

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400, BOX 1000
APO AE 09128

DIRECTIVE
NUMBER 5-1

18 November 1998

ADMINISTRATIVE MATTERS

Preparing, Distributing, Ordering and Reviewing HQ USEUCOM Publications,
HQ USEUCOM Policy Memorandums and USCINCEUR Policy Letters

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1. **Summary.** This Directive establishes HQ USEUCOM policy and procedures for ordering DOD, Joint Staff, HQ USEUCOM and Service publications and for preparing, reviewing, staffing, approving, changing and managing HQ USEUCOM publications. Additionally, this Directive establishes the HQ USEUCOM Distribution and Routing Scheme to distribute information and publications.
 2. **Applicability.** This Directive applies to all HQ USEUCOM directorates/staff offices and all associated units ordering DOD, Joint Staff, HQ USEUCOM and Service publications, preparing and distributing USEUCOM correspondence and publications under the auspices of HQ USEUCOM. The types of publications applicable to this Directive are USEUCOM Directives, Staff Memorandums, Pamphlets, Supplements, Policy Memorandums/Letters and USCINCEUR Policy Memorandums/Letters.
 3. **Internal Control Systems.** This Directive contains no internal control provisions and is not subject to the requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.
 4. **Suggested Improvements.** The proponent for this Directive is the Support Services Branch, Adjutant General Division, Manpower, Personnel and Administration Directorate. Suggested improvements should be forwarded to HQ USEUCOM/ECJ1-AA, Unit 30400, Box 1000, APO AE 09128.
 5. **References.**
 - a. DoD 5200.1R, DOD Information Security Program, 13 Dec 96.
 - b. Joint Pub 1-02, Dictionary of Military and Associated Terms with JMTGM Changes, 23 Mar 94.

This Directive supersedes ED 5-1, dated 23 Jan 95 and Change 1, dated 24 Jan 97.

- c. AR 25-30, The Army Integrated Publishing and Printing Program, 15 Jul 96.
- d. AR 25-50, Preparing and Managing Correspondence, 21 Nov 88.
- e. AR 25-51, Official Mail and Distribution Management, 30 Nov 92.
- f. AR 25-400-2, The Modern Army Record Keeping System (MARKS), 26 Feb 93.
- g. Army Pamphlet 25-33, Users' Guide for Army Publications and Forms, 6 Jan 88.
- h. EP 5-1, Index to USEUCOM Publications, Policy Memorandums and Forms, 16 Sep 98.
- i. SM 5-5, Staff Officer Reference Guide, 11 Aug 97.

6. Explanation of Terms

a. **Staff Office.** For the purposes of this Directive, Staff Offices are elements of HQ, USEUCOM that are not Directorates; i.e. ECIG, ECPA, ECMD, ECCS-AS, SAOs, ODCs, etc. Divisions or Branches of a directorate are not considered staff offices. The Marshall Center, Joint Analysis Center, European Stars and Stripes, Special Operations Command Europe, NATO School, Security Assistance Organizations, Offices of Defense Cooperation and Joint Task Forces are considered staff offices for the purpose of this directive.

b. **ACCOUNT REPRESENTATIVE.** An individual designated to serve as the point of contact on matters pertaining to an activity's Publications Account.

c. **CORRESPONDENCE.** Official information, such as memorandums, letters, bulletins and E-Mail, used to convey information throughout USEUCOM.

d. **PUBLICATION.** As referred to in this Directive, publications are DOD Directives, Instructions or Manuals, JCS publications and all Service Regulations, Manuals, Pamphlets or Circulars and USEUCOM Directives (ED), Staff Memorandums (SM), USEUCOM Supplements (ES), USEUCOM Pamphlets (EP), or USEUCOM Policy Memorandums.

e. **USEUCOM DIRECTIVE.** A USEUCOM publication which establishes and announces policy, assigns responsibilities, prescribes procedures and directs actions for USEUCOM activities, internal and external to the Headquarters, to include component commands.

f. **STAFF MEMORANDUM.** A USEUCOM publication which establishes and announces policy, assigns responsibilities, prescribes procedures and directs actions for directorates/staff offices within the Headquarters.

g. **USEUCOM PAMPHLET.** A USEUCOM publication which is non-directive in nature and provides information to the USEUCOM staff and/or USEUCOM activities command-wide. It is intended for relatively permanent information.

h. **USEUCOM/USCINCEUR POLICY MEMORANDUM/LETTER.** A letter, memorandum or message which establishes and announces policy, assigns responsibilities, prescribes procedures and directs actions for USEUCOM activities, internal and external to the Headquarters, to include component commands. Whenever possible Policy Letters should be issued on a temporary basis and should be replaced with a USEUCOM Publication (Directive or Staff Memorandum). Messages should only be used for immediate promulgation of policy and should be replaced by a Policy Letter or USEUCOM Publication.

i. **USEUCOM PUBLICATIONS ACCOUNT HOLDER.** Activities possessing a Publications Account, i.e., component commands, directorates/staff offices and activities under the operational control of USEUCOM or having a justifiable requirement for publications and forms.

j. **USEUCOM SUPPLEMENT.** A USEUCOM publication used to supplement guidance published by DOD, Service Departments and Component Commands to promulgate additional information.

7. **Responsibilities.** The Director, Manpower, Personnel and Administration (ECJ1) exercises supervision over the HQ USEUCOM Publications Program and:

a. Through the Adjutant General Division (ECJ1-A):

(1) Maintains USEUCOM publications and publishes USEUCOM Pamphlet 5-1 (Index of USEUCOM Publications, Policy Memorandums and Forms), twice a year or as necessary.

(2) Controls and assigns numbers to OPRs (Office of Primary Responsibility) for new publications utilizing the Base Numbers and Subject Classifications listed in Appendix A.

(3) Edits all publications for format compliance prior to approval by the USEUCOM Chief of Staff.

(4) Notifies OPRs yearly of the requirement to rewrite or rescind publications under the Five-Year Review Program outlined in paragraph 19 below.

(5) Maintains publications record sets (File Number 25-30mm) of all USEUCOM publications regardless of classification. These records sets will be maintained IAW The Modern Army Records Keeping System (MARKS), AR 25-400-2.

(6) Maintains publications reference sets (File Number 25-30ee) of all USEUCOM unclassified publications. This includes all documentation pertaining to approval, changes to OPRs and rescissions.

(7) Authenticates approved publications.

(8) Requests reproduction and distributes approved publications in accordance with the USEUCOM Distribution Scheme at Appendix B. Any distribution requirements that are not covered by the USEUCOM Distribution Scheme are the responsibility of the OPR. Distribution of FOUO and classified publications (CONFIDENTIAL, SECRET & higher) is the responsibility of the OPR.

