to perform as required.

(b) IPF managers performing risk assessments for systems with mobilization/wartime critical missions should be aware of the destructive effects of the energy generated by nuclear explosions. Consideration should be given to employing protective measures. Electro magnetic pulse (EMP) countermeasures are discussed in detail in DA Pam 50–3.

(9) IPF in a foreign country or war zone will be evacuated to a safe area when it becomes endangered by enemy forces or other hostile acts. If it is not feasible to relocate IPF equipment, all equipment and associated materials (DP files, programs, and procedures) will be destroyed or rendered inoperative. The Federal Records Act of 1950 authorizes the destruction of records in the custody of the Army, outside of the continental United States, at any time during the existence of a state of war between the United States and another power; or when hostile action by a foreign power appears imminent, if their potential capture by the enemy is prejudicial to the interests of the United States. If emergency destruction is done, a list of equipment destroyed, their inclusive dates, and the dates destroyed, will be compiled to the extent possible. This information will be forwarded through channels to HQDA (SAIS–PDD), Washington, DC 20310–0107, as expeditiously as theater or operational conditions permit.

(10) Appropriate classification of the COOP is required. The identification of the location of an alternate site of operation or alternate files storage area does not in itself normally require classification of the plan. Plans with the wartime or emergency contingency mission or processing selected applications systems in support of a classified headquarters, command, or organization COOP (such as HQDA), or reference to classified portions of these plans, will be classified under the guidance of AR 380–5.

(11) The Army's IS requirements are, at times, satisfied by contractor–owned or contractor–operated facilities. In such operations, the participation of contractors is governed by the terms of the contract. The COOP is essentially an Army plan, and the procedures for developing a COOP that rely on contractors for execution is essentially the same as for the Government–operated facilities. It is the Government's responsibility to ensure a thorough risk and threat analysis has been accomplished. Emergency responses and backup operations must be included in the statement of work (SOW) for the contract. The COOP is the Army's plan and the contractor is limited to executing the terms of the contract. This situation often limits the flexibility of the plan and burdens the planner to define each action and reaction in terms of the SOW; they must be realistic, and the Army planner must be sensitive to the fact that the contractor often does not have the flexibility to direct personnel to relocate, to hire on short notice, or to speed up delivery lead times. Planners must remember that the contractor is bound only by the terms of the contract and that consideration must be given to providing Government assets to augment the contractor effort in emergency situations.

8–2. Emergency actions

a. Under emergency and contingency conditions, the DOIM has the authority to take independent action necessary to maintain operational information systems. Such action might include—

(1) Exchange or substitution of commercially leased or maintained equipment.

(2) Substitution of equipment or circuitry from lower precedence to higher precedence requirements.

(3) Obligation of resources to fulfill priority commitments.

b. Independent actions taken which normally require the approval and coordination of higher headquarters prior to implementation are—

(1) Documented in the format appropriate for the information systems involved.

(2) Reported through USAISC command channels at the earliest opportunity.

8–3. COOP information services

The installation commander—

a. Requires the installation staff and tenant activities to develop information systems requirements in their contingency plans.

b. Provides contingency information service requirements to the DOIM.

c. Advises the DOIM of emergency situations that might involve the installation.

d. Develops policy and procedures appropriate to the installation mission and locations for lighting, blackout, and other emergency conditions.

8–4. Emergency action telephone service for Army command operation centers

a. Establishing stand–alone Emergency Action Console (EAC) telephone switching systems and Electronic Switching System (ESS) remote consoles, with attendant operator requirements within Army command operation centers, has been overtaken by technology. Information exchange service, for which USAISC is responsible, is provided by automated display telephone sets operated by command operation center action officers.

b. Electronic switches are designed to provide for automatic circuit transfer of selected command and control circuits, DSN circuits, off–hook circuits, and confirmation circuits to command operation center controls, in the event of a catastrophic failure of the administrative telephone system.

c. When mission requirements justify, command and control (C2) functions and emergency integrated voice and data services are provided by the switch serving the installation. Multiple and separate ingress/egress routes are provided for switches engineered with command and control and emergency voice service. Europe and other overseas areas are not included in this policy and may continue operating stand–alone EACs.

8–5. Mobilization information services

a. Mobilization information services support planning must consider the impact of the surge in the use of information services. During the operational readiness improvement phase, information services need to be extended to support Reserve Component (RC) forces while at the mobilization station (MS).

b. Mobilization essential information services expected to be operational during all phases of mobilization include the following categories:

(1) Administrative telephone service.

(2) Data processing. This includes IPF, Army Standard Information System (ASIMS) access, and other data processing capabilities.

(3) Facsimile.

(4) High frequency radio.

(5) Nontactical radio.

(6) Secure voice.

(7) Record communications.

(8) WWMCCS/WES/AWIS access.

(9) Print plant facilities.

(10) Records management facilities.

c. During the pre–mobilization (peacetime) period, mobilization requirements for additional leased telephone service and longhaul communications circuits must be defined. Mobilization DA Form 3938 (Local Service Request (LSR)) and Request for Service (RFS) documentation is developed and retained by the DOIM for implementation at mobilization.

d. Designated DOIM offices (app B) have a supporting installation responsibility to provide mobilization information services planning assistance to designated Semi–Active (SA) and State Operated (SO) MS.

8–6. COOP information services support prioritization

a. During stressed situations, the reduction or denial of information services to some users may be necessary to ensure essential mission requirements are supported. The stressed situation may be caused by a mobilization effort, wartime operation, terrorist activity, civil disturbance, or natural disaster and may be the result of increased system usage or degradation of service due to equipment, software, or transmission failure. The direct impact will be that the provisions of quality information service will no longer be possible. User access to some systems must then be restricted or denied to ensure essential operational users are supported.

b. Guidelines are provided by the National Communications System (NCS) for reduction of information transfer traffic in an emergency (MINIMIZE) and communications circuit restoration priority system procedures. However, these do not apply to most installation information service users for COOP, telephone service, or data processing support. Army MINIMIZE policy is published in AR 25–10.

c. The following prioritization scheme criteria are used for the prioritization of information services provided users not assigned an NCS priority:

(1) *Priority 1.* System usage associated with essential command and control operations.

(2) *Priority 2.* Systems usage associated with essential security, safety, and fire operations.

(3) *Priority 3.* Systems usage essential for national emergency, mobilization, or natural disaster operations.

(4) *Priority 4.* Systems usage very useful in meeting national emergency, mobilization, or natural disaster operations.

(5) *Priority 5.* System usage not essential to support national emergency, mobilization, or natural disaster operations but necessary to satisfy other mission and installation support requirements.

(6) *Priority 6.* System usage not essential and which could be discontinued or eliminated during the stressed situation.

d. Prioritization schemes are developed as a coordinated effort with users and installation contingency/mobilization planners. Completed prioritization schemes are approved by the installation commander.

e. Denial of services and/or restoration of communications circuits and associated terminal equipment that are assigned NCS restoration priorities is made under policies and procedures established by NCS.

8–7. Services support

Upon mobilization, the State area commands (STARCs) assigned to the National Guard and individual states are Federalized. The supporting DOIM office (app B) is then responsible for support of the STARCs within its geographical area of responsibility.

Chapter 9
Acquisition and Maintenance of Information Systems, Services, and Equipment

9–1. General

a. Acquisition is the obtaining of supplies or services by contract and with appropriate funds. These supplies or services—

(1) Are used by the Federal Government.

(2) May be acquired through purchase or lease.

(3) May already exist.

(4) May need to be designed, developed, demonstrated, and evaluated.

b. Acquisition begins when the organization's needs are established. Information Requirement Study (IRS), RS, Life Cycle Management Need justification phase (Milestone 0) includes:

(1) Description of requirements to satisfy organizational needs.
(2) Solicitation and selection of sources.
(3) Award of contract.
(4) Contract financing.
(5) Contracting performance.
(6) Contract administration.
(7) Technical and management functions directly related to the process of fulfilling installation/activity needs by contract.
(8) Sharing, reuse, and contracting for items by lease or purchase, or any legally acceptable methods.

9–2. Requirements development

Prior to any acquisition of information systems or services, user requirements are approved in the parent MACOM Modernization Plan (MOD Plan).

a. First an IRS is conducted. From this assessment, requirements can be determined, strategies for meeting organizational objectives can be developed and implementation of the desired solution can be achieved.

b. Information CAPRs are prepared.

(1) The CAPR defines the deficiency or information need to be satisfied.

(2) This need is based on shortfalls identified in the IRS and other requirements identified by users.

(3) The CAPR is normally developed by the functional user in concert with the DOIM/IMO.

(4) A CAPR is a work order document used to identify a deficiency or need to the DOIM. If the DOIM cannot satisfy the CAPR within existing resources a RS is created and submitted in the MOD Plan. If an approved MOD Plan includes the deficiency then the number is included in the CAPR.

c. An RS documents a deficiency or need for input to the MOD Plan. The RS provides a clear, concise picture of the requirement to achieve the current target and objective configurations identified in the IRS. It provides a onetime administrative approval of new requirements. RSs are developed using specific and unique information needs, and projecting information resources which are expected to satisfy those needs. Upon approval and review by the engineering activity, cost estimates are developed. These cost estimates provide input to the Planning, Programming, Budgeting, and Execution System (PPBES) process.

d. The MOD Plan is developed based on RSs submitted by MACOMs and HQDA.

(1) It is a consolidation of requirements approved for programming, budgeting, and execution. The approved MOD Plan and associated guidance is used for the development of programming documents.

(2) The MOD Plan is an un–resourced document. No provision is made for an interface into the Program Objective Memorandum (POM) and Long Range Army Material Requirement Plan (LRAMRP) process that is the primary means of generating funds. Funding for execution of MOD Plan initiatives is received through the PPBES.

e. MOD Plan audit trails are established.

(1) Parent MACOMs provide each activity with an audit trail showing the status of each initiative and indicating which command initiative it is rolled into.

(2) Each activity has an auditing system in place to track acquisition of IMA equipment, support, and services from the time of identification of the need through the actual acquisition and accountability.

f. The approved MOD Plan may be executed subject to the guidance and procedures of the applicable MACOM in which the MOD Plan initiative is contained. The following types of deficiencies do not require HQDA level approval:

(1) O&M requirements.

(2) Contract maintenance of installation IMA services/systems.

(3) End–user items than can be satisfied under the expense ceiling established by HQDA.

(4) Requirements that are necessary to implement a system already approved (that is, MACOMs/Army Staff (ARSTAF) are required to provide hardware interface).

9–3. Acquisition of information systems and services

a. Procurement strategies. Users and providers of information systems should be aware of the various procurement approaches available for acquiring information systems and services. If there is an existing requirements contract available, the system or service is obtained from that contract to the maximum extent practicable. If a requirements contract is not available, the user makes every effort to furnish data to support a competitive procurement. The user, in conjunction with the contracting officer, determines if the MACOM or DA is responsible for approval of the planned procurement.

b. Methods of acquiring information systems. Installations and activities consider the merits of all procurement methods available before selecting a procurement approach. Methods for acquiring IMA systems and services include sharing or reuse and procurement from various procurement lists and Federal supply schedules. Procurement of information systems or equipment may entail a various procurement methods as follows:

(1) *Purchase.* Under this method, the Army gains title at the time of successful final test and acceptance. This method is generally preferred. Every effort is made to identify and program purchase funds. Purchase contracts may have warranty periods in which the contractor furnishes parts, training, and maintenance at to charge. Users ensure the effective date for providing contract maintenance and parts corresponds to the expiration date of the guarantee period.

(2) *Lease.* Under this method, information systems or equipment are acquired under a periodic charge arrangement, and in some cases the lease may lead to direct ownership. Lease contracts could include added charges for extra use of equipment. Maintenance, training, and other contract support could be priced separately or included in the lease cost. Three common lease arrangements are—

(a) Straight lease. The Government leases resources for a specific base period and usually has an option for additional periods.

(b) Lease to Ownership Plan (LTOP). The Government leases items for a specified period after which lease payments cease and title is transferred to the Government.

(c) Lease With Option to Purchase (LWOP). The Government leases items for specified periods with an option to purchase at a later date. The Government may acquire ownership of resources by invoking the contract options. All proposed lease acquisitions include a lease/purchase analysis which is prepared by the requiring activity and reviewed by the contracting office before the acquisition plan is completed.

9–4. IMA systems, equipment, and services

a. Long–haul transfer services. Long–haul leases and Government–owned long–haul information connectivity systems are obtained per DA Pam 25–5.

b. Local service. Certain local leased services are exempt from the provisions of AR 25–3 and DA Pam 25–5. These are local services acquired through local leasing procedures. They include the following three categories:

(1) DDD, Foreign Exchange (FX) service, Off Premise Extension (OPX), or local leased services that exceed $2,000 monthly or $5, 000 nonrecurring.

(2) Local official and unofficial service.

(3) Other authorized local services costing less than $2,000 monthly or $5,000 nonrecurring.

c. USAISC O&M commands. USAISC O&M commands are responsible for the acquisition and financial management of all locally acquired services. In CONUS, leasing arrangements for IMA facilities and services furnished by commercial companies are usually covered by general agreements or company tariffs. General agreements prescribe the terms and conditions under which facilities and services may be provided and used. The Defense Commercial Communications Office (DECCO) “Directory of Commercial Communication Companies and Government Agencies” lists existing general agreements. This pamphlet provides the procedures to acquire local

leased services in CONUS. Acquisition of local leased services overseas are per OCONUS procedures, AR 25–3, or the Status of Forces Agreements (SOFA). Otherwise, the provisions of AR 25–1 apply and the procedures in this pamphlet can be adopted to suit local overseas situations.

d. Information systems CAPR. A CAPR, or electronically produced equivalent, is the basic instrument for starting local leasing actions. The user is responsible for preparation of the CAPR. Except for emergency requirements, all requests for local leased services are supported by a CAPR as provided in chapter 3.

e. Preparation of Economic Analysis (EA). The objective of the EA is to assure a requirement for leased services is justified. The degree and depth of the EA is commensurate with the complexity of the proposed action. The evaluation considers the following questions:

(1) Can this requirement be satisfied by use of existing facilities?

(2) Can this requirement be satisfied by reconfiguring existing facilities?

(3) Is the requested leased service technically feasible and compatible with existing services?

(4) Is the requested leased service cost effective?

(5) Is the requested leased service consistent with Army objectives and practices and in compliance with governing Army regulations?

(6) Is it more economical to lease or buy required equipment?

9–5. Installation support radio

Installation support radio systems and equipment are normally purchased, unless specifically approved for lease. Procurement of radio equipment from items available on the General Services Administration (GSA) Schedule is preferred. Requests to lease equipment are sent to the supporting DOIM for approval. Normally such requests are approved only when economically justified or if extenuating circumstances exist. Replacement of individual radio equipment or nets is based on—

a. Analysis of condition of existing equipment.

b. Cost to repair existing equipment.

c. Frequency of failure of existing equipment.

d. Deterioration of service provided.

e. Parts availability for repair of existing equipment.

9–6. VI systems and services

Procedures for the procurement of VI information systems, equipment, and services are provided in DA Pam 25–91.

9–7. Automatic data processing equipment (ADPE)

a. The acquisition of IMA equipment can be more complicated than acquisition of other information system resources. Public Law 89–306, commonly known as the Brooks Act, defines the term ADPE and includes telecommunications, VI, RM, and publications and printing. This act authorizes and directs the GSA to provide for the economic and efficient purchase, lease, and maintenance of ADPE for Federal agencies. GSA has delegated procurement authority to Federal agencies for procurement that falls below thresholds identified in the FIRMR. To procure ADPE when GSA has not delegated procurement authority, an Agency Procurement Request (APR) is prepared per DFARS 270.303.

b. Solicitation for procurement of ADPE items and service are per AR 25–1, paragraphs 2–8 and 2–9.

(1) The first step is to identify what item or service fills your need, the next step is to forward a CAPR purchase request and contracting order to the supporting DOIM to provide the system or service. The user prepares any required documentation according to the complexity of the acquisition as or required by the DOIM.

(2) The user submits the acquisition package to the supporting DOIM for authentication and processing, which includes coordinating with the installation property book officer.

(3) The DOIM forwards the package to the MACOM DCSIM (when additional approval is required), or to the proper contracting office for acquisition.

c. Purchase or lease of ADPE is not done until it is determined by the DOIM that the requirements cannot be satisfied through reuse of excess ADPE.

9–8. Publishing and printing

Additional procedures for the acquisition of printing and duplicating equipment are provided in AR 25–30.

