



Republika ng Pilipinas
Republic of the Philippines
Kagawaran ng Tanggulang Pambansa
Department of National Defense
OFFICE FOR DEFENSE REFORM

MEMORANDUM Nr. CX1 44 -2008

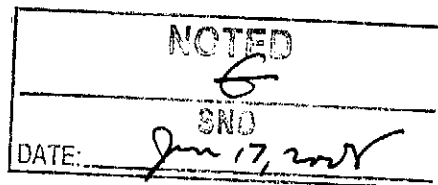
13 JUN 2008

FOR: **SECRETARY OF NATIONAL DEFENSE**
FROM: **OFFICER-IN-CHARGE, OFFICE FOR DEFENSE REFORM**
SUBJECT: **Operations Policy and Governance Policy of the PDR Board**

1. Reference: *PDR Board Meeting dated 11 June 2008.*
2. Per above reference, members of the PDR Board were furnished with the revised Operations Policy and revised Governance Policy of the PDR Board and were requested to submit their comments or concurrence NLT 16 June 2008 (Attachment 1).
3. The comments and or concurrence of the PDR Board members shall be consolidated and submitted to the SND for perusal and guidance ASAP.

COL ERNESTO R ARADANAS MNSA PA

Cc:
USDA
USIA



DEPT. OF NATIONAL DEFENSE
Office of the Secretary



TRACKING NO:
OSEC-081587



PHILIPPINE DEFENSE REFORM PROGRAM PHILIPPINE DEFENSE REFORM BOARD

Department of National Defense
Camp General Emilio Aguinaldo, Quezon City

OPERATIONS POLICY OF THE PHILIPPINE DEFENSE REFORM (PDR) BOARD

[I] A. GENERAL

1. The primary function of the PDR Board is to provide governance, strategic leadership, and stewardship to the defense reform program, establish broad policies and strategic direction to all capability and organizational development programs, activities, and projects of the defense establishment.

2. The PDR Board is transient in nature; therefore, the PDR Board has an interim function. Within this context, the PDR Board has the responsibility to set the end-state of the PDR Program, and to institute the output of reforms rather than perpetuate the PDR Program.

3. This operations policy sets forth the basic internal guide on how the board meetings will be called, convened, and conducted.

[II] B. REITERATION OF RESPONSIBILITIES

4. Board Responsibilities:

a. Steer the defense establishment towards the realization of the defense vision and the attainment of the defense reform goal and objectives;

b. Guide the defense establishment and provide direction and progressive continuity of the PDR Program towards the attainment of the stated goals;

c. Govern the defense reforms by broad policy directions, establishing the general guidelines to assign priorities and ensure that objectives are progressively pursued by reviewing the program at least once a year;

d. Focus and ensure optimal use of resources and provide general fiscal accountability;

e. Approve the PDR Program's Annual Program and Budget; and

f. Promote the well-being of the defense establishment and enhance the Department of National Defense/Armed Forces of the Philippines' (DND/AFP) public image through the PDR Program.

5. Statutory Standard:

a. The Chairman, Vice-Chairman, and members of the PDR Board shall perform their duties in good faith and in a manner they reasonably believes to be in the best interests of the defense establishment and with such as a prudent person in the same position would use under similar circumstances.

b. The Board, as a collective and collegial body, [espouses] will consider in its mandate to establish policies for the PDRP, the formulation [and continuing] or review of defense strategies that will match the new security threats and future security environment. It recognizes that the nation constantly confronts new challenges and unpredictable situations; therefore, defense strategies must evolve to effectively meet them. This will provide the backdrop for the pursuit of the goals and objectives of the defense reform program.

c. By holding true to the defense vision and principles, the Board will move forward to enhance defense capabilities drawing on their commitment to public service and military traditions, and acting as one body to achieve one shared purpose.

[III] C. CONVENING OF THE BOARD MEETING

6. The Board will convene [regularly before the end of each semester] quarterly. However, the Secretary of National Defense (SND) concurrently the Chairman of the Board may call a special meeting any time as deemed necessary and for the best interest of the defense establishment.

