Decision Making in the Acquisition Community: Survey and Techniques

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INTRODUCTION

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By way of overview, in the first part of this paper I describe the design and intent of the survey instrument itself.
Following that, I review the findings and then present the final conclusions drawn from this interesting effort.

**QUESTIONNAIRE DESIGN**

The survey instrument was designed to cover not only the decision making assessments of program managers (PM) and program executive officers (PEO) but to enable a comparison of preferences according to acquisition experience, military department (service), grade or rank, functional background, and size of program. A copy of the instrument is at appendix one.

**Part I of Questionnaire**

Part One of the instrument surveys general information about the respondent. Service affiliation is the first item on the survey. The reason is fairly obvious. Each military service approaches acquisition from a slightly different angle. The question is: do these service differences extend to decision making as well? Organization and Location items are included to facilitate future study should one want to review decision making differences between or within a particular acquisition organization.

The Position element, or organizational title, is critical to being able to analyze the responses by the various functions within the acquisition community held by the respondents, e.g. contracting officers, engineers, program control personnel as well as PMs and PEO.

The Grade and Skill items are self evident. The Grade field gives the ability to segment the survey into civilian and military respondents was well as into levels of responsibility.
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The Position element, or organizational title, is critical to being able to analyze the responses by the various functions within the acquisition community held by the respondents, e.g. contracting officers, engineers, program control personnel as well as PMs and PEO.

The Grade and Skill items are self evident. The Grade field gives the ability to segment the survey into civilian and military respondents was well as into levels of responsibility.
The Skill Identifier was included in case the entries in the position element were not precise enough for an automated query routine. If skill codes were available, then an analysis of decision making preferences by skill group could be conducted.

The next field required the respondents to identify the total program cost (research and development as well as procurement funds) over all the years the system is in production. The four categories were $1 Million, $10 Million, $100 Million and over $100 Million. As it turned out these values were too low. Almost every response valued their program at over $100 Million. Consequently, this element did very little to segment the responses for analysis based on size of the program. If a survey of this type is reaccomplished, the top category should be increased to $100 Billion.

The last field in Part One deals with the overall experience of the respondent. As used in the survey, experience level equates to the number of the different acquisition phases the respondent has gone through previous to the one to which currently assigned. This information allows for correlating decision making requirements and assessments to the experience of the respondent. The inclusion of this field also provides for a later opportunity for relating decision making aspects to particular acquisition phases.

Part II of Questionnaire

This part constitutes the heart of the questionnaire. Question one requires the respondent to assess the quality of the decision of his or her subordinate(s). The question asks for the
assessment to be made on the basis of timeliness and creativity. The ratings are Poor, Fair, Good and Excellent. The second question is identical to the first with the exception that, in this case, the respondent assesses the quality of his or her own decisions.

The next section is designed to determine what the respondent considers to be the major problem with the decisions which they and their subordinates make. Six problem areas are listed to help the respondent begin to identify impediments.

1. Not enough time
2. Lack of credible information
3. Lack of truly innovative approaches/courses of action
4. Lack of confidence in the accuracy of the decision
5. Poor acceptability of decision by superiors
6. Difficulty achieving consensus or support

An "Other:" category was provided to capture those additional impediments experienced by the respondents which were not included in any of the choices listed.

The fourth question attempts to determine which phase of the problem solving/decision making process is the most difficult: Problem Definition, Alternative Generation, Evaluation, Selection or Implementation. This question was included so that if a decision support system was generally thought to be beneficial, the developers of the system could concentrate their efforts on the part of the process in which acquisition executives were having the most trouble. The five phases of problem solving used in the survey were taken from Van Grundy’s book on decision making techniques. Each phase was to be scored with a number
ranging anywhere from "5", most difficult, to "1", least
difficult, depending on the degree of difficulty typically
encountered in that phase compared to the others.

The fifth question was designed to locate which of the
functional areas within a normal program manager office needed
the most improvement in the quality of its decisions or in its
decision making process. The survey listed these five functional
areas for evaluation:

- Engineering
- Contracting
- Program Control
- Logistics
- Administration

As in some of the other questions, this one also included an
"Other" option in the event some of the program offices were
organized differently or either the respondents wanted to comment
on decisional weaknesses noted in supporting offices outside
their direct responsibility.

Question six marks a major change in the direction of
questioning. The previous questions were designed to determine
the quality of decision making within acquisition offices and to
locate and prioritize the decision phases and functional offices
where improvement was deemed most needed. The next three
questions (six through eight) are aimed at assessing the utility
and acceptance of a decision support system.

Question six asks respondents to say whether or not having a
greater range of decision making techniques would enable them to
improve the quality of their decisions. The idea behind this
question is to test the hypothesis that decision makers in the acquisition community were not satisfied with the decision tools they brought with them from other programs or found available at their current one. If the respondent answered "Yes" to this question then he or she was to go to the next question.

Those answering question seven have already indicated that they believe that a greater number of candidate decision making techniques to choose from when facing a problem would improve the quality of their decisions. The question now is how much of an improvement would they expect to gain from having this expanded array of techniques available at hand. The options to choose from in answering this question are: Significant, Marginal or None. This question, necessarily hypothetical, was included to give future decision support system developers a sense of potential benefits that the various groups within the acquisition community would gain from their product. This way, the development of a decision support system could be tailored to benefit the segment that seemed to need the system, to want it most and to be able to derive the greatest payback from it.

The last of the utility related questions, question eight, asks the respondent to indicate their assessment of the utility of an automated decision support system that would help them structure their decision making process. The choices here are: Very, Moderately, Slightly and None. If there is a large show of support for this type of system, then work could begin on defining such a system around the demographics and preferences identified by the survey. A possible coalescence of this effort and the Defense Systems Management College's development of the
Program Managers Support System could be envisioned in the next few years.

The questionnaire concludes with an opportunity for the respondents to provide an overview of the decision-making techniques they have used and how often they used them. The techniques were arrayed by problem-solving phases and ranged from the tried and true methods such as Pro/Con to the esoteric techniques of Nonlogical Stimuli and Free Association. The primary reason for including this question was to measure the level of sophistication in decision making of the respondents. If the majority of decision makers surveyed reported that they were already using all the techniques yet responded that they believed there was room for significant improvement in their office’s decision making process, then one would be led to conclude that additional techniques would not be the answer we are looking for here.

The questionnaire includes a Comment section to capture those ideas and suggestions that respondents felt inclined to provide. The section was included primarily to conform to good survey practice. I did not actually anticipate that the section would be used often. As it turned out, I was very mistaken. More than half the respondents included comments, some very lengthy and impassioned. It seems as if decision making and automated decision support systems is of real interest to those in the acquisition community.
SURVEY RESULTS

Demographics of Survey Respondents

The mailing list which I used to address the survey was provided by the Defense Systems Management College's Department of Research. The list is included at Appendix Two. I used only 840 of the 1157 individual organizational addresses contained on the list. These 840 addresses were taken exclusively and exhaustively from the PEO (Program Executive Officer), the PM (Program Manager), the PROCEN (Procurement Center) and the SYSCOMS (System Commands) categories of the mailing list. At the time of this analysis, I had received 331 survey replies. One hundred and forty five to these replies came from program office staff members officers. These replies were not included in the database since my target group was limited to program managers, their deputies, and PEOs. So I ended up building the survey database and drawing my conclusions on the basis of the responses provided by the 186 PMs, DPMs or PEOs.

Breakout by Service. As you can see from the figure below,

Survey Responses by Service
Figure 1

Navy (9.7%)

Air Force (18.8%)

Marine Corps (1.6%)

Army (69.9%)

almost 70% were from the Army, many of which were from the
numerous, small project offices at Fort Monmouth and the Redstone Arsenal. This percentage coincides with the proportion of Army addresses on the mailing list. However, it does not coincide with the relative size of the Army's acquisition budget vice those of its sister services. Afraid that this lopsided representation might skew the results to the point that conclusions and generalizations drawn from the survey would be invalid, I chose one question to see if the individual service distributions of responses generally matched to that of the total populations. The question I used as my test cast was the assessment of the quality of the respondents own decision making results. The distribution for the individual services evidenced the same 3-to-1 ratio of Good decision makers to Excellent decision makers as will be shown in Figure 6 for the population total. Thus, I judged that it was safe to conclude that the distributions for the other questions would generally conform to this same pattern and would thereby permit us to draw valid conclusions from the trends found in the aggregate populations. The following charts which contain service breakouts also generally support this assumption.
Breakout of the Military/Civilian Mix by Grade. The figure below shows the military/civilian mix (112 military/74 civilians) by grade.

Population by Grade or Rank
Figure 2

Breakout by Position. One hundred and seven replies were from PMs, 77 were from DPMs and 2 were from PEOs.

Population by Position
Figure 3

PEOs (1.1%)

Dep PMs (41.4%)

Prog Mgrs (57.5%)

- 10 -
The 77 DPMs correlates well with 74 civilian replies and indicates that the vast majority of the civilian respondents are DPMs, as would be expected. The two PEOs were Air Force flag officers.

**Breakout on the Basis of Program Budget.** This field was included so I could make a correlation, if any existed, between the size of the program managed and the program office’s decision making requirements. As mentioned previously, I set the dollar value of the choices in the survey much too low; the range in the survey being from between $1 million to $100 Million. As a result, all but a few of the responses indicated that their program has a total procurement and R&D budget in excess of $100 Million. Thus almost everyone ended up in the top block; giving me no way to discriminate between them on the basis of program value. Should someone have an interest in redoing the survey, this field should be changed to include a top category of: Greater than or equal to $100 Billion.

**Level of Experience.** This last of the general background information questions attempts to determine the breadth of experience of the respondents. The thought being that if the respondents were new program managers whose previous experience had been limited to working in only one or two phases of the acquisition process, then they might have a tendency to be less confident in their own decision making abilities and thus rely more on a decision support tool or technique. As is shown in the next figure, the workforce sampled turned out to be professionally mature.

- 11 -
Almost 60% of the respondents had previous experience in three or more different phases and the largest single group had gone through all five of the phases prior to their current assigned program. One would assume that, since this is the case, the surveyed population, as a whole, would tend to be less dependent on a support tool and thus be inclined to minimize its value to them.

**Decision Making Assessments**

With this section, we come to the heart of the research itself. We will investigate what the principal players in the acquisition community think regarding the quality of their own and their subordinates decision making process, what acquisition phase is most troublesome to them, what functional area would benefit most from improvements in decision making and, lastly,
what they believe to be the utility and acceptability of an automated decision support system. The answers to this question should provide system developers clear direction to take in pursuing a decision support tool for the acquisition principals.

**Subordinate Decision Quality.** In this question the respondents were asked to rate the quality of their subordinates decisions. The categories were: Excellent, Good, Fair and Poor. The distribution across the surveyed population is contained in Figure 5.

**Assessment of Subordinate Decisions**

*Figure 5*

<table>
<thead>
<tr>
<th>Quality of Subordinate Decisions</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>40</td>
</tr>
<tr>
<td>Good</td>
<td>120</td>
</tr>
<tr>
<td>Fair</td>
<td>40</td>
</tr>
<tr>
<td>Poor</td>
<td>20</td>
</tr>
</tbody>
</table>

**Self-Assessment of Decision Quality.** The self-assessment is structured exactly like the question on subordinate decision quality except that the respondent now assesses the quality of his or her own decisions. As could have been anticipated, the principals consider their own decisions better than those of their subordinates. Possibly the most interesting aspect of the responses is how closely the principals equate the quality of their own decisions to those of their subordinates, i.e., that
The respondents show a solid sense of satisfaction with their decision making abilities and processes. Room for improvement? Yes, as indicated by some who rated their decisions and others as only FAIR in quality. But, there are just as many who say that the process yields "Excellent" results. One would imagine these as being very resistant to attempts to improve or fix something that, in their minds, is not broken in the least.

Relationship of Experience with Decision Quality. The premise of this analysis was to see if there is any relation between experience and self-assessed decision quality. If so, then one would anticipate seeing a relatively high per cent of inexperienced respondents (management experience in two or less different acquisition phases prior to current assignment) rating themselves as Fair. As borne out by Figure 7,
Experience Levels of FAIR D/Makers
Figure 7

No. Diff. Phases Managed

<table>
<thead>
<tr>
<th>No Principals Rated as</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. Diff. Phases Managed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

the number of respondents who assessed themselves as being only FAIR decision makers and who had relatively little experience is almost the same as whose who had a lot of experience. This unusual bi-modal distribution would seem to frustrate our hypothesis and lead us to conclude that decision making skill may not be highly correlated to previous experience, at least in the case of acquisition principals. The FAIR decision makers were used in this analysis since it is assumed that they would be the most likely segment in our population to benefit from and use a decision support tool or instrument. You might say that these individuals constitute the primary subset of our target group.

Barriers to Making Quality Decisions. Given that the surveys indicate that there is room for improvement in acquisition decisions, the question now is to find out how and where to make the improvements. The following figure details how the principals answered when asked to identify the primary difficulty or barrier to consistently making "Excellent"
decisions. Due to the small sample size of PEOs, the figure focuses on just the PM and DPMs and shows the number of times the particular difficulty is cited as the prime culprit in making quality decisions.

### Problems in Making Excellent Decisions

**Figure 8**

![Bar Chart](chart.png)

Ideation, as used in the context of this figure, means "Lack of truly innovative approaches/courses of action" as alternatives to select from in solving a problem.

Not surprising, too little time and too little good information are frequently identified as problems by those surveyed. Interestingly enough, though, "consensus" (or lack thereof) is cited almost as often as "time" and "information" as being a major problem in decision making. PMs used an "Other" category 18 times; DPMs, 16. There was no consistent problematic theme identified in those write-ins so I did not incorporate any
of those barriers in the analysis. As for the two PEOs, Time and Ideation where the problem areas they identified.

Relative Difficulty of the Phases of Problem Solving. The previous question instructed us as to what impediments we needed to focus on, now we need to discover which of the decision making/problem solving phase(s) need the most help. The data from the survey suggests that the initial phase, Problem Definition, and the last phase, Implementation, are both the least and most difficult ones. My guess as to why this is so is that for every person who invested the requisite up-front effort to clearly identify the problem and thus found the implementation fairly straight forward, there is one who misjudged the real problem and thus found the implementation step hopelessly ineffectual. It is at these starting and ending points where the real world impinges directly on the decision process. It is at these points that rewards and consequences of good and bad decisions are most directly dealt with. Everything in between is rationalistic abstraction and can be carried on with relative ease. Therefore, from a system development viewpoint, I would take it that improvement design should concentrate on the front and back ends of the decision making process.
Functional Areas Identified as Needing the Most Improvement.

The last aspect of the acquisition community that we need to analyze in order to determine the direction we go in providing assistance to acquisition decision making process are the various functional components of a program office. Each person surveyed was asked to indicate how much improvement was needed in the engineering, contracting, program control, logistics, and administration functional areas within a program office. The choices were: significant, marginal or none. The distribution of these ratings was fairly uniform across all functional areas. Significant improvement was indicated of being necessary approximately 35% of the time; Marginal improvement, 50%; and None, 15%. Program Managers and Deputies identified the engineering and logistics functions as requiring significant improvement a little more often than the other functions. If you had to prioritize what areas toward which to target any
subsequent decision support system, it would certainly be to these functions.

Functions by Amt. Improvement Required
Figure 10

A blank block was included to capture the data for those functions outside the program office that, according to the respondents experience, was decisionally deficient. In the cases where this blank was filled in, the usual entry was the Legal Office.

Interpolation of Findings. The first conclusion that we can make is that the acquisition principals, for the most part, are at least satisfied with the quality of decision making with their organizations. Room for improvement was indicated, but not with a sense of urgency that would suggest that they thought of this as a major problem area. However, the improvement needed, as slight as it may be, will not, in all cases, come as program managers gain more experience.

The survey results indicate that to maximize the utility of a decision support system in meeting the expressed needs of
acquisition principals, the system would have to, above and beyond all else, help them make decisions in a shorter amount of time, help build a greater level of consensus among the decision participants, and assist the decision maker in getting the right amount of relevant and accurate information.

Also, any resulting system should be optimized to help deal with the problems peculiar to the problem definition and implementation phases of decision making.

Lastly, the need for improvement is pervasive in that all the functional areas within a program office were cited by around 25 to 30 per cent of the respondents as needing some sort of improvement. However, to maximize near-term benefits, a decision support system should focus on engineer and logistician type of problem sets since these were ranked slightly higher than the other areas in terms of needed improvements.

Utility of an Automated Decision Support System

Having acquired a sense of where and to what extent decision making could be improved, the question now is to determine the degree to which the acquisition community sees utility in a decision support system that introduces additional techniques for acquisition principals to incorporate in their problem solving processes. My analysis will break out the responses to the last remaining three questions on the survey by service, by position and by experience. These answers should give us clear direction as to whether there is any cost effective benefit to be derived in developing an automated decision support system.
Utility of Additional Decision Making Techniques. Simply stated, the respondents said whether or not additional techniques would help them make better decisions. A slim majority, 55%, indicated that it would. This same slight majority exists for all services (except for the Marine Corps), positions and experience levels, as shown below. The statistically small Marine Corps sample size (3 responses) limits our ability to draw too strong of an inference from their inputs, but their replies are included, nonetheless, to complete the record.

Improving Decision thru Add. Technique
Figure 11

Add. Techniques by Position
Figure 12
In the chart above, "Seasoned" means that the respondent has had experience in three or more different acquisition phases; "Rookie" means the respondent has had experience in two or less phases.

**Consequential Improvements from Additional Techniques.**

Given that the respondent answered the previous question in the affirmative, the next question asks what amount of improvement he or she would anticipate achieving through the use of new decision making methods. The choices given to the respondents were: Significant, Marginal and None. The "None" category was included as a logic check on the replies. If a person had indicated in the above question that they felt that having additional decision making techniques available to them would improve the quality of their decisions, then it would be contradictory to say in the next question that they anticipated NO improvement from those additional decision making aids. To the credit of those who answered the survey, no one fell into this trap, raising the
level of credibility of the answers. On an aggregate basis, 42% of the respondents thought that "Significant" improvement could be achieved through enhanced decision methods. The next figure breaks this aggregate measure into its service components. Bear in mind that this figure is based exclusively on the population of those 102 respondents who have already agreed that additional techniques would improve their decisions.

Levels of Anticipated Improvement
Figure 14

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**Benefit of a Automated Decision Support System.** Lastly, the crucial question for us in terms of systems development. Do the acquisition principals see any utility in having an automated decision support system at their disposal to assist in making acquisition related decision. If so, how much help would they believe it to be: Very (Beneficial), Moderately, Slightly or None. Fifteen per cent of those responding thought an automated approach would be VERY beneficial; 41% believed the proposed
system as MODERATELY helpful, with SLIGHTLY helpful coming in at 35% and NONE at 13%. This last chart shows the results of this question by Service.

Expected Benefit of Decision System

The ambivalence is difficult to interpret. Half the population says that such a system would be at least moderately helpful, while the remaining half believe the advantages would be only slightly beneficial at best.

CONCLUSIONS

The question that launched us into this investigation was whether or not acquisition principals thought that additional decision making methodologies and techniques would help them make higher quality decisions. After sifting through the survey responses I found that, by a very small margin, these executive did believe
that additional techniques would be at least marginally helpful to them. Twenty-two per cent of the population thought that "significant" benefits would be gained by doing so. However, only 15% of the surveyed population believed that having these decision making techniques incorporated into the form of an automated decision support system would be useful. I think those two facts highlight the ambiguity that is discernible throughout the survey: yes, we could do and want to do a better job of making acquisition decisions, we are even open to trying new techniques, but we are more that just a little reluctant to resort to an automated decision support system to help us in that improvement process. Such a system is apparently viewed as a potential threat to the program managers and executive officers control over the program and a waste of time since many PMs decisions are ultimately overturned for political reasons by their headquarters, DoD or Congress. Understandably, they would be resistant to any system so perceived. The comments, which many respondents provided, amplified this concern. Typical of these is this one, made by an Air Force Colonel Program Manager:

"Biggest problem is that Prog Dir(ector) 'Decisions' on important issues always are reviewed. Too central a process. Prog Dir do not have the authority (nor do they accept the responsibility) to make tough decisions. Therefore, formal decision making tools, however accurate, will not be used because the answers will be challenged and changed for reasons external to the process."

Likewise the comments of an Army Lieutenant Colonel Product Manager:

"Product and program managers decision making process is a continuous process that in reality does not lend itself to any automated "expert" system. The process of program management is dynamic, without finite data/alternative. If a system is developed it would only be another very small input to the PMs thought process. Those PMs who might come
to rely heavily on such a system are or will soon lose touch with the "Big Picture".