9–9. Records management equipment

Public Law 98–497 directs the economic and effective management of records equipment and supplies. It requires agencies to perform the following management actions to control the proliferation or improper use of recordkeeping equipment: Standardize RM equipment and supplies; review requests for the acquisition of records equipment and supplies for need and standardization; and acquire standard equipment and supplies available from the Office of Federal Supply and Services, GSA. Requirements validation and approval for RM equipment, files storage devices, and postal equipment, are obtained through the CAPR, RS, and MOD Plan process.

a. Records equipment. Activities forward CAPR for records equipment to the installation DOIM for review and approval. CTA 50–909 and SB 700–20 list the standard items of filing equipment available for use in the DA. The installation DOIM reviews requests for economy and efficiency of requested equipment, need reutilization of excess equipment, standardization, and physical requirements. The DOIM also reviews new developments in equipment and technology to see if they fill the requirement more economically or efficiently than the requested method.

b. Postage metering and related equipment. The authority for lease or procurement of postage metering equipment is delegated to heads of HQDA agencies and MACOMs. A postage meter license is required from USPS for each new meter before it may be used. The license does not have to be renewed and remains in effect until canceled by the user. Therefore, when meters are replaced on a one–for–one basis, the license is automatically transferred to the meter. However, additional licenses are required for additional meters.

(1) Except for postage meters (heads), postage metering equipment is purchased through the DIM. Due to USPS regulations, postage meters (heads) are leased from the manufacturer of the mailing machine.

(2) Eligibility for equipment is based on the following annual dollar amount of metered postage used:

(a) $100,000 or more, one large volume and one medium volume system.

(b) $50,000 to $99,999, one large volume system.

(c) $10,000 to $49,000, one medium volume system.

(d) $5,000 to $9,999, one small volume system.

(e) Less than $5,000, encouraged to use hand–held, standalone meters or commercial mail stamps.

c. Files equipment. Installation activities forward their requests for files equipment to the DOIM for approval prior to procurement of files equipment, to ensure effective and efficient use of filing equipment. The DOIM performs an evaluation and provides advice, assistance, and recommendations concerning procurement and use of filing equipment. CTA 50–909 and SB 700–20 list the standard items of filing equipment available for use in DA. Procurement of nonstandard files equipment is made in accordance with current MOD Plan guidance, which contains dollar thresholds for local approval.

9–10. Maintenance of information system and equipment

a. Contract maintenance support is used for sustaining base information systems and equipment within the Army when it is economical, efficient, responsive, and meets mission requirements with due consideration of security and wartime risk factors.

b. USAISC provides management, analysis, and oversight for maintenance of sustaining base information systems and equipment through the dual–hatted infrastructure of the DCSIM/DOIM. As a

member of the installation commander's staff, the DOIM coordinates the priority of information management support given to installation customers, based on the support priority determined by the installation commander.

c. Contract maintenance support is consolidated, to the maximum extent, to obtain a minimum number of contracts for maintenance of information systems and equipment at anyone installation.

d. Maintenance for user–operated and –owned sustaining base information systems and equipment contained on user's property book is managed by the supporting DOIM for installation, activity, and community customers.

e. The supporting DOIM ensures the following procedures are followed:

(1) Lowest cost maintenance alternatives are considered prior to initiating a new or renewal of a current contract.

(2) Required maintenance records are properly maintained.

(3) A central point is established to collect and analyze contract maintenance service and repair data.

(4) Maintenance plans are current and complete for both peacetime and wartime.

(5) Equipment under warranty is tracked and provided appropriate warranty maintenance.

(6) COR or technical representatives are assigned, as appropriate, to verify contractor's performance and certify payment for contractor's services.

(7) Command logistics reviews are conducted periodically to provide logistics assistance to local USAISC activities.

f. Management functions of the supporting DOIM are modified to accommodate maintenance management factors such as contracting for maintenance, manpower, training, skills, logistical support, and operational readiness.

g. Requirements for contract maintenance support for new sustaining base information systems and equipment are coordinated with the supporting DOIM for approval, to enable consolidation of contracts for maintenance services.

h. The requiring activity provides maintenance data elements listed below, resulting from receipt of new sustaining base information systems and equipment, to the supporting DOIM.

(1) Type of equipment and quantities.

(2) Serial number/equipment control number.

(3) Manufacturer and model number/age.

(4) Warranty information with expiration date of warranty.

(5) Type of funds (Reimbursable or direct).

(6) Current contract number and expiration date.

(7) Equipment site location.

(8) Preventive maintenance schedules.

(9) Type (Government or contract maintenance)/level of maintenance required.

(10) Security clearances for maintenance personnel.

(11) User points of contact and telephone number at lowest level.

(12) Type of contact (that is, firm fixed price, and so on).

(13) Contracting officer or COR point of contact and telephone number.

(14) Contractor name.

(15) Contract source (that is, competed or sole source).

(16) Contract options.

(17) Equipment removal/replacement restrictions.

i. The COR for sustaining base information systems and equipment of tenant activities is appointed by the local contracting officer, in coordination with the supporting DOIM.

j. Selection of the type of contract for maintenance is based on economic considerations consistent with equipment reliability and maintainability parameters and operational availability requirements.

k. The procurement of contract maintenance support is accomplished per procedures stated in the Defense Federal Acquisition Regulation Supplement (DFARS), public laws, and other procurement regulations.

l. Mixing contractor and Government support, with the exception of user maintenance, for the same item at a single installation is to be avoided, unless required for unusual circumstances.

m. A maintenance concept is routinely developed for each type of material system proposed for use by the Army. Variation in methods of equipment support is authorized under criteria such as commercial activities studies. Changes in factors influencing economical maintenance support generate the need to contract the maintenance of information systems and equipment with private commercial sources (for example, support of off–the–shelf, commercial equipment, manpower and training reduction, facility downsizing). Therefore, maintenance procedures for the COIM addresses more than one potential maintenance concept and/or method of supporting sustaining base information systems and equipment.

n. Sound management practices are applied to obtain the best economical mix of in–house (Government) maintenance and contractual maintenance, consistent with the Army's mission and the organization's operational readiness requirements.

o. Sustaining base information systems that are not selected for contractor support continue to be maintained with Government resources, in accordance with current policies and procedures.

p. User–operated and –owned sustaining base information systems and equipment are recorded in the user's property book. Exceptions to ownership of user–operated and –owned sustaining base information systems and equipment are forwarded to HQDA (SAIS–PSP), for consideration, accompanied by a MOA between Headquarters, USAISC and the user's MACOM.

q. A combination of user maintenance and contract maintenance are normally employed for information systems selected for contractor support.

(1) *User maintenance.* The standard tasks for user maintenance are performed by the user, as specified by the technical publication for each item of hardware. Cleaning exterior parts on hardware may comprise the entire user maintenance tasks on certain types of hardware. Maintenance requirements beyond the user capability are reported to the supporting DOIM. User responsibilities for user–operated and –owned sustaining base information systems and equipment include reporting the following to the supporting DOIM:

(a) Maintenance needs for inoperable or unserviceable equipment.

(b) Equipment location by room, office, and building number.

(c) Damaged, lost, and stolen equipment.

(d) Excess equipment.

(e) Change in the location or disposition of equipment (for example, equipment turned in, received, transferred, relocated, or other disposition).

(f) Budget support.

(2) *Contract maintenance.* The tasks for this type of maintenance are specified in the performance descriptions of contracting requirements documents (such as statement of work performance (SOW), performance of work statement (PWS). Maintenance services, repair parts, tools, and test equipment are provided by the contractor as specified in the maintenance contract.

r. User–owned sustaining base information systems and equipment described below are exempt from the maintenance responsibility of USAISC.

(1) Information systems and equipment used exclusively for such activities as the training of users, mechanics, and repairmen (Training aids); in testing as the tested item, a component of the tested item, or as a test bed to support the physical testing or other equipment; or as an item undergoing research and development experimentation.

(2) Single purpose information systems and equipment either specifically designed or modified and embedded as a integral part or component of a non–information system. (Examples are computer aided design/manufacturing systems, robots that assemble munitions or stock warehouse shelves, computers that are embedded in or are part of medical equipment or tactical weapons, cameras that only take pictures of projectiles fired in ballistic tests, computers that are integral to tank unit conduct of fire trainers and other training devices).

(3) National Foreign Intelligence Program (NFIP) assets.

(4) Equipment procured for Corps of Engineers use through civil works appropriations.

(5) Equipment shown in section III of modified tables of organization and equipment (MTOE).

(6) Nonappropriated Fund equipment.

(7) National Guard–owned and leased information systems and equipment that are not transferred to USAISC until Federalized.

(8) User–owned office equipment.

s. Electronic typewriters with memory, listed under Federal Supply Classifications 7430, and excluded from the IMA by virtue of identification as office machine equipment. They are funded, acquired, and supported as office machine equipment instead of automation equipment.

t. IMA customers program, budget, and fund maintenance of user–operated and –owned sustaining base information systems and equipment. Payment for maintenance services is provided by reimbursable order (RO) or direct fund to the supporting DOIM.

9–11. Reuse of IMA equipment and commercial software

a. Users of IMA equipment and commercial software will provide an excess listing along with the equipment condition code to the property book officer (PBO) 145 days in advance of anticipated excess date (DOD 7950.1–M, chap 2, para 3a). This time permits complete redistribution screening while the equipment and commercial software is still in use. Government–owned IMA equipment and commercial software reported excess that is no longer required prior to receiving disposition should be stored in a manner to fully protect it from deterioration and physical damage. This includes connecting cables, manuals, schematics and so on. It is the responsibility of the holding activity (user) to bear the cost of care and handling of excess IMA equipment and commercial software pending disposition instruction.

b. Upon receipt of excess listing, the PBO initiates and forwards an SF 120 (Report of Excess Personal Property), to the local supporting DOIM. The DOIM will cross–level (approximately 10–15 days) within his or her area of responsibility. Transfers will be accomplished per AR 710–2, paragraph 2–13, and items resulting in transfers will be lined through the SF 120. The DOIM will forward the SF 120 to Commander, U.S. Army Information Systems Software Center, ATTN: ASBI–SDL, Fort Belvoir, VA 22060–5456, for final disposition. A copy of the SF 120 will also be furnished to the MACOM or MSC.

c. At this time, the MACOM or MSC can screen its command for requirements. When it is determined that a bona fide requirement exists, the requiring activity shall telephonically contact the Army Reutilization Focal Point, commercial (703) 335–3594 or DSN 354–3594, to request a hold be placed on the equipment and commercial software and to obtain current procedures for processing a requisition document (DD Form 1149 (Requisition and Invoice/Shipping Document)). Requisition documents must be furnished the Army Reutilization Focal Point within 30 calendar days of the hold date.

d. Cryptologic mission IMA equipment acquired by the National Security Agency (NSA) or a Military Department Service Cryptologic Agency as authorized by the Director, NSA, and subsequently becoming excess, is reported to NSA in accordance with NSA implementing circulars. The Director NSA and Chief, Central Security Service administers a separate cryptologic equipment redistribution program for the cryptologic community.

Chapter 10
Funding, Billing, and Accounting for Installation Information Services

10–1. General

a. This chapter establishes procedures for the transactions involved in funding, billing, and internally controlling installation information services. Financial accounting policies, procedures, records, and reports for FAO at installation level are prescribed in AR 37–107, AR 37–1, and AR 37–108. To obtain resources through the PPBES cycle, requirements are identified in the POM for operations and maintenance Army/operations and maintenance Army Reserves (OMA/OMAR) programs for RDT&E and Other Procurement Army (OPA) programs. If the requirements successfully compete in the cycle, the resources will be available in 36 months. The Command Operating Budget (COB) identifies unfunded requirements (UR). If these URs are resourced by HQDA or USAISC, the resources may be available in 12 to 24 months. Another alternative is to reprogram current funds which would become available immediately.

b. Acquisition funding for information systems and software.

(1) *Funding for information systems.* OPA appropriations are used to fund for general purpose information systems considered non–developmental. Exempted are embedded computers in maintenance, supply handling, weapons systems intelligence systems, and logistics equipment. The executive software for embedded systems are procured as part of the operational system.

(2) *Funding for special purpose information systems.* RDT&E funds for development and evaluation of special purpose information systems. These items are specially designed to meet a specific requirement or to perform a predetermined set or series of functions. They may be required to meet specific physical or environmental conditions, and they are physically or functionally integral to a higher order system. Purchase for operational use is funded by OPA.

(3) *Funding software.* Software is categorized as either executive software or application software:

(a) Executive software. Where there is a standard, existing executive package available with the purchase of general purpose information systems and this package will be used without modification in the intended application, it may be leased with OMA funds. If modifications to the executive software are required, the modification effort is OMA financed. If the hardware is RDT&E funded because it is developmental or because it is for use in RDT&E funded facilities/installations, then the lease of the executive software package and/or any modification of it is also RDT&E funded. The preparation or modification of executive software for special purpose information systems is RDT&E funded.

(b) Application software. Preparation of application software for General Purpose information systems normally is financed by OMA. Where a general purpose information system is financed by RDT&E appropriations per paragraph (1)*(a)* above, such application software development is RDT&E financed. Preparation of applications software for special purpose information systems is financed by RDT&E.

10–2. Allocation of funds

Funds for the payment of operating expenses for official and unofficial information services are allocated to the installation or USAISC commander, as appropriate, under existing funding procedures through fiscal channels.

10–3. Federal, State, and local taxes

Actual or anticipated problems concerning the applicability of any tax on information services is coordinated with the local Staff Judge Advocate (SJA) office.

10–4. Audit

Billing and collection records maintained by the DOIM are subject to audit by the Army Audit Agency. The Army Audit Agency provides the installation commander a copy of all audit reports.

10–5. Published tariff practices

Commercial companies are subject to regulation by various regulatory bodies and are required to publish and file copies of all tariffs applicable to information services offered to users. Contracting officers receiving a notice of tariff rate change provide copies to the DOIM and the servicing SJA. The DOIM and the servicing SJA review and evaluate the tariff change impact with the contracting officer. Comments concerning proposed and implemented tariffs are directed to the U.S. Army Legal Services Agency, ATTN: JALS–RL, 5611 Columbia Pike, Falls Church, Virginia

22041–5013. The entire process is to provide meaningful information to the cognizant counsel for effective intervention. Tariff changes are also reported to the concerned USAISC MSC.

10–6. Payment of services provided the Corps of Engineers (COE)

Information service charges generated by COE activities and billed to the Government are paid as follows:

a. Where the activity supports the Army installation or military construction, all costs are paid from OMA funds allocated to the installation.

b. Where the activity provides the majority of support toward a civil function, applicable costs are segregated and billed to the COE activity for reimbursement.

10–7. Payment of services provided Army Industrial Fund (AIF) activities.

a. Information services provided the AIF activities. Where the funding responsibilities have not been transferred to the MACOMs, services are provided by USAISC on a reimbursable basis.

b. When funding has been transferred to the MACOM, services are provided on a reimbursable basis to the AIF activities. The AIF reimburses USAISC with AIF cash and in turn bills these costs to customers as a direct overhead cost included in AIF rates or prices.

c. Services provided by the AIF activities to USAISC are on a reimbursable basis.

10–8. Government–owned, contractor–operated (GOCO) facilities

a. At GOCO locations, information services are furnished to an operating contractor per AR 25–1.

b. Commercial information system service is provided where Government–owned buildings are occupied by employees of a GOCO contractor, when available. If not available, class B service may be provided at established rates.

10–9. Receipt of commercial information system bills for official service

Local arrangements are made with the local information system provider to submit information system bills to the installation commander, ATTN: DOIM.

10–10. Verifying commercial information system bills

To avoid overpayment by the Government and to verify a commercial bill as being correct and payable, the supporting DOIM completes the following actions:

a. Charges. Charges shown on the bill for local services and equipment are compared with the DD Form 428 to ensure they are correct with respect to—

(1) Recurring charges on trunks, tie lines, switchboard, and terminal room equipment, and so on.

(2) Charges on PBX stations and extensions, miscellaneous equipment, and any other equipment authorized on a maximum limit basis.

b. Message unit charges. A continuing month–by–month record is maintained on message unit charges so that the trend may be monitored. Sharp increases/decreases in the number of message units used is investigated by the company and corrective action taken.

c. Toll service charges.

(1) Supporting evidence for toll charges may be presented by the service company in the following three ways:

(a) By the company toll ticket or by mark sense card originals.

(b) By a commercial statement listing, in chronological order, the toll calls charged to the PBX number.

(c) By a listing of the toll calls charged to individual extensions or code numbers assigned thereto.

(2) It is not necessary that copies of applicable tariffs be maintained by a supporting DOIM, or FAO. Should the charges for any call appear obviously incorrect or questionable the matter is investigated. To assure the toll services covered in the bill have been duly provided and the official calls included therein were necessary in the interest of the Government, the bills are certified per the procedures in this pamphlet paragraph 3–7.

d. Errors. Errors in the company billed charges, disclosed by the above action, are processed as prescribed in paragraph 10–12 below.