7. Any member of the Board may request in writing to the Chairman for the convening of a special meeting at 15 days prior to the date recommended, stating the reasons why such meeting has been requested to be called or the business to be transacted at such meeting.

8. Unless otherwise specifically announced, the Board will hold its meetings at the Main Conference Hall, DND, Camp Aguinaldo, Quezon City.

9. The presence of not less than six (6) out of the ten (10) regular members shall constitute a quorum and shall be necessary to conduct the business of the board. The Secretariat shall ensure that a quorum is formed before a meeting is scheduled. In the case of the Chief of Staff, AFP (CSAFP) and AFP Major Service Commanders, they may send the Vice-Chief of Staff, AFP or the Vice-Commanders respectively to represent them when they cannot be present. However, the representatives cannot vote during the proceedings.

10. The Secretary of the Board shall cause a notice to all board members of all scheduled and special meetings at least 72 hours prior to

such meetings. Such notice shall include the time and place of such board meeting. The agenda items or the Order of Business, including the full copy of any consent agenda, shall be returned to the Secretariat for their comments within 48 hours.

11. No other business but those specified in the notice may be transacted at the meetings without the unanimous consent of all present at such meetings.

[7. Notional Calendar and Main Agenda: See Annex A (PDR Board Notional Calendar)]

[IV] D. CONDUCT OF BOARD MEETING

12. Procedure and Order of Business:

a. The conduct of the Board meetings will follow the Robert's Rules of Order or the Parliamentary Procedures.

b. The Standard Order of Business format is as follows:

Nr	Activity	Responsibility
1	Invocation	DND/AFP Chaplain
2	Report of Attendance/Declaration of Quorum	Board Secretary
3	Call to Order	Chairman
4	Old and Unfinished Business (If Any)	Board
5	Signing and Adoption of the Consent Agenda	Board
6	Main Agenda Deliberations (Per Topic in the Agenda): a. Presentation of Topic/s b. Board Discussion for Decision c. Approval of the Draft Board Resolution/s	Board
7	Other Matters Deliberations a. Presentation of Topic/s b. Board Discussion for Decision c. Approval of the Draft Board Resolution/s	Board
8	Signing of the Approved Board Resolutions	Board
9	Announcements	Chairman
10	Adjournment	Chairman

13. Consent Agenda:

a. Consent agenda items are those that do not need any discussion, either because they are routine procedures or are already unanimously consented. Consent agenda allow the Board to approve all these items together without discussion or individual motions.

b. The consent agenda items are limited to the following:

1) Approval of the minutes of the last board meeting;

2) Final approval of proposals or reports that the Board has reviewed and consented with prior to the board meeting.

3) Reports provided for information purposes only and correspondence requiring no actions.

c. Consent agenda are to be known in advance and to be distributed with the agenda package in order for the members to have sufficient time to read them prior to the meeting.

d. The Board Secretary will include the full text of the resolutions, reports or recommendations that were adopted as part of the consent agenda.

14. Confidential Matters:

a. Matters that are confidential in nature will be discussed in an executive session. In this instance, all non-regular members of the Board will be requested to leave the conference room, except those specifically invited by the Chairman.

b. A board member moves for the Board to go into executive session and when the motion is adopted by a majority of the members, the Chairman orders the Board to be in executive session.

c. Minutes of the executive session are classified. The Board Secretary takes minutes but keeps them separate from the public minutes. Distribution and handling of the minutes of the executive session are subject to the level of the classification as determined by the Board.

[V] E. DECISION MAKING PROCESS

15. The Board is a strategic decision forum, and as such it fundamentally decides on the following [strategic tasks of the] PDR Program issues and concerns:

a. Clarify [organizational vision,] the PDR Program mandates, [and] values, and goals.

b. Assess external and internal environments that have implications on the program. [, and identify strategic issues, e.g. fundamental policy questions and critical challenges.]

c. Provide strategic guidance to address the reform issues.

d. Review the strategies and policies on reforms and or areas for reform. [and adopt the formulated and proposed strategies.]

e. Reassess the reform strategies and the implementation processes. The PDR Program shall be subject to the direction of the board.