The aversion to a decision support system seems to come from the fact that most respondents assumed this system to be large, cumbersome and time consuming. A small expert system running on a personal computer that avoided these characteristics just might have a chance at winning the acceptance of this community. Whatever is developed, if anything, must be able to withstand the withering scrutiny of and be immediately beneficial to people who are succeeding in accomplishing what is considered by many as the most complex and demanding management challenge of the 20th Century -- U.S. defense acquisition.
Appendix One

Survey Questionnaire
Survey of Decision Making Environments and Techniques within Department of Defense Acquisition Organizations

Part I

Service:_________ Organization:____________________
Location:__________________________
Position:__________________________
Grade:_________ Skill Identifier:____________________
               (i.e., Military MOS or AFSC or Civilian GS/GM Series)

How large is your total program in R&D and production funds?
   (Circle one)
   Up to $1 Million  $1 to - $10 Million  $10 - 100 Million
      Over $100 Million

A. What acquisition phases have you been involved in before?

B. What phase is your program in now?

   |   A (Before) | B (Now) |
---|-------------|---------|
1. |             |         |
2. |             |         |
3. |             |         |
4. |             |         |
5. |             |         |
1. In terms of timeliness and creativity, what is your assessment of the quality of decisions made by your subordinates? (Circle one)

   Poor       Fair       Good       Excellent

2. Again, in terms of timeliness and creativity, what is your assessment of the quality of decisions that you make individually or as part of a group? (Circle one)

   Poor       Fair       Good       Excellent

3. The classical problem solving/decision making process is made up of the following phases: (A) analysis and definition of the problem, (B) generation of ideas or alternatives, (C) evaluation of alternatives, (D) selection, (E) implementation. From the standpoint of the many decisions and problems you have dealt with as a program manager, rank these phases in terms of the degree of difficulty each presents for you in the decision making process. Rank the least difficult phase as 1, and so on through to the most difficult phase with a rank of 5.

   Problem Definition ____ Alternative Generation ____
   Evaluation __________ Selection __________
   Implementation _____

4. How much improvement in decision making/problem solving do each of these functional areas within, or matrixed to, your program office need? (Circle one per functional area)

   Engineering Significant Marginal None
   Contracting Significant Marginal None
   Program Control Significant Marginal None
   Logistics Significant Marginal None
   Administration Significant Marginal None
5. What is the prime difficulty you face in making most of your major decisions?

[ ] Not enough time
[ ] Lack of credible information
[ ] Lack of truly innovative approaches/courses of action
[ ] Lack of confidence in accuracy of decision
[ ] Poor acceptability of decision by superiors
[ ] Difficulty achieving consensus or support

Other: ________________________________

6. Do you feel that having at your command a greater range of generally accepted decision making techniques would enable you to improve the quality of your decisions?

Yes__________ No______

7. If you answered yes to question 6, indicate how much improvement you feel could be made by introducing new decision making techniques into the acquisition community? (Circle one)

Significant Marginal None

8. How beneficial would it be for you to have an automated decision making/problem solving expert system available to you as part of your program management support system. The expert system would assist you in structuring your decision making process with a series of prompts leading you from problem identification, through search for alternative courses of action to evaluation and selection?

[ ] Very [ ] Moderately [ ] Slightly [ ] None
9. The following are techniques specifically designed for assisting managers in making decisions. Please circle the ones with which you personally have had some experience or familiarity. Across from each technique that you circled, indicate under the Frequency column approximately how often you have used that technique. If weekly, mark WK; if monthly mark MO; if quarterly, mark QT; if yearly, then mark YR. If you use the technique on an ad hoc basis, so indicate.

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- 4 -
10. Please add any general comments you have regarding decision making in the acquisition community and your interest in using a decision support system for problem solving/decision making should one become available.

Please return in the attached envelope by 20 Mar 92. Thanks for your cooperation.
Appendix Two
Mailing List
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974 CONG
GRASSLEY- SENATOR CHARLES E.
135 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-1501

1094 CONG
HARKIN- JOHN J.
COMMITTEE ON ARMED SERVICES
220 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-6050

1132 CONG
HANSEN- CONGRESSMAN JAMES V.
2421 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4401

975 CONG
HARKIN- SENATOR TOM
316 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-1501

976 CONG
HATCH- SENATOR ORRIN G.
135 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4402

1033 CONG
HEFLEY- CONGRESSMAN JOEL
222 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20315-0605

1034 CONG
HEFNER- CONGRESSMAN W.G. (BILL)
2161 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3308

977 CONG
HEINZ- SENATOR JOHN
277 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-3801

1035 CONG
HERTEL- CONGRESSMAN DENNIS M.
2442 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2214

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HOCHEMUECKNER- CONGRESSMAN GEORGE J.
124 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3201

978 CONG
HOLLINGS- SENATOR ERNEST F.
125 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4002
KILIAN - DAVID
SUBCOMMITTEE ON DEFENSE
H-144, CAPITOL BLDG
WASHINGTON, DC 20515-6013

KLECKA - CONGRESSMAN GERALD D.
226 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4904

KOHL - SENATOR HERB
702 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-4903

KYL - CONGRESSMAN JON
313 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0304

LAFAUCI - CONGRESSMAN JOHN J.
2367 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3232

LANCASTER - CONGRESSMAN H. MARTIN
1417 LONGWORTH HOUSE OFFICE BLDG
WASHINGTON, DC 20515-3303

LAUTENBERG - SENATOR FRANK R.
717 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-3002

LEAHY - SENATOR PATRICK J.
433 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4502

CON ON ARMED SERVICES
LEATH - MARVIN
CHAIRMAN, SUBCOMMITTEE ON MORALE, WELFARE & RECREATION PANEL
336 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4311

LENNON - PETER D.
SUBCOMMITTEE ON DEFENSE
119 DURKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-6028

CON ON ARMED SERVICES
LEVIN - CARL CHAIRMAN
SUBCOMMITTEE ON CONVENTIONAL FORCES & ALLIANCE DEFENSE
459 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-2202
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ORITZ- CONGRESSMAN SOLOMON P.
1524 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-4327

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UFLY- CONGRESSMAN MICHAEL G.
1131 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-3504

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FACQUING- JULIE
SUBCOMMITTEE ON DEFENSE
H-144, CAPITOL BLDG
WASHINGTON, DC 20515-6018

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FICKETT- CONGRESSMAN OWEN B.
1204 LONGWORTH HOUSE OFFICE BG
WASHINGTON, DC 20515-4602

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FICKLE- CONGRESSMAN J. J.
242 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4310

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FLASHAL- JOHN G.
SUBCOMMITTEE ON DEFENSE
H-144, CAPITOL BLDG
WASHINGTON, DC 20515-6013

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PRESTON- COLLEEN A.
COMMITTEE ON ARMED SERVICES
2120 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20515-6035

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PRYOR- SENATOR DAVID
267 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-0402

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PUNARD- ARNOLD L.
COMMITTEE ON ARMED SERVICES
220 RUSSELL SENATE OFFICE BLDG
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COMMITTEE ON ARMED SERVICES
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508 CANNON HOUSE OFFICE BLDG
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WASHINGTON, DC 20510-0103

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426 CANNON HOUSE OFFICE BLDG
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SKEITON - CONGRESSMAN IKE
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WASHINGTON, DC 20515-2504

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SPECTER - SENATOR ARLEN
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SPENCE - CONGRESSMAN FLOYD
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WASHINGTON, DC 20515-4002

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SPRATT - CONGRESSMAN JOHN E. JR.
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WASHINGTON, DC 20515-4005
STEVENS- SENATOR TED
522 HART SENATE OFFICE BLDG
WASHINGTON, DC 20510-0261

STUMP- CONGRESSMAN BOB
211 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0303

TANNER- CONGRESSMAN JOHN
512 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20515-4208

TAYLOR- CONGRESSMAN GENE
1429 LONGWORTH HOUSE OFFICE BLDG
WASHINGTON, DC 20515-2405

THURMOND- SENATOR STROM
217 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-4081

TORRES- CONGRESSMAN ESTERAN EDWARD
1740 LONGWORTH HOUSE OFFICE BLDG
WASHINGTON, DC 20515-0534

VISCOSKY- CONGRESSMAN PETER J.
420 CANNON HOUSE OFFICE BLDG
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WALKER- CONGRESSMAN ROBERT S.
2445 RAYBURN HOUSE OFFICE BLDG
WASHINGTON, DC 20510-3616

WALLOP- SENATOR MALCOLM
237 RUSSELL SENATE OFFICE BLDG
WASHINGTON, DC 20510-5001

WEISS- COMMITTEE ON GOVERNMENTAL
AFIARS
340 DIRKSEN SENATE OFFICE BLDG
WASHINGTON, DC 20510-6250

WELDON- CONGRESSMAN CURT
316 CANNON HOUSE OFFICE BLDG
WASHINGTON, DC 20510-3807
275
GROSS-
CHIEF EXECUTIVE OFFICER
VARIO-QUALITY SEMICONDUCTOR
2203 W WALNUT ST PO BOX 461426
GARLAND, TX 75046

1119
GORMAN-
CHIEF EXECUTIVE OFFICER
TRW INC.
1940 RICHMOND ROAD
CLEVELAND, OH 44124

255
GRAY-
MR. LARRY PRESIDENT
BENTHOS, INC.
EDGERTON DRIVE
NORTH FALMOUTH, MA 02556

249
MACCHET-
MR. BILL PRESIDENT
BATH IRON WORKS
700 WASHINGTON STREET
BATH, ME 04530

305
HALL-
MR. JOHN R.
CHIEF EXECUTIVE OFFICER
ASHLAND OIL, INC.
PO BOX 391
ASHLAND, KY 41101

306
HANLEY-
MR. ROBERT
CHIEF EXECUTIVE OFFICER
FEDERAL DATA CORPORATION
4800 HAMPDEN LANE
BETHESDA, MD 20814

253
HART-
MR. AL
PRESIDENT SIGNAL & SYSTEMS INC
333 PARK STREET
TROY, MI 48083

1137
HARTLEY-
MR. JOHN T.
CHIEF EXECUTIVE OFFICER
HARRIS CORP.
1025 W. NAGS BLVD.
MELBOURNE, FL 32919

1131
HENNESSY-
MR. EDWARD L., JR.
CHIEF EXECUTIVE OFFICER
ALLIED SIGNAL INC
COLUMBIA ROAD & PARK AVE.
MORRISTOWN, NJ 07960

273
HICKEY-
MR. FRANK G.
CHIEF EXECUTIVE OFFICER
GENERAL INSTRUMENT CORP.
767 FIFTH AVENUE
NEW YORK, NY 10153

1117
HOCHE-
MR. ORION L.
CHIEF EXECUTIVE OFFICER
LITTON INDUSTRIES, INC.
360 N. CRESCENT DRIVE
BEVERLY HILLS, CA 90210
251
HODGES- MR. PHILL CONTRACT ADMIN.
MARINE SPECIALTY INC.
HIGHLAND INDUSTRIAL PARK
BOX 3298 - BUILDING 10
EAST CAMDEN, AR 71701

269
HOLLINGSWORTH- MR. DAVID S.
CHIEF EXECUTIVE OFFICER
HERCULES, INC.
1313 NORTH MARKET STREET
WILMINGTON, DE 19894

258
HOLLOWELL- MR. PAUL VICE PRESIDENT,
DEFENSE PRODUCTS
OSHKOSH TRUCK CORPORATION
P.O. BOX 2566, 2307 OREGON ST.
OSHKOSH, WI 54960-2566

1146
HOOVER- MR. WILLIAM R.
CHIEF EXECUTIVE OFFICER
COMPUTER SCIENCES CORP.
21000 EAST GRAND AVENUE
EL SEGUNDO, CA 90245

1143
JACOCCA- MR. LEE A.
CHIEF EXECUTIVE OFFICER
CHRYSLER CORPORATION
12000 CHRYSLER DRIVE
HIGHLAND PARK, MI 48268

300
JACOBSON- MR. ALLEN F.
CHIEF EXECUTIVE OFFICER
3M
3M CENTER
SAINT PAUL, MN 55101

293
JACOBSON- MR. RALPH
CHIEF EXECUTIVE OFFICER
CHARLES STARK DRAPER LAB.
355 TECHNOLOGY SQUARE
CAMBRIDGE, MA 02139

277
JENNINGS- MR. J. S.
CHIEF EXECUTIVE OFFICER
ROYAL DUTCH PETROLEUM COMPANY
ONE ROCKFELLER PLAZA
NEW YORK, NY 10020

298
JEWELL- MR. ROBERT B.
CHIEF EXECUTIVE OFFICER
THE MASON COMPANY
200 W. VINE
LEXINGTON, KY 40507

1144
JOHNSON- MR. JAMES L.
CHIEF EXECUTIVE OFFICER
GTE CORPORATION
ONE STAMFORD FORUM
STAMFORD, CT 06904

1139
JOHNSTONE- MR. JOHN W.
CHIEF EXECUTIVE OFFICER
OLIN CORPORATION
120 LONG RIDGE RD.
STAMFORD, CT 06904
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<td>Locke</td>
<td>MR. CHARLES S.</td>
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<td>200 E. Randolph Drive, Chicago, IL 60601</td>
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<td>Masco Industries</td>
<td>200 Van Born Road, Taylor, MI 48180</td>
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<td>Marcus</td>
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<td>4 Gateway Ctr., Westinghouse Bg, Pittsburgh, PA 15222</td>
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<td>AMOCO Corporation</td>
<td>200 E. Randolph Dr. Box 87703, Chicago, IL 60600</td>
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<td>Mosher</td>
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<td>Rolls-Royce Motors, Inc.</td>
<td>120 Chubb Ave., Lyndhurst, NJ 07071</td>
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</table>
PHILLIPS-- MR. THOMAS L.  
CHIEF EXECUTIVE OFFICER  
RAYTHEON COMPANY  
141 SPRING STREET  
LEXINGTON, MA 02173

PICHL-- MR. ROGER  
CHIEF EXECUTIVE OFFICER  
CONTINENTAL MARITIME INDUSTRY  
PIER 50-54  
SAN FRANCISCO, CA 94107

PLASKETT-- MR. THOMAS G.  
CHIEF EXECUTIVE OFFICER  
PAN AM CORP.  
200 PARK AVENUE  
NEW YORK, NY 10166

PLUMMER-- MR. JAMES W.  
CHIEF EXECUTIVE OFFICER  
THE AEROSPACE CORP. MG MI/443  
2350 E. EL SEGUNDO BLVD  
EL SEGUNDO, CA 90245

PRICE-- MR. ROBERT M.  
CHIEF EXECUTIVE OFFICER  
CONTROL DATA CORP.  
6100 34TH AVE. S  
MINNEAPOLIS, MN 55440

RAWL-- MR. LAWRENCE G.  
CHIEF EXECUTIVE OFFICER  
EXXON CORPORATION  
1251 AVENUE OF THE AMERICAS  
NEW YORK, NY 10020

REICHERT-- MR. JACK F.  
CHIEF EXECUTIVE OFFICER  
BRUNSWICK CORP.  
ONE BRUNSWICK PLAZA  
SKOKIE, IL 60077

RENIER-- MR. J. J.  
CHIEF EXECUTIVE OFFICER  
HONEYWELL, INC.  
HONEYWELL PLAZA  
MINNEAPOLIS, MN 55408

REYNOLDS-- MR. A. WILLIAM  
CHIEF EXECUTIVE OFFICER  
GENCORP, INC.  
75 GHENT ROAD  
FAIRLAWN, OH 44313

RINGOEN-- MR. RICHARD M.  
CHIEF EXECUTIVE OFFICER  
BALL CORPORATION  
345 S. HIGH STREET  
MUNCIE, IN 47305

ROBERTS-- MR. GEORGE A.  
CHIEF EXECUTIVE OFFICER  
TELEDYNE, INC.  
1901 AVENUE OF THE STARS  
LOS ANGELES, CA 90067
301
SCHAEFER- MR. GEORGE A.
CHIEF EXECUTIVE OFFICER
CATERPILLAR, INC.
100 NORTHEAST ADAMS STREET
PEORIA, IL 61629-7310

1130
SCHLESINGER- MR. JAMES R.
CHIEF EXECUTIVE OFFICER
THE MITE CORP.
BURLINGTON ROAD
BEDFORD, MA 01730

1133
SCHWARTZ- MR. BERNARD L.
CHIEF EXECUTIVE OFFICER
LORAL CORP.
600 THIRD AVE.
NEW YORK, NY 10016

1124
SHRANTZ- MR. FRANK A.
CHIEF EXECUTIVE OFFICER
THE BOEING COMPANY
7755 E. MARGINAL WAY S.
SEATTLE, WA 98108

1125
SMITH- MR. ROGER B.
CHIEF EXECUTIVE OFFICER
GENERAL MOTORS CORPORATION
3044 W. GRAND BLVD.
DETROIT, MI 48202

270
SNOW- MR. JOHN W.
CHIEF EXECUTIVE OFFICER
CSX CORPORATION, BOX C-2222
901 EAST CARY STREET
RICHMOND, VA 23219

287
STONECIPHER- MR. HARRY C.
CHIEF EXECUTIVE OFFICER
SUNSTRAND CORPORATION
4949 HARRISON AVENUE
ROCKFORD, IL 61123-7003

290
STOVER- MR. JAMES R.
CHIEF EXECUTIVE OFFICER
EATON CORPORATION
1111 SUPERIOR AVE., NE
CLEVELAND, OH 44114

262
TELEP- MR. DANIEL N.
CHIEF EXECUTIVE OFFICER
LOCKHEED CORPORATION
4500 PARK GRANADA BLVD.
CALABASAS, CA 91399

291
TOUGH- MR. STEVE
CHIEF EXECUTIVE OFFICER
FOUNDATION HEALTH CORPORATION
3400 DATA DRIVE
RANCHO CORDOVA, CA 95670

256
MASAFF- MR. CHARLIE VICE PRESIDENT,
SPACE MISSIONS GROUP
FORD AEROSPACE CORPORATION
7375 EXECUTIVE PLACE, STE 400
LANHAM-SEABROOK, MD 20706
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Company</th>
<th>Address 1</th>
<th>Address 2</th>
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<tr>
<td>Weber</td>
<td>MR. DONALD W.</td>
<td>CHIEF EXECUTIVE OFFICER</td>
<td>CONTEL CORPORATION</td>
<td>245 PERIMETER CENTER PKWY. ATLANTA, GA 30340</td>
</tr>
<tr>
<td>Weinberg</td>
<td>MR. FRANK</td>
<td>MANAGER OF MARKETING</td>
<td>CATERPILLAR INC.</td>
<td>100 NE ADAMS STREET, JB-7, PEORIA, IL 61629-8000</td>
</tr>
<tr>
<td>Welch</td>
<td>MR. JOHN F. JR.</td>
<td>CHIEF EXECUTIVE OFFICER</td>
<td>GENERAL ELECTRIC COMPANY</td>
<td>3135 EASTON TURNPIKE, FAIRFIELD, CT 06431</td>
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<tr>
<td>Williams</td>
<td>MR. THEODORE</td>
<td>CHIEF EXECUTIVE OFFICER</td>
<td>BELL INDUSTRIES, INC.</td>
<td>11812 SAN VINCENTE BLVD, LOS ANGELES, CA 90049</td>
</tr>
<tr>
<td>Woodhull</td>
<td>MR. JOHN R.</td>
<td>CHIEF EXECUTIVE OFFICER</td>
<td>LOGICON, INC.</td>
<td>3701 SKYPARK DRIVE, TORRANCE, CA 90505</td>
</tr>
<tr>
<td>Young</td>
<td>MR. JOHN A.</td>
<td>CHIEF EXECUTIVE OFFICER</td>
<td>HEWLETT-PACKARD COMPANY</td>
<td>3000 HANOVER STREET, PALO ALTO, CA 94304</td>
</tr>
<tr>
<td>Zelazo</td>
<td>MR. NATHANIEL K.</td>
<td>CHIEF EXECUTIVE OFFICER</td>
<td>ASTRONAUTICS CORP. OF AMERICA</td>
<td>4115 N TEUTONIA, BOX 523, MILWAUKE, WI 53201</td>
</tr>
<tr>
<td>NAVAL WAR COLLEGE</td>
<td>PRESIDENT</td>
<td>ATTN. LIBRARY SERIALS</td>
<td>NEWPORT, RI 02840</td>
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<tr>
<td>NAVAL UNDERWATER SYSTEMS</td>
<td>CTR</td>
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<td>BUILDING 103, NEWPORT, RI 02841-5047</td>
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<td>TRENTON, NJ 08626</td>
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<td>TECHNICAL LIBRARY</td>
<td>BELL AEROSPACE TEXTRON CORP.</td>
<td>P.O. BOX ONE</td>
<td>BUFFALO, NY 14240</td>
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TECHNICAL LIBRARY
CHEMICAL RESEARCH AND
DEVELOPMENT CENTER
ABERDEEN P G, MD 21010-5423