10–11. Certification and payment of toll call bills

Procedures for certification of toll calls are prescribed in paragraph 3–7.

10–12. Adjustment of omission or errors in bills

a. Charges that cannot be reconciled with records, or charges that involve errors that are not adjusted by the company, are deleted from the current bill. The reduced bill is paid without delay. Questionable charges and omissions may be included by the service companies as separate items in future bills.

b. Any bills adjusted are processed for payment of corrected total amount.

c. A large number of errors in a particular bill may make the procedure in *a* and *b* above undesirable to the DOIM. In this case, all copies of the bill are returned to the service company. The corrected bill returned by the company is again verified.

10–13. Processing bills to FAO

a. After the bill and supporting statements have been checked, verified, or adjusted, the DOIM is required to send the bill to the FAO.

b. The DOIM prepares and verifies an SF 1034 (Publication Voucher for Purchases and Services Other Than Personal) indicating the total amount of the bill to be paid. If more than one bill is received from a payee with the same address, they may all be listed on one SF 1034. The form is prepared and processed as discussed in AR 37–107.

c. The amount to be paid to the company from appropriated funds, or from the AIF for official services, is listed separately on the form. The amount of Federal taxes is not entered. State and local taxes are shown as a separate item. Other identifying information (bill number or circuit number) is also entered on the SF 1034 (Public Voucher for Purchases and Services Other Than Personal).

10–14. Billing class B users

a. The finance and accounting officer prepares an information system bill for each class B user indicating applicable charges for the billing period. All charges for information system service normally are billed to subscribers on the first regular monthly bill following incurrence of the charge. (Only one bill is issued monthly for each c1ass B user, except on termination.) Applicable charges are as follows:

(1) Monthly recurring charges for services.

(2) Charges for miscellaneous equipment, if any, associated with a particular line and moves or installation/reinstallation.

(3) Toll charges for long distance calls. Each toll call listed includes the date, place called, telephone number called, and the charge.

(4) Telegraph charges.

(5) Federal, State, and local taxes. Taxes are computed on basis of the total applicable charges.

b. Charges billed to unofficial information system subscribers are paid by the user. The finance and accounting officer performs billing and collection of class B users' accounts and pays the bill. Payment of commercial bills for services rendered the Government are not delayed pending receipt of collection from class B subscribers.

c. Charges listed under *a* above are billed and payable to the Treasurer of the United States and all monies are forwarded by the user to the FAO that serves as the central collection agency for the installation. At AIF activities, proceeds from such billings are credited to the AIF.

10–15. Rates for unofficial class B information system service

a. The following rates for unofficial class B services are per DOD Directive 7220.9–M.

(1) Charges for unofficial class B service in the United States and Puerto Rico are comparable to the rates charged by the local commercial communications carrier, if service was available from the communications carrier. Rates exclude mileage or special facility construction charged by the local carrier.

(2) Flat monthly rates for unofficial class B service by Government–owned information system facilities in overseas locations are (unless set by Status of Forces Agreement):

(a) Class B–1–$15.50.

(b) C1ass B–2–$27.75.

(3) Charges for extensions, special equipment, installation, and toll calls are to be added to the basic monthly rate. Taxes are assessed as applicable.

(4) Charges for information system subscribers and changes in names, telephone numbers, and rates are forwarded to the FAO by the DOIM daily.

(5) Advance payment or a deposit for unofficial information system service may be required by the installation commander.

(6) Any refunds due individuals for overpayment or unofficial service charges are processed by the FAO.

b. Charges for service relocation's caused by on–post Government quarters movement of personnel are paid by the subscriber. The subscriber may present a claim for reimbursement of the assessed reconnect charges to the installation FAO when the relocation is for the convenience of the Government. Permanent change of station (PCS) moves are excepted.

Chapter 11
Information Services Economy and Discipline

11–1. General

The IMA policies and procedures promote the optimum, most responsive, and cost–effective use of information systems/services. They also ensure the application of sound management practices in accomplishing information systems/services economy and discipline. The information systems/services economy and discipline program is a function of all major Army commanders, heads of DA agencies, and commanders at all echelons. Command emphasis is placed on all areas associated with the program. Continuing budget restraints, coupled with rising costs, and requirements for improved information systems/services demand maximum effort by all users of information systems/services to achieve economies and efficiencies.

11–2. Information systems economy and discipline procedures

An Information Management Support Council (IMSC) must be established at the installation level by the installation commanders/activities responsible for the review of information systems/services to maintain proper standards of economy, discipline, and efficiency (AR 25–1).

11–3. Installation Information Management Support Council (IMSC)

a. The IMSC consists of representatives from all on and off–post host and tenant installation information management customers. These representatives have a broad knowledge of the command mission and the urgency associated with its accomplishment. Membership includes—

(1) The supporting DOIM as chairman and technical advisor.

(2) A representative from each tenant activity (IMO) having access to the host installations' information systems/services.

b. The IMSC convenes on a quarterly basis to review the installation/activity information systems/services and the use of those services.

c. The findings of the IMSC are reported to the appropriate commander for any remedial action, with recommendations for improvement or correction. Corrective actions taken are to be examined by the IMSC at its next meeting.

d. Records of IMSC findings, which include recommended corrective actions and corrective actions taken, are maintained for a minimum period of 1 year.

e. The supporting DOIM provides the necessary technical expertise to assist the IMSC in accomplishing its mission. The DOIM also presents items for corrective action to the IMSC. These are matters that were noted by information system personnel during daily operation of information systems, services, and facilities.

f. The functions performed by the IMSC contained herein may serve as guidelines and are not considered all–inclusive.

g. The IMSC quarterly reviews information services. This review includes, as a minimum, the following:

(1) Dedicated facsimile services/devices with the objective of ensuring they are being used in a cost effective manner.

(2) Local directives to ensure measures have been taken to inform installation/activity personnel of the type of information systems/services available and that the directives specify and emphasize the controls and authorized uses of these services.

(3) Local programs designed to preclude proliferation of credit cards and the directives providing procedures on the issuance, use, and turn–in of such credit cards; and ensure the programs and directives are being properly enforced.

(4) Local command orders designating responsible Information System Control Officers, including name, rank/civilian grade, location, and telephone number.

(5) Establish IMA priorities when requirements exceed existing resources.

(6) Review and approval of acquisition requests for IMA system/equipment based on cost thresholds in AR 25–3.

h. The IMSC, utilizing information provided by the members, on a quarterly basis—

(1) Evaluates administrative controls established and actions taken on unauthorized use of commercial toll, DSN/AUTOVON, or WATS circuits.

(2) Evaluates administrative controls established on priority and higher precedence and transoceanic calls placed over the DSN/AUTOVON.

(3) Evaluates the installation telephone usage control and certification program to ensure it provides reasonable assurance that all toll calls were for official business or made in the best interest of the Government, and the bills were paid per the Prompt Payment Act.

(4) Reviews information system traffic analysis that indicates peak busy periods on all transmission services during business hours and recommends that all users be informed to schedule their routine and low priority use during less busy periods.

(5) Reviews 2 normal working days of outgoing narrative messages sent each month to detect those which—

(a) Were unnecessarily verbose, lengthy, or repetitious.

(b) Were assigned a higher precedence than necessary.

(c) Contained unnecessary information addressees for electrical transfer (narrative messages only).

(d) Could have been transferred as a "book" rather than a "multiple address" message (narrative messages only).

(e) Used appropriate security classification and, if in accordance with message content and security requirements, clearly indicated special handling is required.

(f) Were reviewed for brevity and proper composition per AR 25–11.

(g) During MINIMIZE or crisis situation, the text of flash messages did not normally exceed 100 words and the text of immediate messages did not normally exceed 200 words.

(h) Did not use Address Indicating Groups (AIG) on messages sent periodically to a consistent composition of addressees.

(6) Reviews 2 normal working days of outgoing facsimile transfers sent each month to detect those which—

(a) Could have been transferred via the AUTODIN or sent by mail.

(b) Were not transmitted after normal duty hours to the maximum extent possible.

(c) Were transmitted via commercial circuits and not dedicated leased circuits.

(d) Were of extensive length (more than three pages).

(7) Reviews, as a minimum, 2 normal working days of the following information system documents to ensure information assets and products were used in the best interest of the Government:

(a) DA Form 3903–R.

(b) DA Form 4103–R.

(c) DA Form 2062.

(8) Reviews the previous quarter of information processing final product register.

(9) Reviews the following printing and publication documents:

(a) DA Form 5394–R (Printing Facility Report) (annually).

(b) DA Form 5394–1–R (Printing Facility Productivity Report) (annually).

(c) DA Form 5395–R (Commercial Printing Report) (semiannually).

(d) DA Form 5466–R (Annual Facility Report) (annually).

(e) JCP Form 3 (Report Acquisition Of Power Operated Collators For Use In Other Than Authorized Printing Plants).

(f) JCP Form 7 (Excess Equipment Disposal Report).

(10) Reviews/evaluates the previous quarter of information services.

11–4. Review and revalidation of information systems

a. The objectives of the review and revalidation program are:

(1) Elimination of nonessential services.

(2) Consolidation of services or facilities.

(3) Elimination of dedicated services when it is determined that common user service is adequate and less costly.

(4) To ensure critical analyses are made of services which are—

(a) High in dollar value (2,000 or more per month).

(b) Redundant.

(c) Provided to meet contingency requirements. A decision to continue with this type of service takes into account that service can be provided on an emergency basis.

b. All information systems/services and equipment, regardless of user, is reviewed and revalidated per AR 25–1 and this pamphlet.

c. The Installation Commander/DOIM directs and manages the review and revalidation program.

d. Common user services are continually reviewed by the supporting DOIM. A formal record of the results of the review is maintained by the supporting DOIM office and a copy of the results is submitted to the installation IMSC in conjunction with the quarterly meeting of the IMSC.

e. Dedicated information systems/services and equipment are reviewed annually by the supporting DOIM in conjunction with the IMSC.

f. The IMSC recommends to the installation commander the removal of any type of information systems/services or equipment based on review results of pertinent traffic analysis, and usage data.

g. Dedicated long–haul services or equipment that do not terminate in a common user facility are reviewed and revalidated by the USARCCO biennially, using the procedures and schedules prescribed in DA Pam 25–5, chapter 9.

Appendix A
References

Section I
Required Publications

AR 5–3
Installation Management and Organization. (Cited in para 1–6.)

AR 25–1
The Army Information Resources Management Program. (Cited in paras 1–1, 1–5, 1–7, 10–8, 11–1, and 11–6.)

AR 25–3
Life Cycle Management of Information Systems. (Cited in para 9–4.)

AR 25–11
Record Communications and the Privacy Communication System. (Cited in para 3–14.)

AR 25–30
The Army Integrated Publishing and Printing Program. (Cited in paras 3–5 and 7–1, 7–2, 7–4, 7–5, 7–6, 7–7, 7–8, 7–9, and 9–8 .)

AR 25–50
Preparing and Managing Correspondence. (Cited in para 6–2.)

AR 25–55
Freedom of Information Act Program. (Cited in para 6–2.)

AR 25–400–2
The Modern Army Recordkeeping System (MARKS). (Cited in paras 6–1 and 6–2.)

AR 37–107
Accounts Payable. (Cited in paras 10–1 and 10–14.)

AR 37–108
General Accounting and Reporting for Finance and Accounting Office. (Cited in paras 1–7 and 10–1.)

AR 210–7
Commercial Solicitation on Army Installations. (Cited in paras 1–7, 3–6, 7–8.)

AR 215–1
The Administration of Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities. (Cited in para 3–3.)

AR 335–15
Management Information Control System. (Cited in para 6–2.)

AR 340–3
Official Mail Cost Control Program. (Cited in para 6–2.)

AR 340–5
Correspondence Distribution Management. (Cited in para 6–2.)

AR 340–21
The Army Privacy Program. (Cited in paras 5–2 and 6–2.)

AR 340–25
Mailing Procedures for Certain U.S. Army Activities and U.S. Citizens Overseas. (Cited in para 6–2.)

AR 340–26
Duplicate Emergency Files. (Cited in para 6–2.)

AR 360–81
Command Information Program. (Cited in para 3–6.)

AR 380–19
Information Systems Security. (Cited in para 5–2.)

AR 380–53
Communication Security Monitoring. (Cited in para 3–6.)

AR 530–4
(C) Control of Compromising Emanations (U). (Cited in para 5–2.)

AR 600–20
Army Command Policy. (Cited in paras 1–7, 3–6, 7–8.)

DA Pam 25–91
Visual Information Procedures. (Cited in para 5–3.)

Section II
Related Publications

ACP 124
Communications Instructions Radio Telegraph Procedures

AR 1–29
Telephone and Intercommunications in the National Capitol Region

AR 5–8
Host–Supported Activity Relationship (Intraservice)

AR 5–9
Interservice Support Installation Area Coordination

AR 5–20
Commercial Activities Program

AR 25–6
Military Affiliate Radio System (MARS)

AR 30–19
Army Commissary Store Operating Policies

AR 37–9
Budgeting, Funding, and Reimbursement for Base Operations Support of Army Activities

AR 310–25
Dictionary of U.S. Army Terms

AR 310–50
Authorized Abbreviations and Brevity Codes

AR 360–5
Army Public Affairs Public Information

AR 380–5
Department of the Army Information Security Program

AR 500–3
Army Survival Recovery, and Reconstitution System

AR 500–4
Military Assistance to Safety and Traffic

AR 500–5
The Army Mobilization and Operations Planning System

AR 500–50
Civil Disturbances

AR 500–60
Disaster Relief

AR 500–70
Military Support of Civil Defense

DA Pam 25–5

Preparing and Processing Requests for Long–Haul Information Transfer Services

DA Pam 25–51
The Army Privacy Program, System Notices and Exception Rule

DA Pam 310–10
Administrative Action Officers Guide

DCAC 310–P70–76
Node Site Coordinator

DOD 4525.6
DOD Postal Manual

Section III
Prescribed Forms

This section contains no entries.

Section IV
Referenced Forms

DA Form 1150
Request for Issue or Turn–In

DA Form 2062
Hand Receipt

DA Form 2406
Miscellaneous Obligation Document

DA Form 3317
Motion Media Caption

DA Form 3903–R
Visual Information Work Order

DA Form 3938
Local Service Request

DA Form 4077
Individual Telephone Service Record

DA Form 4103–R
Visual Information Product Loan Order

DA Form 4116
Line Record Card

DA Form 4165
Summary of Authorized Equipment and Services

DA Form 4516–R
Visual Information Presentation Services Log

DA Form 5394–R
Printing Facility Report (annually)

DA Form 5394–1–R
Printing Facility Productivity Report (annually)

DA Form 5395–R
Commercial Printing Report (semiannually)

DA Form 5466–R
Annual Facility Report (annually)

DD Form 428
Communication Service Authorization

DD Form 1131
Cash Collection Voucher

DD Form 1149
Requisition and Invoice/Shipping Document

DD Form 1194
Toll Ticket

DD Form 1367
Commercial Communications Work Order

DD Form 2054
Audiovisual Activities Annual Report

DD Form 2054/1
Audiovisual (AV) Annual Production and Library Report

DD Form 2054/2
Audiovisual (AV) Annual Production and Library Report

DD Form 2056
Telephone Monitoring Notification Decal

DD Form 2537
Visual Information Caption

JCP Form 3
Reporting Acquisition Of Power Operated Collators For Use In Other Than Authorized Plants

JCP Form 7
Excess Equipment disposal Report

SF 120
Report of Excess Personal Property

SF 135
Records Transmittal and Receipt

SF 1034
Public Voucher for Purchases and Services Other than Personal

Appendix B
Area Directorates of information Management Offices

This appendix identifies DOIM offices responsible to provide information services support to Army activities located in the designated geographical area. This includes provisions of mobilization planning assistance for information services to designated State Operated (SO) Mobilization Stations (MS). Upon mobilization, DOIM offices also provide information services support to Federal STARCs located within their geographical area of responsibility. Western Hemisphere (CONUS, Alaska, Panama, and Puerto Rico)

B–1. Fort Belvoir, Virginia supporting DOIM office

a. Supported activities: USAR, ROTC.

b. Geographical area:

(1) West Virginia—Pendleton, Hary, and Grant Counties.

(2) Virginia—Rockingham, Shenandoah, Page, Warren, Fauquier, Rappahannock, Madison, Greene, Culpepper, Stafford, Orange, Spotsylvania, Prince Williams, Fairfax, Arlington, Westmoreland, Richmond, Lancaster, Northumberland, and Albermarle Counties.

(3) Maryland—Charles and St Marys Counties.

B–2. Fort Benjamin Harrison, Indiana supporting DOIM office

a. Supported activities:

(1) Adelphi laboratory center.