16. The Board Secretariat and the Office for Defense Reform (ODR) in coordination with the defense reform components and proponents in DND-AFP/Other Bureaus, shall facilitate the provision to the Board of the basic information and the needed decision action documents for smooth and speedy decision-making.

17. The PDR Board Decision-Making concerns are those in Phases II and III of the traditional Strategic Process Framework: See Annex [B] A (Strategic Process Framework).

18. The Board's strategic decisions will be in conformance or in alignment with the other national and defense strategic factors: See Annex [C] B (Spectrum and Relationships of Key Strategic Factors).

[VI] F. AMENDMENT AND ADDENDUM

Amendment or addendum to this PDR Board's Operations Policy may be made when approved and adopted by the PDR Board regular members.

Signed this 11th day of June 2008 during the PDR Board Meeting 01-2008 at the DND Conference Room, Camp Aguinaldo, Quezon City.

HON. GILBERTO C TEODORO JR
Chairman, PDR Board

Attachments:

- A – [PDRP Annual Notional Calendar] Strategic Process Framework
- B – [Strategic Process Framework] Spectrum and Relationships of Key Strategic Factors
- [C – Spectrum and Relationships of Key Strategic Factors]

Attested by:

COL ERNESTO R ARADANAS MNSA PA
Secretary, PDR Board



**PHILIPPINE DEFENSE REFORM PROGRAM
PHILIPPINE DEFENSE REFORM BOARD**

Department of National Defense
Camp General Emilio Aguinaldo, Quezon City

**PHILIPPINE DEFENSE REFORM PROGRAM
GOVERNANCE POLICY**

[I] A. GENERAL:

1. The PDR Program Governance Policy sets forth the broad and general guidelines and principles to be observed in the management and implementation of the defense reform programs, activities, and projects.

2. The PDR Program management and implementation shall adhere to and duly observe the following legal mandates and government policies:

a. Republic Act 7898 (An Act Providing for the Modernization of the Armed Forces of the Philippines and for Other Purposes)

b. Republic Act 9184 (An Act Providing for the Modernization, Standardization and Regulation of the Procurement Activities of the Government and for Other Purposes)

c. Executive Order 292 (Revised Administrative Code of 1987 on the Civil Service Commission)

d. Administrative Order 169 (Amending the Implementing Guidelines, Rules, and Regulations of the AFP Modernization Program)

e. Administrative Order 218 (Reorganizing the DND to Strengthen Its Capability and Ensure Its Efficiency to Adequately Respond to Current Exigency in National Security, to Achieve the Implementation of Its Defense Reform Program, and to Attain all Its Legally Mandated Goals)

- f. Medium Term Philippine Development Plan 2004-2010
- g. Defense Planning Guidance 2009-2014
- h. Department of Budget and Management Organizational Performance Indicator Framework

3. The PDR Program is a broad transformation program that seeks to institute long-term, systematic changes in the defense establishment.

4. The PDR Program seeks to transform the defense establishment to become the cutting edge for internal reforms in the government.

5. The PDR Program constitutes the core of the AFP Modernization program (AFPMP) and the AFPMP forms part of the PDR Program.

6. The PDR Program is the blueprint and the foundation of a stronger, rational, and strategy-based national defense policy.

7. The PDR Program is an overarching program that supports the Defense establishment's aim to attain better capabilities to be:

- a. Fit and capable for internal security operations;
- b. Ready to support national development;
- c. Ready to respond to disaster, calamities and other emergencies;
- d. Capable to contribute to Regional Security and UN Humanitarian Mission and Peacekeeping Operations;
- e. Capable to pursue and support the AFP Modernization Program;
- f. Able to manage and optimize the opportunities in International Defense and Security Engagement in accordance with the national interests of the country; and
- g. Able to preserve the sovereignty and defend the territory of the nation.

[II] B. DEFENSE VISION

“Strong, Capable, and Responsive DND-AFP --- a transformed organization that is professional, competent, effective, and efficient; and a respected member of the international defense and security community.”

[III] C. PDR PROGRAM GOAL AND GENERAL OBJECTIVES

1. PDR Program Goal: Progressive transformation of the defense establishment, *apropos* Armed Forces of the Philippines (AFP), to be capable in accomplishing the defense missions and be fit and ready for the future.