USA OTEA TECHNICAL LIBRARY
5600 COLUMBIA PIKE
FAULK CHURCH, VA 22041

TECHNICAL LIBRARY CODE R1418
DEF COMM ENG R CTR
1360 WIEBLE AVENUE
RESTON, VA 22090

FT. MYER POST LIBRARY
BUILDING 469
FT. MYER, VA 22211

HQ AMC TECH LIB
5001 EISENHOWER AVENUE
ATTN: AMCDMA-ML
ALEXANDRIA, VA 22333

THE LIBRARIAN
ARMED FORCES STAFF COLLEGE
NORFOLK, VA 23510

US ARMY TRADOC TECHNICAL LIB
ATTN: CAROLYN P. LACKEY
BLDG. 133, ROOM 6
FT. MONROE, VA 23651

ARMY LOGISTICS LIBRARY
BLDG F-12500
FORT LEE, VA 23801

AIR UNIVERSITY LIBRARY
SERIAL ACQUISITION SECTION
BLDG. 1405
MAXWELL AFB, AL 36112

US ARMY CONST ENG RES LAB
ATTN: LIBRARY
PO BOX 4005
CHAMPAIGN, IL 61820-1305

US ARMY COMMAND & GEN STAFF
COLLEGE
LIBRARY DIVISION
FT. LEAVENWORTH, KS 66027
FL 2500 SPACE LIBRARY
HQ SPACE COMMAND/MPSL
PETERSON AFB, CO 80914-5001

JET PROPULSION LABORATORY
LIBRARY - PERIODICALS 111-113
4800 OAK GROVE DRIVE
PASADENA, CA 91109

LIBRARY
NAVAL OCEAN SYSTEMS CENTER
SAN DIEGO, CA 92152

BASE LIBRARY FL 4448
63 AFG/SSL BLDG 123
NORTH AFB, CA 92409

COMMANDER CODE 2504L
ATTN: ATTN: LIBRARY
NAVAL WEAPONS CENTER
RIDGE CREST, CA 93555

ROME AIR DEVELOPMENT CENTER
ATTN: TECHNICAL LIBRARY
(TSITI)
GRIFFIS AFB, NY 13441

BALLISTIC MISSILE DEFENSE SYS
ATTN: COMMAND LIBRARY
PO BOX 1500
HUNTSVILLE, AL 35807

NATIONAL DEFENSE UNIV LIBRARY
TECHNICAL SERVICES DIVISION
ROOM 101, BLDG 61
WASHINGTON, DC 20319-6000

CDR, US ARMY MATERIAL COMMAND
ATTN: GEN WILLIAM C. T. TUTTLE
5001 EISENHOWER AVENUE
ALEXANDRIA, VA 22333

CDR, AIR FORCE SYSTEMS COMMAND
ATTN: GEN RONALD W. YATES
ANDREWS AFB, MD 20746

CDR, AIR FORCE LOGISTICS COM
ATTN: GEN CHARLES C. Mc Donald
WRIGHT-PATTERSON AFB, OH 45433
DIR., DEFENSE LOGISTICS AGENCY
ATTN: LIG CHARLES MCCAULAND
CAMERON STATION
ALEXANDRIA, VA 22304-6160

20

DIR., INDUSTRIAL RESOURCES
OUSD(E), ROOM 3E057
PENTAGON
WASHINGTON, DC 20301

119

AIR FORCE CHIEF OF STAFF
ROOM 4E925
THE PENTAGON
WASHINGTON, DC 20330-2000

120

AIR FORCE VICE CHIEF OF STAFF
ROOM 4E925
THE PENTAGON
WASHINGTON, DC 20330-2000

121

ARMY CHIEF OF STAFF
3E660
THE PENTAGON
WASHINGTON, DC 20310

122

ARMY VICE CHIEF OF STAFF
3E660
THE PENTAGON
WASHINGTON, DC 20310

123

ASA (FINANCIAL MANAGEMENT)
ROOM 3E606
THE PENTAGON
WASHINGTON, DC 20310

124

ASA (IML)
ROOM 2E614
THE PENTAGON
WASHINGTON, DC 20310

125

ASA (M&RA)
ROOM 2E594
THE PENTAGON
WASHINGTON, DC 20310

126

ASA (RO&A)
ROOM 2E672
THE PENTAGON
WASHINGTON, DC 20310

127

ASA (A&M)
ROOM 3E006
THE PENTAGON
WASHINGTON, DC 20310
UNDER SECRETARY OF THE NAVY
ROOM 4E174
THE PENTAGON
WASHINGTON, DC 20350

DIRECTOR DEF RECH & ENGINEER
ATTN: HON DR CHARLES HERZFIELD
ROOM 3E1006 THE PENTAGON
WASHINGTON, DC 20361

ASST SEC OF DEF
FORCE MANAGEMENT & PERSONNEL
ATTN: HON CHRISTOPHER JOHN
ROOM 3E764 THE PENTAGON
WASHINGTON, DC 20301-4060

ASST SEC OF DEF
FOR PRODUCTION & LOG
ATTN: HON COLIN R. MCMILLAN
ROOM 3E000 THE PENTAGON
WASHINGTON, DC 20301

OASD/CDAI
ATTN: HON DUANE P. ANDREWS
ROOM 3E172 THE PENTAGON
WASHINGTON, DC 20361-3040

OASD/PROGRAM ANALYSIS & EVALU
ATTN: HON DR. DAVID C. CHU
ROOM 3E036 THE PENTAGON
WASHINGTON, DC 20301

DEPT OF DEFENSE COMPROLLER
ATTN: HON SEAN C. O'KEEFE
ROOM 3E922 THE PENTAGON
WASHINGTON, DC 20361

ASST SEC. OF THE ARMY (RD&AE)
ATTN: HON STEPHEN K. CONVER
ROOM 2E672 THE PENTAGON
WASHINGTON, DC 20310-0103

ASST SEC. OF THE NAVY (RD&AE)
ATTN: HON GERALD A. CANN
ROOM 4E732 THE PENTAGON
WASHINGTON, DC 20350-1000

ASST SEC OF THE AF/AQUISITION
ATTN: HON JOHN J. WELCH, JR.
ROOM 4E964 THE PENTAGON
WASHINGTON, DC 20330

DEF CHIEF, NAVAL OPRTS LOGSTS
ATTN: VADM STANLEY R. ARTHUR
ROOM 4E606 THE PENTAGON
WASHINGTON, DC 20350-2000
71 - AMCR-FE
PROGRAM EXECUTIVE OFFICE
HIGH/MEDIUM AIR DEFENSE
ATHENS, AL 35611

352 - PEO
PROGRAM EXECUTIVE OFFICER
AFFEO/ST
PENTAGON
WASHINGTON, DC 20331-1000

353 - PEO
PROGRAM EXECUTIVE OFFICER
AFFEO/JG
BLDG 80B, RM 1009
GUNTER AFB, AL 36114-6343

354 - PEO
PROGRAM EXECUTIVE OFFICER
AFFEO/JA
BLDG 14, AREA B, ROOM 219
WPAFB, OH 45433-8503

355 - PEO
PROGRAM EXECUTIVE OFFICER
AFFEO/SP
BLDG 155, ROOM 5013 SSD
LOS ANGELES AFB, CA 90009-2940

356 - PEO
PROGRAM EXECUTIVE OFFICER
AFFEO/CT
BLDG 1606, RM 212 ESD
HANSCOM AFB, MA 01731-5000

357 - PEO
PROGRAM EXECUTIVE OFFICER
FOR TACTICAL STRIKE
PENTAGON
WASHINGTON, DC 20331-1000

358 - PEO
PEO, STRATEGIC INFORMATION SYS
ATTN: SFAE-SIS
BUILDING 283, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

359 - PEO
PEO, STRATEGIC DEFENSE
ATTN: SFAE-SD/P0 BOX 15230
US STRATEGIC DEFENSE COMMAND
ARLINGTON, VA 22215-0280

360 - PEO
PEO, STANDARD ARMY MANAGEMENT
INFORMATION SYSTEMS
ATTN: SFAE-PS, S1OP C-3
FORT BELVOIR, VA 22060-5975

361 - PEO
PEO, INTELLIGENCE & ELECTRONIC
WARFARE, ATTN: SFAE-IEW
VINT HILL FARMS STATION, P-197
WARRENTON, VA 22811-5115
362 PEO
PEO, FIRE SUPPORT
ATTN: DFAE-F3
REDSTONE ARSENAL, AL 35898-0000

363 PEO
PEO, COMMUNICATION SYSTEMS
ATTN: DFAE-CM
FORT MONMOUTH, NJ 07703-5000

364 PEO
PEO, COMMAND & CONTROL SYSTEMS
ATTN: DFAE-CC
FORT MONMOUTH, NJ 07703-5000

365 PEO
PEO, COMBAT SUPPORT
ATTN: DFAE-CS
WARREN, MI 48397-5000

366 PEO
PEO, ARMORED SYS MODERNIZATION
ATTN: DFAE-ASM
WARREN, MI 48397-5000

367 PEO
PEO, AVIATION
ATTN: DFAE-AV
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1728

368 PEO
PEO, ARMAMENTS
ATTN: DFAE-AR
BUILDING 171
PICKETT ARSENAL, AL 35898-5000

369 PEO
PEO, AIR DEFENSE
ATTN: DFAE-AD
REDSTONE ARSENAL, AL 35898-5750

577 PEO
TACTICAL AIR PROGRAMS
NAVY AIR SYSTEMS COMMAND
JEFFERSON PLAZA #2, RM 460
WASHINGTON, DC 20362-0001

578 PEO
ASW TACTICAL AIR PROGRAMS
NAVY AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1 RM 1186
WASHINGTON, DC 20362-0001

579 PEO
NAVAL AIR SYS COMMAND
CRUISE MISSILE & UNMANNED
AERIAL VEHICLES PROGRAM
CRYSTAL GATEWAY #4, RM 6323
WASHINGTON, DC 20362-0001
849
PEO, STD ARMY HGMT INFO SYSTEM
ATTN: SFAE-FS
STBP C-3
FORT BELVOIR, VA 22060-5895

850
PEO, INTELLIG & ELEC WARFARE
ATTN: SFAE-IW
VINE HILL FARMS STA BLDG P-197
WARRENTON, VA 22186-5115

851
PEO, FIRE SUPPORT
ATTN: SFAE-FS
REDSTONE ARSENAL, AL 35898-8000

852
PEO, COMMUNICATION SYSTEMS
ATTN: SFAE-CM
FORT MONMOUTH, NJ 07703-5000

853
PEO, COMMAND AND CONTROL SYS
ATTN: SFAE-CC
FORT MONMOUTH, NJ 07703-5000

854
PEO, COMBAT SUPPORT
ATTN: SFAE-ASM
WARREN, MI 48397-5000

855
PEO, AVIATION
ATTN: SFAE-AV
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

856
PEO, ARMAMENTS
ATTN: SFAE-AR
BUILDING 171
PICATINNY ARSENAL, NJ 07806-5000

857
PEO, AIR DEFENSE
ATTN: SFAE-AD
REDSTONE ARSENAL, AL 35898-5750

2
ESD/TCG-3
JOINT STARS PROGRAM
ASST DIR FOR SYS ACQ
HANSCOM AFB, MA 01730

3
PROGRAM MANAGER, E-3A
ESD/YW
HANSCOM AFB, MA 01731
4
COMMANDING OFFICER
- NAVAL PLANT REP. OFFICE
GENERAL ELECTRIC CO. (A.E.G.)
1800 WESTERN AVENUE
LYNN, MA 01910

7
USN
- SUPERVISOR OF SHIPBUILDING
CONVERSION & REPAIR, USN
ATTN: REPAIR OFFICER CODE 600
GROTON, CT 06340

9
PROJECT MANAGER,
- OPTADS - DRCPM-OTDS
US ARMY COMMUNICATIONS -
ELECTRONICS COMMAND
FORT MONMOUTH, NJ 07703

10
PROJECT MANAGER,
- ATACS - DRCPM-ATC
US ARMY COMMUNICATIONS -
ELECTRONICS COMMAND
FORT MONMOUTH, NJ 07703

11
PROJECT MANAGER, ATSS
- DRCPM-TMDE-S
FORT MONMOUTH, NJ 07703

12
PROJECT MANAGER
- AIRCRAFT SURVIVABILITY EQUIP
ATTN: ARCPM-ASE-FO
FORT MONMOUTH, NJ 07703

13
PROJECT MANAGER,
- MOBILE SUBSCRIBER EQUIPMENT
SPPS-CMFM-MSE-TMD-C (HUANG)
FORT MONMOUTH, NJ 07703-5210

14
PROJECT MANAGER,
- NUCLEAR MUNITIONS
DRCPM-NUCS
DOVER, NJ 07801

15
PROJECT MANAGER
- TANK MAIN ARMAMENT SYSTEM
DRCPM-TMA
DOVER, NJ 07801

17
PROJECT MANAGER,
- SANG MODERNIZATION PROGRAM
AMCPM-NGA-A
APO NEW YORK, NY 09030
CHIEF, CONTRACTS
US ARMY TECH MGMT OFFICE
ATTN: DACS-DM:
WASHINGTON, DC 20310-0200

OFFICE OF THE COMPTROLLER
ADVOCATE GENERAL OF THE NAVY
CRYSTAL PLAZA $5, ROOM #310
WASHINGTON, DC 20360

THEATR NUCLEAR WRF PROG OFC
DEPT OF THE NAVY
CPA, RM 782
WASHINGTON, DC 20360-5112

DEPT. OF THE NAVY
NAVAL AIR SYSTEMS COMMAND
ATTN: AIR 54042
WASHINGTON, DC 20361

PROJECT MANAGER
P-3 AIRCRAFT PROJECT
NAVAL AIR SYSTEMS COMMAND
(PMA-246)
WASHINGTON, DC 20361

PROJECT MANAGER
ATARS
NAVAL AIR SYSTEMS COMMAND
(PMA-272)
WASHINGTON, DC 20361

PROJECT MANAGER
HARPOON PROJECT
NAVAL AIR SYSTEMS COMMAND
(PMA-258)
WASHINGTON, DC 20361

PROJECT MANAGER
DEFENSE SUPPRESSION SYS PROJ
NAVAL AIR SYSTEMS COMMAND
(PMA-242)
WASHINGTON, DC 20361

PROJECT MANAGER
SAUDI NAVAL EXPANSION PROGRAM
SHIP ACQUISITION PROJECT
NAVAL SEA SYS CMD (PMS-307)
WASHINGTON, DC 20362

PROJECT MANAGER
SURFACE COMBATANTS VERTICAL
LAUNCHING SYSTEM
NAVAL SEA SYS CMD (PMS-410)
WASHINGTON, DC 20362

PROJECT MANAGER
DIRECTED ENERGY WEAPONS PROJ
NAVAL SEA SYSTEMS COMMAND
(PMS-405)
WASHINGTON, DC 20362
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PROJECT MANAGER
- AMPHIBIOUS SHIP ACQUISITION PROJECT
NAVAL SEA SYS CMD (PMS-377)
WASHINGTON, DC 20362

41
PROJECT MANAGER
- INFORMATION SYSTEMS IMPROVEMENT PROJECT
NAVAL SEA SYS CMD (PMS-309)
WASHINGTON, DC 20362

42
PROJECT MANAGER
- AEGIS SHIPBUILDING PROJECT
NAVAL SEA SYS COMMAND (PMS-400)
WASHINGTON, DC 20362

43
PROJECT MANAGER
- SURFACE SHIP ASW COMBAT SYSTEM PROJECT
NAVAL SEA SYS CMD (PMS-411)
WASHINGTON, DC 20362

44
PROGRAM MANAGER
- SURFACE SHIP PROPULSION SYSTEMS PROGRAM
NAVAL SEA SYS CMD (PMS-301)
WASHINGTON, DC 20362-5101

46
- JOINT CRUISE MISSILES OFFICE
WASHINGTON, DC 20363

47
PROJECT MANAGER
- FLEET HOSPITAL PROJECT OFFICE
(PML-500)
DEPARTMENT OF THE NAVY
WASHINGTON, DC 20376

51
COMMANDER
HARRY DIAMOND LABS
2000 POWDER MILL ROAD
ADELPHIA, MD 20783

53
PROJECT MANAGER,
- SMOKE/OBSCURANTS
DRCPM-SMK
ABERDEEN PG, MD 21005

56
- COMMANDER, AFPRO
WESTINGHOUSE ELECTRIC CORP
PO BOX 1693
BALTIMORE, MD 21203

62
HQ, AMC, ATTN: AMCPM
5001 EISENHOWER AVENUE
ALEXANDRIA, VA 22333
ARMY RESEARCH INSTITUTE

ATTN: PERI-POI-I
5001 EISENHOWER AVENUE
ALEXANDRIA, VA 22333-5600

---

PM PATRIOT
ATTN: AMCPEO-HIP
REDSTONE ARSENAL, AL 35898

---

HYDRA-70 ROCKET MNGT OFF
MISSILE LOGISTICS CENTER AMGLI
-LE US ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898

---

PROJECT MANAGER,
HAWK
AMCPEO-HIP
REDSTONE ARSENAL, AL 35898

---

PROGRAM MANAGER,
SIMULATORS
ASD/TW
WPAFB, OH 45433

---

PROGRAM MANAGER,
MATE
ASD/AEG
WPAFB, OH 45433

---

PROJECT MANAGER,
CCF/SKU
DRCPM-CE
US ARMY TANK-AUTOMOTIVE CMD
WARREN, MI 48090

---

PROGRAM MANAGER
M1 ABRAMS TANK SYSTEM
DRCPM-GCM
WARREN, MI 48090

---

PROGRAM MANAGER
LIGHT COMBAT VEHICLES
AMCPM-LCV
WARREN, MI 48397-5000

---

PROJECT MANAGER,
HEAVY TACTICAL VEHICLES
AMCPM-TVH
US ARMY TANK-AUTOMOTIVE CMD
WARREN, MI 48397-5000

---

DEFENSE CONTRACTS ADM
 SERVICES MANAGEMENT AREA
TWIN CITIES
2300 FORD PARKWAY
ST. PAUL, MN 55116
COMMANDER
DCASPRO-HONEYWELL
2701 4TH AVENUE SQ.
MINNEAPOLIS, MN 55408