(2) Woodbridge Research Facility.

(3) Blossom Point.
(4) Joint Tactical Fusion Program Office.
b. Geographical area:
(1) Indiana—all counties except Lake, Porter, LaPorte, St. Joseph, and Elkhart.
(2) Illinois—Fulton, Tazewell, McLean, Fort, Iroquois, Vermillon, Champaign, Platt, DeWitt, Macon, Logan, Mason, Menard, Sangamon, Christian, Shelby, Moultrie, Douglas, Cole, Edgar, Clark, Cumberland, Effingham, Jasper, Crawford, Lawrence, Richland, Wabash, and Edwards Counties.

B–3. Fort Benning, Georgia supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area:
(1) Alabama—Coosa, Elmore, Montgomery, Bullick, Macom, Tallapoosa, Chambers, Lee, and Russel Counties.
(2) Florida—Gadsden, Leon, Jefferson, Madison, Hamilton, Wakilla, Gilchrist, Dixie, Lafayette, Suwanne, Taylor, Wakilla, Liberty, and Franklin Counties.
(3) Georgia—Troop, Meriweather, Pike, Jamar, Monroe, Jones, Twiggs, Bibb, Crawford, Upson, Taylor, Talbert, Harris, Muscogee, Chattahoochee, Marion, Schley, Macon, Peach, Huston, Bleckley, Dodge, Pulaski, Wilcox, Crisp, Dooly, Sumter, Webster, Stewart, Quitman, Randolph, Terrel, Lee, Worth, Turner, Benn, Hill, Irwin, Tift, Berrien, Cook, Colquitt, Mitchell, Baker, Early, Miller, Calhoun, Dougherty, Clay, Seminole, Decatur, Grady, Thomas, Brooks, Lowndes, Echols, Clinch, and Lanier Counties.

B–4. Fort Bllss, Texas supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area:
(1) New Mexico—all counties.
(2) Texas—El Paso, Hudspeth, Cullerson, Loving, Winkler, Ward, Reeves, Pecos, Jeff Davis, Terrel, Brewster, and Presidio Counties.

B–5. Fort Bragg, North Carolina supporting DOIM office
a. Supported activities:
(1) Fort Pickett, VA.
(2) Camp Makall
(3) USAR, ROTC.
b. Geographical area: North Carolina—all counties.

B–6. Fort Buchanan, Puerto Rico supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area: Puerto Rico and Virgin Islands.

B–7. Fort Campbell, Kentucky supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area:
(1) Tennessee—all counties.
(2) Kentucky—Davies, Ohio, Butler, Simpson, Logan, Muhlenberg, McLena, Hopkins, Henderson, Union, Webster, Crittenden, Caldwell, Todd, Christian, Trigg, Lyon, Livingston, Marshall, Calloway, Graves, McCracken, Ballard, Carlisle Hickman, and Fulton Counties.

B–8. Fort Carson, Colorado supporting DOIM offices
a. Supported activities:
(1) USAR.
(2) ROTC.
b. Geographical area:
(1) North Dakota—all counties.
(2) South Dakota—all counties.
(3) Wyoming—all counties.
(4) Colorado—all counties.

B–9. Fort Devens, Massachusetts supporting DOIM offices
a. Supported activities:
(1) Camp Edwards, MA.
(2) USAR, ROTC.
b. Geographical area:
(1) Massachusetts—all counties.
(2) Maine—all counties.
(3) Connecticut—all counties.
(4) New Hampshire—all counties.
(5) Rhode Island—all counties.
(6) Vermont—all counties.

B–10. Fort Dix, New Jersey supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area:
(1) New Jersey—all counties.
(2) New York—Delaware, Greene, Columbia, Sullivan, Ulster, Dutchess, Orange, Rockland, Putnam, West Chester, Bronx, Nassau, Suffolk, Queens, Kings, and Richmond Counties.
(3) New York City.

B–11. Fort Drum, New York supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area: New York—all counties except Delaware, Greene, Columbia, Sullivan, Ulster, Dutchess, Orange, Rockland, Putnam, West Chester, Bronx, Nassau, Suffolk, Queens, Kings, and Richmond.

B–12. Fort Eustls, Virginia supporting DOIM office
a. Supported activities:
(1) Fort Story.
(2) USAR, ROTC.
b. Geographical area: Virginia—Gloucester, James City, York, closed city counties of Hampton, Newport News, Portsmouth, Nansemond, Southhampton, and Isle of Wright Counties.

B–13. Fort Gordon, Georgia supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area:
(1) South Carolina—Oconee, Pickens, Greenville, Spartanberg, Laurens, Abbeville, Anderson, Greenwood, McCormick, Edgefield, Saluda, Aiken, Barnwell, Allendale, and Hampton Counties.
(2) Georgia—Stephens, Franklin, Banks, Hart, Madison, Jackson, Clarke, Oconee, Oglethrope, Elbert, Lincoln, Wilkes, Greene, Taliaferro, Putnam, Morgan, Baldwin, Emanuel, Jankins, Screven, Jefferson, Llascock, Wilkinson, Washington, Richmond, Columbia, Johnson, and Lauren Counties.

B–14. Fort Hood, Texas supporting DOIM offices
a. Supported activities: USAR, ROTC.
b. Geographical area:
(1) Texas—all counties east of Winkler, Ward, Pecos, and the northern half of Terrel.
(2) Texas—all counties north of Val Verde, Edwards, Kerr, Gillespie, Banco, Travis, Gastrop, Lee, Fayette, Austin, Waller, and east of Harris, Galveston, and New Mexico state border.

B–15. Fort Huachuca, Arizona supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area: Arizona—all counties.

B–16. Fort Jackson, South Carolina supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area: South Carolina—Cherokee, York, Union, Chester, Lancaster, Chesterfield, Marlboro, Dillon, Darlington, Kershaw, Fairfield, Newberry, Lexington, Richland, Sumter, Lee, Florence, Marion, Horry, Georgetown, Williamsberg, Clarendon, Calhoun, Orangeburg, Bamber, Colleton, Dorchester, Charleston, and Berkley Counties.

B–17. Fort Knox, Kentucky supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area:

(1) Ohio—all counties.

(2) Kentucky—all counties except Davies, Ohio, Butler, Simpson, Logan, Muhlenberg, McLean, Hopkins, Henderson, Union, Webster, Crittenden, Caldwell, Todo, Christian, Trigg, Lyon, Livingston, Marshall, Calloway, McCracken, Ballard, Carlisle, Hickman, and Fulton.

B–18. Fort Leavenworth, Kansas supporting DOIM office

a. Supported activities: USAR, ROTC.

b. Geographical area:

(1) Missouri—Atchison, Nodaway, Worth, Harrison, Mercer, Clinton, Putnam, Sullivan, Grundy, Daviess, Gentry, Dekalb, Andrew, Jolt, Buchanan, Caldwell, Livingston, Linn, Chariton, Carroll, Ray, Clay, Platte, Jackson, Lafayette, and Saline Counties.

(2) Kansas—Marshall, Nemaha, Brown, Doniphan, Atchison, Jackson, Jefferson, Leavenworth, Wyandotte, Douglas, and Jackson Counties.

B–19. Fort Lee, Virginia supporting DOIM office

a. Supported activities: USAR, ROTC.

b. Geographical area: Virginia—all counties except Rockingham, Shenandoah, Page, Warren, Fauquier, Rappahannock, Madison, Greene, Culpeper, Stafford, Orange, Spotsylvania, Prince William, Fairfax, Arlington, Westmoreland, Richmond, Lancaster, Northcumberland, Gloucester, James City, York, Hampton, Newport News, Middlesex, Mathews, Southhampton, Isle of Wright, Virginia Beach, Chesapeake, Portsmouth, Nansemond, Accomack, Northhampton, Frederick, Clark, Loudoun, and Norfolk.

B–20. Fort Leonard Wood, Missouri supporting DOIM office

a. Supported activities: USAR, ROTC.

b. Geographical area:

(1) Illinois—Hancok, McDonough, Schuyler, Adams, Brown, Cass, Morgan, Scott, Pike, Calhoun, Greene, Jersey, Mcaoupin, Montgomery, Fayette, Bond, Randolph, Clinton, Marion, Clay, Washington, Franklin, Perry, Jackson, Williamson, Saline, Gallatin, Hardin, Pope, Massac, Pulaski, Union, Alexander, and Johnson Counties.

(2) Missouri—all counties except Atchison, Nodaway, Worth, Harrison, Mercer, Putnam, Sullivan, Grundy, Davies, Gentry, Dekalb, Andrews, Holt, Buchanan, Clinton, Caldwell, Livingston, Linn, Chariton, Carroll, Ray, Clay, Platte, Jackson, Lafayette, Saline, St. Louis, St. Charles, Jefferson, and Franklin.

B–21. Fort Lewis, Washington supporting DOIM office

a. Supported activities:

(1) Gowen Field, ID.

(2) USAR, ROTC.

b. Geographical area:

(1) Washington—all counties.

(2) Oregon—all counties.

(3) Idaho—all counties.

(4) Utah—all counties.

(5) Montana—all counties.

B–22. Fort McPherson, Georgia supporting DOIM office

a. Supported activities: USAR, ROTC.

b. Geographical area: Georgia—Dade, Walker, Catoosa, Whitefield, Murray, Fannin, Union, Towns, Rabun, Habersham, White, Lumkin, Gilmer, Gordon, Chattooga, Floyd, Hartow, Pickens, Darson, Cherokee, Forsyth, Hall, Barrow, Gwinett, Walton, Rockdale, Dekalb, Fulton, Cobb, Paulding, Polk, Haralson, Carroll, Douglas, Hear, Dowets, Fayette, Spaulding, Butts, Clayton, Henry, Newton, and Jasper Counties.

B–23. Fort McClellan, Alabama supporting DOIM office

a. Supported activities:

(1) Huntsville.

(2) USAR, ROTC.

b. Geographical area:

(1) Mississippi—Issaquena, Sharkey, Humphreys, Holmes, Attala, Wiston, Noxubee, Lowndes, Oktibbeha, Chocktaw, Montgomery, Carroll, Leflore, Sunflower, Washington, Bilivar, Coahoma, Quitman, Tallahatchie, Grenada, Webster, Clay, Monroe, Checkasaw, Calhoun, Valobusha, Tunica, Tate, DeSoto, Marshall, Benton, Tippah, Alcorn, Tishomingo, Itawamba, Lee, Prentiss, Union, Panola, Lafayette, and Pontotoc Counties.

(2) Alabama—Lauderdale, Limestone, Madison, Jackson, Dekalb, Cherokee, Etowah, Marshall, Margan, Lawrence, Colbert, Franklin, Marion, Winston, Cullman, Blount, Calhoun, Cleburne, Randolph, Clay, Talledega, St. Clair, Shelby, Jefferson, Walker, Fayette, Lamar, Pickens, and Tuscaloosa Counties.

B–24. Fort McCoy, Wisconsin Supporting DOIM office

a. Supported activities.

(1) Camp Ripley, MN.

(2) USAR, ROTC.

b. Geographical area:

(1) Minnesota—all counties.

(2) Iowa—all counties.

(3) Wisconsin—all counties.

(4) Michigan—all counties in upper peninsula.

B–25. Fort Meade, Maryland supporting DOIM office

a. Supported activities:

(1) Fort A.P. Hill.

(2) Frankford Arsenal.

(3) USAR, ROTC.

(4) Kelly Support Activity, Pittsburgh, PA.

(5) Fort Indiantown Gap, PA.

b. Geographical area:

(1) Maryland—all counties except St. Marys and Charles.

(2) West Virginia—all counties except Pendleton, Grant, and Hardy.

(3) Delaware—all counties.

(4) Virginia—Accomack, Northhampton, Frederick, Clarke, and Loudoun Counties.

(5) Pennsylvania—all counties.

B–26. Fort Monroe, Virginia supporting DOIM office

a. Supported activities: USAR, ROTC.

b. Geographical area: Fort Monroe, Virginia.

B–27. Fort Ord, California supporting DOIM office

a. Supported activities:

(1) Monterey, CA.

(2) Camp Roberts, CA.

(3) Hunter Ligget.

(4) USAR, ROTC

b. Geographical area: California—Santa Barbara, Ventura, Los Angeles, Orange, San Bernadino, Riverside, San Diego, Imperial, Mariposa, Madera, Merced, Fresno, San Benito, Monterey, Tulane, Kings, San Luis Obispo, and Kern Counties.

B–28. Fort Polk, Louisiana supporting DOIM offices

a. Supported activities: USAR, ROTC.

b. Geographical area: Louisiana—all counties.

B–29. Presidio of San Francisco, California supporting DOIM office

a. Supported activities: Western Regional Recruiting Command.

b. Geographical area:

(1) Nevada—all counties.

(2) California—all counties except Monterey, San Benito, Merced, Mariposa, Madera, Fresno, Tulare, Kern, San Luis Obispo, Kings, Santa Barbara, Ventura, Los Angles, Orange, San Bernadino, Riverside, San Diego, and Imperial.

B–30. Fort Richardson, Alaska supporting DOIM office

a. Supported activities:

(1) Fort Wainwright.

(2) Fort Greely.
(3) USAR, ROTC.
b. Geographical area: Alaska—all counties.

B–31. Fort Riley, Kansas supporting DOIM office
a. Supported activities: USAR, ROTC.
b. Geographical area:
(1) Nebraska—all counties.
(2) Kansas—all counties except Marshall, Nemaha, Brown, Doniphan, Atchison, Jackson, Jefferson, Leavenworth, Wyandotte, Douglas, and Johnson.

B–32. Fort Ritchie, Maryland supporting DOIM office
a. Supported activities:
(1) White House Communications Agency.
(2) Army Audio Visual.
(3) Army Operation Center.
b. Geographical area: Maryland—Fort Ritchie.

B–33. Fort Rucker, Alabama supporting DOIM office
a. Supported activities:
(1) Camp Shelby, MS
(2) USAR, ROTC.
b. Geographical area:
(1) Florida—Escambia, Santa Rosa, Oskaloosa, Walton, Holmes, Washington, Jackson, Bay, Calhoun, and Gulf Counties.
(2) Alabama—Sumter, Greene, Hale, Bibb, Chalton, Autauga, Dallas, Perry, Marango, Choctaw, Clarke, Wilcox, Lawndes, Butler, Monroe, Conecuh, Crenchaw, Pike, Barbour, Henry, Houston, Geneva, Dale, Coffee, Covington, Escambia, Baldwin, Mobile, and Washington Counties.
(3) Mississippi—Taxoo, Madison, Leake, Nesholta, Kemper, Lauderdale, Newton, Scott, Rankin, Hinds, Warren, Clairborne, Jefferson, Copian, Simpson, Smith, Jasper, Clarke, Wayne, Jones, Covington, Jefferson Davis, Lawrence, Lincoln, Franklin, Adams, Wilkinson, Amite, Pike, Walthall, Marion, Lamora, Forrest, Perry, Greene, George, Stone, Pearl River, Hancock, Harrison, and Jackson Counties.

B–34. Fort Sam Houston, Texas supporting DOIM office
a. Supported activities: USAR, ROTC.
(b) Geographical area:
(1) Texas—ail counties south of Crockett, Sutton, Kimble, Mason, Llano, Bernet, Williamson, Milam, Burleson, Washington, Grimes, Montgomery, and west of Liberty and Chambers.
(2) Boundary on the west of the south half of Terrel County and the Mexican Border.

B–35. Fort Sheridan, Illinois supporting DOIM office
a. Supported activities:
(1) TACOM.
(2) Camp Grayling, MI.
(3) USAR, ROTC.
b. Geographical area:
(1) Michigan—all counties in lower peninsula.
(2) Illinois—Lake, McHenry, Boone, Winnabago, Stephensen, Joe Daviess, Carroll, Ogle, Dekalb, Kane, DuPage, Cook, Will, Kensall, LaSalle, Lee, Whiteside, Rock Island, Mercer, Henry, Bureau, Putnam, Grundy, Kankakee, Livingston, Woodford, Peoria, Marshall, Stark, Knox, Warren, and Henderson Counties.
(3) Indiana—Lake, Porter, La Porte, St. Joseph, and Elkhart Counties.

B–36. Fort Sill, Oklahoma supporting DOIM office
a. Supported activities:
(1) Fort Chaffee, AR.
(2) Camp Robinson, AR.
(3) USAR, ROTC.
b. Geographical area:
(1) Oklahoma—all counties.
(2) Arkansas—all counties.