(9) Ensures that unclassified USEUCOM publications are made available on the HQ USEUCOM Home Page of the INTERNET and SIPRNET.

(10) Ensures that classified publications and publications marked FOUO, which have been approved by the OPR, are placed on the HQ USEUCOM Home Page of the SIPRNET.

(11) Provides sub-account holders with a yearly listing of their publications requirements.

(12) Orders and distributes non-electronic publications requested by sub-account holders.

b. The Office of Primary Responsibility (OPR):

(1) Prepares publications pertaining to its area of responsibility, following editorial standards and formats contained in this directive.

(2) Coordinates proposed publications with directorate/staff offices, components and other activities, as required (Sample Staff Summary Routing Sheet (SSRS) is at Appendix G). Whenever coordination is not done a statement will be included in the forwarding SSRS as to why coordination is not necessary.

(3) Obtains publication numbers for new publications from ECJ1-AA.

(4) Prepares SSRS and final copy of proposed publication (both printed and electronic version) and submits them through ECJ1-AA to the Chief of Staff for approval. This approval SSRS should be the same SSRS used for staff coordination (Sample SSRS is at Appendix G).

(5) Determines distribution requirements, indicates entire address and prepares mailing labels for distribution to activities other than those listed in Appendix B.

(6) Prepares necessary receipts, mailing labels and distributes classified publications as necessary.

(7) Maintains decentralized instruction background files (File Number 25-30q) for all publications for which they are the proponent.

(8) Annually reviews and updates or rescinds, if necessary, all publications for which they are responsible (See paragraph 18).

(9) During the fifth anniversary year, republishes or rescinds, as appropriate, **all** publications for which they are responsible (See paragraph 19).

(10) Coordinates transfer of OPR for publications with the new directorate/staff office and notifies ECJ1-AA in writing when transfer is approved.

(11) Maintains and distributes copies of all classified publications for which they are the OPR.

c. All USEUCOM publications account holders:

(1) Designate a publications account monitor and alternate in writing (Sample at Appendix H). A copy of this designation will be provided to ECJ1-AA and will be reviewed annually. The designated publications account monitor needs to have classified and unclassified e-mail, INTERNET and SIPRNET access.

(2) Provide ECJ1-AA a requirements statement indicating all publications needed for performance of mission.

(3) Review and validate publications requirements annually or whenever organizational or functional mission changes, to ensure publications requirements and holdings are current and essential.

(4) Order publications for their activity.

d. Offices of Defense Cooperation (ODC), Security Assistance Organizations (SAO), Joint Task Forces and all USEUCOM Special Activities will:

(1) Designate a publications account monitor and alternate in writing. Provide a copy of the designation letter to ECJ1-AAP upon establishment of the account or USEUCOM sub-account and whenever publication monitors change. The designated publications account monitor needs to have a classified and unclassified e-mail, INTERNET and SIPRNET access.

(2) Maintain a master Publications Library. Include mandatory publications holdings listed in the USEUCOM Command Inspection Guide and other essential directives as appropriate. Organizations in reasonable proximity of master or functional publications libraries maintaining up-to-date copies of the mandatory service department publications are not required to keep those publications on-hand. Availability of publications electronically, CD-ROM or on-line also satisfies the requirement to maintain a library.

(3) Review and validate publications requirements, and inventory acquired publications holdings (to include service department publications) at least annually to ensure publications requirements and holdings are current and essential. The results of the validation/inventory along with requests for changes, additions, or deletions will be sent to ECJ1-AA. A copy of the annual validations will be kept on file for two years (current year plus previous year). A current publications inventory incorporating the office distribution scheme will be maintained. Standard format to be used is: number, title, location(s), numbers of copies, and comments; segregated by issuing authority and listed in ascending numerical order.

(4) Maintain current copies of the applicable service department publications and forms indexes. Electronic versions of these indexes are acceptable.

8. **Policies**. HQ USEUCOM publications:

a. ED, EP, SM and Supplements will:

(1) Be clear and concise. The style of the publication must be appropriate for the user and for the purpose intended. Writing must meet the requirements of propriety and good taste.

(2) Be assigned a publication series number according to the subject series numbers contained in Appendix A. Each publication is assigned a base number according to the subject, referred to as "Series". Each publication is then numbered consecutively within a series. Supplements will be numbered consecutively according to the basic publication being supplemented (i.e., USEUCOM Supplement 1 to AR 210-10).

(3) Be coordinated and receive Chief of Staff approval prior to publication. As an exception to this, minor administrative changes and corrections not involving policy changes may be personally approved by Directors/Office Chiefs. See paragraph 9b below for procedures.

(4) Be updated when changes occur to ensure that publications are kept as current as possible.

b. USEUCOM Policy Memorandums and USCINCEUR Policy Letters will:

(1) Be clear and concise. Writing must meet the requirements of propriety and good taste.

(2) Be assigned a Policy Memorandum/Letter number by ECJ1-AA.

(3) Be coordinated and receive Chief of Staff/DCINC or CINC approval and/or signature prior to publication.

(4) Be in the format shown in Appendix E.

9. **Staffing Procedures.**

a. Proposed publications, Policy Memorandum/Letters and changes to existing publications require staffing and coordination to preclude issuing publications with conflicting instructions and to ensure that all parties concerned are aware of new or changed requirements. This coordination can be accomplished in one of two ways:

(1) Use an SSRS to transmit a proposed publication to the staff for coordination. Include ECJ1-AA in the coordination process for a format review and also add ECJ1-AA as the final coordination stop for one final format review prior to forwarding to the Chief of Staff for approval. If non-concurrence or qualified concurrence is received, recommended changes must either be incorporated into the proposed publication or addressed in the SSRS submitting the publication to the Chief of Staff as to why those recommendations were not incorporated (See SM 5-5). Sample SSRS for coordination is at Appendix G.

(2) Another method of coordination, particularly when the OPR is not certain of staff reactions or if proposing a complex publication is through a memorandum requesting staff comments on the proposed publication. If this method is used, concurrences received must be transferred to the SSRS used to send the proposed publication to the Chief of Staff for approval. If non-concurrence or qualified concurrence is received, recommended changes must either be incorporated into the proposed publication or addressed in the SSRS submitting the publication to the Chief of Staff as to why those recommendations were not incorporated (See SM 5-5). Normal staffing procedures as outlined in SM 5-5 must be used. This method will also be used for publications requiring coordination from component commands.

b. All proposed, new or changed publications must be coordinated with ECJ1-AA for format review prior to submission to the Chief of Staff for approval. This review will be made after all coordination with other staff agencies has been completed. The following procedures apply:

- (1) ECJ1-AA will be the first and last coordination addressee on the SSRS used to obtain Chief of Staff approval (See Appendix G).
- (2) ECJ1-AA will either return the SSRS and publication to the OPR for corrections or, if there are no corrections, forward the packet to the Chief of Staff.
- (3) Upon approval by the Chief of Staff, the packet will be returned to ECJ1-AA for signature, dating, reproduction, distribution and posting to INTERNET/SIPRNET.