2. PDR Program General Objectives:

a. The defense establishment will improve [change] its systems and culture, and along this line, the PDR Program will seek to establish a decision-making system that is rational, strategy-based, and adaptive to exigencies of the times.

b. The AFP will transform the organization while it performs its mission as embodied in the PDR Program. It shall pursue the blueprint in the transformation of the institution that shall address the systemic deficiencies and their root causes.

[IV] D. GUIDING PRINCIPLES

3. To pursue the realization of the defense vision and to attain the PDR Program goal and general objectives, the following guiding principles shall be observed:

a. A strong DND-AFP Team shall be fostered and developed. The DND-AFP Team concept calls for DND and AFP to be mutually reinforcing to accomplish the defense missions with greater synergy and efficiency.

b. The unity and cohesion of the defense establishment shall be emphasized, maintained, and improved.

c. A unified leadership and an effective command and control shall be enhanced.

d. Innovation and creativity are to be encouraged.

e. Reform programs, activities, and projects shall be undertaken and later instituted with the elements of flexibility and adaptability.

f. DND-AFP shall be transformed into a learning organization that adopts knowledge management and is committed to developing its military and civilian personnel.

g. In the pursuit of reforms, the organization shall work closely and collaboratively with the other government agencies, the academe and the educational institutions of the country, the private sector, and other progressive sectors of society.

h. Defense reform components and action staffs shall demonstrate effective management of resources.

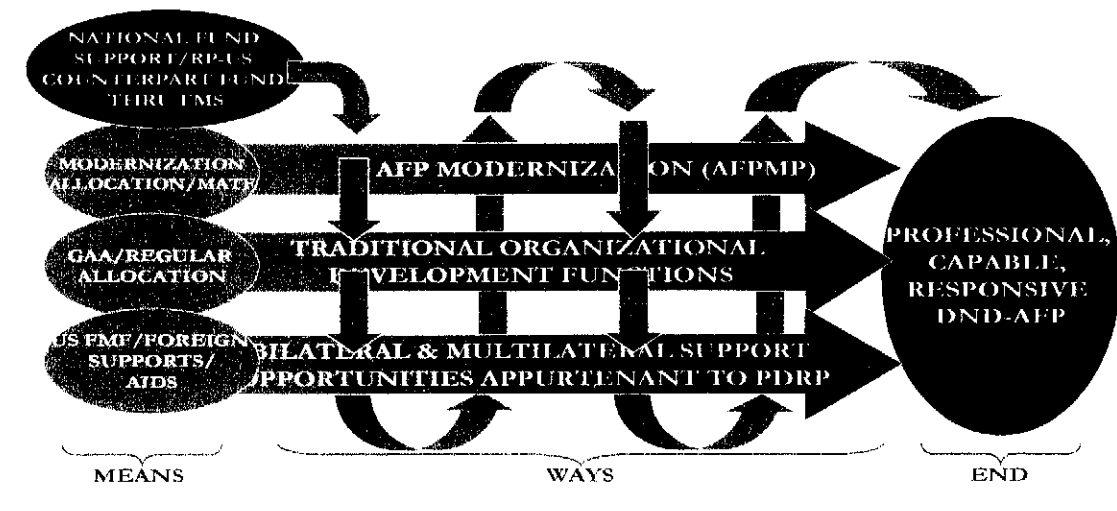
i. The pursuit of systemic reforms and establishment of appropriate information management system will be prioritized.

j. Emphasis will be placed on instituting progressive development of personnel through education and training aligned with rationalized career management.

[V] E. PROGRAM MANAGEMENT AND IMPLEMENTATION

4. As an overarching program, the PDR Program shall integrate all capability and organizational development programs, activities, and projects in the defense establishment, *apropos* AFP. As such, it will provide policy direction and support enhancement to the following AFP undertakings, among others (*see illustration*).