B–37. Fort Stewart, Georgia supporting DOIM office
a. Supported activities:
(1) Homestead—Air Defense Command.
(2) Key West—Air Defense Command.
(3) Camp Blanding, FL.
(4) USAR, ROTC.
b. Geographical area:
(1) South Carolina—Jasper and Beaufort Counties.
(2) Georgia—Effingham, Chatham, Bullock, Bryan, Liberty, Evans, Chandler, Truethlen, Montgomery, Toombs, Tattnal, Long, McIntosh, Glynn, Wayne, Appling, Jeff Davis, Wheeler, Talfair, Coffee, Bacon, Pierce, Brantly, Camden, Charlton, Ware, and Atkinson Counties.
(3) Florida—all counties except Escambia, Santa Rosa, Okaloosa, Walton, Holmes, Washington, Bay, Jackson, Calhoun, Gulf, Franklin, Liberty, Gadsden, Leon, Wakulla, Jefferson, Madison, Taylor, Dixie, Lafayette, Suwanne, Hamilton, Columbia, and Gilchrist.

B–38. Fort Shafter, Hawaii supporting DOIM office
Geographicai area: Hawaii and U.S. Pacific Possessions.

B–39. Operations: Command/Pentagon Consolidated Information Exchange Center, Washington, DC supporting DOIM office
a. Geographical area: National Capitol Region (NCR) not serviced by the DTS–W.
b. Provide information service support (other than DTSU Administrative Telephone Service) to the following Army Staff/Agencies/Elements located in the Pentagon, Hoffman I, and Hoffman II. Note: This–does not include elements in other locations unless so stated.
(1) Office of the Secretary of the Army.
(2) The Army General Staff.
(3) The Army Special Staff (the Adjutant General—all elements).
(4) Field Commands—National Capitol Region: USAISC Liaison Office.
(a) USAISC Operations Command.
(b) USAISC Information Systems Activity—Buzzard Point.
(c) FORSCOM/TRADOC Liaison Office.
(d) Information Systems Engineering Command—CONUS.
(e) USAISEC–CONUS (Buzzard Point).
(f) U.S. Army Soldier Support Center.
(5) The Army General Staff—Field Operating Agency—National Capitol Region.
(a) U.S. Army Research Institute for Behavioral and Social Sciences.
(b) U.S. Army Concepts Analysis Agency (Bethesda, MD).
(c) U.S. Total Army Personnel Agency.
(d) U.S. Army Nuclear and Chemical Agency.
(6) The Army Special Staff—Field Operating Agency—National Capitol Region.
(a) The Adjutant General.
(b) U.S. Army Audit Agency.
(c) Corps of Engineers.
(d) Inspector General.
(e) Surgeon General.
(f) U.S. Army Center of Military History (Casimir/Pulaski Bldg).
(7) DCA Field Activities National Communications System: Command and Control Technical Center.

B–40. Hoffman Building, Alexandria, Virginia supporting DOIM Office
Supported activities: Tenants of Hoffman Buildings I and II.

B–41. Rock Island, Illinois supporting DOIM office
a. Supported activities: Alabama AAP, Childensburg, AL; Badger AAP, Baraboo, WI; Corn Husker AAP, Grand Island, NB; Gateway AAP, St. Louis, MO; Hawthorne AAP, Hawthorne, NV; Hays AAP, Pittsburgh, PA; Holston AAP, Kingsport, TN; Indiana

AAP, Charlestown, IN; Iowa AAP, Middletown, IA; Joliet AAP, Joliet, IL; Kansas, AAP, Parsons, KS; Lake City AAP, Independence, MO; Lone Star AAP, Texarkana TX; Long Horn AAP, Marshall, TX; Louisiana AAP, Shreveport, LA; Milan AAP, Milan, TN; Mississippi AAP, Picayune, MS; Newport AAP, Newport, IN; Radford AAP, Radford, VA; Ravenna AAP, Ravenna, OH; Riverbank AAP, Riverbank, CA; Scranton AAP, Scranton PA; St. Louis AAP, St. Louis, MO; Sunflower AAP, Lawrence, KS; Twin Cities AAP, New Brighton, MN; Volunteer AAP, Chattanooga, TN; McAlester AAP, McAlester, OK.

b. Geographical area: Illinois—Rock Island.

B–42. Redstone Arsenal, Alabama supporting DOIM office

B–43. USAISC–AVSCOM/TROSCOM St. Louis, Missouri supporting DOIM office

a. Supported activities:

(1) USAR, ROTC.

(2) Troop Support Command (TROSCOM).

(3) Aviation Systems Command (AVSCOM).

(4) Systems Integration and Management Activity (SIMA) (Provisional).

b. Geographical area: (for services not provided by DMATS–St. Louis, Missouri.

(1) City of St. Louis, Missouri.

(2) Illinois—St. Clair, Madison, and Monroe Counties.

(3) Missouri—St. Louis, St. Charles, Jefferson, and Franklin Counties.

B–44. USAISC U.S. Army Pacific (USARPAC), Fort Shafter, Hawaii supporting DOIM office

a. Supported activities: Commander, USARPAC.

b. Geographical area: Hawaii and U.S. Pacific Possessions.

B–45. USAISC Japan. Local Area DOIM responsibilities

a. Supported activities:

(1) 17th Area Support Group, Mainland Japan.

(2) 10th Area Support Group–Okinawa.

b. Geographical area: Japan.

B–46. 1109 U.S. Army Signal Brigade, Fort Clayton, Panama supporting DOIM office

a. Supported activities: USAR, USAREC, ROTC.

(1) CINC USSOUTHCOM.

(2) U.S. Embassy and Panama Canal Commission.

(3) U.S. Naval Forces South.

(4) USAF South.

b. Geographical area:

(1) Panama.

(2) Central America.

(3) South America.

B–47. First Signal Brigade, Seoul, Korea supporting DOIM office

a. Supported activities: United Nations Command, Combined Forces Command (ROK/US), United States Forces Korea, and Eighth United States Army.

b. Local areas of DOIM responsibilities:

(1) 41st Signal Battalion.

(a) 275th Signal Company—Camp Colbern, K–16 Seoul Airfield, Camp Long, Camp Market, Camp Morris (Namsan), Camp Page and Camp Eagle.

(b) 201st Signal Support Company—Yongsan.

(c) 552nd Signal Company—Camp Casey, Camp Red Cloud, Camp Stanley, Camp Howze.

(2) 36th Signal Battalion.

(a) 74th Signal Company—Pusan (Camp Hialeah).

(b) 293rd Signal Company—Camp Carroll, Camp Walker.

(c) 501st Signal Company—Camp Humphreys.

c. Geographical area: Korea.

d. Contracting responsibilities for leased telecommunications in Korea belonging to U.S. Army Korea Contract Agency.

B–48. Europe, West Germany, Italy, Holland, Turkey, Belgium, England, and Saudi Arabia

a. 2nd Signal Brigade.

(1) Supported activities: V Corps, 21st Support Command, 59th Ord BDE, 4th TRANSCOM, 7th SUPCOM, 200th TAMMC, and U.S. Forces, NATO.

(2) Headquarters and Headquarters company. Geographical area supported: Mannheim and Worms, West Germany.

(3) 39th Signal Battalion.

(a) Headquarters and Headquarters Detachment. Geographical area supported: Chievres, Belgium.

(b) 128th Signal Company. Geographical area supported: SHAPE, Brussels, Chievres, Grubbendock, and Zutendal, Belgium.

(c) 518th Signal Company. Geographical area supported: Norddeutschland.

(d) 532nd Signal Company. Geographical area supported: Rheinberg, West Germany and Schinnen/Brunssum, Netherlands.

(e) 581st Signal Company. Geographical area supported: Bremerhaven, West Germany.

(4) 73d Signal Battalion.

(a) 4th DPU. Geographical area supported: Pirmasens, West Germany.

(b) 7th DPU. Geographical area supported: Kaiserslautern, West Germany.

(c) 9th DPU. Geographical area supported: Sweibruecken, West Germany.

(5) 102d Signal Battalion.

(a) 36th DPU. Geographical area supported: Oberursel, West Germany.

(b) 228th Signal Company. Geographical area supported: Frankfurt, West Germany.

(c) 232d Signal Company. Geographical area supported: Baumholder, Mainz, Darmstadt, and Bad Kreuznach, West Germany.

(d) 261st Signai Company. Geographical area supported: Hanau, Fulda, Wildflecken, and Giessen, West Germany.

b. 160th Signal Brigade.

(1) Supported activities: VII Corps; HQ, USAREUR; HQ, USEUCOM; HQ, DCA–EUR; NCEUR; HQ, DOD Agency; 47th ASG; 7th Army; 26th Support Group; 1st PERSCOM; 266 TFC; 7th MEDCOM; 7th Weather Squadron; HQ, AMC; 2d Region CID; U.S. Army Marine Terminal; 66th MI Group; 10th Special Forces; 7th ATC; and 56th FA CMD.

(2) 43d Signal Battalion.

(a) Headquarters and Headquarters Company, Geographical area supported; Schwetzingen, West Germany.

(b) 181st Signal Company, Geographical area supported: Heidelberg, West Germany.

(c) 252d Signal Company. Geographical area supported: Wuerzburg, Aschaffenburg, Schweinfurt, Kitzingen, Bad Kissingen, Geibelstadt, Wertheim, and Breistol, West Germany.

(3) 52d Signal Battalion.

(a) 578th Signal Company. Geographical area supported: Vaihingen, West Germany.

(b) 587th Signal Company, Geographical area supported: Waihingen, Boeblingen, and Grossenstingen, West Germany.

(c) 589th Signal Company. Geographical area supported: Stuttgart, Heilbronn, Goeppingen, Moehringen, Nellingen, Ludwigsburg/Kornwestheim, Schwaebisch Hall, Schwaebisch Gemund, Crailsheim, Bad Cannstatt/Zuffenhausen, Siegelsbach, Pfullendorf, Friolsheim, and Stocksberg, West Germany.

(d) United Kingdom Signal Company. Geographical area supported: High Wycombe, Burtonwood, Menwith Hill, Hythe, and Carewent, England.

(4) 69th Signal Battalion.

(a) 534th Signal Company. Geographical area supported: Munich, Bad Tolz, Neu Ulm, Augsburg, Berchtesgaden, Bad Aibling, Bobstetten, Chiemsee, Guenzburg, Hoenstadt, Landsburg, Lemgrube, Ochsenhof, and Schwabstadl, West Germany.

(b) 535th Signal Company. Geographical area supported: Nuernberg, Fuerth, Ansbach, Bamberg, Grafenwoehr, Vilseck, Binkdlach, Amberg, Hohenfels, Regensburg, Monteith, Merrel, Pinder, Herzo, Schwabach–O'Brian, Erlangen, Feucht, Airfield, Hemau, Illesheim, and Katterbach, West Germany.

c. 509th Signal Battalion. Supported activities: SETAF.

(1) Headquarters and Headquarters Detachment. Geographical area supported: Livorno, and Camp Darby, Italy.

(2) 54th Signal Company. Geographical area supported: Vicenza, Italy.

(3) 56th Signal Company. Geographical area supported: Livorno, Italy.

(4) 59th Signal Company. Geographical area supported: Coltano, Italy.

(5) 167th Signal Company. Geographical area supported: Caserma Ederle, Vicenza, Italy.

d. USAISC–Central Area, Saudi Arabia. Geographical area supported: Saudi Arabia.

e. TUSLOG Detachment 169. Geographical area supported: SINOP and U.S. Army Field Station, Sinop, Turkey.

f. USAISC Detachment, Augsburg. Geographical area supported: U.S. Army Field Station, Augsburg.

Appendix C
Certification of Commercial Long–Distance Telephone Calls by Statistical Sampling

C–1. Introduction.

Public Law 88–521 authorizes sampling methods to facilitate the certification of vouchers provided that the sampling procedures conform with GAO Policy and Procedures Manual, title 3, chapter 10. Cost savings and other benefits accrue when sampling operations are adopted, provided there is a significant quantity to be reviewed and sufficient management control exists to justify the risks associated with sampling operations. But to institute and continue the sampling program, it is necessary to issue instructions, indoctrinate personnel, and document results and follow–up action.

C–2. Sampling operations

The sequence of steps used when applying acceptance sampling techniques follows:

a. Establish the population to be sampled and certified if the sample meets the acceptance criteria of the sampling plan.

b. Select the required number of toll call samples from the population so that they are unbiased representatives of the population.

c. Review each sampled toll call to determine if it is official or not per the definitions used and locally established certification procedures.

d. Compare the results obtained in the audit of the sampled toll calls with the acceptance criteria of the sampling plan and take the appropriate action. If the criteria is met, certify the remaining population of toll calls, and perform necessary follow–up of any problem toll calls found in the sample. If the criteria is not met, refer the toll call population that fails the sampling acceptance criteria to the individual responsible for certifying the calls. The next action can range from 100 percent screening of the remaining toll calls to follow–up of only those areas where problems were detected. Follow–up is required for all observed problems to initiate corrective action.

e. Establish the acceptance criteria for the next month's telephone bill as illustrated in table C–1.

Table C–1
AQL Sampling Plan

Number of Toll Calls in Population	Sampling Level	1.5% n	1.5% AC	1.5% RE	2.5% n	2.5% AC	2.5% RE	4.0% n	4.0% AC	4.0% RE
	Reduced[1]	3	0	1	8	0	2	5	0	2
151–280	Normal	32	1	2	32	2	3	32	3	4
	Tightened	50	1	2	50	2	3	50	3	4
	Reduced[1]	13	0	2	8	0	2	8	1	3
281–500	Normal	50	2	3	50	3	4	50	5	6
	Tightened	80	2	3	80	3	4	80	5	6
	Reduced[1]	13	0	2	13	1	3	13	1	4
501–1200	Normal	80	3	4	80	5	6	80	7	8
	Tightened	125	3	4	125	5	6	125	8	9
	Reduced[1]	20	1	3	20	1	4	20	2	5
1201–3200	Normal	125	5	6	125	7	8	125	10	11
	Tightened	200	5	6	200	8	9	200	12	13

Notes:
[1] If the AC is exceeded, but the RE has not been reached, accept the toll call population and reinstate Normal Level sampling plan on the next month's population.

C–3. Sampling plans

DOD recommends the attributes sampling plans and procedures of MIL–STD–105D; other types and variations may be used with proper approval. Attribute plans are those in which a sampled item is either good or bad; for example, the toll call is either official or it is not.

a. The protection afforded by a sampling plan is specified by the acceptable quality level (AQL). For example, if it is allowable that up to about 7 percent of the toll call listing can be unofficial, then the sampling plan with an AQL of 2.5 percent is used. This recommendation is made by interpreting the Operating Characteristic (OC) curve for the 2.5 percent AQL Operating Characteristic (OC) curve for the 2.5 percent allow about 4 percent of the toll calls to remain in populations accepted by sampling; the AQL of 4.0 percent allows about 9 percent.

b. Three levels of sampling plans are available in MIL–STD–105D: Tightened, Normal, and Reduced. The Normal Level is used when sampling methods are introduced. After a succession of "accept" decisions are made at this level, greater risks can be taken, and the sampling moves to the Reduced Level. If a "reject" decision is made, the next month's toll calls are subject to the Tightened Level. Then, after a succession of "accept" decisions

are made at this Level, the sampling program returns to the Normal Level.

c. MIL–STD–105D attribute single sampling plans for AQLs of 1.5, 2.5, and 4.0 percents are shown in table C–1 as they apply to population sizes of 151 to 3200, where "n" equals sample size, "AC" equals acceptance number, and "RE" equals rejection number.

d. Reference the sampling table excerpt in paragraph C–3*c*, and the illustrative example given in table C–1, for a general sampling procedure.

(1) Randomly select a representative sample of size "n" from the population. If the toll call listing to be sampled contains about 850 entries and the Normal Level applies, select a sample of 80 entries.

(2) If the number of questionable calls in the sample of "n" does not exceed the quantity "AC," certify the population. If the number of questionable calls in the sample equals or exceeds the quantity of "RE", hold the population for disposition because the population cannot be certified on a sampling basis. If in the example a total of 5 questionable calls is detected, population acceptance depends upon the standard for acceptance as given by the AQL: For an AQL of 2.5 percent or 4 percent, the population would be certified on a sampling basis; but for an AQL of 1.5 percent, the population could not be certified on a sampling basis.

(3) Next month's certification process depends upon the results obtained in the current month's sampling "accept" or "reject" decision. If an accept decision is reached, the following month can be sampled at the same level as before, or, if this is the last of "k" successive accept decisions, the following month may be sampled at a less stringent level of sampling, where the value "k" is defined in the sampling plan as the criteria for admission to the level. If a reject decision is reached, the following month must be sampled at the Tightened Level. Also note that it is possible to change to a Normal Level from the Reduced Level if the reject decision is not reached but only a provisional acceptance decision is possible, as noted in the sampling table.