10. **Approval Procedures.**

a. All publications are approved by the Chief of Staff except as noted in paragraph b below. Submit final coordination SSRS through ECJ1-AA as shown in the example at Appendix G. Upon approval by the Chief of Staff, the SSRS and approved publication will be returned to ECJ1-AA for signature, dating, reproduction, distribution and posting to the INTERNET/SIPRNET. The date of the new or changed publication will be the date the SSRS is approved by the Chief of Staff.

b. As an exception to the above, Directors/Office Chiefs may personally approve changes to existing publications without staffing it to the Chief of Staff if the change has only minor administrative or procedural changes. Changes involving policy may not be approved in this manner. This procedure does not negate the requirement for staff coordination. Some examples of minor changes are change of office symbols; minor rewording for clarification; typographical errors; change of telephone numbers; addition/deletion of references; and reformatting of reports not requiring new information. A memorandum or Blue Bullet may be used to transmit the approved publication to ECJ1-AA for signature and publication.

11. **Publishing Procedures.** Upon receiving an approved publication from the Chief of Staff, ECJ1-AA will obtain the Adjutant General's signature, date the publication and forward for reproduction. Upon completion of reproduction, ECJ1-AA will distribute the publication according to the HQ USEUCOM Distribution Scheme shown at Appendix B. Any special distribution will be the responsibility of the OPR. ECJ1-AA will also ensure that unclassified publications are loaded onto the HQ USEUCOM web page on the INTERNET and those classified publications and those marked FOUO, that are deemed appropriate, are loaded on the HQ USEUCOM web page on the SIPRNET.

12. **Distribution.** The following designations comprise the USEUCOM Distribution Scheme. These designations apply to any printed materials requiring distribution within USEUCOM. There are 13 designations; A, AC, AM, AA, AAF, AMC, AN, B, C, D, P, S and PLUS (+).

a. **DISTRIBUTION A.** Provides information to the all personnel in USEUCOM, both military and civilian, including contractor personnel. An example of A distribution would be a policy memorandum.

b. **DISTRIBUTION AC.** Provides information to all U.S. Government civilians assigned to HQ, USEUCOM, except contractor personnel.

c. **DISTRIBUTION AM.** Provides information to all U.S. military personnel assigned to USEUCOM.

d. **DISTRIBUTION AA.** Provides information to all Army personnel assigned to USEUCOM.

e. **DISTRIBUTION AAF.** Provides information to all Air Force personnel assigned to USEUCOM.

f. **DISTRIBUTION AMC.** Provides information to all Marine Corps personnel assigned to USEUCOM.

g. **DISTRIBUTION AN.** Provides information to all Navy personnel assigned to USEUCOM.

h. **DISTRIBUTION B.** Provides information to branch chief level. Example of distribution B would be a memorandum regarding holiday leave and work scheduling.

i. **DISTRIBUTION C.** Provides information to the division chief level.

j. **DISTRIBUTION D.** Provides information to the directorate/staff office level.

k. **DISTRIBUTION P.** Provides distribution of USEUCOM Publications to USEUCOM Account Holders listed in Appendix L. In most cases, this distribution will be electronic via the INTERNET and SIPRNET. Paper copies will be strictly limited.

l. **DISTRIBUTION S.** Designates SPECIAL distribution requirements. Use of the S designation requires the OPR to provide ECJ1-AA with a complete listing and mailing labels for use in making distribution.

m. **DISTRIBUTION PLUS (+).** When the requirement exists for correspondence or publications to be provided to component commands or other agencies outside USEUCOM or for non-account holders, the PLUS (+) designation may be used with any of the distribution schemes above. The OPR is required to prepare address labels and package PLUS (+) distribution being dispatched. The OPR will annotate correspondence or publications requiring PLUS (+) distribution as follows:

DISTRIBUTION:
P+
USAFE (10)
ATTN: XXOXI
UNIT 12324, BOX 5678
APO AE 09999

USAREUR (10)
ATTN: AESG-AW
UNIT 5678, Box 1234
APO AE 09998

USNAVEUR (10)
ATTN: 09C-F
CMR 3456, Box 8765
FPO AE 09997

CDR, 6th ASG
ATTN: AE6G-PU
CMR 5432, Box 1357
APO AE 09996

n. Appendix D contains the Distribution Scheme for USEUCOM and is designed for use within this headquarters only. It is utilized to distribute information, such as memorandums, bulletins and USEUCOM publications. Directorates/Staff Offices and other agencies utilizing the Distribution Scheme are responsible for reproduction (except USEUCOM Publications). OPRs are responsible for address labels, transmittal documents, envelopes, and packaging.

o. Directorates/Staff Offices and other agencies will report changes to the Distribution Scheme to ECJ1-AA as they occur.

13. **Classified Correspondence or Publications.** OPRs desiring distribution of classified correspondence or publications are required to prepare transmittal documents and to package and address the materials for mailing.

14. **Format for HQ USEUCOM Publications.** Formatting of USEUCOM publications will generally follow that of Army publications. Correct and standard formatting is necessary to ensure consistency, ease of preparation and easy reading for the users. While not all publications lend themselves to identical formats, the guidelines found in this Directive will be followed as much as possible. The ECJ1-AA editor is the ultimate authority on decisions regarding publication format.

a. **Margins.** The margins on all pages of USEUCOM Publications will be one inch all the way around. That is one inch top and bottom and one inch left and right.

b. **Heading.** The heading of USEUCOM Publications is as shown below.

(1) Font for the heading is TIMES NEW ROMAN.

(2) Font size for the heading is 12.

(3) The Subject Classification (listed in Appendix A) will be centered and printed in **BOLD, ALL CAPITAL LETTERS.**

(4) The subject of the publication will be centered.

(5) The publication will not be dated by the OPR. Dates will be affixed by ECJ1-AA after approval by the Chief of Staff.