HEADQUARTERS ARRCOM

AMSMC-PCA
ROCK ISLAND, IL 61299

COMMANDER
DCASR - ST. LOUIS
1136 WASHINGTON AVENUE
ST. LOUIS, MO 63101

US GEN ACCT OFFICE

SUITE 300/LEVEE HOUSE BLDG
600 N 3RD STREET
ST LOUIS, MO 63102

PROJECT MANAGER,
MODERNIZATION PRO DRCPM-CH47M
US ARMY AVIATION RESEARCH AND
DEVELOPMENT COMMAND
ST. LOUIS, MO 63120

NAVAL PLT REPRESENTATIVE OFC
MCDONNELL DOUGLAS CORP
PO BOX 516 ATTN: CO/XD
ST. LOUIS, MO 63166

FM/FATDS
SOFTWARE SUPPORT GROUP
FT. SILL, OK 73503

US ARMY PLANT REP OFC
HUGHES HELICOPTERS INC.
5000 E MCDOWELL ROAD
MESA, AZ 85205

PROGRAM MANAGER,

DSCS II/III
HQ SSD/CWH
PO BOX 92960 WORLDWAY POSTAL
LOS ANGELES, CA 90009-2960

COMMANDING OFFICER
NAVAL WEAPONS STATION
SEAL BEACH, CA 90740

PROGRAM MANAGER
ADVANCED STRATEGIC
MISSILE SYSTEM
BMD/SY
NORTON AFB, CA 92409
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<td>COMMANDER NAVAL WEAPONS CTR</td>
<td>CODE 3433 CHINA LAKE, CA 93555</td>
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<td>101</td>
<td>COMMANDER NAVAL WEAPONS CENTER</td>
<td>CHINA LAKE, CA 93555</td>
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<td>102</td>
<td>PROGRAM MANAGER, DATA SYSTEMS MOD</td>
<td>AFSCF/BJ SUNNYVALE, CA 94036</td>
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<td>104</td>
<td>BALTIMORE DCAS MANAGEMENT AREA</td>
<td>200 TOWSONTOWN BLVD. WEST TOWSON, MD 21204-5299</td>
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<td>PROJECT MANAGER NASA DEF SYS</td>
<td>ATTN: AMCPM-NN ABERDEEN PG, MD 21010-5401</td>
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<td>106</td>
<td>NAVAL ENGINEERING CENTER</td>
<td>BLDE 562, SEED, CODE 52324 LAKEHURST, NJ O8733-5000</td>
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<td>109</td>
<td>DEPARTMENT OF THE ARMY PROGRAM EXECUTIVE OFFICE FIRE SPRT</td>
<td>ATTN: AMCPM-FL HUNTSVILLE, AL 35898-5797</td>
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<td>110</td>
<td>DEPARTMENT OF THE NAVY NAVAL SEA SYSTEMS COMMAND</td>
<td>ATTN: M.E. PATTON/PMS 413-333 WASHINGTON, DC 20362</td>
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<td>112</td>
<td>PROGRAM MANAGER SPACE DEFENSE SYSTEM PROGRAM SD/YN</td>
<td>WORLDWAY POSTAL CENTER LOS ANGELES, CA 90009</td>
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<td>115</td>
<td>CRUISE MISSILE PROJECT</td>
<td>ATTN: G. WHITTYAKER AIR 7155 WASHINGTON, DC 20361-1014</td>
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<td>117</td>
<td>CDR, DCASR-ATLANTA</td>
<td>ATTN: PSO-161 805 WALKER STREET MARIETTA, GA 30060-2709</td>
</tr>
</tbody>
</table>
CG, MARINE CORPS RDAA COMMAND
ATTN: LGEN JOHN R. DAILEY
WASHINGTON, DC 20380-0001

PROGRAM MANAGER E-2/C-2/ATDS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 1110
WASHINGTON, DC 20382-0001

PROGRAM MANAGER A-6/E-6
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 729
WASHINGTON, DC 20382-0001

PROGRAM MANAGER A-12
NAVAL AIR SYSTEMS COMMAND
CRYSTAL GATEWAY #3, RM 1210
WASHINGTON, DC 20382-0001

PROGRAM MANAGER ASD/YF-N
NAVAL ADVANCE TACTICAL FIGHTER
NAVAL AIR SYSTEMS COMMAND
WRIGHT-PATTERSON AFB, OH 45433-6503

PROGRAM MANAGER F-3
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 622
WASHINGTON, DC 20382-0001

PROGRAM MANAGER F-14
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 529
WASHINGTON, DC 20382-0001

PROGRAM MANAGER DEFENSE SUPPRESSION SYSTEM
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 242
WASHINGTON, DC 20382-0001

PROGRAM MANAGER S-3A/B
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 654
WASHINGTON, DC 20382-0001

PROGRAM MANAGER REWSON
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 640
WASHINGTON, DC 20382-0001

PROGRAM MANAGER A/V WEAPONS SYSTEMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 426
WASHINGTON, DC 20382-0001
PROGRAM MANAGER ATAPS  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 644  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER T-45TS  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 552  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER  
H-2/H-3 HELICOPTER  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 702  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER V-22  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 778  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER AH-1  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 603  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER  
JOINT ADVANCED WEAPONS COUNTER  
NAVAL AIR SYSTEMS COMMAND  
CRYSTAL GATEWAY #3, RM 1212  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER  
SUPPORT AIRCRAFT & WEAPONS SYS  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 780  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER  
CONVENTIONAL AIR-LAUNCHED AMMO  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 860  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER  
AVIATION TRAINING SYSTEMS  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 336  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER  
TARGET SYSTEMS  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 364  
WASHINGTON, DC 20362-0001

PROGRAM MANAGER  
AVIONICS SYSTEMS  
NAVAL AIR SYSTEMS COMMAND  
JEFFERSON PLAZA #1, RM 674  
WASHINGTON, DC 20362-0001
190
PROGRAM MANAGER
AIRBORNE MINE DEFENSE
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 948
WASHINGTON, DC 20362-0001

191
PROGRAM MANAGER
AIRCREW SYSTEMS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 948
WASHINGTON, DC 20362-0001

192
PROGRAM MANAGER
FEW/S/NATO FEWCS
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 1048
WASHINGTON, DC 20362-0001

193
PROGRAM MANAGER
AIR TRAFFIC CONTROL & LANDING
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA #1, RM 888
WASHINGTON, DC 20362-0001

194
PROGRAM MANAGER ATDLS
NAVAL AIR SYSTEMS COMMAND
NATIONAL CENTER #1, RM 4W4R4
WASHINGTON, DC 20362-0001

195
PROGRAM MANAGER
NAVIGATION SYSTEMS
NAVAL AIR SYSTEMS COMMAND
NATIONAL CENTER #1, RM 2520
WASHINGTON, DC 20362-0001

196
PROGRAM MANAGER
THEATRE NUCLEAR WARFARE
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #5, RM 666
WASHINGTON, DC 20362-0001

197
PROGRAM MANAGER
TOMAHAWK ALL-UP-ROUND
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #4, RM 518
WASHINGTON, DC 20362-0001

198
PROGRAM MANAGER
CRUISE MISSILES COMMAND/CONTROL
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #4, RM 618
WASHINGTON, DC 20362-0001

199
PROGRAM MANAGER
CRUISE MISSILES WEAPON SYSTEM
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #4, RM 333
WASHINGTON, DC 20362-0001

200
PROGRAM MANAGER
SURFACE SHIP LAUNCHED CRUISE MISSILES
NAVAL AIR SYSTEMS COMMAND
CRYSTAL PLAZA #4, RM 647
WASHINGTON, DC 20362 0001
201  PROGRAM MANAGER  
-  SUBMARINE LAUNCHED CRUISE MISSILES  
NAVAL AIR SYSTEMS COMMAND  
CRYSTAL PLAZA #4, RM 455  
WASHINGTON, DC 20362-0001  

202  PROGRAM MANAGER  
-  LONG RANGE CONVENTIONAL STAND-OFF WEAPONS  
NAVAL AIR SYSTEMS COMMAND  
CRYSTAL PLAZA #4, RM 4504  
WASHINGTON, DC 20362-0001  

203  PROGRAM MANAGER  
-  NAVAL TACTICAL INSERTION CRAFT  
NAVAL SEA SYSTEMS COMMAND  
NATIONAL CENTER #3, RM 3E60  
WASHINGTON, DC 20362-5101  

204  PROGRAM MANAGER  
-  MHC-51 COASTAL MINEHUNTER  
NAVAL SEA SYSTEMS COMMAND  
NATIONAL CENTER #3, RM 10510  
WASHINGTON, DC 20362-5101  

205  PROGRAM MANAGER  
-  CV-SLFP SERVICE LIFE EXTENSION PROGRAM  
NAVAL SEA SYSTEMS COMMAND  
NATIONAL CENTER #3, RM 8W03  
WASHINGTON, DC 20362-5101  

206  PROGRAM MANAGER  
-  FFG-7 GUIDED MISSILE FRIGATE  
NAVAL SEA SYSTEMS COMMAND  
NATIONAL CENTER #3, RM 9H14  
WASHINGTON, DC 20362-5101  

207  PROGRAM MANAGER  
-  AMPHIBIOUS ASSAULT VEHICLE  
NAVAL SEA SYSTEMS COMMAND  
CRYSTAL PARK #1, RM 7001  
WASHINGTON, DC 20362-5101  

208  PROGRAM MANAGER  
-  RE ACTIVATION  
NAVAL SEA SYSTEMS COMMAND  
NATIONAL CENTER #3, RM 9W4B  
WASHINGTON, DC 20362-5101  

209  PROGRAM MANAGER  
-  AMPHIBIOUS SHIP (LX)  
NAVAL SEA SYSTEMS COMMAND  
NATIONAL CENTER #3, RM 3E06  
WASHINGTON, DC 20362-5101  

210  PROGRAM MANAGER  
-  SWATH T-AGOS-19  
OCEAN SURVEILLANCE SHIP  
NAVAL SEA SYSTEMS COMMAND  
NATIONAL CENTER #3, RM 0906  
WASHINGTON, DC 20362-5101  

211  PROGRAM MANAGER  
-  SSN-688 NUCLEAR ATTACK SUBMARINE  
NAVAL SEA SYSTEMS COMMAND  
NATIONAL CENTER #3, RM 7W06  
WASHINGTON, DC 20362-5101
PROGRAM MANAGER

TRIDENT II SUBMARINE SYSTEMS
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #3, RM 7E12
WASHINGTON, DC 20362-5101

PROGRAM MANAGER CC-47
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 16F16
WASHINGTON, DC 20362-5101

PROGRAM MANAGER
ADVANCED WARHEAD DEVELOPMENT
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 12E22
WASHINGTON, DC 20362-5101

PROGRAM MANAGER
- SSIP:AN/RZD-50
- TIX/SBHM/SONAR IMPROV SPTM PRGM
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #3, RM 6C14
WASHINGTON, DC 20362-5101

PROGRAM MANAGER
- ASW ADVANCED DVLPT
(SQQ-89 IMPROVEMENT PROGRAM)
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 12E16
WASHINGTON, DC 20362-5101

PROGRAM MANAGER
- EMS:AN/HQS-2
- ENHANCED MODULAR/SIGNAL PROGRM
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #3, RM 11F28
WASHINGTON, DC 20362-5101

PROGRAM MANAGER
- CIWS BLOCK I
CLOSE-IN WEAPON SYSTEM
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 1520
WASHINGTON, DC 20362-5101

PROGRAM MANAGER SEA LANCE
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 11S16
WASHINGTON, DC 20362-5101

PROGRAM MANAGER
- SURFACE SHIP TORPEDO DEFENSE/GSTD/MIL PRO
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 11S15
WASHINGTON, DC 20362-5101

PROGRAM MANAGER
- VLS: ASROC MK-46
VERTICAL LAUNCH SYSTM
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 11W00
WASHINGTON, DC 20362-5101

PROGRAM MANAGER AN/BSY-1
NAVAL SEA SYSTEMS COMMAND
NATIONAL CENTER #2, RM 11W00
WASHINGTON, DC 20362-5101
317
- JTIDS
FSD/ICP
BEDFORD, MA 01730

318
- MILSTAR SPACE/TERMINALS
SSD/MS
LOS ANGELES, CA 90009-2960

319
- MK-XV CIS
ASD/VI
WRIGHT-PATTERSON AFB, OH 45433-6503

320
- NAS
EOD/ICV
HANSCOM AFB, MA 01730

321
- NAVSTAR GPS SPACE
FD BOX 22960
SSD/MZ
LOS ANGELES, CA 90009-2960

322
- PEACEKEEPER/RAIL GARRISON
ASD/IV
NORTON AFB, CA 92409-6468

323
- SFW
MSD/YB
EGLIN AFB, FL 32542

324
- SMALL ICBM
ASD/ME
NORTON AFB, CA 92409-6468

325
- SRAM II/T
ASD/YC
WRIGHT-PATTERSON AFB, OH 45433-6503

326
- TACIT RAINBOW
ASD/VR
WRIGHT-PATTERSON AFB, OH 45433

327
- ATARS
ASD/WOA
WRIGHT-PATTERSON AFB, OH 45433-6503
328 PM
DMS
SSD/MW
LOS ANGELES AFB, CA 90009-2960

329 PM
DCS
SSD/MH
LOS ANGELES AFB, CA 90009-2960

330 PM
DSP
SSD/MJ
LOS ANGELES AFB, CA 90009-2960

331 PM
E-3A RSIP (AWACS)
ESD/ICW
HANSCOM AFB, MA 01731

332 PM
F-15
ASD/VF
WRIGHT-PATTERSON AFB, OH 45433-6403

333 PM
F-16
ASD/YP
WRIGHT-PATTERSON AFB, OH 45433-6403

334 PM
F-100 ENGINE UPGRADE
SA-ALC/MMFA
KELLY AFB, TX 78233

335 PM
IIR MAVERICK (AGM-65)
ASD/SDM
WRIGHT-PATTERSON AFB, OH 45433-6503

336 PM
IUS
SSD/CLU
LOS ANGELES AFB, CA 90009-2960

337 PM
KC-135R
OC-ALC/MMAS
HILL AIR FORCE BASE, UT 84056

338 PM
LANTIRN
ASD/VL
WRIGHT-PATTERSON AFB, OH 45433-6503
NAVSTAR GPS TERMINALS
PO BOX 92960
SSD/MZ
LOS ANGELES AFB, CA 90009-2960

OTH-IR
ESD/TC
HANSCOM AFB, MA 01731

PEACEKEEPER IN MINUTEMAN SILOS
BSD/MS
NORTON AFB, CA 92409-6468

TITAN IV
SSD/ME
LOS ANGELES AFB, CA 90009-2960

PROGRAM MANAGER
ARCAC 306
NAVAL COMPUTER & COMMUNICATION COMMAND
WASHINGTON, DC 20015

PROGRAM MANAGER
C4S
SSC/ARW
GUNTER AFB, AL 36114-5343

PROGRAM MANAGER
CMMS
LMSC/SRD
WPAFB, OH 45433

PROGRAM MANAGER
DAACM
MSD/YB
EGLIN AFB, FL 32548

PROGRAM MANAGER
DMMIS
LMSC/SQ
WPAFB, OH 45433

PROGRAM MANAGER
MAC C2 IRC
HQ ESD/AVM
HANSCOM AFB, MA 01731

PROGRAM MANAGER
RDB
LMSC/SMD
WPAFB, OH 45433
350
PROGRAM MANAGER
PUBLIC RELATIONS
ATTN: SFAE-GSNR
WPAFB, OH 45433

351
PROGRAM MANAGER
PUBLIC RELATIONS
ATTN: SFAE-GSNR
WPAFB, OH 45433-8503

370
PM, MANEUVER CONTROL SYSTEM/
COMMON HARDWARE SOFTWARE SYS.
ATTN: SFAE-CC-MHR
FORT MONMOUTH, NJ 07703-5000

371
PM, FORWARD ENTRY DEVICE
ATTN: SFAE-CC-FTF
FORT MONMOUTH, NJ 07703-5000

372
PM, STANDARDIZED INTEGRATED
COMMAND POST SYSTEM
ATTN: SFAE-CC-CHS
FORT MONMOUTH, NJ 07703-5000

373
PM, COMMON SOFTWARE SYSTEMS
ATTN: SFAE-CC-CHS
FORT MONMOUTH, NJ 07703-5000

375
PM, T-809-LHT-000 ENHANCED PRGRM
ATTN: SFAE-LH-LIF
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1798

376
PM, MINES, COUNTERMINING & DEMO
ATTN: AMCPM-MCD
US ARMY ARMAMENT RSRCH. & DEV.
FIRMINES, NJ 07806-5000

377
PM, LOCAT COMMON CHASSIS
ATTN: SFAE-ASM-LS
ADELPHI, MD 20783-1145

378
PM, SPECIAL PROJECT OFFICE - 1
ATTN: US ARMY LABORATORY COM
ADELPHI, MD 20783-1145

379
PM, ANTI-SATELLITE
ATTN: SFAE-SD-ASP
PO BOX 1800
HUNTSVILLE, AL 35807-3001
380  PM
FM, HEAVY FORCE MODERNIZATION
SURVIVABILITY SYSTEMS
ATTN: SFAE-ASM-SS
WARREN, MI 48397-5000

381  FM
FM, FIXED WING AIRCRAFT
US ARMY AVIATION SYS COMMAND
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1720

382  FM
FM, HELLFIRE MISSILE
OPTIMIZATION PROGRAM
ATTN: SFAE-ES-HD
REDSTONE ARSENAL, AL 35828-5610

383  FM
FM, TACTICAL COMPUTER TERMINAL
ATTN: SFAE-CC-MVR
FORT MONMOUTH, NJ 07703-5000

384  FM
FM, STRATEGIC TARGET SYSTEMS
ATTN: SFAE-SD-SIA
PO BOX 1500
HUNTSVILLE, AL 35807-3801

385  FM
FM, BALLISTIC MISSILE DEFENSE
SPACE PAYLOAD, PO BOX 1500
ATTN: SFAE-SD-BMD
HUNTSVILLE, AL 35807-3801

386  FM
FM, GROUND BASED SURVEILLANCE
& TRACKING SYSTEM, PO BOX 1500
ATTN: SFAE-SD-GST
HUNTSVILLE, AL 35807-3801

387  FM
TECH ASSOC. INC
FM, US MOBILE LIAISON CELL
ATTN: SFAE-SIS-AW
6101 STEVENSON AVENUE
ALEXANDRIA, VA 22333-0001

388  FM
ATTN: MT-CF
FM, CONUS FREIGHT MGT SYSTEM
MILITARY TRAFFIC MGT COMMAND
5611 COLUMBIA PIKE
FALLS CHURCH, VA 22041-5050

389  FM
ATTN: AMCP-M-AL
FM, AMMUNITION LOGISTICS
US ARMY ARMAMENT RESEARCH,
DEVELOPMENT & ENGINEERING CNTR
PICATINNY ARSENAL, NJ 07806-5000

390  FM
FM, EUROPEAN AREA TRANSMISSION
ATTN: AMCPM-ASSM-PSR
BUILDING 283, GUARDS HALL
FORT MONMOUTH, NJ 07703-5000
PM, ARMY INFORMATION MANAGEMENT
ATTN: AMC-PM-ASOM-SWA
BUILDING 283, SOUTHER HALL
FORT MONMOUTH, NJ 07703-5000

PM, AIRBORNE SURVEILLANCE TEST
ATTN: SFAE-SS-AS1
PO BOX 1500
HUNTSVILLE, AL 35807-4190

PM, AUTOMATED RETAIL LOGISTICS
ATTN: SFAE-PS-SR
BUILDING F-10500
FORT LEE, VA 23801-6145

PM, ARMY CIVILIAN PERSONNEL SYSTEM
ATTN: SFAE-PS-YA
STOP H-20
FORT BELVOIR, VA 22040-5895

PM, ADVANCED ANTITANK WEAPON
ATTN: SFAE-PS-AMM
REDSTONE ARSENAL, AL 35898-5720

PM, KINETIC ENERGY MISSILE
ATTN: SFAE-ASH-LS
REDSTONE ARSENAL, AL 35898-5720

PM, ASAS/ENSCE INTERFACE M106
ATTN: SFAE-CG-AI
1500 PLANNING RESEARCH DRIVE
MC LEAN, VA 22102

PM, ALL SOURCE ANALYSIS SYSTEM
ATTN: SFAE-CG-IN
1500 PLANNING RESEARCH DRIVE
MC LEAN, VA 22102

PM, AIR DEFENSE COMMAND & CONTROL SYSTEM
ATTN: SFAE-CG-AP
REDSTONE ARSENAL, AL 35898-5600

PM, COMMERCIAL CONSTRUCTION EQUIPMENT/SELECTED MATE
US ARMY TANK AUTOMOTIVE COMMAND
WARREN, MI 48397-5000

PM, ABRAMS TANK SYSTEM
ATTN: SFAE-ASH-AB
WARREN, MI 48397-5000
PM, BLACK HAWK
ATTN: SFAE-AV-RH
4300 GOODFELLOW BLVD,
SAINT LOUIS, MO 63120-1790

PM, ARMY HELICOPTER IMPRV PROJ
ATTN: SFAE-AV-AHI
4300 GOODFELLOW BLVD,
SAINT LOUIS, MO 63120-1790

PM, AVIATION LIFE SUPPORT EQPM
ATTN: SFAE-AV-ILSE
4300 GOODFELLOW BLVD,
SAINT LOUIS, MO 63120-1790

PM, ADVANCED ATTACK HELICOPTER
ATTN: SFAE-AV-AAH
4300 GOODFELLOW BLVD,
SAINT LOUIS, MO 63120-1790

PM, 9MM PISTOL PROGRAM
ATTN: SFAE-AV-9MM
ROCK ISLAND, IL 61299-5000

PM, TRANSPORTATION OPERATIONAL
PERSONAL PROPERTY STREET
MILITARY TRAFFIC MGT COMMAND
FORT BELVOIR, VA 22060-5873

PM, UNMANNED AERIAL VEHICLES
ATTN: SFAE-AUV
REDSTONE ARSENAL, AL 35898-5791

PM, COMBINED ARMS TRAINING SYS
COMBAT TRAINING CENTER (CATS)
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

PM, COMBAT SUPPORT TRAIN SYS.
ATTN: AMCPM-CSTS
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

PM, AIR COMBAT TRAINING SYSTEM
ATTN: AMCPM-ACTS
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

PM, CLOSE COMBAT TRAINING SYS.
ATTN: AMCPM-CCTS
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276
414 PM
PM, TRAINING DEVICES
ATTN: AMCPM-IND
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