(4) Investigate all questionable toll calls. The fact that a toll call is later found to be definitely official in nature does not change the acceptance criteria decision of the sampling plan. If the individual responsible for an unofficial call can be identified, appropriate follow–up action is taken and documented to prevent recurrence, so that sampling operations can have a better chance of continuing.

(5) The cost of a call may be introduced into the criteria for acceptance to limit the undetected unofficial call charges in the bills that are certified by sampling methods. Define a given dollar amount as a major unofficial call. Combine the dollar values of all of the unofficial calls found in the sample to establish an equivalent number of major unofficial calls. Then compare the number of major unofficial calls to the sampling plan acceptance criteria. For example, if the standard of $5 per toll call defines a major unofficial call, and the total of the toll call charges on 8 calls is $53.21, then a total of 10 major unofficial calls is formed to be compared with the sampling plan acceptance criteria; if the charges are $19.25, then there is a total of only 3 major unofficial calls.

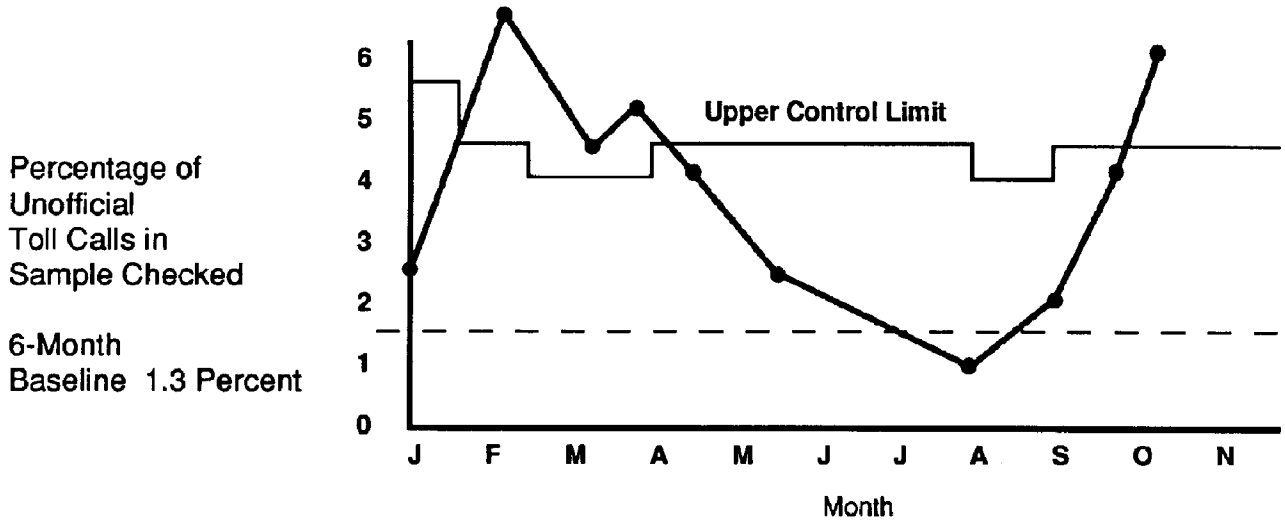
C–4. Recommended Sampling Plan Parameters

a. MIL–STD–105D single sampling plan with AQL of 2.5 percent. (See figure C–1.)

b. Successive "accept" decisions to proceed from the Tightened Level to the Normal Level, and from the Normal Level to the Reduced Level: 6 which corresponds to 6 months.

c. Population definition: The toll calls with from 10 to 30 minutes duration. It is not cost effective to evaluate toll calls with duration of 10 minutes or less. All toll calls exceeding 30 minutes duration are to be checked to determine that they are official calls.

d. Acceptance criteria: Determine if the population can be certified on a sampling basis by using equivalent major unofficial calls to compare with the sampling plan accept or reject values. Define a major unofficial call as an equivalent call with a charge of $10. This value reflects the average charge experienced for a toll call of 20 minutes, the median of the range of 10 to 30 minutes duration. If $10 does not meet this condition, make corrections to reflect the historical information of the installation.



Sampling Level *:	II	II	III	III	III	III	III	III	III	III	II
Population Size:	1002	1251	1496	2240	784	1104	952	882	1059	1465	1326
Control Limit (UCL):	5.1	4.3	3.7	3.7	4.3	4.3	4.3	4.3	4.3	3.7	4.3
Sample Size (n):	80	125	200	200	125	125	125	125	125	200	125
Acceptance No. (AC):	5	7	8	8	5	5	5	5	5	8	7
Unofficial Calls (d):	2	8	8	10	5	3	0	1	2	6	6
Accept (A) / Reject (R):	A	R	A	R	A	A	A	A	A	A	A
% Unofficial (d/n):	2.5	6.4	4.0	5.0	4.0	2.4	0.0	0.6	1.6	3.0	4.8

* Levels: I = Reduced; II = Normal; III = Tightened.

Notes:
1. Start sampling program at the Normal Level.
2. Population size requires larger sample size. Unofficial calls found in the sample exceed the acceptance number, population cannot be accepted on a sampling basis. Following month requires sampling at the Tightened Level.
3. Sample size and acceptance number are established by the Tightened Level. UCL exceeded again to indicate need for continued corrective action; there is a significant difference from the baseline fraction defective estabished for the installation.
4. Unofficial calls found in sample exceed acceptance number again. Continue the Tightened Level next month and until 6 successive months are accepted on a sampling basis.
5. Population size requires smaller sample size.
6. Population size requires larger sample size. Next month the sampling can return to the Normal Level because this is the 6th successive month that sampling methods accepted the Population.
7. Population is certified on a sampling basis, but the upper limit was exceeded to signal significant difference from the standard established for the installation.
8. See computation formula at figure C-2.

Figure C-1. MIL–STD–105D Single Sampling With AQI of 2.5 percent

Computation of the historical percentage in the example:

Total toll calls in previous 6 months: 6731

Total unofficial toll calls detected: 89

P' = 89/6731 = 0.013 (or 1.3 percent)

Computation of the upper control limit (UCL) for the example:

$$UCL = p' + 3\sqrt{(P')\ (1 - p')\ /\ n}$$

$$= 0.013 + 3\sqrt{(0.013)\ 1 - 0.013)\ /\ n}$$

$$= 0.013 + (0.33982) / (\sqrt{n})$$

$$= 0.013 + (0.33982)\ (0.11180) = 5.1 \text{ percent, for } n = 80$$

$$= 0.013 + (0.33982)\ (0.08944) = 4.3 \text{ percent, for } n = 125$$

$$= 0.013 + (0.33982)\ (0.07071) = 3.7 \text{ percent, for } n = 200$$

Figure C-2. Computation Formula for AQL of 2.5 Percent

Appendix D
Payment of Telephone Bills Based on Historical Data

The following actions must be performed to implement these procedures:

a. Research telephone billing/payment records for the past 12 consecutive months and separately identify the amount of toll charges verified as official for each month. Record the monthly amounts on a spreadsheet (See example, fig D–1). The spreadsheet will be maintained to support the administrative requirements. The best method of control is through the use of microcomputers using Lotus 1–2–3 or Peachcalc to mechanize this process. If a computer process is used for this control, a hard copy should be printed once the process is complete and filed with the payment vouchers. Staff Assistance Teams, Auditors, and Inspector Generals will probably review the spreadsheets to determine the validity of the amount certified for payment.

b. The percentage in column "E" (block indicated with an asterisk (*), fig D–1) is the 12–month average (percentage) that will be used as the historical baseline for certifying long–distance toll charges before completing the verification process. This percentage will always be expressed as the historical baseline. When the verification process indicates an adjustment in the historical baseline is warranted, do not wait for the 6–month review to make the necessary adjustments. At no time will the percentage of toll charges certified for payment, before verification, exceed the historical baseline.

c. Multiply the total amount of the monthly toll bill by the historical baseline to arrive at the amount certified for payment. Send the toll charges to the Telephone Control Officers (TCOs) for verification process (from date bill is received to date final payment is processed). All actions need to be completed before the next month's bill is received.

d. Prepare a payment voucher for the baseline amount and forward it to the accounting and finance office for processing.

e. Figure D–2 is the spreadsheet (worksheet) to be used by each unit as a control log for telephone bills. As verified toll charges are returned from the TCOs, information from the bill is entered into the appropriate block of the worksheet. This ensures unpaid balances are not remitted to the telephone company before the initial amount paid has been satisfied. Completing every block of the spreadsheet provides an audit trail representing the history of each bill and also produces a reference to the unpaid amounts due the telephone company. The mechanization of the spreadsheet is highly recommended. The bottom line of the spreadsheet contains a total under each column facilitating easy reference to overall totals that have been entered on the spreadsheet in figure D–1. When the returned verifications indicate total costs for the official toll charges exceed what was paid initially, prepare a supplemental payment voucher for the additional amount. Continue with the process until all dollar amounts are accounted for as official, unofficial, unidentified, or unverified charges. When completion of the monthly verification process indicates the total amount verified as official is less than the historical baseline paid, offset the next bill by that amount before paying the baseline amount.

A	B	C	D	E
Month	Total Amount Toll Bills Received	Amount Paid Verified Official	Amount of Tolls Unverified	Divide Col C by Col B = %
	(+)	(-)	(=)	Official
Nov 85	1,286	1,000	286	77%
Dec 85				
JAN 86	2,500	1,800	700	72%
Feb 86	1425	1400	25	98%
MAR 86				
Apr 86	225	200	25	88%
May 86				
Jun 86				
Jul 86				
Aug 86				
Sep 86				
Oct 86				
Nov 86				
Dec 86				
TOTALS	5436	4400	1036	* 81%

Figure D-1. Summary Spread Sheet for Telephone Toll Charges

TOLL CHARGE FROM FT. AMES FOR MONTH OF APRIL

	DATE BILL RECV'D	TELE-PHONE NUMBR	TOLL CHRG AMT (+)	DATE SENT TO TCO	DATE RTRN FMTCO	AMT VRFD PAY (-)	DATE OF VOUC	VOUC CTRL NUMB	AMTUN OFFCL DD1131 (-)	AMT UN-VRFD (=)	ADDTL AMT VRFD (-)	DATE OF VOUC	VOUC CTRL NUMB	AMT UN-VRFD (=)	RMRKS
1	4/2	56789	4.00	4/4	4/6	2.00	4/6	2679	0	2.00	0	4/7	2680	2.00	
2															
3															
4															
5															
6															
7	4/5	12345	7.00	4/5	4/7	7.00	4/7	3210	0	0	0	4/7	4999	0	
8															
9															
10															
11															
12	4/7	24689	15.00	4/7	4/8	10.00	4/8	1111	3.00	2.00	2.00	4/9	1222	0	
13															
14															
15															
16															
17	4/10	13579	45.00	4/11	4/12	35.00	4/13	246	10.00	0	0	4/14	222	0	
18															
19															
20															
21															
22															
23															
24															
25															
26															
27															
28															
29															
30															
31															
32															
33															
34															
35															
TOTAL			71.00			54.00			13.00	4.00	2.00			2.00	

Page 1

Figure D-2. Spread Sheet for Telephone Toll Charges

Appendix E
Instructions for Development and Preparation of Information Processing Facility Continuity of Operations Plan

E–1. Outline
An outline for an Army IPF COOP will consist of the minimum number of paragraphs as listed in the sample table of contents at figure E–l.

Department of the Army
Information Processing Facility (IPF Number)
Fort Blank, Maryland 12345–0001

Continuity of Operations Plan

Date:

Table of Contents

	Paragraph
Section I	
General	
Purpose	1–1
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Succession of personnel	1–6
Section II	
Protection of Records and Documentation	
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Emergency Response	
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Section IV	
Backup Operations	
Designation of COOP site	4–1
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Facilities, security, supplies, and information transfer	4–3
Personnel requirements	4–4
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Section VI	
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Evaluation criteria for COOP and test methods	6–7

Appendixes

A. Inventory List of COOP Material at Alternate Files Storage Area
B. Inventory of Prepositioned Material at COOP Site
C. Memorandum of Agreement—COOP Site
D. Emergency Requirements for Alternate Site Operations

Figure E-1. Sample Contents for COOP outline

E–2. Instructions
Instructions for the development and preparation of an IPF COOP are discussed in detail in paragraphs E–3 through E–27.

E–3. Paragraph 1–1, Purpose
This is a summarized statement of the purpose for which the plan is intended: for example, "This plan provides guidance for on–site and contingency operations at the COOP site in the event emergencies, disasters, mobilization or war, and for maintaining a state of readiness to provide the necessary level DP support to user activities under all conditions identified in the activity risk analysis."

E–4. Paragraph 1–2, Mission
This is derived from the mission stated in authorization documents (MTOE and TDA) and the more specific mission and functions statement. The mission statement in the COOP should emphasize the scope of the organization support role.

E–5. Paragraph 1–3, Responsibilities
This paragraph should state who does what in connection with the COOP, using position titles. An abbreviated example is as follows:

a. The information manager retains basic responsibility for evaluating emergency situations and directing that portions of this plan become operational.

b. The Chief, Operations Branch will maintain and update the COOP as required.

E–6. Paragraph 1–4, Contingencies or risk analysis
The contingencies listed in the risk assessment will be discussed, with general statements of planned actions under each contingency. Actions will include those necessary on a recurring basis to maintain readiness. The paragraph will contain a statement to identify the current risk analysis by the reference or office symbol of the originating office, date, and title of authorizing official.

E–7. Paragraph 1–5, Job or system priorities
This paragraph will contain a presentation of the work priority scheme. A minimum of four levels of priority will be defined from highest to lowest (1 through 4) in terms of the mission essentially of the work. If the organization has a wartime support role, application systems required under this contingency will be identified as the highest priority. Individual jobs and systems will be listed, in order of priority. For each job and system, indicate the memory size, serial runtime, peripheral device requirements, output media, and minimum frequency of applications to be run. Possible examples of priorities are shown below.

a. Priority 1— jobs that are essential to command functions and which are processed interactively or must be processed daily.

b. Priority 2— mission–essential jobs that can be delayed up to 2 days.

c. Priority 3— jobs that may be delayed up to 14 days.

d. Priority 4— jobs that may be delayed indefinitely or for which manual backup or alternate processing procedures exist. The assumption is that, if the emergency that has placed the organization in a COOP situation is projected to last longer than 14 days, priority 3 jobs will be deployed to the COOP site of operations. The priorities are defined under local requirements and may be expressed in hours rather than days, or may require several additional levels of definition.

E–8. Paragraph 1–6, Succession of personnel
Enter, by position title, alternates who are designated to assume responsibilities in the event of incapacity or nonavailability of personnel assigned primary responsibilities in paragraph 1–3.

E–9. Paragraph 2–1, List of records and documentation
Provide a comprehensive list by type of records and documentation essential to continuity of operations under all contingencies. Some examples are: Tape master files, tape backups of disc master files, JCL decks, copy of COOP, run books, and so forth. The actual list of materials to be maintained at the alternate files storage area,

giving the specific identification and location of each item will be in appendix A, inventory the list of COOP material at the alternate files storage area. Appendix B is the inventory of COOP material prepositioned at the COOP site.

E–10. Paragraph 2–2, Procedures for safeguarding essential materials

This paragraph will contain instructions and backup procedures to be used on a regular basis to protect essential files, programs, procedures, and other materials identified in paragraph 2–1 and appendixes A and B of the COOP plan. Specific guidance will be developed to control the routine update or replacement of items stored off–site to maintain currency and the ability to operate essential systems without regards to materials stored at the primary site of operations. This paragraph will also contain the location of alternate files storage areas and procedures for gaining access to them.

E–11. Paragraph 3–1, Detailed emergency response procedures

This paragraph will contain detailed procedures for each contingency identified in the risk assessment. If the decision is to accept the risk without preparing a response, it must be stated in this paragraph.

E–12. Paragraph 4–1, Designation of COOP site

Enter information to identify alternate sites of operation, to include organizational designation, DPI number (if applicable), and exact location. A copy of the memorandum of agreement with the COOP site will be located in appendix C.

E–13. Paragraph 4–2, Information processing equipment (IPE) configurations

Enter a narrative and graphic description of minimum IPE required to support emergency workload. Any special or unique hardware or software required will also be identified. Unique hardware or software features or shortcomings of the equipment at the alternate site will be evaluated, and plans will be given for methods to compensate for these during operation at the alternate site. A check of commercial information processing facilities should be made to determine where similar configurations exist. If appropriate, negotiations should be undertaken to use the commercial site under extenuating or emergency circumstances.