PDRP IS AN OVERARCHING PROGRAM THAT INTEGRATES ALL OTHER CAPABILITY AND ORGANIZATIONAL DEVELOPMENT PROGRAMS, ACTIVITIES, AND PROJECTS IN THE DEFENSE ESTABLISHMENT, A *PROPOS AFP*.



a. The AFP Modernization Program (AFPMP) [and Capability Upgrade Program (CUP)]

b. The AFP and Major Service Commands' Mandated and Inherent Organizational Development Functions and Responsibilities

[c. Component activities of the RP-US Mutual Defense Board (MDB) Security Engagement Board (SEB) that enhance organizational and capability development, including the US International Education and Training Program (IMETP)]

c. Bilateral and Multilateral Engagements and Support Opportunities with Other Countries Appurtenant to the PDR Program

5. Centralized Direction and Oversight:

a. The Secretary of National Defense (SND) provides the strategic leadership of the PDR Program duly guided by the Governance Policies set by the PDR Board.

b. The DND oversees the PDR Program through the Undersecretaries and the Office for Defense Reform.

c. The DND enables the AFP and the Other Bureaus, as deemed necessary in the implementation of the PDR Program.

6. Decentralized Implementation and Devolution

a. The general policy will be the decentralized implementation of the PDR Program, duly observing the Chain-of-Command and the traditional functional area responsibilities.

b. Reform outputs shall be devolved to the AFP and its Key Budgetary Units (KBUs) when such outputs are ready to be integrated into the AFP/Bureau, i.e. they will be implemented and sustained under the General Appropriations Act Regular Allocations.

c. The DND-proper will initiate, develop, and conduct special reform projects when deemed necessary.

7. Participative, Collaborative, Cumulative, and Integrative Approach:

a. The PDR Program shall encourage broad-based participation of the internal stakeholders and multi-sectoral collaboration with national and international external stakeholders.

b. The PDR Program shall duly consider the cumulative effect of the reform program, activities, and projects, their interdependencies and integration.

8. The PDR program shall pursue the compliance to Executive Order No. 605, which was issued by President Gloria Macapagal-Arroyo on February 23, 2007 entitled: "Institutionalizing the Structure, Mechanisms, and Standards to Implement the Government Quality Management Program."

a. Adopt the International Organization for Standardization (ISO) 9001:2000 Quality Management System (QMS) and the applicable Government Quality Management System Standards (GQMSS).

b. Establish ISO-QMS and pursue ISO certification in the Department of National Defense and AFP/Other Bureaus.

c. Promote and enhance transparency and accountability, and provide a framework for quality excellence assessment.

d. Ensure consistency of quality services through quality processes.

[VI] F. PDR PROGRAM RELATED BILATERAL ENGAGEMENTS

9. The PDR Program will remain to be mainly founded on the agreed upon points between the Government of the Republic of the Philippines (GRP) and the United States Government (USG) as embodied in the joint statement of Her Excellency President Gloria Macapagal-Arroyo and US President George W Bush.

a. President Arroyo and President Bush's joint statement on the 50th Anniversary of the signing of the RP-US Mutual Defense Treaty on November 20, 2001, wherein both presidents decided to work on an integrated plan to strengthen the Philippine security forces' capacity to combat terror and protect Philippine Sovereignty, which included a robust training package, equipment needed for increased mobility, a maintenance program to enhance overall capabilities, counter terrorism cooperation, and a new bilateral defense consultative mechanism.

b. Statement during the President Arroyo's visit to the US in May 2003, wherein both presidents agreed to launch a comprehensive review of the Philippine security needs, and how best the US can support plans to modernize and reform the AFP. President Bush announced his intention to designate the Philippines as a US major Non-NATO Ally (MNNA) on this occasion.

c. Statement during President Bush's visit to the Philippines in October 2003, wherein both presidents endorsed the findings of the JDA 2003 and agreed that their respective defense establishment would embark on a multi-year plan to implement the key recommendations of the report.

10. The PDR Program RP-US engagements will continue to be facilitated through the established RP-US PDR Subcommittee Meeting (SCM)/Executive Steering Committee (ESC) Meeting mechanisms, wherein the RP positions and proposals shall be duly guided by this PDR Program Governance Policy and the specific guidance of the Secretary of the National Defense.