Sample Heading for USEUCOM Publications
Figure 14-1

<p style="text-align: center;">HEADQUARTERS UNITED STATES EUROPEAN COMMAND UNIT 30400, BOX 1000 APO AE 09128</p> <p>DIRECTIVE (or STAFF MEMORANDUM or PAMPHLET) NUMBER X-X</p> <p style="text-align: center;">SUBJECT CLASSIFICATION</p> <p style="text-align: center;">This is the Title of the Publication</p>

c. **Body.** The body of the publication will be prepared as shown below.

(1) Font for the body is TIMES NEW ROMAN.

(2) Font size for the body is 12.

(3) The body of the publication is not justified.

(4) Tabs will be set at 0.25".

(5) Indentation in the body should not be done more than 3 times. Only the first line of an indented paragraph should be indented, the remaining lines should begin at the left margin. Full paragraph indentation is authorized as an option, since MICROSOFT Word handles full paragraph indentation with less work.

(6) All paragraph titles will be **Bold and Underlined**.

(7) The first four paragraphs are mandatory. There will be one blank line between the heading and the body and then a solid line to mark the beginning of the body.

(a) **Summary**. This is the first paragraph in the body of the publication. It states the general purpose of the publication.

(b) **Applicability**. This is the second paragraph in the publication and explains to whom the publication applies.

(c) **Internal Control Systems**. Insert this paragraph as applicable. Most USEUCOM publications do not contain internal control provisions.) **Internal Control Systems**. This Directive (or Staff memorandum) contains (or does not contain) internal control provisions and is (or is not) subject to the requirements of the internal management control program. For USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.

(d) **Suggested Improvements**. This paragraph will state whom the proponent for the publication is and where users can send recommendations for changes.

(8) The remaining paragraphs are at the discretion of the OPR. However, if paragraphs for **References** and/or **Explanation of Terms** are used, they should be paragraphs 5 and 6.

(5) On the fifth line after the word OFFICIAL:, beginning at the left margin, place the signature block of the current HQ, USEUCOM Adjutant General.

(6) If the publication contains appendixes, beginning on the second line after the Adjutant General's signature block, and starting at the left margin, place the word APPENDIXES: and list the appendixes.

(7) Beginning on the second line after the listing of appendixes, and starting at the left margin, place the word DISTRIBUTION:.

(8) Immediately underneath the word DISTRIBUTION: place the appropriate distribution code from paragraph 12. Normally, the distribution for HQ, USEUCOM publications will be "P" (see Appendix B for a listing of who receives distribution "P" and see paragraph 12k for an explanation of distribution "P").

(9) If there are no appendixes, then DISTRIBUTION will be on the second line after the Adjutant General's signature block.

Sample Closing for USEUCOM Publications
Figure 14-3

FOR THE COMMANDER IN CHIEF:	
OFFICIAL:	XXXXXXXX X. XXXXXX Lieutenant General, USA Chief of Staff
XXXXX X. XXXXX LTC, USA Adjutant General	
APPENDIXES	
A - XXXXXXXXXXXX	
B - XXXXXXXXXXXX xx XXXXX	
C - XXXX XXXXXXXX xxx XXXXXXXX XXXXXXXXXXXXXXXXXXXX	
DISTRIBUTION:	
P	

e. Appendixes.

(1) Appendixes can be prepared in whatever format best suits the information that the OPR is presenting. These formats can be text, charts, graphs, etc.

(2) If an appendix is all text, then the margins and font sizes of the heading and body of the text will be the same as the heading and body of a USEUCOM publication.

(3) Appendixes will be identified by alphabetical designations, e.g., APPENDIX A, APPENDIX B, APPENDIX C, etc.

(4) Pages of appendixes will be numbered by using the alphabetical designation followed by a number, e.g., A-1, A-2, B-1, B-2, B-3, B-4, etc.

Sample Appendix for USEUCOM Publications
Figure 14-4

<p>APPENDIX A</p> <p>This is the Subject of the Appendix</p> <p>1. XXXXXXXXXXXX XX XXXXXXXX XXX XXXXXXXXXXX XX XXXX X XXX XXXXXXXX XX X XXXXX X X X XXXXXXXX XXXXXXXXXX XX. XXXXXXXX XXXXX XXX X XXXXXXXX, XXXXXXXX, XXXXXXXX XXXXXXXX XX XXXX X XXXXXXXX XXXXXX XXXX XXX XXXXX</p> <p>2. XXXXXXX XXXX XX XXXXXXXXX XXXXX XX X XXXXXXXX XXX XXXXXXX XXXXXXX XXXXX XX X XXXXXXXXX XX XXXXX XX. XXXXXXX XXXXXXX XXXXX XX XXXXXXX XXXXXXX XXXXXXXXXXXXXXX XXXX XXXXX, XXX XXXXXXXX XXXX XXXX. XXXXXX XXX XXXXXXXXXXXXXXXXX, XXX XXXXXXXX.</p> <p>A-1</p>

f. Page Numbering, Headers and Footers.

(1) The pages making up the body of all USEUCOM Publications will be numbered consecutively, beginning with page number 2. The first page will not be numbered. Appendixes are numbered as stated in paragraph 14e(3) above. Page numbers will be centered at the bottom of each page and be in TIMES NEW ROMAN font, size 12.

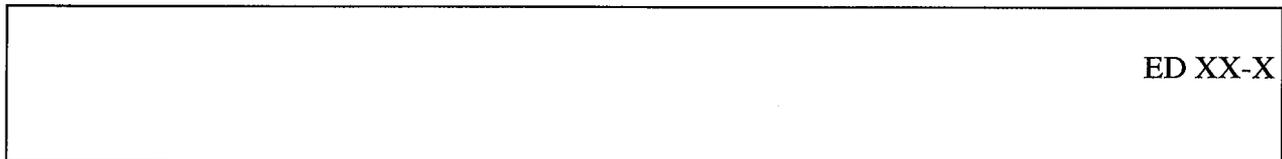
(2) The designation of the USEUCOM Publication will be placed on the top every page of the publication (to include Appendixes), alternating flush with the left and right margins and be in TIMES NEW ROMAN font, size 12 (See figures 14-5 and 14-6).

(3) Revised USEUCOM Publications will have a supersession statement on the bottom of page one. The supersession statement will provide the number and date of the publication being revised. If the revised publication is superseding more than one USEUCOM Publication, all the publication numbers and dates (to include changes) will be listed in the supersession statement. The supersession statement will have a solid black line above it and will be in TIMES NEW ROMAN font, size 12 (See figure 14-7).