E–14. Paragraph 4–3, Facilities, security, supplies, communications, and transportation requirements

This paragraph will contain a narrative statement of minimum support requirements for the activity if it were to deploy to an alternate site. The requirements stated in the plan must be negotiated in advance and, if possible, include these in the letter of agreement with the host of the alternate site. Requirements include but are not limited to—

a. Office type space (square feet) and office equipment (for example, desks, chairs, and typewriters) needed for a general work area at the COOP site. Storage, personnel billeting, and messing requirements will also be identified.

b. Security measures required at the COOP site. A statement of the current TEMPEST status of the IPF will be included. Special instructions in this paragraph are necessary only if the security requirements at the alternate site differ from those of the IPF.

c. Magnetic media and supplies required for operation at an alternate site. These will be discussed in this paragraph and a detailed list of daily requirements under emergency conditions will be placed in appendix D. This paragraph will also give information on whether these materials will be prepositioned and on means for reimbursement or replenishment of any of the alternate site operations.

E–15. Paragraph 4–4, Personnel requirements

Develop a list by title, grade, and number of personnel required to support each contingency listed in paragraph 1–4 of the plan. For contingencies that require deployment to an alternate site, include the security clearance and other special requirements. If the host at the alternate site has agreed to provide personnel support include this information in the plan.

E–16. Paragraph 4–5, Planning coordination

This paragraph should outline step–by–step coordinating procedures with affected users, other support activities, and the alternate site (if deployment is envisioned) for implementation of the plan for any contingencies list in paragraph 1–4 of the plan.

E–17. Paragraph 4–6, Emergency movement procedures

Provide a detailed plan for support of transportation requirements in the event of deployment to an alternate site. The plan will include movement of personnel, files, and any special supplies on an initial basis, plus procedures for continued movement of data and output products between the parent organization and the alternate site throughout the period of deployment.

E–18. Paragraph 4–7, AUTODIN Interface

Include procedures for the use of available AUTODIN facilities to support contingency operations. Data and output should be transmitted between the parent organization and the alternate site of operation via AUTODIN to the maximum extent feasible.

E–19. Paragraph 5–1, Recovery plans

This paragraph contains data necessary to recover from contingencies. IPE configurations, requirements documents, plans for supporting facilities, and essential initial load lists are included to aid recovery after partial or total loss of the IPE or its supporting facility.

E–20. Section VI, Contingency operations as host site

This section of the COOP is to be prepared by each site designated as the COOP site for another activity. The section will express the plans developed to absorb extra workload and provide support while acting as the host of another activity. Full consideration must be given to the fact that severe adjustment to the host's present level of support to its own users may be required to accept even the highest priority workload from the hosted activity. Before entering into alternate site support agreements with other activities, the anticipated impact on present users' ability to perform their missions must be assessed. Specific items to be included in section VI are noted in succeeding paragraphs.

E–21. Paragraph 6–1, Planning coordination

This paragraph will tie in with paragraph 4–5 of the primary DPl's COOP, and will outline step–by–step procedures for the host of the alternate site in initiating support of the other activity. It will include provisions for notification of users with low–priority workloads and local organizational elements that would be tasked to assist the host in supporting the IPF being deployed.

E–22. Paragraph 6–2, IPE configurations

Enter a narrative description of IPE configurations of the IPF to be hosted, giving specific information on special hardware or software features or other compatibility problems.

E–23. Paragraph 6–3, Facilities, security, supplies, communication, and transportation

This paragraph will provide a narrative statement of the requirements of the activity to be hosted at the COOP site and the procedures to be used by the host to satisfy them. As an example, this will include—

a. Office and working space to be provided.

b. Storage space for materials accompanying the activity to be hosted.

c. Magnetic media and supplies to be made available to the activity to be hosted and the procedure for replenishment and or reimbursement.

d. Special security requirements of the hosted activity, or means

to permit access if the host operates at a higher level of security than the activity being hosted.

E–24. Paragraph 6–4, Personnel requirements

Develop a list by title, grade, and number of any personnel support (for example, operators) to be provided to the activity being hosted under each type of contingency. This paragraph will identify any special training requirements of host personnel to support alternate site operations and any security clearance required.

E–25. Paragraph 6–5, Billeting and missing requirement

Provide a brief statement of facilities available or procedures for billeting and messing hosted personnel, if appropriate.

E–26. Paragraph 6–6, MINIMIZE processing plan

Through coordination with the activity to be hosted, determine the minimum resources required to support its alternate site operations. Then, using the list of local jobs by priority identify the priority levels of applications systems that can be run for local users when acting as a host site. As a general rule, only the highest priority levels of work should be run for the activity being hosted. The host should consult closely with its own users who may be affected before actual commitment of resources to the activity being hosted. This paragraph will contain the plan developed by the host to provide a reasonable level of support for shifts, partitions, machines, and other requirements.

E–27. Paragraph 6–7. Evaluation Criteria for COOP and Test Methods

In most cases, the actual execution of the COOP, or portions of the COOP, require considerable planning and coordination. It may not be possible to satisfactorily execute the COOP for test and review. If the COOP has never been executed and cannot be during the review, the review team and COOP planning team should establish a detailed plan and schedule for a later date. This plan to test the COOP should be included as part of the official accreditation documentation. This form is an example of the type which might be locally developed to document the results of the test and review. A list of evaluation criteria and test methods which may be employed follows:

a. Review plans for periodically executing the COOP. Review plans and procedures for the periodic test execution of the COOP. Ensure these plans state—

(1) Periods during which the COOP will be executed.

(2) Personnel to coordinate COOP execution and their specific duties.

(3) Specific types of COOP execution to be conducted are as follows:

(a) Complete execution of the COOP involving all personnel at the IPF and the alternate site.

(b) Partial COOP execution designed to test specific portions of the COOP at different times.

(c) IPE and alternate site personnel necessary for each execution of the COOP.

c. Review COOP execution documentation. Review documentation detailing when and how the COOP has been executed. Documentation to be reviewed includes computer operator logs and notes by the COOP planning team and other supervisory personnel who participated in and coordinated the execution of the COOP. This documentation should include data shown below. If the execution documentation shows problems have occurred due to discrepancies in the COOP, the information manager should ensure the COOP has been modified to correct these problems.

d. Review emergency response procedures. Review the IPF's emergency response procedures to ensure that there are written procedures. These procedures should clearly describe action to be taken for various emergencies and responsibility for the action. There should be a separate procedure for each natural and man–made emergency to which the IPF is vulnerable. At a minimum, there should be procedures for fires, flood, power outages, and bomb threats. If the IPF is located in a geographical area where a hurricane might occur, there should be an emergency response procedure for hurricanes.

e. Verify emergency workload priorities. Ensure that the COOP has established the priority of work to be done in an emergency. During emergencies, it is unlikely that all work can be done. A list of priority work should be established so the most important work continues to be done, if possible. The emergency workload priority list in the COOP should be reviewed by the computer operations manager and programming supervisors.

f. Review alternate procedures for processing. Ensure that the COOP provides for alternate procedures for processing in an emergency. During emergencies it is likely that there will be changes in processing procedures. For example, on–line data entry may have to be changed to batched input. The COOP should describe the alternate procedures that can be used for processing high priority work. Each IPF must decide what alternate procedures can be used, based on normal processing procedures and workload priorities.

g. Observe a drill using alternate procedures. The review team should request that alternate procedures be used to ensure that priority workloads can be satisfied. For example, the IPF can pretend that on–line data entry is not available and require that batched work be used for input. The review team should coordinate this kind of drill with the computer operations manager, input or output area supervisor, and functional users.

h. Conduct an emergency response drill. The review team should request an emergency response drill and observe how well procedures are followed. For example, the review team could request that the computer operations staff use the emergency response procedure for a water emergency such as a broken pipe. The review team should observe how accurately and quickly the computer operations staff responds. The procedure and the actual drill should be compared to each other. The drill may reveal an action that should be included in the written procedure, but is missing, or that not all steps in the procedure are followed. As an example, assume that the procedure does not say to cover information processing equipment with protective sheeting, but the review team observes that the computer operations staff does this. This step should then be added to the written procedure.

i. Verify alternate site MOA. Ensure that the COOP contains a valid and current (within 12 months) MOA with an alternate site. The advice of legal counsel should be obtained to determine if the MOA is complete, accurate, and valid.

j. Verify alternate site hardware compatibility. Ensure that the COOP provides a description of the alternate site's hardware configuration. The operations manager should be able to determine if hardware is compatible. The review team may wish to send a copy of the description to the alternate site to ensure that it is accurate. It is also important to advise those who use the facilities as an alternate site of any configuration changes. This should be done in writing. If the hardware at the alternate site is not compatible, the review team may wish to recommend that another site be selected.

k. Verify alternate site software compatibility. Ensure that the COOP provides a description of the alternate site's systems software. The system's programming supervisor should be able to determine if the software is compatible. The review team may wish to send a copy of the description to the alternate site to ensure that it is accurate. If the software at the alternate site is not compatible, the review team may wish to recommend that another site be selected.

l. Verify list of required personnel for deployment. Ensure that the COOP fully describes responsibilities and duties of personnel who are designated participants in the deployment to the alternate site. Also, an alternate should be named for each designated participant. The review team should ask each designated participant if he or she is aware of his or her responsibilities in case of deployment. All designated participants should be aware of their responsibilities for deployment to an alternate site of operation.

m. Verify arrangements for billeting and messing deployed personnel. Ensure that the COOP describes arrangements for housing and feeding deployed personnel at the alternate site. The COOP should state the responsible individuals at the alternate site. It

should also describe the facilities to be made available, the number of personnel who can be accommodated, and the period for which such arrangements are valid. The review team should contact the COOP site's information manager to verify the arrangements.

n. Verify transportation arrangements for deployment. Ensure that the COOP describes the needed transportation arrangements. This description should include—

(1) Agreements with the motor pool.

(2) Load lists.

(3) Transport of personnel to COOP site.

(4) Transport of supplies to COOP site.

(5) Transport of data/input between COOP site and functional users supported by the principal information processing facility.

(6) Routes to be taken and motor pool requirements.

(7) Trucks needed.

o. Verify communications arrangements for deployment. Ensure that the COOP describes communications needs during the term of deployment to an alternate site. This description should include AUTODIN, AUTOVON, and commercial telephone services that will be required. The review team should submit this part of the COOP to information management officials for their expert opinion on its completeness and feasibility.

p. Inventory supplies. The review team should take a physical inventory of supplies stored at the alternate site. The actual supplies should match the official list in the COOP. Any differences should be corrected immediately. If the review team is unable to conduct the inventory, the COOP site's information manager may be willing to do it on behalf of the principal IPF.

q. Review procedures for supplies maintenance. Ensure that the COOP describes policies and procedures to maintain supplies at the alternate site of operation. Supplies include printer paper, cards, tapes, discs, forms, and other materials needed for processing. These policies and procedures should include the following:

(1) A listing of items that should be maintained as backup supplies.

(2) The quantity of each item that should be maintained.

(3) Individuals responsible for maintaining backup supplies.

(4) A review schedule to ensure that supply requirements are changed to meet new or additional processing needs. The computer operations manager should be able to determine if the supplies maintained at the alternate site are adequate, based on the emergency workload priority.

r. Review procedures for maintenance of backup materials. Ensure that the COOP clearly describes policies and procedures for producing and maintaining backup copies of critical software and documentation. The policies and procedures should include the following:

(1) List of items for which a backup is required.

(2) Schedule for upgrading backup materials.

(3) Individuals responsible for maintaining backup materials.

(4) Location of on–site storage for backup materials.

(5) Location of secure off–site storage for backup materials.

s. Inventory backup materials. The review team should take a physical inventory of backup materials stored on–site and the off–site location. The off–site location and the designated alternate site of operations should be the same, whenever possible. If the review team is unable to go to the off–site storage location, the information manager at that location may be willing to take the inventory on behalf of the principal IPF. There should be a current copy of every item designated as critical at both storage sites. Any difference between the official listing in the COOP and the physical backup materials should be corrected immediately.

t. Execute the COOP. Coordinate with the review team and COOP planning team to execute the COOP. In many cases, especially at large, complex sites, it may not be possible to test the entire COOP all at once. The following steps provide for exercising elements of the COOP separately.

(1) Run some jobs with on–site hardware, using all other resources from the COOP site.

(2) Run some jobs on COOP site hardware.

(3) Execute bomb threat drills, fire drills, and evacuation procedures. if this was performed during physical security testing, it need not be repeated as part of COOP execution. Problems noted in the physical security sections, however, should be evaluated in terms of the COOP.

(4) Execute a call up of all required personnel in order of succession. Note length of response from time of notification until they are prepared for duty. This call up should involve personnel at the COOP site and the principal information processing facility. The call up should not have been previously announced. This will enable the team to evaluate personnel readiness as it would be in the case of an actual emergency.

u. Review recovery plans. Ensure that the COOP describes recovery plans to return to normal operation after an emergency. Recovery plans should include the following:

(1) Tasks to be performed and responsibility for performing them. For example, the recovery plans should indicate who is responsible for obtaining repairs to, or replacement of, IPE.

(2) A description of floor space and location requirements.

(3) Physical requirements of the facility where the IPE is to be located, such as partitions, raised flooring, and electrical power.

(4) A description of IPE requirements.

(5) A description of supply needs, such as tapes, discs, furniture, and so on.

(6) Estimates for acquiring needed space and equipment from engineers, vendors, and the procurement office.

v. Test results. The results of the COOP test should contain a description of the test conducted, evaluation criteria used, test results, and the corrective action(s) taken. It also should contain the review team members, their positions, organization represented, and their area of expertise.

Glossary

Section I
Abbreviations

AAFES
Army and Air Force Exchange Service

ADP
automatic data processing

ADPE
automatic data processing equipment

ADTA
Advance Deposit Trust Account

AIF
Army Industrial Fund

AIG
address indicating group

AMA
Automatic Message Accounting

APR
Agency Procurement Request

AQL
acceptable quality level

ARNG
Army National Guard

ASIMS
Army Standard Information Management System

AUTODIN
automatic voice network

AV
audiovisual

AVSCOM
U.S. Army Aviation Systems Command

C2
command and control

C31
command, control, communications, and intelligence

CAPR
capability request

CATV
Community Activity Television

CBI
computer based instructions

CCWO
Commercial Communications Work Order

CDOIM
Community Director of Information Management

CE
Civilian Enterprise

CI
command information

CICA
Competition in Contracting Act

COB
command operating budget

COE
Chief of Engineers

COMSEC
communications security

CONUS
continental United States

COOP
Continuity of Operations Plan

COR
contracting officer's representative

CSA
Communications Service Authorization

DA
Department of the Army

DAVIS
Defense Automated Visual Information System

DCA
Defense Communications Agency

DCN
Defense Communications Network

DCO
dial central office

DCS
Defense Communications System

DCSIM
Deputy Chief of Staff for Information Management

DCSOPS
Deputy Chief of Staff for Operations

DDD
Direct Distance Dialing

DDN
Defense Data Network

DECCO
Defense Commercial Communications Office

DEFP
Duplicate Emergency Files Program

DFARS
Defense Federal Acquisition Regulation Supplement

DISC4
Director of Information Systems for Command, Control, Communications, and Computers