11. All other bilateral engagements with other allied/friendly countries on defense reform and military capability development should be aligned and integrated into the PDR program framework.

[VII] G. TRANSITORY PROVISIONS

12. This PDR Program Governance Policy shall be the rule and guide of the Defense and Military Leadership in the strategic management and implementation of defense reform and transformation towards a “strong, capable, and responsive DND-AFP.”

13. The Secretary of National Defense shall translate and elucidate the specific provisions of this governance policy into Department Orders and Circulars, as and when necessary.

[VIII] H. REPEALING CLAUSE

All other issuances, circulars, and orders that are inconsistent with the provisions of this PDR Program Governance Policy are hereby deemed revoked or amended accordingly.

[IX] I. EFFECTIVITY

This PDR Program Governance Policy shall take effect upon publication.

DONE in the Department of National Defense, Camp General Emilio Aguinaldo, Quezon City this 11th day of June, in the year of our Lord 2008.

SEC. GILBERTO C TEODORO JR
Chairman, PDR Board

Attested by:

COL ERNESTO R ARADANAS MNSA PA
Secretary, PDR Board



Republika ng Pilipinas
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Department of National Defense
OFFICE FOR DEFENSE REFORM

GENERAL ALEXANDER B YANO AFP
Chief of Staff, Armed Forces of the Philippines
Vice-Chairman, PDR Board

Dear Sir,

Respectfully submitted for your concurrence are the revised PDR Board Operations Policy (Attachment 1) and PDR Program Governance Policy (Attachment 2) incorporating the corrections of the Vice-Chairman. The items in red font are the revisions.

We have already inputted the comments of the other members of the Board. They have already concurred with the revised documents prior to your recommended corrections.

Very respectfully yours,

COL ERNESTO R ARADANAS MNSA PA
Board Secretary

Concur:

CSAFP:

(Signature)

02 JUL 2008
(Date)



Republika ng Pilipinas
 Republic of the Philippines
 Kagawaran ng Tanggulang Pambansa
 Department of National Defense
OFFICE FOR DEFENSE REFORM

MEMORANDUM Nr. CY1 ⁰⁹-2008
 (SIMULTANEOUS DISPATCH)

13 JUN 2008

FOR: UNDERSECRETARY FOR DEFENSE AFFAIRS
 UNDERSECRETARY FOR CIVIL, VETERANS AND RESERVE AFFAIRS
 UNDERSECRETARY FOR INTERNAL AFFAIRS
 UNDERSECRETARY FOR LEGAL AFFAIRS AND STRATEGIC CONCERNS
 CHIEF OF STAFF, ARMED FORCES OF THE PHILIPPINES
 COMMANDING GENERAL, PHILIPPINE ARMY
 COMMANDING GENERAL, PHILIPPINE AIR FORCE
 FLAG OFFICER IN COMMAND, PHILIPPINE NAVY

FROM: SECRETARY, PDR BOARD

SUBJECT: Operations Policy and Governance Policy of the PDR Board

1. Reference: PDR Board Meeting dated 11 June 2008.
2. Respectfully submitted for your comments or concurrence is the revised Operations Policy (Attachment 1) and revised Governance Policy (Attachment 2) of the PDR Board.
3. The words or phrases underlined and enclosed in square brackets, e.g. [spouses] are to be deleted. The words or phrases in red font are the revisions.
4. Please return to OSND (Attn: ODR) with your further comments or signature in the concurrence line NLT 16 June 2008.

COL ERNESTO R ARADANANS MNSA PA

Concur:

USDA: _____
 (Signature) (Date)

CSAFP: _____
 (Signature) (Date)

USCVRA: _____

CG, PA: _____
 (Signature) (Date)

CG, PAF: _____
 (Signature) (Date)

FOIC, PN: _____
 (Signature) (Date)

TO: Secretary, PDR Board
 My understanding of SNDS guidance regarding the desired presence of the VCSAFP in all board meetings is to include the VCS in the Board membership.
 I concur that VCS should be in the PDR Board.
 * would affect para 9, p.e. uscvra