415 PM
PM, TEST PROGRAM SETS
ATTN: AMCPM-IMDC-1
US ARMY COMM-ELECTRON COMMAND
FORT MONMOUTH, NJ 07703-5000

416 PM
PM, AUTOMATIC TEST SUPPORT SYS
ATTN: AMCPM-IMDC-1
US ARMY COMM-ELECTRON COMMAND
FORT MONMOUTH, NJ 07703-5000

417 PM
PM, AUTOMATIC TEST SUPPORT SYS
ATTN: AMCPM-IMDC-5
US ARMY COMM-ELECTRON COMMAND
FORT MONMOUTH, NJ 07703-5000

418 PM
ATTN: AMCPM-IMDC-1
PM, TEST, MEASUREMENT, AND
DIAGNOSTIC EQUIPMENT
US ARMY COMM-ELECTRON COMMAND
FORT MONMOUTH, NJ 07703-5000

419 PM
PM, SAUDI ARABIAN NATIONAL
GUIDED MODERNIZATION PROGRAM
ATTN: AMCPM-ND
NEW YORK, NY 00000-0000

420 PM
ATTN: AMCPM-IMDC-1
PM, NUCLEAR MUNITIONS
US ARMY ARMAMENT RESEARCH
DEVELOPMENT & ENGINEERING CT
PICKATINNY ARSENAL, NJ 07806-5000

421 PM
PM, LIGHT ARMORED VEHICLES
ATTN: AMCPM-1AV
US ARMY TANK AUTOMOTIVE CMB
WARREN, MI 48397-5000

422 PM
ATTN: AMCPM-FA
PM, FUZES
US ARMY ARMAMENT RESEARCH,
DEVELOPMENT & ENGINEERING CT
PICKATINNY ARSENAL, NJ 07806-5000

423 PM
PM, THEATER AUTOMATED COMMAND
ATTN: AMCPM-ASCM-1A
YONGBAN, SEOUL, KOREA
APO SAN FRANCISCO, CA 96301-0059

424 PM
ATTN: AMCPM-ASCM-1SF
PM, DEFENSE SATELLITE COMMUN
ICATION SYSTEMS INSTALLATION
BUILDING 203, SQUIRES HALL
FORT MONMOUTH, NJ 07703-5000
425
PM, SPECIAL PRODUCTS & PROGRAM SUPPORT
ATTN: AMCPC-ASQM-TSD
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

426
PM, PACIFIC AREA TRANSMISSION SYSTEMS
ATTN: AMCPC-ASQM-TSE
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

427
PM, AIR TRAFFIC CONTROL PRODUCTS
ATTN: AMCPC-ASQM-TSE
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

428
PM, DEFENSE COMM. & ARMY TRANSMISSION SYS
ATTN: AMCPC-ASQM-ITS
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

429
PM, RECORDS COMMUNICATION
ATTN: AMCPC-ASQM-SWR
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

430
PM, JAPAN TELEPHONE UPGRADE
ATTN: AMCPC-ASQM-SWJ
YONGSAN, SEOUL, KOREA,
APO SAN FRANCISCO, CA 96301-0075

431
PM, JOINT SERVICE COMPUTER PRO
ATTN: AMCPC-ASQM-SWD
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

432
PM, DEFENSE DATA NETWORKS
ATTN: AMCPC-ASQM-SWD
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

433
PM, CONUS TELEPHONE MODERN PRO
ATTN: AMCPC-ASQM-SUC
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

434
PM, ARMY SMALL COMPUTER PRO.
ATTN: AMCPC-ASQM-SWJ
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

435
PM, DEFENSE COMMUNICATIONS & ARMY SWITCHED
ATTN: AMCPC-ASQM-SWJ
BUILDING 263, SQUIER HALL
FORT MONMOUTH, NJ 07703-5000
436
FM, QUICK RESPONSE: MULTICOLOR
PRINTER/ ATTN: SFAE-JT-G
US ARMY ENGR TOPOGRAPHIC LAB
FORT BELVOIR, VA 22060-5546

437
FM, DIGITAL
TOPOGRAPHIC SUPPORT SYSTEM
ATTN: SFAE-JT-G
US ARMY ENGR TOPOGRAPHIC LAB
FORT BELVOIR, VA 22060-5546

438
FM, COMBAT
TERRAIN INFORMATION SYSTEM
ATTN: SFAE-JT-G
US ARMY ENGR TOPOGRAPHIC LAB
FORT BELVOIR, VA 22060-5546

439
FM, SINGLE SOURCE PROCESSOR
ATTN: SFAE-JT-JCA
CAG FIELD OFFICE, BLDG P-210
VINT HILL FARMS STATION
WARRENTON, VA 22186-5182

440
FM, JOINT TACTICAL FUSION
ATTN: SFAE-JT
1500 PLANNING RESEARCH DRIVE
MC LEAN, VA 22102-5099

441
FM, LIGHT HELICOPTER
ATTN: SFAE-LH
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1793

442
FM, PHYSICAL SECURITY EQUIPMENT
ATTN: AMCPM-PSI
US ARMY BELVOIR RESEARCH, DIV.
AND ENGINEERING CENTER
FORT BELVOIR, VA 22060-5606

443
FM, PETROLEUM & WATER LOGISTIC
ATTN: AMCPM-PWI
US ARMY TROOP SUPPORT COMMAND
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1790

444
FM, MOBILE ELECTRIC POWER
ATTN: AMCPM-MEP
7500 BACKLICK ROAD
SPRINGFIELD, VA 22150-3107

445
FM, CLOTHING & INDIVIDUAL EDFM
ATTN: AMCPM-CIE
14050 DAWSON BEACH ROAD
WOODBRIDGE, VA 22191

446
FM, AMPHIBIANS & WATERCRAFT
ATTN: AMCPM-AWC
US ARMY TROOP SUPPORT COMMAND
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1793
TACTICAL ARMY COMMAND & CONTROL

ATTN: SFAE-SIS-AW
NEW YORK, NY 09056-5000

PM

PM, STRATEGIC COMMAND & CONTROL SOFTWARE
ATTN: SFAE-SIS-AW
1 FEDERAL SYSTEM, PARK DRIVE
FAIRFAX, VA 22033

PM

PM, ARMY WWMCCS INFO SYS/COMMAND & CONTROL SYS
ATTN: SFAE-SIS-AW
STOP C-35, BUILDING 2423
FORT BELVOIR, VA 22060-5456

PM

PM, HYPERSONIC LAUNCHER
ATTN: SFAE-SD-HVL
PO BOX 1500
HUNTSVILLE, AL 35807-3801

PM

PM, HIGH ENDOATMOSPHERIC DEFENSE INTERC
ATTN: SFAE-SD-HED
PO BOX 1500
HUNTSVILLE, AL 35807-3801

PM

PM, GROUND BASED RADAR
ATTN: SFAE-SD-GBR
PO BOX 1500
HUNTSVILLE, AL 35807-3801

PM

PM, GROUND BASED LAER
ATTN: SFAE-SD-GBL
BUILDING T-150
WHITE SANDS MISSLE, NM 08002-1158

PM

PM, GROUND BASED INTERCEPTOR
ATTN: SFAE-SD-GBI
PO BOX 1500
HUNTSVILLE, AL 35807-3801

PM

PM, CORPS/ THEATRE ADD SERVICE CENTER
ATTN: SFAE-SD-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5895

PM

PM, TACTICAL ARMY CSC COMPUTER SYSTEM
ATTN: SFAE-SD-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5895

PM

PM, AUTOMATIC IDENTIFICATION TECHNOLOGY
ATTN: SFAE-SD-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5895
471  FM  PROJECT BOX
US ARMY TOTAL PERSONAL COMM
ATTN: SFAC-PS-YE ROOM 43
2461 EISENHOWER AVE, HOFFMAN I
ALEXANDRIA, VA 2231-0480

472  FM
PM, HOUSING OPERATIONS, MIL SYS
ATTN: SFAC-PS II
STOP C-21
FORT BELVOIR, VA 22060-5025

473  FM
PM, CORPS OF ENGINEERS
ATTN: SFAC-PS-E
ENGINEER AUTOMATION PLAN
20 MASSACHUSETTS AVENUE, N.W.
WASHINGTON, DC 20314-1000

474  FM
PM, TEAMMATE/TOMCAT/TRACKWOLF
ATTN: SFAC-TEW-SC
VINI HILL FARMS STATION
WARRENTON, VA 22186-5116

475  FM
PM, TRAILBLAZER
ATTN: SFAC-TEW-16
VINI HILL FARMS STATION
WARRENTON, VA 22186-5116

476  FM
PM, TACTICAL JAMMER
ATTN: SFAC-TEW-SC
VINI HILL FARMS STATION
WARRENTON, VA 22186-5116

477  FM
PM, SIGNALS WARFARE
ATTN: SFAC-TEW-SC
VINI HILL FARMS STATION
WARRENTON, VA 22186-5116

478  FM  FORWARD
AREA AIR DEFENSE SENSORS/MASS
TARGET SENSORS
ATTN: SFAC-TEW-RD
FORT MONMOUTH, NJ 07703-5000

479  FM
PM, FIREFINDER
ATTN: SFAC-TEW-RD
FORT MONMOUTH, NJ 07703 5000

480  FM
PM, RADAR
ATTN: SFAC-TEW-RD
FORT MONMOUTH, NJ 07703 5000

481  FM
PM, NIGHT VISION ELECTRO OPTIC
ATTN: SFAC-TEW-NV
FORT BELVOIR, VA 22060-5000
483
PM, JSTARS GROUND MODULE STAT.
ATTN: SFAE-I EW-JS
FORT MONMOUTH, NJ 07703-5000

484
PM, STINGRAY
ATTN: SFAE-I EW-EW
FORT MONMOUTH, NJ 07703-5000

485
PM, GUARDRAIL/COMMON SENSORS
ATTN: SFAE-I EW-EW
FORT MONMOUTH, NJ 07703-5000

486
PM, ELECTRONIC WARFARE RECONNAISSANCE
SURVEILLANCE & TARGET ACQUIS.
ATTN: SFAE-I EW-EW
FORT MONMOUTH, NJ 07703

487
PM, BRADLEY/TOW SUBSYSTEM
ATTN: SFAE-FS-ID
REDSTONE ARSENAL, AL 35899-5170

488
PM, TOW WEAPON SYSTEM
ATTN: SFAE-FS-ID
REDSTONE ARSENAL, AL 35898-5176

489
PM, PERSHING
ATTN: AMC-PE
US ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5690

490
PM, MULTIPLE LAUNCH ROCKET SYS
SENSE & DESTROY ARMOR
ATTN: SFAE-FS-ML
HUNTSVILLE, AL 35898-5000

491
PM, MULTIPLE LAUNCH ROCKET SYS
ATTN: SFAE-FS-ML
REDSTONE ARSENAL, AL 35898-5000

492
PM, HELLFIRE
ATTN: SFAE-FS-HD
REDSTONE ARSENAL, AL 35898-5610

493
PM, FOLLOW-ON TO LANCE
ATTN: SFAE-FS-FL
REDSTONE ARSENAL, AL 35898-5797
494
PM
FM, ARMY TACTICAL MISSILE SYS
ATTN: SFAE-FS-ATB
BLOCK II
REDSTONE ARSENAL, AL 35889-5650

495
PM
FM, ARMY TACTICAL MISSILE SYS
ATTN: SFAE-ES-AT
REDSTONE ARSENAL, AL 35889-5650

496
PM
FM, ADVANCED ANTITANK WEAPON SYS
ATTN: SFAE-ES-AM
REDSTONE ARSENAL, AL 35889-5650

497
PM
FM, SINGLE CHANNEL OBJECTIVE TACTICAL TER
ATTN: SFAE-CM-SCT
FORT MONMOUTH, NJ 07703-5000

498
PM
FM, SINGLE CHANNEL GROUND & AIRBORNE RADIO SYSTEMS
ATTN: SFAE-CM-GAR
FORT MONMOUTH, NJ 07703-5000

499
PM
FM, SATELLITE COMMUNICATIONS
ATTN: SFAE-CM-SC
FORT MONMOUTH, NJ 07703-5000

500
PM
FM, REGENCY NET
ATTN: SFAE-CM-RN
FORT MONMOUTH, NJ 07703-5000

501
PM
FM, ENHANCED POSITION LOCATION REPORTING SYSTEM
ATTN: SFAE-CM-ADD
FORT MONMOUTH, NJ 07703-5000

502
PM
FM, ARMY DATA DISTRIBUTION SYS
ATTN: SFAE-CM-ADD
FORT MONMOUTH, NJ 07703-5000

503
PM
FM, MULTI-SERVICE COMMUNICATIONS
ATTN: SFAE-CM-MSC
FORT MONMOUTH, NJ 07703-5000

504
PM
FM, MOBILE SUBSCRIBER EQUIPMENT
ATTN: SFAE-CM-MSC
FORT MONMOUTH, NJ 07703-5000
505  PM
PM, GLOBAL POSITIONING SYSTEMS
ATTN: SFAE-CM-GPS
WORLDWAY COASTAL CENTER, 92940
LOS ANGELES, CA 90009

506  PM
PM, OPERATIONS TACTICAL DATA
ATTN: SFAE-CM-MVC
FORT MONMOUTH, NJ 07703-5060

507  PM
PM, FIELD ARTILLERY TACTICAL
DATA SYSTEMS
ATTN: SFAE-CG-FS
FORT MONMOUTH, NJ 07703-5000

508  PM
PM, COMMON HARDWARE/SOFTWARE
SYSTEMS
ATTN: SFAE-CG-CS
FORT MONMOUTH, NJ 07703-5000

509  PM
PM, COMBAT SERVICE SUPPORT
CONTROL SYSTEM
ATTN: SFAE-CG-CSS
FORT BELVOIR, VA 22060-5375

510  PM
PM, PORTABLE ACAS/ENSEC WORK
ATTN: SFAE-CG-1W
1500 PLANNING RESEARCH DRIVE
MC LEAN, VA 22102

511  PM
PM, FORWARD SENSOR INTFC CNTRL
ATTN: SFAE-CG-1SI
1500 PLANNING RESEARCH DRIVE
MC LEAN, VA 22102

512  PM
PM, COMMUNICATIONS PROCESSING,
& INTERFACE MODUL
1500 PLANNING RESEARCH DRIVE:
MC LEAN, VA 22102

513  PM
PM, HIGH TO MEDIUM AIR DEFENSE
COMMAND AND CONTROL
ATTN: SFAE-CG-AD
REDSTONE ARSENAL, AL 35898-5600

514  PM
PM, FORWARD AREA AIR DEFENSE
COMMAND & CONTROL SYSTEM
ATTN: SFAE-CG-AD
REDSTONE ARSENAL, AL 35898-5400

515  PM
PM, MEDIUM TACTICAL VEHICLES
ATTN: SFAE-CS-IVM
WARRENS, MI 48397-5000
PM, LIGHT TACTICAL VEHICLES
ATTN: SAFAS-LTVL
WARREN, MI 48397-5000

PM, HEAVY TACTICAL VEHICLES
ATTN: SAFAS-LTVL
WARREN, MI 48397-5000

PM, M113/M60 FAMILY OF VEHICLE
ATTN: AMC-EM-M113
US ARMY TANK AUTOMOTIVE COMMAND
WARREN, MI 48397-5000

PM, M9 ARMORED COMBAT TACTICAL VEHICLES
ATTN: AMC-EM-M9
US ARMY TANK AUTOMOTIVE COMMAND
WARREN, MI 48397-5000

PM, BRADLEY FIGHTING VEHICLE
ATTN: SAFAS-AGM-BV
WARREN, MI 48397-5000

PM, SMOKE/INCENDIARY
ATTN: AMC-EM-SIM
US ARMY CHEMICAL COMMAND, DVFM1
ABERDEEN PROVING GRO, MD 21010-5401

PM, NBC DEFENSE SYSTEMS
ATTN: AMC-EM-NCS
US ARMY CHEMICAL COMMAND, DVFM1
ABERDEEN PROVING GRO, MD 21010-5401

PM, BINARY MUNITIONS
ATTN: AMC-EM-BM
US ARMY CHEMICAL COMMAND, DVFM1
ABERDEEN PROVING GRO, MD 21010-5401

PM, UH-1 AIRCRAFT
ATTN: AMC-EM-UH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1796

PM, AIR-TO-AIR GINGER
ATTN: SAFAS-AV GAC
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1796

PM, TARGET ACQUISITION DECK
ATTN: SAFAS-AV GAC
SYSTEMS 1010 NIC HI VISION GDS
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1796
PM, SPECIAL OPER. AIRCRAFT
ATTN: SFAE-AV-SOA
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1720

PM

ATTN: AMCPM-AD

PM, SPECIAL EFFECTS MISSION COM.
WARFARE AIRCRAFT
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1720

PM

ATTN: SFAE-AV-CO

PM, CH-47 MODERNIZATION PROG.
ATTN: SFAE-AV-CH
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1720

PM

ATTN: AMCPM-LD

PM, LIGHT RESERVE HELICOPTERS
U.S. ARMY AVIATION SYS. ENG.
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1720

PM

ATTN: SFAE-AV-ACW

PM, AEROFIL SURVIVABILITY EQUIP.
ATTN: SFAE-AV-ACW
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1720

PM

ATTN: SFAE-AV-ACW

PM, APACHE AUTOMATIC TEST EQUIPMENT
4300 GOODFELLOW BOULEVARD
SAINT LOUIS, MO 63120-1720

PM

ATTN: SFAE-AV-ACW

PM, TANK MAIN ARMAMENT SYSTEMS
ATTN: SFAE-AK-TMA
PICATINNY ARSENAL, NJ 07806-5000

PM

ATTN: SFAE-AK-TMA

U.S. ARMY AMC COMMAND

PM, MORTAR SYSTEMS
ATTN: AMCPM-MD
PICATINNY ARSENAL, NJ 07806-5000

PM

ATTN: SFAE-AR-CD

PM, SENSE AND DESTROY ARMOR
ATTN: SFAE-AR-CD
PICATINNY ARSENAL, NJ 07806-5000
PM, HOWITZER IMPROVEMENT PROG.
ATTN: SFAE-AD-HI
PACATINNY ARSENAL, NJ 07886-5000

PM, AVENGER
ATTN: SFAE-AD-SI
REDSTONE ARSENAL, AL 35898-5530

PM, STINGER
ATTN: SFAE-AD-ST
REDSTONE ARSENAL, AL 35898-5638

PM, PATRIOT/ATH
ATTN: SFAE-AD-PF
REDSTONE ARSENAL, AL 35898-5620

PM, PATRIOT
ATTN: SFAE-AD-PA
REDSTONE ARSENAL, AL 35898-5620

PM, NON-LINE OF SIGHT
ATTN: SFAE-AD-EM
REDSTONE ARSENAL, AL 35898-5724

PM, LINE OF SIGHT FORWARD (HEAVY)
ATTN: SFAE-AD-EM
REDSTONE ARSENAL, AL 35898-5720

PM, JOINT TACT. MISSILE DIV.
ATTN: AMCFM-JTMD
REDSTONE ARSENAL, AL 35898-5620

U.S. ARMY MISSILE COM

PM, HAWK
ATTN: AMCFM-MK11
REDSTONE ARSENAL, AL 35898-5660

PM, FORWARD AREA AIR DEFENSE
SENSOR & TARGET IDENTIFICATION
REDSTONE ARSENAL, AL 35898-5726

PM, CHAPPARAL/FORWARD AREA
ALERTING RADAR
U.S. ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5640
PM, SPECIAL PROJECT OFFICE
ATTN: SFAE-RS-XB
REDSTONE ARSENAL, AL 35898-5080

PM, TACIT RAINBOW
ATTN: SFAE-FS TR
REDSTONE ARSENAL, AL 35898-5080

PM, SPECIAL MANAGEMENT OFFICE
ATTN: SFAE-FS-XN
REDSTONE ARSENAL, AL 35898-5080

PM, SAVRT-TY-DD
ATTN: SAVRT-CM-SC
PM, SPECIAL PROJECT OFFICE-132
CDR, AVIA. APPL. TECH. DIRECT.
FORT EUSTIS, VA 23604-5577