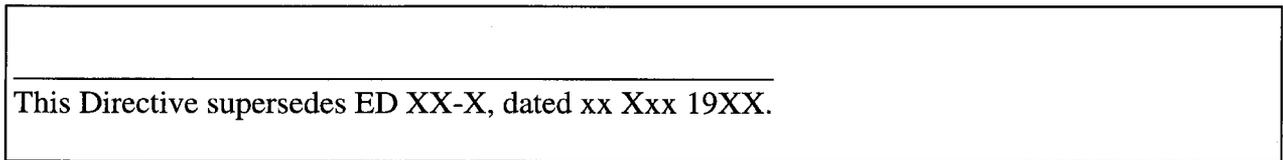
Sample of the Top of an Even Numbered Page
Figure 14-5



Sample of the Top of an Odd Numbered Page
Figure 14-6



Sample of a Supersession Statement
Figure 14-7



15. **Changes.** Process proposed changes in the same manner as a new publication. The coordinating and approval SSRS must contain a copy of the existing publication. The changed material must be underlined in red on the existing publication for ease of comparison in the staffing/approval process.

a. Amend publications by publishing a numbered change. Serious errors or omissions will be corrected immediately; minor changes, not involving policy, will be made a matter of record by the OPR and included in a subsequent change or rewrite of the publication. Changes are published when a basic publication is longer than two pages, or if the total adjustments (new and any previous changes) affect less than 50% of the basic publication, including appendixes, otherwise the basic publication will be republished in its entirety. A sample format for a change is at Appendix D.

b. If urgent, a change may be disseminated by message. Messages will include this statement: "The contents of this message will be confirmed by a forthcoming change to (number of publication i.e., SM 5-1). Message changes will be coordinated with ECJ1-AA and approved by the Chief of Staff. The confirmation change will be submitted for publication within 10 working days from the date of the message.

c. Pen-and-ink changes of not more than one sentence, deletions of paragraphs and page changes are authorized. When publishing a change, group pen-and-ink changes first, paragraph changes, then deletions and page changes last.

16. **Revisions.** Publications will be republished when changes exceed the limits of paragraph 15a or when the basic publication reaches its fifth anniversary year. The notice of supersession on the revised publications will appear on the bottom of the first page and read: "This (Directive) (Staff Memorandum) supersedes (ED) (SM) X-X, dated ?? XXX ??. A solid horizontal line will be typed directly above this statement.

17. **Rescissions.** OPRs will take immediate steps to rescind publications which have become obsolete. Requests for rescission will be submitted to ECJ1-AA. The OPR will determine if staff coordination and/or Command Group approval is necessary for recession.

18. **Yearly Review Policy.** OPRs are required to review publications for which they are responsible during the anniversary month of the **basic** publication (i.e., all publications published in May 97 will be reviewed May 98). The OPR must notify ECJ1-AA that the review has been conducted and that the publication is or is not valid. If no longer valid, the OPR will inform ECJ1-AA whether the publication is being rewritten or if it should be rescinded.

19. **Five Year Review Policy.** In addition to the annual review required by paragraph 18, OPRs are required to rewrite or rescind publications for which they are responsible during the fifth anniversary year of the **basic** publication (i.e. all publications published in 1997 will be rewritten or rescinded in 2002). Each year, ECJ1-AA will provide OPRs with a listing of their publications that require rewrite or rescission during the current year. The OPR must take action on these publications before 31 December of the anniversary year. Any publication not republished or rescinded by 31 December of the anniversary year will be automatically rescinded by ECJ1-AA.

20. **Stockage of Publications.** The USEUCOM Publications and Forms Section (ECJ1-AAP) will maintain the record set of all unclassified USEUCOM publications, and all changes thereto. They will provide copies of such publications when requested by an account holder or direct the account holder to the appropriate web site to obtain an electronic copy of the publication. The OPR will maintain all non-distributed copies of classified publications for which they are responsible. ECJ1-AA will ensure all USEUCOM unclassified publications are available on the HQ USEUCOM web page of the unclassified INTERNET, and those classified or marked FOUO publications deemed appropriate by the OPR are available on the classified SIPRNET.

21. **Establishing Requirements.** Publications account holders must appoint, in writing, no more than two individuals to be Publication Account Monitors. Accounts are limited to one per directorate/staff office or outside activities having a need for USEUCOM publications. Account holders must identify their requirements to ECJ1-AAP. Account representatives must reference their account number when submitting requirements, changing requirements or ordering publications. ECJ1-AA will only conduct business with account representatives.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL A. CANAVAN
Lieutenant General, USA
Chief of Staff


SUSAN M. MEYER
LTC, USA
Adjutant General

APPENDIXES

- A - Base Numbers and Subject Classifications for HQ USEUCOM Directives, Staff Memorandums and Pamphlets
- B - HQ USEUCOM Distribution Scheme
- C - Sample Format for HQ USEUCOM Publications
- D - Sample Format for Publications Changes
- E - Sample Format for HQ USEUCOM Policy Memorandums
- F - Sample Format for USCINCEUR Policy Letters
- G - Sample SSRS for Staff Coordination
- H - Sample of Appointment of Publications Account Monitor
- I - HQ USEUCOM Publications Accounts

DISTRIBUTION:

P

APPENDIX A
Base Numbers and Subject Classifications for HQ USEUCOM
Directives, Staff Memorandums and Pamphlets

<u>BASE NUMBER</u>	<u>SUBJECT CLASSIFICATION</u>
5	Administrative Matters
10	Postal and Courier Services
15	Information Activities (Public Affairs)
20	Organization
25	Security
30	Personnel
31	Religious Activities
35	Morale and Welfare
40	Intelligence
45	Legal
50	Comptroller
51	Manpower Control
55	Operations
56	Plans and Policies
60	Logistics
61	Construction
62	Real Estate and Utilities
63	Petroleum
64	Transportation
65	Supply and Maintenance
66	Logistics Services, General
67	Medical Support
68	Civil Engineering
70	Procurement
80	Environmental Security
90	Security Assistance
100	Command, Control and Communications
110	Communications Security
125	Inspection