DND ROUTING SLIP

TO	FROM	DATE	SENDER'S LAST NAME
Secretary PDR Bd	USIA	16 June 08	DELOS REYES

NEVER WRITE ON THIS FORM APPROVAL, DIS-APPROVAL, CONCURRENCE OR SIMILAR ACTION

- CHECK THE NUMBER OF ACTION BEING REQUESTED
- 1. APPROVAL/SIGNATURE
 - 2. APPROPRIATE STAFF ACTION
 - 3. COMMENT/RECOMMENDATION
 - 4. STUDY/INVESTIGATION
 - 5. REPLY DIRECT TO WRITER
 - 6. REPORT DUE
 - 7. REWRITE/REDRAFT
 - 8. REPLY FOR SIGNATURE OF SND
 - 9. INFORMATION
 - 10. DISPATCH
 - 11. FILE
 - 12. MISSENT
 - 13. MESSAGE/SPEECH/REMARKS
 - 14. FEEDBACK TO SND
 - 15. ATTENTION TO HWN OF SND
 - 16. ADDITIONAL REMARKS

ADDITIONAL REMARKS:

1. Suggest renumbering of paragraphs as follows:

A. _____

- 1.
- 2.
- 3.
 - a.
 - b.

B. _____

- 1
- 2
- 3

But not

A. _____

- 1.
- 2.
- 3.
 - a
 - b

B. _____

- A.
- 5.
- 6.

2. It is understood that there shall be no mention of CNP in lieu of AFPMB in all our policy statements at PDR Board

4. Please return to OSND (Attn: ODR) with your further comments or signature in the concurrence line NLT 16 June 2008.

COL ERNESTO R ARADANAS MNSA PA

Concur:

USDA: _____
(Signature) (Date)

CSAFP: _____
(Signature) (Date)

USCVRA: _____
(Signature) (Date)

CG, PA: _____
(Signature) (Date)

USIA: _____
(Signature) (Date)

CG, PAF: _____
(Signature) (Date)

USLASC: _____
(Signature) (Date)

FOIC, PN: _____
(Signature) (Date)



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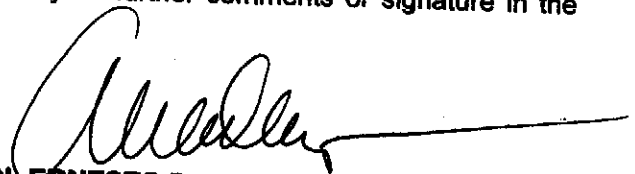
13 JUN 2008

FOR: **UNDERSECRETARY FOR DEFENSE AFFAIRS**
UNDERSECRETARY FOR CIVIL, VETERANS AND RESERVE AFFAIRS
UNDERSECRETARY FOR INTERNAL AFFAIRS
UNDERSECRETARY FOR LEGAL AFFAIRS AND STRATEGIC CONCERNS
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COL ERNESTO R ARADANAS MNSA PA

Concur:

USDA:

 (Signature) (Date)

CSAFP:

 (Signature) (Date)

USCVRA:

 (Signature) (Date)


CG, PA:

 (Signature) (Date)

USIA:

 (Signature) (Date)

CG, PAF:


 (Signature) 16 Jun 08
 (Date)

USLASC:

 (Signature) (Date)

FOIC, PN:

 (Signature) (Date)



12-6-46

Republika ng Pilipinas
Republic of the Philippines
Kagawaran ng Tanggulang Pambansa
Department of National Defense
OFFICE FOR DEFENSE REFORM

MEMORANDUM Nr. CY1 ⁰⁹-2008
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COL ERNESTO R ARADANAS MNSA PA

Concur:

USDA:	_____	_____	CSAFP:	_____	_____
	(Signature)	(Date)		(Signature)	(Date)
USCVRA:	_____	_____	CG, PA:	_____	_____
	(Signature)	(Date)		(Signature)	(Date)
USIA:	_____	_____	CG, PAF:	_____	_____
	(Signature)	(Date)		(Signature)	(Date)
USLASC:	_____	_____	FOIC, PN:	_____	_____
	(Signature)	(Date)		(Signature)	17 JUN 08 (Date)