PM, AIR DEFENSE INTEGRATION A
AUTOMATED COMMAND POST
REDSTONE ARSENAL, AL 35898-5670

PM, INSTALLATION SUPP. MODULUS
ATTN: SFAE-FS IN STOP C-4
FORT BELVOIR, VA 22060-5670

PM, ARMY SPACE PROGRAM OFFICE
ATTN: SFAE-DAMO-FDX
FAIRFAX, VA 22031-4484

PM, AMCPM PL-1NI
PM, PERSHING INTERMEDIATE
RANGE MUCL. FORCES TREAT. COMD
REDSTONE ARSENAL, AL 35898-5670

PM, TACTICAL SATELLITE
COMMUNICATIONS
FORT MONMONTH, NJ 07703-5000

PM, SAVRT-TY-DD
ATTN: SAVRT-TY-DD
PM, SPEC. PROJECT OFFICE-1206
CDR, AVIA. APPL. TECH. DIRECT.
FORT EUSTIS, VA 23604-5577

PM, TRANSP. COORD. AUTOMATED
COM & CONTROL INFO SYSTEM
MIL. TRAFFIC MGMT COMMAND
FORT BELVOIR, VA 22060-5690
PM, ARMY FIELD ARTILLERY
TACTICAL DATA SYSTEMS
FORT MONMOUTH, NJ 07703-5000

PM

PM, LIGHTWEIGHT TACTICAL FIRE
ATTN: SFAC-CC-FS
FORT MONMOUTH, NJ 07703-5000

PM

PM, SPEC. ELEC. MISSION
INTELLIGENCE/SURVEILL. AIRCRAFT
U.S. ARMY AVIA SYSTEMS COMMAND
SAINT LOUIS, MO 63120-1790

PM

PM, M270 FAMILY OF MUNITION
COMMAND 7 CONTROL/FIRE
DIRECTION DATA MANAGER (CDDM)
REDSTONE ARSENAL, AL 35898-5000

PM

PM, BLOCK III/COMMON CHASSIS
ATTN: SFAC-ASM-BT
WARREN, MI 48397-5000

PM

PM, FUTURE INFANTRY FIGHTING
VEHICLE
WARREN, MI 48397-5000

PM

PM, ADVANCED FIELD ARTILLERY
SYSTEM
FICATINNY ARSENAL, NJ 07806-5000

PM

PM, LINE-OF-SIGHT ANTITANK
ATTN: SFAC-ASM-LS
REDSTONE ARSENAL, AL 35809-5000

PM

PM, EXTENDED AIR DEF TEST BCD
ATTN: SFAC-SD-EAD
P.O. BOX 1500
HUNTSVILLE, AL 35807-3001

PM

PM, PERSONNEL ELECTRONIC
RECORDS MANAGEMENT SYSTEM
STOP C, BLDG 1437, RM 204
FORT BELVOIR, VA 22060-5047

PM

PM, TOW SIGHT IMPROVEMENT PROG.
ATTN: SFAC-PS-1
REDSTONE ARSENAL, AL 35898-5170
PM, AIR-TO-AIR STINGER
ATTN: SFAE-AV-CAS
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM, TARGET ACQUISITION, DESIGNATION SYSTEM/PILOT NIGHT VISION SYS
ATTN: SFAE-AV-CAS
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM, SPECIAL OPER AIRCRAFT
ATTN: SFAE-AV-SOA
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM, SPEC ELEC MISSION COMM
ATTN: AMCPM-AE
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM, COBRA
ATTN: SFAE-AV-CO
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM, CH-47 MODERNIZATION PROG
ATTN: SFAE-AV-CH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

U.S. ARMY AVIATION COMMAND
PM, LIGHT OBSERV HELICOPTERS
ATTN: AMCPM-LON
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM, AIRCRAFT SURV EQUIPMENT
ATTN: SFAE-AV-ACW
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM, AIRBORNE TARGET HANOVER SYSTEM/AVIONICS INTEGRATION
ATTN: SFAE-AV-AAH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM, APACHE AUTOM TEST EQUIP
ATTN: SFAE-AV-AAH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM, TANK MAIN ARMAMENT SYS
ATTN: SFAE-AR-TMA
FICATINNY ARSENAL, NJ 07806-5000
592  
PM  
PM, MORTAR SYSTEMS  
ATTN: AMC-MD  
US ARMY AMC COMMAND  
PICATINNY ARSENAL, NJ 07806-5000

593  
PM  
PM, SENSE AND DESTROY ARMOR  
ATTN: SFAE-AR-SA  
PICATINNY ARSENAL, NJ 07806-5000

594  
PM  
PM, HOWITZER IMPROVEMENT PROG  
ATTN: SFAE-AR-HIP  
PICATINNY ARSENAL, NJ 07806-5000

595  
PM  
PM, AVENGER  
ATTN: SFAE-AD-ST  
REDSTONE ARSENAL, AL 35801-5630

596  
PM  
PM, STINGER  
ATTN: SFAE-AD-ST  
REDSTONE ARSENAL, AL 35801-5630

597  
PM  
PM, PATRIOT/ATH  
ATTN: SFAE-AD-PA  
REDSTONE ARSENAL, AL 35898-5620

598  
PM  
PM, PATRIOT  
ATTN: SFAE-AD-PA  
REDSTONE ARSENAL, AL 35898-5620

599  
PM  
PM, NON-LINE-OF-SIGHT  
ATTN: SFAE-AD-FM  
REDSTONE ARSENAL, AL 35898-5723

600  
PM  
PM, LINE-OF-SIGHT-FORWARD (HY)  
ATTN: SFAE-AD-L0  
REDSTONE ARSENAL, AL 35898-5792

601  
PM  
PM, JOINT TACT MISSILE DEFENSE  
ATTN: AMCPCM-JTMD  
U.S. ARMY MISSILE COMMAND  
REDSTONE ARSENAL, AL 35898-5620

602  
PM  
PM, HAWK  
ATTN: AMCPCM-HA  
US ARMY MISSILE COMMAND  
REDSTONE ARSENAL, AL 35898-5660
603
ATTN: SFAF-AD-GSI
PM, FORWARD AREA AIR DEFENSE SENSOR & TARGET IDENTIFICATION
REDSTONE ARSENAL, AL 35898-5796

604
ATTN: AMCPM-CF
PM, CHAPARRAL/FORWARD AREA ALERTING RADAR
US ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5440

605
ATTN: SPECIAL PROJECT OFFICE
PM, SPECIAL PROJECT OFFICE
REDSTONE ARSENAL, AL 35898-5000

606
ATTN: TACIT RAINBOW
PM, TACIT RAINBOW
REDSTONE ARSENAL, AL 35898-5000

607
ATTN: SPECIAL MANAGEMENT OFFICE
PM, SPECIAL MANAGEMENT OFFICE
REDSTONE ARSENAL, AL 35898-5000

608
ATTN: MOFI-SDD
PM, SPECIAL PROJECT OFFICE-132
COMMANDER
SFAE-FS-XN (VERITY)
FORT EUSTIS, VA 23604-5977

609
ATTN: US AIR FORCE INTEG SUPP AGY
PM, THE ARMY AUTHORIZATION DOCUMENT SYSTEM - REDesign
MAIL STOP 390
FORT BELVOIR, VA 22060-5390

610
ATTN: AIR DEFENSE INTEGRATION & AUTOMATED COMMAND POST
PM, AIR DEFENSE INTEGRATION & AUTOMATED COMMAND POST
SFAE-CC-AD
REDSTONE ARSENAL, AL 35898-5600

611
ATTN: INSTALLATION SUPP MODULES
PM, INSTALLATION SUPP MODULES
SFAE-PS-1S
FORT BELVOIR, VA 22060-5875

612
ATTN: ARMY SPACE PROGRAM OFFICE
PM, ARMY SPACE PROGRAM OFFICE
SFAE-CC-AD
FORT BELVOIR, VA 22060-5875

613
ATTN: AMCPM-PE-INFO
PM, PERSHING INTERMEDIATE-RGE
NUCLEAR FORCES TREATY CONF
US ARMY MISSILE COMMAND
REDSTONE ARSENAL, AL 35898-5690
PM, TACTICAL SATELLITE COMMUN
ATTN: SFAE-SCM-SC
FORT MONMOUTH, NJ 07703-5000

PM
AVSCOM
ACOM COMMANDER
PM, SPECIAL PROJ OFFICE - A200
ATTN: SAWRT-2Y-DD (DOWNS)
FORT EUSTIS, VA 23604-5577

PM
ATTN: MT-TC
PM, TRANSP COORD AUTOMATED COM
& CONTROL INFORMATION SYSTEM
MILITARY TRAF MGMT COMMAND
FORT BELVOIR, VA 20160-5098

PM
ATTN: SFAE-CC-FS
PM, ARMY FIELD ARTILLERY
TACTICAL DATA SYSTEMS
FORT MONMOUTH, NJ 07703-5000

PM
ATTN: AMCM-ES
US ARMY AVIA SYS COM
PM. SPECIAL ELECTRONIC MISSION
INTELL/SURVEILLANCE AIRCRAFT
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1790

PM
ATTN: SFAE-FC-ML
PM, M270 FAMILY OF MUNITION
COM & CONTROL/FIRE DIRECTION
DATA MANAGER (FDDM)
REDSTONE ARSENAL, AL 35898-5000

PM
ATTN: SFAE-ASM-BT
PM, BLOCK III/COM CHASSIS
WARREN, MI 48397-5000

PM
ATTN: SFAE-ASM-FV
FUTURE INFANTRY FTG VEH
WARREN, MI 48397-5000

PM
ATTN: SFAE-ASM-AD
ADVANCED FIELD ART SYSTEM
PICATINNY ARSENAL, NJ 07806-5000

PM
ATTN: SFAE-ASM-LS
LINE-OF-SIGHT ANTITANK
REDSTONE ARSENAL, AL 35807-3861
PM, EXTENDED AIR DEF TEST RCD
ATTN: SFAE-SD-EAD
PO BOX 1500
HUNTSVILLE, AL 35807-3801

PM
ATTN: SFAE-PS-J
PM, PERSONNEL ELEC RECORDS MANAGEMENT SYSTEM
STOP C3, BLDG 1465 RM 0304
FORT MYER, VA 22040-5095

PM
ATTN: SFAE-PS-TSI
PM, TOW SIGHT IMPROVEMENT PROG
REDSTONE ARSENAL, AL 35898-5170

PM
ATTN: SFAE-CC-NVR
PM, MANEUVER CONT SYSTEMS
COMMON HARDWARE SOFTWARE SYS:
FORT MONMOUTH, NJ 07703-5000

PM
ATTN: SFAE-CC-FTF
PM, FORWARD ENTRY DEVICE
FORT MONMOUTH, NJ 07703-5000

PM
ATTN: SFAE-CC-CHS
PM, STANDARDIZED INTEGRATED COMMAND POST SYSTEM
FORT MONMOUTH, NJ 07703-5000

PM
ATTN: SFAE-CC-CHS
PM, COMMON SOFTWARE SYSTEMS
FORT MONMOUTH, NJ 07703-5000

PM
ATTN: SFAE-CC-CHS
PM, COMMON HARDWARE SYSTEMS
FORT MONMOUTH, NJ 07703-5000

PM
ATTN: AMCPM-JA
PM, JOINT ADV SPECIAL OPERATIONS RADIO SYSTEM
U.S. ARMY COM-ELECT COMMAND
FORT MONMOUTH, NJ 07703-5000

PM
ATTN: SFAE-LH-LHE
PM, T-000-LHT-000 ENGINE PROG
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1790

PM
ATTN: AMCPM-MCD
US ARMY ARMAMENT RES
DEV AND ENG CTR
PM, MINES, COUNTERMINE & DEMOL.
FORT LEE, VA 23803-5000
647
MILITARY TRAFFIC MGT COM
PM
FM, CONUS FREIGHT MGMT SYSTEM
ATTN: MT-CF
5611 COLUMBIA PIKE
FALLS CHURCH, VA 22041-5050

648
US ARMY ARMAMENT RES
DEP & ENG CTR
FM, AMMUNITION LOGISTICS
ATTN: AMCPM-AL
PICATINNY ARSENAL, NJ 07806-5000

649
FM, EUROPEAN AREA TRANSM SYS
ATTN: AMCPM-ASQM-TSB
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

650
FM, ARMY INF MGMT ENVIRONMENT
ATTN: AMCPM-ASQM-SWA
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

651
JOINT TACTICAL FUSION
-- CAC FIELD OFF
FM, CONTROL AND ANALYSIS
ATTN: SFAE-JI-JCA
BLDG P-210 VINT HILL FARMS STA
WARRENTON, VA 22186-5102

652
FM, AIRBORNE SURVEIL TESTBED
ATTN: SFAE-SD-AST
PO BOX 1500
HUNTSVILLE, AL 35807-4190

653
FM, AUTOMATED RETAIL LOG SYS
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

654
FM, ARMY CIVILIAN PERS SYSTEM
ATTN: SFAE-PS-YA
STOP H-20
FORT BELVOIR, VA 22060-5875

655
FM, ADV ANTITANK WEAP SYS (HY)
ATTN: SFAE-FS-AMM
REDSTONE ARSENAL, AL 35898-5720

656
FM, KINETIC ENERGY MISSILE
ATTN: SFAE-ASM-LC
REDSTONE ARSENAL, AL 35898-5720

657
FM, ASAS/ENSCE INTERFACE MOD
ATTN: SFAE-CC-AI
1500 PLANNING RESEARCH DRIVE
MC LEAN, VA 22182
PM, ALL SOURCE ANALYSIS SYS
ATTN: SFAE-CC-INT
1500 PLANNING RESEARCH DR
MCLEAN, VA 22102

PM, AIR DEF COM & CONTROL SYS
ATTN: SFAE-CC-AD
REDSTONE ARSENAL, AL 35898-5600

PM
ATTN: AMCPM-CE
PM, COM CONSTR EQUIPMENT/
SELECTED MATERIALS HAND EQUIP
U.S. ARMY TANK-AUTOMOTIVE COM
WARREN, MI 48397-5000

PM
ATTN: SFAE-ASM-AB
PM, ABRAMS TANK SYSTEM
WARREN, MI 48397-5000

PM
ATTN: SFAE-AV-BH
PM, BLACK HAWK
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM
ATTN: SFAE-AV-ASH
PM, ARMY HELICOPTER IMPR PROG
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM
ATTN: SFAE-AV-LSE
PM, AVIATION LIFE SUP EQUIPMNT
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM
ATTN: SFAE-AV-AAH
PM, ADVANCED ATTACK HELICOPTER
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

PM
ATTN: SFAE-AR-9MM
PM, 9MM PISTOL PROGRAM
ROCK ISLAND, IL 61299-5000

PM
ATTN: MT-TP
PM, TRANS OPERATIONAL PERSONAL
PROPERTY STANDARD SYSTEM
FORT BELVOIR, VA 22060-5898

PM
ATTN: SFAE-AUV
PM, UNMANNED AERIAL VEHICLES
REDSTONE ARSENAL, AL 35898-5791
669
ATTN: AMCPM-CATS
PM.
FM, COMBINED ARMS TRAINING SYS
COMBAT TRAINING CENTER (CATS)
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

670
FM, COMBAT SFI TRAINING SYSTEM
ATTN: AMCPM-CSTS
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

671
FM, AIR COMBAT TRAINING PROG
ATTN: AMCPM-ACCS
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

672
FM, CLOSE COMBAT TRAINING SYS
ATTN: AMCPM-CCTS
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

673
FM, TRAINING DEVICES
ATTN: AMCPM-TD
12350 RESEARCH PARKWAY
ORLANDO, FL 32826-3276

674
US ARMY
- COM-ELEC COM
FM, TEST PROGRAM SFTS
ATTN: AMCPM-TMDE-T
FORT MONMOUTH, NJ 07703-5000

675
US ARMY
- COM-ELEC COM
FM, TMDE MODERNIZATION
ATTN: AMCPM-TMDE-M
FORT MONMOUTH, NJ 07703-5000

676
US ARMY
- COM-ELEC COM
FM, AUTOMATIC TEST SUPPORT SYS
ATTN: AMCPM-TMDE-S
FORT MONMOUTH, NJ 07703-5000

677
US ARMY
- COM-ELEC COM
FM, TEST, MEAS, & DIAG EQUIPMENT
ATTN: AMCPM-TMDE
FORT MONMOUTH, NJ 07703-5000

678
ATTN: AMCPM NG
FM, SAUDI ARABIAN NATIONAL GUARD MODERNIZATION PROGRAM
SAUDI ARAB NATIONAL GUARD APO
NEW YORK, NY 09038-0000

679
US ARMY ARM. RES. DEV. & ENG.
FM, NUCLEAR MunITIONS
ATTN: AMCPM-NUCS
PICATINNY ARSENAL, NJ 07806-5000
680  
US ARMY TANK AUTOMOTIVE COM  
PM, LIGHT ARMORED VEHICLES  
ATTN: AMCPM-LAV  
WARREN, MI 48397-5000

681  
PM, FUZES  
ATTN: AMCPM-FZ  
PICATINNY ARSENAL, NJ 07805-5000

682  
ATTN: AMCPM-ASQM-TA  
PM, THEATER AUTO COM INFO MANAGEMENT SYSTEM  
A-PD  
SAN FRANCISCO, CA 94301-0059

683  
PM, WESTERN HEMIS TRANS SYS  
ATTN: AMCPM-ASQM-1ST  
BLDG 283 SOUTHER HALL  
FORT MONMOUTH, NJ 07703-5000

684  
PM, DEF SATE COM SYS INSTALL  
ATTN: AMCPM-ASQM-TSA  
BLDG 283 SOUTHER HALL  
FORT MONMOUTH, NJ 07703-5000

685  
PM, SPECIAL PROD & PROG SUP  
ATTN: AMCPM-ASQM-TSA  
BLDG 283 SOUTHER HALL  
FORT MONMOUTH, NJ 07703-5000

686  
PM, PACIFIC AREA TRANS SYS  
ATTN: AMCPM-ASQM-150  
BLDG 283 SOUTHER HALL  
FORT MONMOUTH, NJ 07703-5000

687  
PM, AIR TRAFFIC CTRL PROD  
ATTN: AMCPM-ASQM-TSL  
BLDG 283 SOUTHER HALL  
FORT MONMOUTH, NJ 07703-5000

688  
PM, DEF COM & ARMY TRANS SYS  
ATTN: AMCPM-ASQM-1S  
BLDG 283 SOUTHER HALL  
FORT MONMOUTH, NJ 07703-5000

690  
PM, RECORDS COMMUNICATION  
ATTN: AMCPM-ASQM-SWR  
BLDG 283 SOUTHER HALL  
FORT MONMOUTH, NJ 07703-5000

690  
PM, JAPAN TELEPHONE UPGRADE  
ATTN: AMCPM-ASQM-SWJ  
APO  
SAN FRANCISCO, CA 96301-0075
691
PM

PM, JOINT SERV COMPUTER PROG
ATTN: AMCPM-ASQM-SWM
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

692
PM

PM, DEFENSE DATA NETWORKS
ATTN: AMCPM-ASQM-SWR
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

693
PM

PM, CONUS TELEP MODERN PROGRAM
ATTN: AMCPM-ASQM-SWC
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

694
PM

PM, ARMY SMALL COMPUTER PROG
ATTN: AMCPM-ASQM-SW
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

695
PM

PM, DEF COM & ARMY SWITCH SYS
ATTN: AMCPM-ASQM-SW
BLDG 283 SQUIER HALL
FORT MONMOUTH, NJ 07703-5000

696
PM

PM, QUICK RESP MULTICOLOR SRT
ATTN: SFAC-JI-G
US ARMY ENG TOPOG LABORATORIES
FORT BELVOIR, VA 22040-5548

697
PM

PM, COMBAT TERRAIN INFO SYST
ATTN: SFAC-JI-G
US ARMY ENG TOPOG LABORATORIES
FORT BELVOIR, VA 22040-5548

698
PM

PM, DIGITAL TOPOG SUPPORT SYS
ATTN: SFAC-JI-G
US ARMY ENG TOPOG LABORATORIES
FORT BELVOIR, VA 22040-5548

699
PM

ATTN: SFAC-JT-JCA
JT TACT FUSION
PM, SINGLE SOURCE PROG EIGN
VINT HILL FARM STATION
CAC FIELD OFF BLDG P 210
WARRENTON, VA 22186-5102