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APPENDIX B
HQ USEUCOM DISTRIBUTION SCHEME

	A	AC	AM	AA	AAF	AMC	AN	B	C	D	P
ECJ1	80	30	76	40	23	2	8	13	8	6	18
ECJ2	130	22	108	38	45	1	24	25	7	1	1
ECJ3	157	12	141	50	54	10	27	25	6	1	1
ECJ4	50	10	10	5	5	5	5	15	5	10	1
ECJ5	10	10	10	10	10	4	10	14	10	2	1
ECJ6	100	35	75	40	55	1	25	25	8	2	8
ECSO	31	4	27	16	8	1	2	10	7	3	1
ECJS	55	18	37	14	17	2	4	3	3	3	1
ECPLAD	3	1	2	2	1	1	1	1	1	1	1
ECIG	8	2	6	3	2	0	1	3	1	1	1
ECPA	16	3	13	4	5	0	1	3	1	1	1
ECMD	13	1	12	4	6	0	2	1	1	1	1
ECCH	4	1	3	1	1	0	1	1	1	1	1
ECCM	12	9	3	2	1	0	0	3	3	1	1
ECLA	2	1	2	1	1	1	1	1	0	1	1
ECMC	1	1	1	1	1	1	1	1	1	1	1
ECCS-AS	1	3	1	1	1	0	1	1	1	1	1
ECSM	1	1	1	1	1	1	1	1	1	1	1
ECCS	1	1	1	1	1	1	1	1	1	1	1
ECDC	1	1	1	1	1	1	1	1	1	1	1
ECCS-P	1	1	1	0	1	1	0	1	1	1	1
JAC	1	1	1	1	1	1	1	1	1	1	1
ECRA	1	1	1	1	1	1	1	1	1	1	1
DNA LO	1	0	1	0	1	0	0	0	0	0	1
C3 Plans	1	1	1	1	1	1	1	1	1	1	1
NCEUR	1	1	1	1	1	1	1	1	1	1	1

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400, BOX 1000
APO AE 09128

STAFF MEMORANDUM (or DIRECTIVE)
NUMBER 5-0

ADMINISTRATIVE MATTERS

Sample Format for USEUCOM Publications

1. **Summary.** This is the first paragraph in the body of the publication. It states the general purpose of the publication.
2. **Applicability.** This is the second paragraph in the publication and explains to whom the publication applies.
3. **Internal Control Systems.** Insert this paragraph as applicable. Most USEUCOM publications do not contain internal control provisions.) **Internal Control Systems.** This Directive (or Staff memorandum) contains (or does not contain) internal control provisions and is (or is not) subject to the requirements of the internal management control program. For USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.
4. **Suggested Improvements.** This paragraph will state whom the proponent for the publication is and where users can send recommendations for changes.
5. **References.**
 - a. This paragraph, when used, lists those references the writer feels are germane to the users' understanding of the subject. As a rule of thumb, list only those references which the reader must use in connection with the USEUCOM publication. Informational references should be avoided.
 - b. Up to ten references may be listed in this paragraph. If more than ten references are used, list them in the first appendix. If the latter method is used, the fifth paragraph would be as follows:

"5. **References.** See Appendix A."
 - c. Some guidelines for references:

This Staff Memorandum (or Directive) supersedes SM 5-0, dated 0 Jan 00.

APPENDIX C
SAMPLE FORMAT (Cont)

SM 5-0

- (1) They should be available to the recipient.
- (2) All references noted in the body of the publication will be listed.
- (3) All references should be specific. Do not use general references such as "current directives" or "Department of the Army Regulations".
- (4) Do not refer to publications of temporary duration.
- (5) When titles of classified publications are used they will be followed by the letter designating the classification of the title in parentheses, and by the overall classification of the document spelled out in upper case letters, e.g. (U) (SECRET).
- (6) The OPR will review all references for currency.
- (7) References will be listed in order, grouped by type within the highest headquarters first, e.g. DoD, JSC, Department of the Army, USEUCOM, etc.

d. Some examples of references:

- (1) DoD 4525.6-M DoD Postal Manual.
- (2) Joint Pub 1-02, DOD Dictionary of Military and Associated Terms.
- (3) AR 340-21, The Army Privacy Act Program.
- (4) USEUCOM Directive 55-24, Tactical Deception (U) (SECRET)

6. **Explanation of Terms**. This paragraph is optional. It lists and explains any abbreviations used in the publication. Do not include any terms defined in JCS Pub 1 or a standard dictionary. Up to five terms or 15 abbreviations may be listed. If more than that, list them at an appendix. Group terms and abbreviations in alphabetical order. If an appendix is used, refer to it in the basic document as follows:

"6. **Explanation of Terms**. See Appendix B."

APPENDIX C
SAMPLE FORMAT (Cont)

SM 5-0

7. **Responsibilities.** This paragraph identifies specific functions to be performed, and by whom performed.

8. **Policies and Procedures.** These may be combined or separated, and are the main contents of the body. A policy is a general course of action to be taken. Procedures are an orderly series of specific actions taken to carry out policy.

9. **Additional Guidelines for Writers of Publications.**

a. Each publication must be essential to USEUCOM operations; be detailed enough to be complete in itself or require only minimum supplementation; apply only to personnel under the jurisdiction of USEUCOM; be current, accurate, and consistent with existing laws, national defense and JCS policies.

b. Effective publications are written in a clear, precise, and coherent pattern. They follow a logical sequence and clearly define objectives. The user needs to know the "what," "how," "who," "when," and "why". Always keep in mind the user's scope of experience and general background in the subject area. Keep paragraphs and sentences short for easy reading. To ensure the user understands what the paragraph is about, material should be focused into a topic sentence. Usually, the topic sentence is the first sentence in the paragraph. Use short, concrete, and specific words.

c. Paragraph headings will be brief, but as descriptive as possible of the content of the paragraph.

d. Hold abbreviations and brevity codes to a minimum. Spell out the complete word, phrase, or title the first time it is used, followed by the abbreviation or brevity code in parentheses.

e. Follow directions in DoD 5200.1R to ensure proper classification markings on classified publications.

10. **Guidelines for Appendixes.** If appendixes are used, they will be prepared in the format that best suits the material being presented.

11. **Fonts and Type Size.**

a. The font and type size for the heading portion of page one and for the closing will be TIMES NEW ROMAN 12.

b. The font and type size for the body of the publication will be TIMES NEW ROMAN 12.

APPENDIX C
SAMPLE FORMAT (Cont)

SM 5-0

c. The font and type size for text appendixes will be:

(1) "TIMES NEW ROMAN 12 for the heading and TIMES NEW ROMAN 12 for the body.

(2) Whatever font and type size suits the material being presented for appendixes consisting of graphs, charts, flow charts or samples.

12. **Corrections to Draft Publications.** Publications submitted to ECJ1-A for review prior to forwarding to the Chief of Staff for approval that require corrections will be returned to the OPR. Publications requiring minor corrections may be corrected by ECJ1-AA and forwarded to the Chief of Staff for approval. All USEUCOM publications being submitted to the Chief of Staff for approval will be routed through ECJ1-A and be accompanied by a disk containing the publication. During the staffing process of USEUCOM publications, ECJ1-A should be included in the distribution for a format review. This review will not take the place of the final review when the publication is in the approval process.

