



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 1ST ARMORED DIVISION  
UNIT 24309  
APO AE 09252

REPLY TO  
ATTENTION OF

AETV-THF

7 JAN 2004

MEMORANDUM FOR IRON LEADERS

SUBJECT: Fiscal Stewardship

1. As we face an unstable financial road ahead, I want to stress my firm position on the application of fiscal stewardship and internal controls – not only among Iron Leaders, but all who wear the *Old Ironsides* patch.
2. Our challenge during FY03 will be to fully execute our planned OPTEMPO/Flying Hour Program in accordance with our published training calendars, while allocating and spending our resources wisely to improve readiness. Internal controls must not only be written on paper, but they must become a part of daily operations, and monitored/enforced by all. I charge all leaders to dedicate one bullet on their support form towards internal controls.
3. An efficient and effective maintenance program is key in saving scarce unit funds. Every dollar saved through efficiency (error-free requisitioning) buys more training and readiness. All equipment and vehicles will be maintained to –10/-20 standards. Emphasize the Command Supply Discipline Program (CSDP), avoid multiple orders for the same part for the same purpose, track your DLRs closely to ensure they are not charged to the Division, reconcile your budget weekly, and manage discretionary purchases.
4. Fiscal stewardship does not equate to an unsafe training environment. We will not put the life or safety of a soldier or civilian in harm's way. Commanders will determine the necessity of unit purchases and be required to substantiate them, as required. As we develop our UFR narratives and supporting documentation for submission to V Corps, we will continue to pursue the necessary resources to train, maintain, and sustain a highly-qualified, mission-ready force.

*IRON SOLDIERS! DIGNITY AND RESPECT!*

  
RICARDO S. SANCHEZ

Major General  
Commanding