700
PM

PM, JOINT TACTICAL FUSION
ATTN: SFAC-JT
1500 PLANNING RESEARCH DR
MCLEAN, VA 22102-5077

701
PM

PM, LIGHT HELICOPTER
ATTN: SFAC-LH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1790
702 PM
US ARMY REL RES DEV A
ATTN: AMCPM-PSE
FORT BELVOIR, VA 22060-5605

703 PM
US ARMY TRP SUP CON
ATTN: AMCPM-PWL
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

704 PM
ATTN: AMCPM-MEP
7500 BACKLICK ROAD
SPRINGFIELD, VA 22150-3107

705 PM
ATTN: AMCPM-CIE
14850 DAWSON BEACH RD
WOODBRIDGE, VA 22191

706 PM
US ARMY TRP SUP COMM
ATTN: AMCPM-ANC
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

707 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW

708 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW

709 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW

710 PM
ATTN: SFAE-SD-HVL
ATTN: SFAE-SD-HVL
ATTN: SFAE-SD-HVL

711 PM
ATTN: SFAE-SD-HED
ATTN: SFAE-SD-HED
ATTN: SFAE-SD-HED

712 PM
ATTN: SFAE-SD-HED
ATTN: SFAE-SD-HED
ATTN: SFAE-SD-HED

713 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW

714 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW

715 PM
ATTN: SFAE-SIS-AW
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716 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
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717 PM
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ATTN: SFAE-SIS-AW

718 PM
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ATTN: SFAE-SIS-AW

719 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW

720 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW

721 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW

722 PM
ATTN: SFAE-SIS-AW
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723 PM
ATTN: SFAE-SIS-AW
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724 PM
ATTN: SFAE-SIS-AW
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725 PM
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726 PM
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727 PM
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728 PM
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729 PM
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ATTN: SFAE-SIS-AW

730 PM
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
ATTN: SFAE-SIS-AW
713 PM
PM, GROUND BASED LASER
ATTN: SFAE-SD-GRL
BUILDING T-150
WHITE SANDS MISS RGE, NM 88002-1178

714 PM
PM, GROUND BASED INTERCEPTOR
ATTN: SFAE-SD-GBI
PO BOX 1500
HUNTSVILLE, AL 35807-3001

715 PM
PM, CORPS/THEATER ADP SERV CTR
ATTN: SFAE-PS-1AC
BUILDING T-601
FORT BELVOIR, VA 22060-5095

716 PM
PM, TACTICAL ARMY CSC COMP SYS
ATTN: SFAE-PS-TAC
BUILDING T-501
FORT BELVOIR, VA 22060-5095

717 PM
PM, AUTOMATIC IDENTIFICA TECH
ATTN: SFAE-PS-TAC
BUILDING T-601
FORT BELVOIR, VA 22060-5095

718 PM
PM, TACTICAL MGMT INFO SYSTEM
ATTN: SFAE-PS-TP
BUILDING T-601
FORT BELVOIR, VA 22060-5095

719 PM
PM, STAN DEPOT SYS-REDESIGNED
ATTN: SFAE-PS-WSS
CHAMBERSBURG, PA

720 PM
US ARMY MATL COMMAND
- PM, INTEGRATED PROCUREMENT SYS
ATTN: SFAE-PS-WSI
5001 EISENHOWER AVE, RM 9N36
ALEXANDRIA, VA 22333-0001

721 PM
PM, COMPUTER-AIDED ACQ LOG SYS
ATTN: SFAE-PS-CAL
FORT MONMOUTH, NJ 07703-5000

722 PM
PM, UNIT LEVEL COMP LOGIS SYS
ATTN: SFAE-PS-RS
BUILDING F-10500
FORT LEE, VA 23801-6145

723 PM
PM, STD PROP BOOK SYS-REDESIGN
ATTN: SFAE-PS-RS
BUILDING F-10500
FORT LEE, VA 23801-6145
724
PM
PM, STANDARD ARMY RET SUP SYS
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

725
PM
PM, STANDARD ARMY MAINT SYSTEM
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

726
PM
PM, STANDARD ARMY AMMUN SYSTEM
ATTN: SFAE-PS-RS
BUILDING P-10500
FORT LEE, VA 23801-6145

727
PM
ATTN: SFAE-PS-RS
PM, DEPT OF ARMY MOVEMENTS
MANAGEMENT SYSTEM
BUILDING P-10500
FORT LEE, VA 23801-6145

728
PM
US ARMY
- ACADEMY OF HEALTH SCIENCES
PM, THR ARMY MED MGMT INFO SYS
ATTN: SFAE-PS-M
8610 N NEW BRAUNFELS STE. 200
SAN ANTONIO, TX 78217-6357

729
PM
US DEPT OF THE ARMY
- OFF ASST SEC
PM, STAND ARMY AUTO CONTR SYS
ATTN: SFAE-PS-H
SKYLINE B, STE. 302 5109 LEES P F
FALLS CHURCH, VA 22041-3201

730
PM
US DEPT OF THE ARMY
- PM, STAND INSTAL/DIV PERS SYS
ATTN: SFAE-PS-YE
2461 EISENH AVE HOFF I RM 806
ALEXANDRIA, VA 22333-0430

731
PM
US ARMY TOTAL
- PERSONNEL COMM
PM, PROJECT 00X
ATTN: SFAE-PS-YE
2461 EISENH AVE HOFF I RM 435
ALEXANDRIA, VA 22333-0480

732
PM
PM, HOUSING OPER MGMT SYSTEM
ATTN: SFAE-PS-H
STOP C-21
FORT BELVOIR, VA 22060-5895

733
PM
US CORPS OF ENGINEERS
- PM, CORPS OF ENG AUTOMA PLAN
ATTN: SFAE-PS-E
20 MASSACHUSETTS AVE NW
WASHINGTON, DC 20314-1000

734
PM
- PM, TRAILBLAZER
ATTN: SFAE-IEW-TH
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116
7:35 PM

PM, TEAMMATE/TOMCAT/TRACKWOLF
ATTN: SFAE-I EW-SG
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

7:36 PM

PM, TACTICAL JAMMER
ATTN: SFAE-I EW-SG
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

7:37 PM

PM, SIGNALS W A R F A R E
ATTN: SFAE-I EW-SG
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

7:38 PM

ATTN: SFAE-I EW-RD

PM, SMALL AEROSTAT SURVEILLANCE SYSTEM/GRISLY HUNTER
VINT HILL FARMS STATION
WARRENTON, VA 22186-5116

7:39 PM

ATTN: SFAE-I EW-RD

PM, FORWARD AREA AIR DEFENSE SENSORS/MASS TARGET SENSORS
FORT MONMOUTH, NJ 07703-5000

7:40 PM

PM, FIREFINDER
ATTN: SFAE-I EW-RD
FORT MONMOUTH, NJ 07703-5000

7:41 PM

PM, RADAR
ATTN: SFAE-I EW-RD
FORT MONMOUTH, NJ 07703-5000

7:42 PM

PM, NIGHT VISION ELECTRO OPTIC
ATTN: SFAE-I EW-NV
FORT BELVOIR, VA 22060-5000

7:43 PM

PM, JSTARS GROUND MODULE STA
ATTN: SFAE-I EW-JS
FORT MONMOUTH, NJ 07703-5000

7:44 PM

PM, STINGRAY
ATTN: SFAE-I EW-EW
FORT MONMOUTH, NJ 07703-5000

7:45 PM

PM, GUARDRAIL/COMMON SENSORS
ATTN: SFAE-I EW-EW
FORT MONMOUTH, NJ 07703-5000
PM, ELECTRICAL WEAPONS/RECON SURVEY
ATTN: SFAE-IVF-CW
FORT MONTMOUTH, NJ 07703-5080

PM, BRADLEY/TOW SUBSYSTEM
ATTN: SFAE-FS-TO
REDSTONE ARSENAL, AL 35898-5170

PM, TOW WEAPON SYSTEM
ATTN: SFAE-FS-TO
REDSTONE ARSENAL, AL 35898-5170

PM, US ARMY MISSILE COM
ATTN: PERSHING
AMCPM-PF
REDSTONE ARSENAL, AL 35898-5690

PM, MULTIPLE LAUNCH ROCKET
SYN SENSE AND DESTROY ARMOR
REDSTONE ARSENAL, AL 35898-5700

PM, MULTIPLE LAUNCH ROCKET SYS
ATTN: SFAE-FS-M
REDSTONE ARSENAL, AL 35898-5700

PM, HELLFIRE
ATTN: SFAE-FS-HD
REDSTONE ARSENAL, AL 35898-5700

PM, FOLLOW-ON TO LANCE
ATTN: SFAE-FS-FL
REDSTONE ARSENAL, AL 35898-5700

PM, ARMY TACTICAL MISSILE SYS-BLOCK II
ATTN: SFAE-FS-ATB
REDSTONE ARSENAL, AL 35898-5700

PM, ARMY TACTICAL MISSILE SYS
ATTN: SFAE-FS-AT
REDSTONE ARSENAL, AL 35898-5700

PM, ADVANCED ANTITANK WEAPON SYSTEM
ATTN: SFAE-FS-AM
REDSTONE ARSENAL, AL 35898-5700
757  PM
PM, SINGLE CHAN OBJ TACT TERML
ATTN: SFAE-CM-SC
FORT MONMOUTH, NJ 07703-5000

758  PM
ATTN: SFAE-CM-GAR
PM, SINGLE CHANNEL GROUND
AIRBORNE RADIO SYSTEMS
FORT MONMOUTH, NJ 07703-5000

759  PM
ATTN: SFAE-CM-SC
PM, SATELLITE COMMUNICATIONS
FORT MONMOUTH, NJ 07703-5000

760  PM
ATTN: SFAE-CM-RN
PM, REGENCY NET
FORT MONMOUTH, NJ 07703-5000

761  PM
ATTN: SFAE-CM-ADD
PM, ENHANCED POS LOC REPTG SYS.
FORT MONMOUTH, NJ 07703-5000

762  PM
ATTN: SFAE-CM-ADD
PM, ARMY DATA DISTRIBUTION SYS
FORT MONMOUTH, NJ 07703-5000

763  PM
ATTN: SFAE-CM-MSC
PM, MULTI-SERV COMMUNIC SYSTEM
FORT MONMOUTH, NJ 07703-5000

764  PM
ATTN: SFAE-CM-MSE
PM, MOBILE SUBSCRIBER EQUIPMENT
FORT MONMOUTH, NJ 07703-5000

765  PM
ATTN: SFAE-CM-GPS
PM, GLOBAL POSITIONING SYSTEMS
WORLDWAY COAS CTR PO BOX 92960
LOS ANGELES, CA 90009

766  PM
ATTN: SFAE-CC-MVR
PM, OPER TACTICAL DATA SYSTEMS
FORT MONMOUTH, NJ 07703-5000

767  PM
ATTN: SFAE-CC-FS
PM, FIELD ARTIL TACT DATA SYS
FORT MONMOUTH, NJ 07703-5000
PM, COM HARDWARE/SOFTWARE SYS
ATTN: SFAE-CC-CHE
FORT MONMOUTH, NJ 07703-5000

PM, COMBAT SERV SUP CONTROL SY
ATTN: SFAE-CC-CS8
BUILDING 1908
FORT BELVOIR, VA 22060-5375

PM, PORTABLE ASAS/ENSCH WORK
ATTN: SFAE-CC-PW
1500 PLANNING RESEARCH DR
MCLEAN, VA 22102

PM, FORWARD SENSOR INTERF CONT
ATTN: SFAE-CC-FSI
MCLEAN, VA 22102

PM, COM PROC 7 INTERFACE MODU
ATTN: SFAE-CC-CF
MCLEAN, VA 22102

ATTN: SFAE-CC-AD

PM, HIGH TO MEDIUM AIR DEFENSE
COMMAND AND CONTROL
REDSTONE ARSENAL, AL 35898-5600

ATTN: SFAE-CC-AD

PM, FORWARD AREA AIR DEFENSE
COMMAND AND CONTROL SYSTEMS
REDSTONE ARSENAL, AL 35898-5600

PM, MEDIUM TACTICAL VEHICLES
ATTN: SFAE-CS-TVH
WARREN, MI 48397-5000

PM, LIGHT TACTICAL VEHICLES
ATTN: SFAE-CS-TVL
WARREN, MI 48397-5000

PM, HEAVY TACTICAL VEHICLES
ATTN: SFAE-CS-TVH
WARREN, MI 48397-5000

PM, M113/M60 FAMILY OF VEHICLE
ATTN: AMC FM-M113
WARREN, MI 48397-5000
790
PM
PM, CH-47 MODERNIZATION PROG
ATTN: SFAC-AV-CH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

791
PM
US ARMY AVIA SYS COM
-PM, LIGHT OBSERV HELICOPTERS
ATTN: AMCPM-LOH
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

792
PM
PM, AIRCRAFT SURVIVAB EQUIPMT
ATTN: SFAC-AV-AW
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

793
PM
PM, AIRCRAFT SURVIV EQUIPMENT
ATTN: SFAC-AV-AW
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

794
PM
PM, APACHE AUTOMATIC TEST EQUIPMT
ATTN: SFAC-AV-AHN
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

795
PM
PM, TANK MAIN ARMAMENT SYSTEMS
ATTN: SFAC-AR-TMA
PICATINNY ARSENAL, NJ 07806-5000

796
PM
US ARMY AMC COMMAND
-PM, MORTAR SYSTEMS
ATTN: AMCPM-MD
PICATINNY ARSENAL, NJ 07806-5000

797
PM
PM, SENSE AND DESTROY ARMOR
ATTN: SFAC-AR-SD
PICATINNY ARSENAL, NJ 07806-5000

798
PM
PM, HOWITZER IMPROVEMENT PROG
ATTN: SFAC-AR-HP
PICATINNY ARSENAL, NJ 07806-5000

799
PM
PM, AVENGER
ATTN: SFAC-AD-ST
REDSTONE ARSENAL, AL 35898-5630

800
PM
PM, STINGER
ATTN: SFAC-AD-ST
REDSTONE ARSENAL, AL 35898-5630
801
PM
US ARMY MISSILE COM
ATTN: SFAE-AD-GS
REDSTONE ARSENAL, AL 35898-5630

802
PM
PM, PATRIOT/ATM
ATTN: SFAE-AD-PA
REDSTONE ARSENAL, AL 35898-5630

803
PM
PM, NON-LINE-OF-SIGHT
ATTN: SFAE-AD-FM
REDSTONE ARSENAL, AL 35898-5630

804
PM
PM, LINE-OF-SIGHT-FORWD -HEAVY
ATTN: SFAE-AD-LO
REDSTONE ARSENAL, AL 35898-5630

805
PM
US ARMY MISSILE COM
ATTN: AMCPM-JTKD
REDSTONE ARSENAL, AL 35898-5630

806
PM
US ARMY MISSILE COM
ATTN: AMCPM-HA
REDSTONE ARSENAL, AL 35898-5630

807
PM
ATTN: SFAE-AD-GS
PM, FORWARD AREA AIR DEFENSE SENSOR & TARGET IDENTIFICATION
REDSTONE ARSENAL, AL 35898-5630

808
PM
ATTN: AMCPM-CF
PM, CHAPARRAL/FORWARD AREA ALERTING RADAR
REDSTONE ARSENAL, AL 35898-5630

809
PM
ATTN: SFAE-AD-PA
PM, SPECIAL PROJECT OFFICE
REDSTONE ARSENAL, AL 35898-5630

810
PM
ATTN: SFAE-AD-PA
PM, TACIT RAINBOW
REDSTONE ARSENAL, AL 35898-5630

811
PM
ATTN: SFAE-AD-PA
PM, SPECIAL MANAGEMENT OFFICE
REDSTONE ARSENAL, AL 35898-5630
812
AVIA APP TECH DIR
- COMMANDE

FM, SPECIAL PROJECT OFFICE-132
ATTN: SAVRT-TY-DD (VERIFY)
FORT EUSTIS, VA 23604-5577

814
- FM, INSTALLATION SUPP MODULES
ATTN: SFAE-FS-1E
STOP C-3
FORT BELVOIR, VA 22060-5875

815
- FM, ARMY SPACE PROGRAM OFFICE
ATTN: SFAE-DAMO-FDX
2010 OLD LEE HIGHWAY
FAIRFAX, VA 22031-4304

816
ATTN: AMCPM-PE-INF
- US ARMY MISSILE COMMAND
PM, PERSHING INTERMEDIATE-
RANGE NUCL FORCES TREATY COMPLI
REDSTONE ARSENAL, AL 35898-5690

817
- PM, TACTICAL SATELLITE COMM
ATTN: SFAE-CM-SC
FORT MONMOUTH, NJ 07703-5000

818
AVIA APPL TECH DIREC
- COMMANDE
PM, SPECIAL PROJECT OFF- A200
ATTN: SAVRT-TY-DD (DOWNS)
FORT EUSTIS, VA 23604-5577

819
MIL TRAF MGMT COMMAND
- ATTN: MT-1C
PM, TRANSPORTATION COORD AUTO
COMM AND CONTROL INFO SYSTEM
FORT BELVOIR, VA 22060-5875

820
ATTN: SFAE-CC-FS
- PM, ARMY FIELD ARTILLERY
TACTICAL DATA SYSTEMS
FORT MONMOUTH, NJ 07703-5000

821
- PM, LIGHTWEIGHT TACTICAL FIRE
ATTN: SFAE-CC-FS
FORT MONMOUTH, NJ 07703-5000

822
US ARMY AVIA SYS COM
- ATTN: AMCPM-ES
PM, SPECIAL ELEC MISSION
INTELLIGENCE/SURVEIL AIRCRAFT
4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1778

823
ATTN: SFAE-FS-ML
PM, M270 FAM OF MUN COM & CON /
FIRE DIREC DATA MANAGER
REDSTONE ARSENAL, AL 35898-5000
024 PM
PM, BLOCK III/COMMON CHASSIS
ATTN: SFAE-ASM-BT
WARREN, MI 48397-5000

025 PM
PM, FUTURE INFANTRY FIGHTING VEH
ATTN: SFAE-ASM-FV
WARREN, MI 48397-5000

026 PM
PM, ADVANCED FIELD ARTILL SYST
ATTN: SFAE-ASM-AD
PICATINNY ARSENAL, NJ 07806-5000

027 PM
PM, LINE-OF-SIGHT ANTITANK
ATTN: SFAE-ASM-LS
REDSTONE ARSENAL, AL 35898-5000

028 PM
PM, EXTENDED AIR DEF TEST BED
ATTN: SFAE-SD-AD
PO BOX 1500
HUNTSVILLE, AL 35807-3801

029 PM
PM, PERS ELEC RCDS MGMT SYSTEM
ATTN: SFAE-PS-J
STOP C3 BLDG 1465 ROOM R304
FORT BELVOIR, VA 22060-5075

030 PM
PM, TOW SIGHT IMPROVEMENT PROG
ATTN: SFAE-FS-TSI
REDSTONE ARSENAL, AL 35898-5170

031 PM
STRATEGIC SYSTEMS PROG OFFICE
CRYSTAL MALL #3, RM 1142
WASHINGTON, DC 20376-5002

032 PM
AEGIS PROGRAM OFFICE
NAVAL SEA SYSTEMS COMMAND
NATIONAL CTR #2 RM 7448
WASHINGTON, DC 20362-5101

033 PM
SSN21 PROGRAM OFFICE
NAVAL SEA SYSTEMS COMMAND
NATIONAL CTR #3 RM 7H24
WASHINGTON, DC 20362-5101

374 PM
US ARMY COMMUNICATIONS COMMAND
ATTN: AMCPMA-JA
FORT MONMOUTH, NJ 07703-5000

ATTN: SFAE-ASM-LS
REDSTONE ARSENAL, AL 35898-5000

ATTN: SFAE-ASM-FV
WARREN, MI 48397-5000

ATTN: SFAE-ASM-BT
WARREN, MI 48397-5000

ATTN: SFAE-ASM-AD
PICATINNY ARSENAL, NJ 07806-5000

STOP C3 BLDG 1465 ROOM R304
FORT BELVOIR, VA 22060-5075

REDSTONE ARSENAL, AL 35898-5170

CRYSTAL MALL #3, RM 1142
WASHINGTON, DC 20376-5002

NAVAL SEA SYSTEMS COMMAND
NATIONAL CTR #2 RM 7448
WASHINGTON, DC 20362-5101

NAVAL SEA SYSTEMS COMMAND
NATIONAL CTR #3 RM 7H24
WASHINGTON, DC 20362-5101

US ARMY COMMUNICATIONS COMMAND
ATTN: AMCPMA-JA
FORT MONMOUTH, NJ 07703-5000
ACIA WE MY

103

PM

OFFICE OF THE ASSISTANT SECRETARY
OF THE NAVY (SHIPBUILDING & LOGISTICS)
NAVY DEPARTMENT
WASHINGTON, DC 20360-5000

JOINT TACTICAL FUSION
ANALYSIS

PM, CONTROL & ANALYSIS

ATTN: SFAE-JT-JCA
CAP FIELD OFFICE, BLDG P-210
VINT HILL FARMS STATION,
WARRENTON, VA 22186-5182

PM

FM, STANDARD ARMY
ATTN: SFAE-PS-N-AUTOMATED CONTRACTING SYSTEM
NAVY DEPARTMENT
OF THE ARMY, OFFICE OF THE
ASSISTANT SEC/COMPTROLLER BUILDING,
5109 LEESBURG PIKE, ST-302
FALLS CHURCH, VA 22041-3201