13. **Last Page.** No USEUCOM publication will have just signature blocks on the last page. At least one paragraph, or two sentences from the last paragraph will be on the page containing the signature blocks.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL A. CANAVAN
Lieutenant General, USA
Chief of Staff

SUSAN M. MEYER
LTC, USA
Adjutant General

Appendixes

This is a listing of appendixes if any. If there are no appendixes, DISTRIBUTION will be on this line.

DISTRIBUTION:

P (Distribution for most USEUCOM Publications will be "P". Occasionally "P+" or "S" will be used. If either "P+" or "S" are used the OPR must provide mailing labels for recipients not listed in this directive). OPRs are also responsible for preparing receipts and proper wrapping of classified publications for mailing.

APPENDIX D
Sample Format for Publication Changes

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400, BOX 1000
APO AE 09128

STAFF MEMORANDUM
NUMBER 5-0, Change 1

ADMINISTRATIVE MATTERS

Sample Format for Changes to HQ USEUCOM Publications

1. **Pen and Ink Changes**. If there are pen and ink changes to a publication, they will be listed first in the published change.
2. **Paragraph Supersessions/Deletions**. If paragraphs are being superseded or deleted, they will be listed after pen and ink changes.
3. **Page Changes** If entire pages are being replaced, they will be listed last in the published change.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL A. CANAVAN
Lieutenant General, USA
Chief of Staff

SUSAN M. MEYER
LTC, USA
Adjutant General

DISTRIBUTION:

P

This Change changes Staff Memorandum 5-0, dated xx Xxx xx.

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APPENDIX E
FORMAT FOR HQ USEUCOM POLICY MEMORANDUMS

APPROPRIATE LETTERHEAD

ECDC

DATE

MEMORANDUM FOR

SUBJECT: HQ USEUCOM Policy Memorandum Number FY-00 - (Preparation of HQ USEUCOM Policy Memorandums)

1. This memorandum prescribes policies and procedures for preparing and submitting numbered HQ USEUCOM Policy memorandums.
2. Policy Memorandums should be used to quickly promulgate new command policies. Most policy memorandums will be temporary. Whenever possible, policy memorandums that will remain in effect indefinitely should be replaced as soon as possible by Staff Memorandums or Directives.
3. This is the main body of the Policy Memorandum and will delineate the policy being established and/or the responsibilities of those concerned. This could be broken into two paragraphs one; for policy and one for responsibility.
 - a. Proponents will:
 - (1) Prepare Policy Memorandums in accordance with the provisions of ED 5-1 and SM 5-5. Policy Memorandums will be formatted in accordance with the Army memorandum format shown in AR 25-50.
 - (2) Staff proposed Policy Memorandums in accordance with ED 5-1.
 - (3) Obtain Chief of Staff, Deputy Commander in Chief or Commander in Chief approval prior to publishing Policy Memorandums.
 - b. ECJ1-A will:
 - (1) Maintain a listing of Policy Memorandums in EP 5-1.
 - (2) Issue Policy Memorandum numbers to proponents.

APPENDIX E
FORMAT FOR HQ USEUCOM POLICY MEMORANDUMS (Cont)

ECDC

SUBJECT: HQ USEUCOM Policy Memorandum Number FY-00 - (Preparation of HQ USEUCOM Policy Memorandums)

- (3) Review and edit proposed Policy Memorandums prior to submitting to approving official.
- (4) Insert the date after approval and prior to Adjutant General authentication.
- (5) After Adjutant General authentication, print and distribute approved Policy Memorandums.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL A. CANAVAN
Lieutenant General, USA
Chief of Staff

SUSAN M. MEYER
LTC, USA
Adjutant General

DISTRIBUTION:

P

APPENDIX F
Sample Format for USCINCEUR Policy Letters

CINC Letterhead

DATE

ECCC

MEMORANDUM FOR ALL U.S. EUROPEAN COMMAND PERSONNEL

SUBJECT: USCINCEUR Policy Letter XX-XX (Format for USCINCEUR Policy Letters)

1. The remainder of the Policy Letter will be in regular block memorandum style.
2. The Font for USCINCEUR Policy Letters will be TIMES NEW ROMAN.
3. The Font Size will be 12.
4. Margins for Policy Letters will be 1 inch left, right and bottom.
5. CINC prefers that Policy Letters be limited to ONE PAGE.
6. ECJ1-AA will provide the Policy Letter numbers.

WESLEY K. CLARK
General, U.S. Army

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UNCLASSIFIED

STAFF SUMMARY ROUTING SHEET

(SM 5-5)

COORDINATION / ROUTING

Date: 2 Sep 98
 Origin Office: ECJX-XX
 Action Officer: MAJ Jones
 Division Chief: COL Smith
 Phone: 430-1111

SEQ	TO	*ACT	SIGNATURE	HOUR	DATE
1*	ECJ1	C	COL Arthur Floyd	1600	5Sep98
*	ECJ2	C	COL John Glenn	1700	6Sep98
*	ECJ3	C	COL Allan Sheppard	1500	7Sep98
*	ECJ4	C	COL William Smith	1400	8Sep98
*	ECJ5	C	COL John Doe	1300	5Sep98
*	ECJ6	C	COL Larry Jones	1200	6Sep98
*	ECSO	C	COL Dave Evergreen	1100	7Sep98
*	ECCH	C	COL Steve Maple	1200	8Sep98
*	ECCM	C	COL George Pike	1000	9Sep98
*	ECIG	C	COL Alvin Peak	0800	9Sep98
*	ECPA	C	COL Bill Snow	0900	8Sep98
*	ECRA	C	COL Rush Limbaugh	1430	7Sep98
*	ECSM	C	COL Paul Harvey	1530	6Sep98
*	ECJ1-A	C	Mr. William Kiser	1600	3Sep98
2	ECJ1-A	S			

Suspense:	TO	DATE	TO	DATE
INT:	ECJX	16Sep		
EXT:				

COMMAND ROUTING

	*ACTION	SIGNATURE	DATE
SJS	E		
COS	P		
DCINC			
CINC			

SUBJECT: Proposed Revision of SM 5-0 (U)

1. (U) **SUMMARY**. To obtain staff coordination and Chief of Staff approval on proposed revision of SM 5-0.
2. (U) **DISCUSSION**. Use this paragraph to explain the differences between the current publication and the proposed revision, or to explain the purpose of a new publication.
3. (U) **RECOMMENDATION**.
 - a. (U) Coordination addressees provide concurrence and/or comments to ECJX-XX **NOT LATER THAN 16 September 1998**. Comments, to include nonconcurrences, are to be addressed by separate memorandum and attached to this SSRS.
 - b. (U) Chief of Staff approve the proposed revision (or new) SM 5-0.