DOD
Department of Defense

DOIM
Director of Information Management

DP
data processing

DPCA
Director of Personnel and Community Activities

DPE
data processing equipment

DPI
data processing installation

DSN
Defense Switching Network

DTS–W
Defense Telephone Service, Washington

DVIAN
DOD Visual Information Activity Number

EA
Economic Analysis

EAC
Emergency Action Console

E–FAX
Electronic Facsimile

E–Mail
electronic mail

EMP
Electro Magnetic Pulse

ESS
Electronic Switching System

FAO
finance and accounting office

FAR
Federal Acquisition Regulation

FCC
Federal Communications Commission

FIRMR
Federal Information Resource Management Regulation

FOA
field operating agency

FOIA
Freedom of Information Act

FOUO
For Official Use Only

FX
Foreign Exchange

GAO
Government Accounting Office

GFE
Government furnished equipment

GOCO
Government–owned, contractor–operated

GPCSC
General Purpose Computer Support Center

GPO
Government Printing Office

GSA
General Services Administration

HF
high frequency

HQDA
Headquarters, Department of the Army

IC
Information Center

IDA
initial denial authority

IDS–MIS
Integrated Data Services—Management Information System

IMA
Information Mission Area

IMO
Information Management Officer

IMSC
Information Management Support Council

IP
internet protocol

IPE
information processing equipment

IPF
informationprocessing facility

IRMP
Information Resource Management Program

IRS
Information Requirement Study

IS
information system

ISDN
Integrated Services Digital Network

ISSC
Information Service Support Centers

LCMIS
Leased Communications Management Information System

LRAMRP
Long Range Army Materiel Requirement Plan

LRRDAP
Long Range Research and Development Acquisition Plan

LSR
Local Service Request

LTOP
Lease to Ownership Plan

LWOP
Lease With Option to Purchase

MACOM
major Army command

MARKS
Modern Army Recordkeeping System

MARS
Military Affiliate Radio System

MICLO
Management Information Control Liaison Officer

MICO
Management Information Control Officer

MINIMIZE
Reduction of Telecommunication Traffic in an Emergency

ML/CSA
Maximum Limit/Communication Service Authorization

MOA
Memorandum of Agreement

MOD Plan
Modernization Plan

MS
Mobilization Station

MSA
morale support activities

MSC
major subordinate command

MSO
Morale Support Officer

MTOE
modification tables of organization and equipment

NARA
National Archives and Records Administration

NCR
National Capitol Region

NCS
National Communications System

NFIP
National Foreign Intelligence Program

NIC
Network Information Center

NSA
National Security Agency

NTIA
National Telecommunications and Information Administration

OASD
Office of the Assistant Secretary of Defense

OC
operating characteristic

OCONUS
outside continental United States

O&M
operation and maintenance

OMA
Operation and Maintenance, Army

OMAR
Operation and Maintenance, Army Reserve

OMCPP
Official Mail Cost Control Program

OPA
Other Procurement, Army

OPM
Office of Personnel management

OPX
off premise extension

OSD
Office, Secretary of Defense

OSID
Operations and Systems Integration Division

PA
Privacy Act

PARR
Program Analysis Requirement Review

PBO
Property Book Officer

PBX
private branch exchange

PCO
procurement contracting officer

PCS
permanent change of station

PCN
product control numbers

PEO/PM
Program Executive Officer/Project Manager

PL
Public Law

POM
program objective memorandum

PPBES
Planning, Programming, Budgeting, and Execution System

PWS
performance of work statement

RC
Reserve Component

RDTE
research, development, test, and evaluation

RFS
Request for Service

RHS
records holding area

RO
Reimbursable Order

ROTC
Reserve Officers' Training Corps

RPPO
Regional Printing Procurement Office

RS
Requirement Statement

SA
semi–active

SDF
Standard Form

SIC
system identification codes

SIMA
Systems Integration and Management Activity

SJA
Staff Judge Advocate

SMDR
station message detail recording

SO
State operated

SOFA
Status of Forces Agreements

SOMS
Stated Operated Mobilization Stations

SOP
Standard Operating Procedure

SOW
Statement of Work

STAMIS
Standard Army Management Information System

STARCs
State Area Commands

TACS
Terminal Access Controller System

TCC
Telecommunications Center

TCO
Telephone Control Officer

TCP
telecommunications protocol

TOE
tables of organizations and equipment

TROSCOM
U.S. Army Troop Support Command

TSR
Telecommunications Service Request

UR
Unfinanced Requirements

URDB
User Requirement Data Base

USAISC
U.S. Army Information Systems Command

USAISEC
U.S. Army Information Systems Engineering Command

USAISSC
U.S. Army Information Systems Software Center

USAPDC
U.S. Army Publication Distribution Center

USAPPC
U.S. Army Publications and Printing Command

USAR
U.S. Army Reserve

USARCCO
United States Army Commercial Communications Office

USAREC
U.S. Army Recruiting Command

USDA
U.S. Department of Agriculture

USPS
United States Postal Service

VI
visual information

VIRIN
Visual Information Record Identification Number

WATS
Wide Area Telephone Service

WWMCCS
Worldwide Military Command and Control System

Section II
Terms

Activity
Department of the Army unit or organization performing a specific function normally located on an installation for information system support. An activity has approval authority to commit resources (personnel, funds, material) to implement a validated capability requirement or other information system project.

Automation
Conversion of a procedure, a process, or equipment to automatic operation. When allied to telecommunications facilities, automation may include the conversion to automatic operations of the message processing at an exchange or remote terminal.

Capability Request
A work order document used to identify a deficiency or need to the DOIM. If the DOIM cannot satisfy the CAPR within existing resources an RS is created and submitted in the MOD Plan. If an approved MOD Plan includes the deficiency then the number is included in the ISPD.

Certification
The process by which the telephone bill is annotated to be correct. The process is the acknowledgment that all calls were approved and official. Normally this is done by the Telephone Control Officer.

Circuit usage
Total time a circuit is in use, measured in minutes for long–distance toll, in the 10th of hours for Wide Area Telecommunications Service (WATS) for all hours contracted for, and in additional message units in areas where message rate service is utilized.

Commercial Communications Work order
(CCWO) DD Form 1367, used to accomplish the modification, changing, or moving of any leased telecommunications service in accordance with the limitations specified by an ML–CSA.

Common carrier
Any person, partnership, association, joint–stock company, trust, governmental

body, or corporation engaged in the business of providing telecommunications services to the general public, and authorized or franchised by the Federal Communications Commission (FCC) or other appropriate governmental regulatory body.

Communications management monitoring
Monitoring DOD dedicated and common user telephone systems of the Defense Communications System to determine the operational efficiency and proper utilization of the system. Telephone systems are subject to communications management monitoring at all times (DOD Dir 4640.1).

Common–User Information Services
Official Army information services available to all authorized customers.

Communications Service Authorization (CSA)
DD Form 428 prescribed for use in procuring leased communications services under the terms of general agreements with common carriers.

Contracting Officer
A person with the authority to enter into, administer, and/or terminate contracts and make related determination and findings.

Correspondence distribution center
Activity responsible for distributing, receiving, opening, sorting, routing, delivering, and picking up correspondence.

Customer/user
The requester and recipient of information services.

Dedicated data transmission service
Equipment and circuitry specifically designated to transmit and/or receive digital data. The transmission path for this service may be a dedicated circuit, direct distance dial (DDD), or official commercial telephone.

Dedicated telecommunications
Those telecommunications services or circuits used by one or more special users authorized and used for specific purposes between predetermined and fixed locations (for example, point–to–point, data, command, and control). The service may or may not be switched.

Defense Communications Systems (DCS)
Telecommunications provided under the management control and operational direction of the Defense Communications Agency (DCA).

Digital switching
A process in which connections are established by operations on digital signals without converting them to analog signals.

Direct accountability
A system for paying actual postage cost through the use of prepaid postage or official mail stamps, meters, permits, and other methods requiring a statement of mailing.

DMATS
The Defense Metropolitan Area Telephone System. DMATS is a consolidation of telephone services and facilities within a specified geographical area, under a single manager, providing telephone services to DOD customers for the transaction of official Government business.

Economic analysis
A systematic approach to the problem of choosing how to employ scarce resources and an investigation of full implications of achieving a given objective in the most efficient manner. The determination of efficiency and effectiveness is implicit in the assessment of the cost effectiveness of alternative approaches.

Facsimile
That process by which printed material or still pictures are transmitted and reproduced at a receiving end.

Facsimile service
A telecommunications system which provides for the transmission of fixed images with a view to their reception in recorded form; these images include typewritten and handwritten documents, finger print records, maps, charts, operation overlays, sketches, and photographs.

Foreign carrier
Any person, partnership, association, joint–stock company, trust, governmental body, or corporation not subject to regulation by a United States governmental regulatory body and not doing business as a citizen of the United States, which provides telecommunications services outside the territorial limits of the United States.

Foreign Exchange (FX) services
A service connecting a customer/user to a distant telephone exchange and providing the equivalent of local service from that exchange. Rates are established by local tariffs.

General purpose (common–user) telecommunications
Official Army telecommunications services available to all authorized users on a shared basis.

Governmental regulatory body
The Federal Communications Commission, and statewide regulatory body, public utility commission, or any body with less than statewide jurisdiction when operating pursuant to State authority.

Information Center (IC)
Multi–discipline operational activities providing integrated information customer support in the form of advice and assistance.

Information Management Officer (IMO)
The information manager in an organization whose primary responsibility is to develop and maintain the organization's IRMP.

Information Management Support Council (IMSC)
An installation implementation work group organized under the direction of the DOIM. The group is comprised of host installation and tenant representatives used to plan and execute the management of the installation information resources.

Information Mission Area (IMA)
The resource requirements and associated information management activities employed in the development, use, integration, and management of information. The IMA includes all resources and activities employed in the acquisition, development, collection, processing, integration, transmission, dissemination, distribution, use, retention, retrieval, maintenance, access, disposal, and management of information. Information resources include doctrine, policy, data, equipment, and applications and related personnel, services, facilities, and organizations. The IMA includes all three of the Army's IMA environments: Theater/Tactical, Strategic, and Sustaining Base.

Information Service Support Center (ISSC)
Multi–discipline operational activities providing one–stop delivery of all types of information services and products.

Installation
Land and improvements permanently affixed thereto that are under the control of the Department of the Army and used by Army organizations. Where installations are contiguous, the combined property is designated as an installation.

Installation information services
Those Government–owned or –leased services provided by all types of information systems and facilities. Included are automation support, visual information support, telecommunications support, integrated information support, and printing and publication support activities.

Integrated Services Digital Network (ISDN)
An integrated digital network in which the same digital switches and digital paths are used to establish connections for different services; for example, voice, data, or video.

Intermediate USAISC commander
A USAISC commander who serves in a dual status as commander of the USAISC contingent supporting the MACOM and is the DCSIM on the MACOM commander's staff.

Intru–Army Reimbursable Services Order
The DA Form 2544 used for placing orders

for work or services to be performed on a reimbursable basis (AR 37–108).

Locally leased circuit
A circuit leased from a civil communications agency. This circuit must originate and terminate in the local civil telephone exchange service area. Local leased telecommunications circuits do not extend beyond the installation boundaries (20 miles or more). In those special cases where this definition does not apply, HQ, USAISC will designate long–haul/local services.

Management Information Control Liaison Officer (MICLO) A person assigned authority by a principal staff agency of a command or activity to:

a. Coordinate information control matters within the staff agency.

b. Assist in review of ADP products for which the agency is the system proponent.

c. Provide technical assistance to the Management Information Control Office (MICO).

Management Information Control Officer (MICO)
A person assigned authority to:

a. Approve, disapprove, or review proposed management information requirements with an agency.

b. Provide control symbols to needed management information requirements within an agency.

c. Review controlled management information requirements and data products.

d. Provide the jurisdictional control of management information requirements and data products.

Maximum Limit–Communication Service Authorization (ML–CSA)
A requirement type contract for leased communications services written on DD Form 428 and containing clauses authorizing specific services, circuits, or equipment, with maximum price ceilings for the stated services. The ML–CSA may also provide limited authority to designated individuals to effect modifications in the service within the dollar ceilings.

National Capital Region (NCR)
Includes the District of Columbia; Montgomery and Prince Counties in Maryland; Arlington, Fairfax, Loudoun, and Prince William Counties in Virginia; and the cities and towns included within the outer boundaries of those counties. The DTS–W provides the Administrative telecommunications to DOD in the NCR.

Off–Premise Extension (OPX)
An extension telephone (or PBX station) located outside the boundaries of an installation or property which is not continguous with the location where the main station or PBX is located.

Official telephone calls
Calls made for the transaction of official Government business.

Office telephone monitoring
Listening to or recording office telephone conversations by use of mechanical, acoustical, or electronic devices or recording by written means, for the purpose of obtaining an exact reproduction or a summary of the substance of the telephone conservation.

Official mail
Matter belonging to or exclusively pertaining to the business of the U.S. Government mailed as penalty mail or on which the postage and fees have been prepaid with appropriated funds.

Official telecommunications service
All telecommunications services used for the conduct of official Government business.

Permanent records
Any records determined by the Archivist of the United States to have sufficient value to warrant its preservation by the National Archives and Records Administration for the life of the Republic.

Printing
Printing encompasses the process of composition, platemaking, presswork, binding, and micropublishing.

Printing plant
Any plant producing printing that is owned or operated wholly, or in part, by the Government or at Government expense. This includes all plants located on property owned or controlled by the Government.

Publication
Items of information that are printed or produced, whether mechanically or electronically, for distribution or dissemination usually to a predetermined audience. Generally, they are directives, books pamphlets, posters, forms, manuals, brochures, magazines, and newspapers produced in any media by or for the Army.

Record Information
Narrative, graphics, data, and computer information registered in either temporary or permanent form so it can be retrieved, reproduced, or preserved.

Records maintenance and use
Any activity involving creation and retrieval of records of the Department of the Army or storage, retrieval, use, and handling of records kept at office file locations by or for the Department of the Army, for the conduct and management of Army operations, missions, and activities.

Records management
The planning, controlling, directing, or organizing, training, promoting, and other managerial activities involved with records creation, records maintenance and use, and records disposition, in order to achieve adequate and proper documentation of the policies and transactions of the Department of the Army and effective and economical management of Department of the Army operations.

Records management position
Any position which requires 50 percent or more of the incumbent's time to be spent in the execution of duties devoted to any element, or combination of elements, of the Army Records Management Program.

Records series
File units or documents arranged according to a filing system or kept together because they relate to a particular subject, or because of some other relationship arising out of their creation or use.

Reproduction
A broad term encompassing printing, duplicating, copying, and related processes, including microform reproduction.

Request For Service (RFS)
A request for leased long–haul telecommunications services.

Requirement Statement (RS)
The RS is the basic document to identify information requirement initiatives in the Sustaining Base.

Revalidation of services
Actions involving the review and justification of existing services in terms of operational necessity and cost effectiveness.

Special purpose (dedicated) telecommunications
Telecommunications services or circuits used by one or more special users and authorized and used for specific purposes between predetermined and fixed locations (for example, point–to–point, data, command and control) and may or may not be switched.

Statistical sampling
An administrative certification that long distance telephone calls are necessary in the interest of the Government, determined by estimates of the percentages of similar toll calls in the past that were official calls. The process provides reasonable assurance of accuracy and freedom from abuse.

Supported activity
An organization, activity, or unit located on or off an installation or supplantation belonging to another command, and from which it is receiving specified types of supply or other services.

Supporting DOIM
The DOIM is the installation information manager. As the installation DOIM he/she is

assigned the responsibilities of the installation staff officer responsible for information management.

Telecommunications
Any transmission, emission, or reception of signs, signals, writing, images, and sounds or information of any nature by wire, radio, visual, or other electromagnetic systems.

Telecommunications Service Request (TSR)
A valid, approved, and funded telecommunications requirement submitted to DCA or DCA activities. TSRs may not be issued except by specifically authorized TCOs.

Telephone communications security monitoring
Listening to or recording the transmission of official defense information over DA–or DOD–owned or–leased telephone communications, by any means, for the purpose of determining whether such information is being properly protected in the interest of national security (AR 380–53).

Telecommunications coordinator
An individual in the supporting DOIM who has been appointed, in writing, by the 7th Signal Command Office of Acquisition, for the purpose of issuing Commercial Communications Work Orders (CCWO), DD Form 1367, against an ML–CSA.

Telephone Control Officer (TCO)
An individual appointed by the installation commander responsible for management and implementation of the installation telephone system usage control program.

Tenant activity
An organization, activity, or unit located at an installation or supplantation belonging to another command, and from which it is receiving Specified types of installation information services.

Toll calls
Army long distance calls where the Government is charged cost and is billed by a commercial carrier or exchange company based on call characteristics; that is, time and distance.

U.S. Army Commercial Communications Office (USARCCO)
A field operating activity under the command of the CG, USAISC, that provides centralized management of the Army's worldwide leased Government–owned, long–haul telecommunications program; serves as the Army interface with the Defense Communications Agency (DCA), Defense Commercial Communications Office (DECCO), and General Services Administration (GSA) on telecommunications certification office related matters.

Unofficial telephone calls
Unauthorized calls used for other than official Government business in support of the Army installation.

User operated equipment and systems
Customer operated equipment that is, or is planned to be, connected directly or acoustically coupled to any telecommunications network or base communications system for the purpose of transferring information in a non–voice electronic mode. Examples include, but are not limited to, word processors with communicating capability, electronic mail terminals, computer remote terminals, facsimiles, intrusion detection systems, energy monitoring systems, computers, and audiovisual conferencing equipment requiring telecommunications support. Excluded from this definition are cable TV (CATV) and nontactical radios.

Validation of telecommunication requirements
Actions involving evaluation and acceptance of the operational necessity of a requirement at the various command levels. Validation does not constitute approval of the requirements and will be used as a basis for commitment of resources.

Verification
The process by which the local telephone toll bill or other charges are checked against the list of authorized toll calls or charges. Thus, all charges are " verified" as being correct and payable.

Visual Information (VI)
Use of one or more of the various visual media with or without sound. Generally speaking, VA includes still photography, motion picture photography, video or audio recording, graphics arts, visual aids, models, displays, visual presentation services, and the processes that support them.

WATS
The acronym of Wide Area Telephone Service. WATS is a form of "bulk rate" long–distance telephone service, designed for customers/users who place or receive large volumes of long–distance calls within CONUS.

Section III
Special Abbreviations and Terms
This section contains no entries.

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