111

PM

AVSCOM

ATTN: COMMANDER,
4300 GOODFELLOW BLVD,
SAINT LOUIS, MO 63120

118

PM

AVSCOM

ATTN: AMSAV-FRA
4300 GOODFELLOW BOULEVARD,
SAINT LOUIS, MO 63120

146

PM

COMPANY

ATTN: MR. ERIC R. LEVY,
373038

PRE & ASST GEN MGR DEV & ADM
MISSILE SYS DIV/DEPARTMENT BUILDING
BEDFORD, MA 01730

151

PM

EDNEY

ATTN: ADM LEON A., USN
VICE CHIEF OF NAVAL OPERATIONS
NAVY DEPARTMENT, 0D09
ROOM 4E644 THE PENTAGON
WASHINGTON, DC 20350-2000

479

PM

HUNTER

ATTN: SFAE-IEW-RD
VINT HILL FARMS STATION,
WARRENTON, VA 22186-5116

813

PM

US ARMY

ATTN: MORT-SDP
THE ARMY AUTHORIZATION DOCUMENT SYSTEM - REDESIGN
MAIL STOP 390
FORT BELVOIR, VA 22060-5390

141

PM

OSD/DJSC

ATTN: ADM DAVID E. JEREMIAH
VICE CHAIRMAN/JOINT CHIEFS STF
THE PENTAGON
WASHINGTON, DC 20318-0001
SIMMONS, LINDA P.
PO BOX 54
ELKINVILLE, IN 37335

SULLIVAN, JAMES R.
AFFRO DET 3, BOEING CO.
P. O. BOX 3707
SEATTLE, WA 98124-3707

TRAILBLAZER, PM,
FEDERAL (AFPRG IEW),
WARRENTON, VA 22186

ATTN: MOFT-GOD
U.S. ARMY FORCE-INTEG. SUP. AGENCY
PM, THE ARMY AUTHORIZATION
DOCUMENT SYSTEM - REDESIGN
MAIL STOP 390
FORT BELVOIR, VA 22060-5390

DIRECTORATE OF CONTRACTING
AIR FORCE OFFICE OF SCIENTIFIC RESEARCH
BOLLING AFB
WASHINGTON, DC 20332

CDG OFFICER
NAVAL EXPLOSIVE ORDNANCE
DISPOSAL TECHNICAL CENTER
INDIAN HEAD, MD 20640-5070

COMMANDER
NAVAL SURFACE WEAPONS CENTER
DAHLGREN, VA 22448

ATTN: DRXGR-K(SG)
DIRECTOR
US ARMY MATERIALS & MECHANICS
RESEARCH CTR
WATERFORD, MA 02172-0001

COMMANDER
US ARMY NATICK RESEARCH
DEVELOPMENT & ENGINEERING CTR
Natick, MA 01760-5008

US ARMY BELVOIR RESEARCH,
DEVELOPMENT & ENGINEERING CTR
FORT BELVOIR, VA 22060-5406

US ARMY AVIA SYS COM (AVS COM)
ATTN: AMSAV-V
BLDG 102F 4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1779
US ARMY AVIATION RESEARCH AND TECHNOLOGY ACTIVITY (ARDA)
NASA/AMES RESEARCH CENTER
MOFFET FIELD, CA 94035-1022

COMMANDER
ARMY STRATEGIC DEF COMMAND-
HUNTSVILLE
P.O. BOX 1500
HUNTSVILLE, AL 35807

DEFENSE MAPPING
HYDROGRAPHIC/TOPOGRAPHIC CTR
DIRECTORATE OF ACQUISITION
6500 BROOKES LANE
WASHINGTON, DC 20315-0030

DEFENSE MAPPING
AEROSPACE CENTER (AC)
DIRECTORATE OF ACQUISITION
3200 SOUTH SECOND ST
SAINT LOUIS, MO 63113-3399

DCASR CLEVELAND
AIC FED OFFICE BUILDING
1240 E NINTH ST ROOM 1841
CLEVELAND, OH 44199-2063

DCASR ST. LOUIS
1136 WASHINGTON AVE
SAINT LOUIS, MO 63101-1194

DCASR LOS ANGELES
222 N SEPULEDRA BLVD
EL SEGUNDO, CA 90245-4329

DCASR ATLANTA
805 WALKER ST
MARIETTA, GA 30060-2789

DCASR BOSTON
495 SUMMER ST
BOSTON, MA 02210-2184

DCASR NEW YORK
201 VARICK ST
NEW YORK, NY 10014-4811

DCASR PHILADELPHIA
2000 S 20TH STREET P.O. BOX 7478
PHILADELPHIA, PA 19101-7478
DCA&S DALLAS
1200 MAIN ST
DALLAS, TX 75202-4392

DCA&S CHICAGO
O'HARE INT'L AIRPORT
PO BOX 66475
CHICAGO, IL 60666-6475

DEFENSE TECH INFORMATION CTR
CAMERON STATION
5010 DUKE ST (BUILDING 5)
ALEXANDRIA, VA 22304-6145

OFFICE OF SCIENTIFIC RESEARCH
AIR FORCE SYSTEMS COMMAND
BLDG 410 DOLLING AIR FORCE BAS
WASHINGTON, DC 20332-6446

ARMAMENT DIVISION (BC)
AIR FORCE SYSTEMS COMMAND
EGLIN AIR FORCE BASE
VALPARAISO, FL 32542-5000

BALLISTIC MISSILE OFFICE/BCC
AIR FORCE SYSTEMS COMMAND
NORTON AIR FORCE BASE
SAN BERNARDINO, CA 92409-6446

DIVISION/BCW
KIRTLAND CONTRACTING CENTER
AIR FORCE SYSTEMS COMMAND
KIRTLAND AIR FORCE BASE
ALBUQUERQUE, NM 87117-5023

ARNOLD ENGINEERING DEV CENTER
AIR FORCE SYSTEMS COMMAND
Arnold A F B, TN 37389-5000

AIR FORCE FLIGHT TEST CTR (BC)
AIR FORCE SYSTEMS COMMAND
EDWARDS A F B, CA 93523-5320

ROME AIR DEVELOPMENT CTR (BC)
AIR FORCE SYSTEMS COMMAND
GRIFFISS A F B, NY 13441-5700

ARMAMENT DIVISION (BC)
AIR FORCE SYSTEMS COMMAND
Eglin A F B, FL 32542-5000
001

NAVY POST GRADUATE SCHOOL
SUPPLY OFFICE (CODE 42)
MONTEREY, CA 93943-5100

002

NAVAL RESEARCH LABORATORY
(CODE 2490)
WASHINGTON, DC 20375

003

NAVAL TAYLOR NAVAL SHIP
RESEARCH & DEV CENTER-CODE 003
WASHINGTON, DC 20004

004

NAVAL SURFACE WEAPONS CENTER
(S03)
DAHLGREN, VA 22448

005

NAVAL WEAPONS CENTER
(CODE 005)
CHINA LAKE, CA 93555

006

NAVAL WEAPONS STATION
(CODE 11A)
YORKTOWN, VA 23691-5000

007

NAVAL WEAPONS SUPPORT CTR
(C2)
Crane, IN 47522-5000

008

NAVAL AVIONICS CENTER
(CODE 009)
INDIANAPOLIS, IN 46219-2189
NAVAL AIR STATION (CODE 77-3)
SUPPLY DEPARTMENT
PATUXENT RIVER, MD 20670-5409

CDG OFFICER
NAVAL AIR ENGINEERING CENTER (CODE 0) BLDG 122
LAKEHURST, NJ 08753

COMANDER
NAVAL AIR DEVELOPMENT CENTER (CODE 094)
WARMINSTER, PA 18974-5000

CDG OFFICER
NAVY AVIATION SUPPLY OFFICE (SR-A)
700 ROBBINS AVENUE
PHILADELPHIA, PA 19111

CDG OFFICER
NAVY SHIPS PARTS CONTROL CTR (CODE 006)
PO BOX 2020
MECHANICSBURG, PA 17055

COMANDER
NAVY SUPPLY SYSTEMS COMMAND (SUP-09C)
DEPARTMENT OF THE NAVY
WASHINGTON, DC 20376

CDG OFFICER WASH NAVY YARD
NAVAL REGIONAL CONTRACTING CENTER (CODE 03)
BLDG 200 ROOM 400
WASHINGTON, DC 20374

CDG OFFICER
NAVAL REGIONAL CONTRACTING CENTER (SI)
US NAVAL BASE BLDG 600
PHILADELPHIA, PA 19112

CDG OFFICER
NAVAL REGIONAL CONTRACTING CENTER (OB)
TERMINAL ISLAND
LONG BEACH, CA 90822-5075

COMANDER
NAVAL AIR SYSTEMS COMMAND (AIR-08F)
DEPARTMENT OF THE NAVY
WASHINGTON, DC 20361

COMANDER
NAVAL FACILITIES ENGINEERING COMMAND (FAC-095) DEPT OF NAVY
200 STOVALL ST
ALEXANDRIA, VA 22332-2300
PROGEN

920
COMMANDER
NAVAL SEA SYSTEMS COMMAND
(SEA-PK)
DEPARTMENT OF THE NAVY
WASHINGTON, DC 20362-5101

921
COMMANDANT (CODE LS)
US MARINE CORPS
HEADQUARTERS
WASHINGTON, DC 20380-0001

922
COMMANDER
MILITARY SEALIFT COMMAND
(M-018)
WASH NAVY YARD B-210 RM 402
WASHINGTON, DC 20374

923
OFFICE OF NAVAL RESEARCH
(CODE 005B)
DEPARTMENT OF THE NAVY
ARLINGTON, VA 22217

924
STRATEGIC SYSTEMS PROGRAM
OFFICE (SP 13501)
DEPARTMENT OF THE NAVY
WASHINGTON, DC 20376-5002

925
SECY OF ARMY
DEFENSE SUP SERV WASH (DSS-W)
ATTN: CONTRACT OPERATIONS DIV
RM 1C243 THE PENTAGON
WASHINGTON, DC 20310-5220

926
COMMANDER
US ARMY MED RESEARCH & DEV
COMMAND
ATTN: SGRD-RMA
FORT DETRICK
FREDERICK, MD 21701

927
US ARMY ABERDEEN PROVING GRO
ATTN: STEAP-SB
ABERDEEN PROVING GRO, MD 21005-5001

928
US ARMY DUGWAY PROVING GROUNDS
ATTN: STEDP-PR
DUGWAY, UT 84022-5202

929
US ARMY JEFFERSON PROVING GRO
ATTN: STEJP-LD-P
MADISON, IN 47250-5100

930
US ARMY WHITE SANDS MISS RANGE
ATTN: STEWS-SA-B
WHITE SANDS MISS RGE, NM 88002-5031
US ARMY PROVING GROUND
ATTN: STEVP-PC
YUMA, AZ 85364-7102

US ARMY
ATTN: STRBE-U
BELVOIR, RESEARCH, DEV & ENG CENTER (BRDEC)
FORT BELVOIR, VA 22060-5606

MATERIALS TECHNOLOGY LABORATORY (MTL)
WATERTOWN, MA 02172-0001

VULNERABILITY ASSESSMENT LABORATORY (VAL)
WHITE SANDS MISS RGE, NM 88002-5817

US ARMY MISSILE COMMAND (MICOM)
ATTN: OMSMI-83
REDSTONE ARSENAL, AL 35909-5150

ATTN: AMSTA-CB
US ARMY TANK-AUTOMOTIVE COMMAND (TACOM)
WARREN, MI 48397-5000

ARMY RESEARCH OFFICE (ARO)
PO BOX 12211
RESEARCH TRIANGLE PK, NC 27709-2211

ATMOSPHERIC SCIENCES LABORATORY (ASL)
USA WHITE SANDS MISSILE WHITE SANDS, NM 88002-5031

BALLISTIC RESEARCH LABORATORY
ABERDEEN PROVING GRO, MD 21005-5005

ELECTRONICS TECHNOLOGY AND DEVICES LABORATORY (ETDL)
FORT MONMOUTH, NJ 07703-5302
HARRY DIAMOND LABORATORIES
ATTN: DELHR-SE
2000 POWDER MILL ROAD
ADELPHI, MD 20783-1197

HUMAN ENGINEERING LABORATORY (HEL)
ABERDEEN PROVING GRO, MD 21005-5001

US ARMY LABORATORY COMMAND
ATTN: AMSLC-SB
2800 POWDER MILL ROAD
ADELPHIA, MD 20783-1145

US ARMY COM & ELEC COMMAND
ATTN: ANSEL-SB
FORT MONMOUTH, NJ 07703-5005

ROCKY MOUNTAIN ARSENAL
ATTN: SMCRM-ISP
DENVER, CO 80222-2100

MCALISTERN ARMY AMMUNITION PT
ATTN: SMCMC-PC
MCALISTERN, OK 74501-5000

US ARMY AVIATION SYSCOMMAND
ATTN: AMSAV-V
BLDG 102E 4300 GOODFELLOW BLVD
SAINT LOUIS, MO 63120-1798

US ARMY AVIATION RESEARCH AND TECHNOLOGY ACTIVITY (ARTA)
NASA/AMES RESEARCH CENTER
MOFFETT FIELD, CA 94035-1099

ATTN: (AMSMC-SB)
US ARMY ARMAMENT, Munitions AND CHEMICAL COMMAND
ROCK ISLAND, IL 61299-6000

ATTN: (AMSMC-SDF(D)
US ARMY ARMAMENT RESEARCH & DEVELOPMENT CENTER (ARDC)
DOVER, NJ 07801-5001

ATTN: AMSMC-SBA(A)
US ARMY CHEMICAL RESEARCH & DEVELOPMENT CENTER (CRDC)
ABERDEEN PROVING GRO, MD 21005-5423
835  COMMANDER
NAVAL AIR SYSTEMS COMMAND
JEFFERSON PLAZA 41 RM 1200
WASHINGTON, DC 20362-0001

836  COMMANDER
SPACE & NAVAL WARFARE
SYSTEMS COMMAND
NATIONAL CTR 11 RM 2E44
WASHINGTON, DC 20363-5100

837  COMMANDER
NAVAL SUPPLY SYSTEMS COMMAND
CRYSTAL MALL 3 RM 622
WASHINGTON, DC 20376-5000

838  COMMANDER
NAVAL FACILITIES ENG COMMAND
200 STOVAL ST
HOFFMAN BLDG. #2 RM 11N37
ALEXANDRIA, VA 22332-2300
Survey responses from program executive officers, program managers, and deputy program managers have been entered into a database using DBASE III PLUS*. The 3.5" floppy disk containing these responses is located at Appendix Four.

The database now contains 212 records vice the original 184 upon which the analysis was performed. This is due to 28 additional responses that arrived after the suspense data and after the report was complete but were entered nonetheless to complete the PEO, PM and DPM replies.

The filename for the survey database is SKILL.DBF. The form for entering the survey responses into the database is under the filename SURVEY.FMT. This entry form contains necessary information on how to enter additional survey entries in a manner consistent with those records already entered. To facilitate the entry of subsequent responses, use the SET UP menu and select FORMAT FOR SCREEN. The prompt will lead to the various drive designation associated with your machine. Select B: and then select SURVEY.FMT. From then on, the screen will appear in this special format along with the information needed to enter the information in the correct manner. The next six pages show the six screens used to direct the data entry process:

*The remaining 147 unentered staff responses are on file with Mr John Saunders, Information Resource Management Department, National Defense University, Ft Lesley J. McNair, Washington, D.C. 20319-6000.
ENTRY FORM

Part I

RESPONSE

(3 digit number hand written on each survey reply)

SERVICE:
(Enter 'A' for Army,
'AF' for Air Force,
'N' for Navy and
'MC' for Marine Corps)

Organization:
(Abbreviation for the
name of the program, if
included on the response)

POSITION:
(Enter 'PM' or 'DPM' or 'STAFF' as appropriate)

GRADE:
(Enter officer pay grade, e.g., '05' or '06'; for
civilians enter last digit of series, i.e., 'M' if
GM or 'S' if GS and the two digit grade numeral,
i.e., 13, 14 or 15. For SESs, enter as 'SE4')

SKILL:
(Military skill identifier or Civilian Series Code)

CATEGORY:
(Enter '1' if program funding up to $1M,
'10' if from $1M to $10M, '100' if from $10M
to $100M and '101' if over $100M)
PREVIOUS EXPERIENCE: (Enter a number from '1' to '5' according to the number of different acquisition phases respondent indicates he or she has participated in prior to this current assignment)

CURRENT EXPERIENCE:
(Enter '1' if respondent is currently in Concept Exploration, '2' if in Dem/Val, '3' for Eng and Manufacturing Development, '4' if in Production and Deployment, '5' for Operations and Support, or 'M' for multiple if currently managing more than one program)

Part II

1. Quality of Subordinates Decisions: (Enter 'E', Excellent; 'G', Good; 'F', Fair; 'P', Poor)

2. Quality of Respondents Decisions: (Same as previous question)
3. Primary problem or impediments experienced and/or observed in making acquisition decisions:

(Enter 'TIME' for Not enough time, 'INFO' for Lack of credible information, 'COA' for Lack of innovative approaches/courses of action, 'ACCURATE' for Lack of Confidence in accuracy of decision, 'ACCEPT' for Poor acceptability by superiors, 'CONSENSUS' for Difficult achieving consensus or support, 'OTHER' if none of the above choices is indicated)

4. Rank these phases in problem solving in terms of their relative degree of difficulty. Enter '5' for the Most Difficult phase and so on to '1' for Least Difficult phase.

Problem Definition:
Alternative Generation:
Evaluation of Alternatives:
Selection of Best Alternative:
Implementation of Decision:
5. Indicate beside each acquisition function the amount of improvement in the decision making that each requires.

Engineering: (Enter 'S' for Significant, 'M' for Marginal, 'N' for None)
Contracting: 'N' for None
Program Control:
Logistics:
Administration:

6. Did the respondent indicate that he or she felt that having additional decision making techniques at their disposal would improve the quality of their decisions:

('Y' for Yes, 'N' for No)

7. For those answering Yes in the previous question, how much improvement did they feel would result from introducing additional decision making techniques:

(Enter 'S' for Significant, 'M' for Marginal, and 'N' for None)
8. How beneficial did the respondent indicate it would be to have an automated decision support system:
   (Enter 'V' for Very Beneficial, 'M' for Moderately, 'S' for Slightly or 'N' for None)

9. Enter a 'W' for Weekly, 'M' for Monthly, 'Q' for Quarterly, 'Y' for Yearly or 'A' for Ad Hoc beside each decision making technique so marked. If the technique was not circled or otherwise marked, leave the space blank.

   GENERATION OF ALTERNATIVES
   Brainstorming:
   Checklist:
   Data Base Management System Access:
   Free Association:
   Nonlogical Stimuli:
   Statistics:
EVALUATION AND SELECTION OF ALTERNATIVES

Advantage/Disadvantage: (Enter 'W' if used Weekly, 'M' if Monthly, 'Q' if Quarterly, 'Y' if Yearly and 'A' if Ad Hoc)

Cost Benefit Analysis:
Decision Balance Sheet:
Decision Matrix:
Goalstorming:
Idea Advocate:
Intuition:
Linear Programming:
Panel Consensus:
Reverse Brainstorming:
Simulation:
Weighting:

IMPLEMENTATION OF SOLUTIONS

PERT:
CPM:

OTHER METHODS:
(Abbreviate the name(s) of other techniques listed by the respondent)