NOTES
 * Simultaneous Distribution

SIGNATURE OF
 DIVISION CHIEF

*Legend A - Action C - Concurrence/Comment I - Info P - For Approval S - Signature E - Expedite

HQ USEUCOM Form SM5-5B, 1 Mar 97

All previous editions are obsolete.

UNCLASSIFIED

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APPENDIX H

Sample of Appointment of Publications Account Monitor

Appropriate Letterhead

ECJ9

MEMORANDUM FOR ECJ1-AAP

SUBJECT: Appointment of Publications Account Monitors

1. In accordance with EUCOM Directive 5-1, SFC Jerry L. Stone (Primary) and SSgt Terry J. Rock (Alternate) are appointed as Publications Account Monitors for Account #157.
2. This memorandum supersedes all previous memorandums.

BARNEY J. RUBBLE
CDR, USN
Executive Officer, ECJ9

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Appendix I
HQ USEUCOM Publications Accounts

<u>ACCOUNT NUMBER</u>	<u>ACTIVITY</u>
001	ECJ1
002	ECJ2
003	ECJ3
004	ECJ4
005	ECJ5
006	ECJ6
007	VACANT
008	ECJ1-AAP
009	ECJS
010	ECCH
011	ECMD
012	ECLA
013	ECCM
014	ECPLAD
015	ECPA
016	ECRA
017	ECDC
018	VACANT
019	ECIG
020	DSWA
021	TSIO
022	DLA
023	ECCS-P
024	VACANT
025	ECCS-AS
026	VACANT
027	PAS
028	JAC
029	ECCS
030	ECSM
031	Stuttgart CID
032	ECSSO
033	USNMR, SHAPE
034	VACANT
035	SPASAC
036	SHAPE Survey
037	ECSE
038	VACANT
039	VACANT
040	Stuttgart Retiree Center

Appendix I
HQ USEUCOM Publications Accounts (Cont)

<u>ACCOUNT NUMBER</u>	<u>ACTIVITY</u>
041	VACANT
042	ODC Paris, France
043	ODC Rome, Italy
044	USDAO Baku, Azerbaijan
045	US Embassy Niamey, Niger
046	VACANT
047	USDAO Skopje, Macedonia
048R	DAO Maputo, Mozambique
049	ODC BELLUX, Brussels, Belgium
050	ODC Copenhagen, Denmark
051	ODC London, England
052	ODC Luxembourg
053	ODC Bonn, Germany
054	ODC Athens, Greece
055	DAO Ndjamena, Chad
056	ODC Warsaw, Poland
057	USDAO Zagreb, Croatia
058	VACANT
059R	DAO Monrovia, Liberia
060	ODC Rabat, Morocco
061	ODC The Hague, Netherlands
062	ODC Oslo, Norway
063	ODC Lisbon, Portugal
064	SETAF
065	ODC Madrid, Spain
066	ODC Tunis, Tunisia
067	ODC Ankara, Turkey
068R	DAO Kinshasa, Democratic Republic of Congo
069	ODC Vienna, Austria
070R	VACANT
071R	DAO Tashkent, Uzbekistan
072	SAO Tel Aviv, Israel
073	ODC Gaborone, Botswana
074	USOMC Beirut, Lebanon
075	DAO Lagos, Nigeria
076	SAO Dakar, Senegal
077R	DAO Stockholm, Sweden
078R	DAO Bern, Switzerland
079R	DAO Bishkek, Kyrgyzstan
080R	DAO Dushanbe, Tajikistan

Appendix I
 HQ USEUCOM Publications Accounts (Cont)

<u>ACCOUNT NUMBER</u>	<u>ACTIVITY</u>
081R	DAO Almaty, Kazakhstan
082R	DAO Chisinau, Moldova
083R	US Embassy Lusaka, Zambia
084	US Embassy Kiev, Ukraine
085	HQ USAREUR
086	HQ USAFE
087	HQ USNAVEUR
088R	DAO Kampala, Uganda
089R	DAO Ashgabat, Turkmenistan
090R	US Embassy Lome, Togo
091R	US Embassy Dar Es Salaam, Tanzania
092R	US Embassy Mbabane, Swaziland
093	European Stars and Stripes
094R	SAO Pretoria, South Africa
095	NATO School
096R	SAO Ljubljana, Slovenia
097	SAO Bratislava, Slovakia
098R	US Embassy Freetown, Sierra Leone
099R	SAO Tome/Principe
100R	DAO Kigali, Rwanda
101R	DAO Nouakchott, Mauritania
102R	US Embassy Valleta, Malta
103R	US Embassy Bamako, Mali
104R	US Embassy Lilongwe, Malawi
105	US Embassy Vilnius, Lithuania
106R	US Embassy Maseru, Lesotho
107R	US Embassy Riga, Latvia
108R	US Embassy Bissau, Guinea-Bissau
109R	US Embassy Conakry, Guinea
110R	US Embassy Accra, Ghana
111R	US Embassy Tbilisi, Georgia
112R	US Embassy Libreville, Gabon
113R	US Embassy Banjul, Gambia
114R	DAO Malabo, Equatorial Guinea
115	ODC Prague, Czech Republic
116	ODC/SAO Budapest, Hungary
117R	SAO Tallinn, Estonia
118R	SAO Sofia, Bulgaria
119R	SAO Bucharest, Romania
120R	SAO Moscow, Russia

Appendix I
 HQ USEUCOM Publications Accounts (Cont)

<u>ACCOUNT NUMBER</u>	<u>ACTIVITY</u>
121R	DAO Brazzaville, Congo
122R	DAO Dublin, Ireland
123R	DAO Abidjan, Cote D'Ivoire
124R	US Embassy Bangui, Cen Af Republic
125R	US Embassy Windoekh Namibia
126R	SAO Tirana, Albania
127R	US Embassy Praia, Cape Verde
128	SAO Yaounde, Cameroon
129R	US Embassy Bujumbura, Burundi
130R	US Embassy Ouagadougou, Burkina Faso
131R	DAO Harare, Zimbabwe
132R	US Embassy Cotonou, Benin
133R	DAO Minsk, Belarus
134R	DAO Luanda, Angola
135	ECJ5-J Mil to Mil Program
136	DAO Algiers, Algeria
137	George C. Marshall Center

NOTE: Account numbers followed by "R" indicate Requirement Accounts. This means that these accounts will not receive automatic distribution of HQ USEUCOM Publications, they must requisition their publication needs.