# Department of Defense
# Fiscal Year 2017 President's Budget
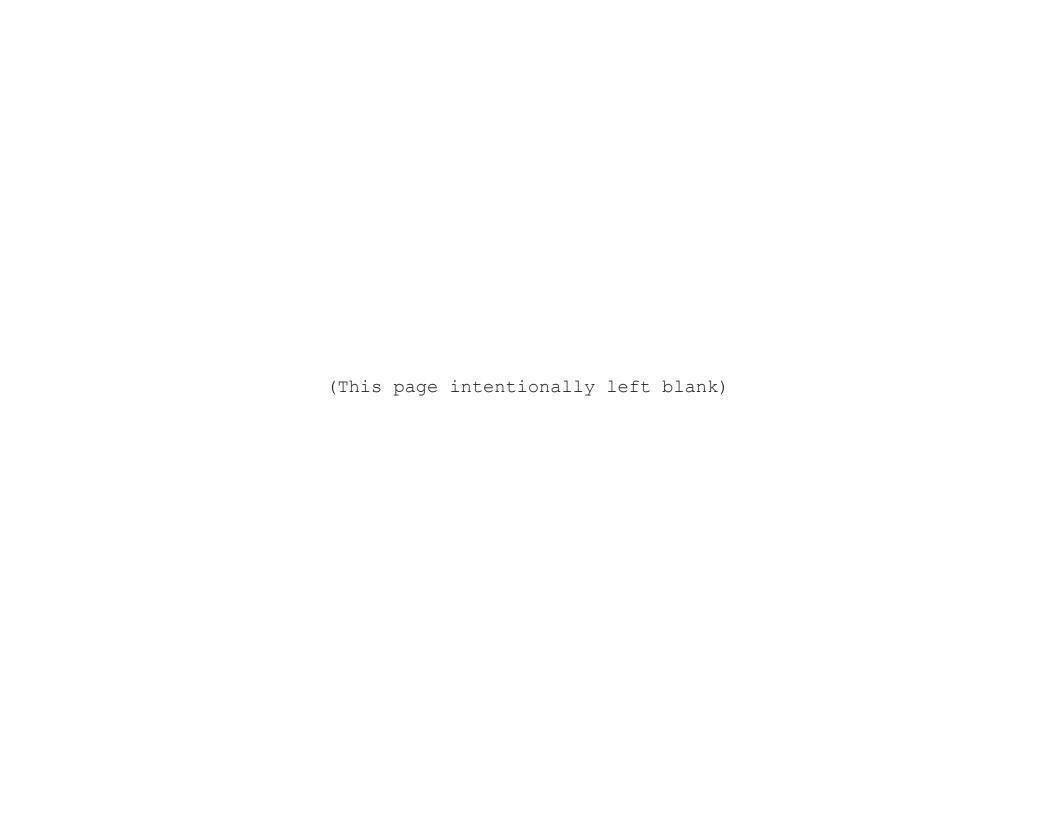
## February 2016

Office of the Secretary of Defense (OSD)
Defense-Wide Justification Book
Operation and Maintenance

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# Office of the Secretary of Defense
## Operation and Maintenance, Defense-Wide
## Fiscal Year (FY) 2017 President's Budget

**Operation and Maintenance, Defense-Wide Summary ($ in thousands)**

|  | FY 2015 Actual | Price Change | Program Change | FY 2016 Enacted | Price Change | Program Change | FY 2017 Estimate |
|---|---|---|---|---|---|---|---|
| OSD | 1,999,262 | 47,073 | -101,350 | 1,944,985 | 19,807 | 41,290 | 2,006,082 |

\* The FY 2015 Actual column **includes** $75,143 thousand of FY 2015 Overseas Contingency Operations (OCO) funding (PL 113-235).
\* The FY 2016 Enacted column **excludes** $106,709 thousand of FY 2016 OCO Appropriations funding (PL 114-113).
\* The FY 2017 Estimate column **excludes** $31,106 thousand of FY 2017 OCO Appropriations funding.

I.   **Description of Operations Financed:** The National Security Act of 1947 unified the United States Armed Forces under a single Secretary of Defense (SECDEF) with cabinet rank.  The President exercises his authority as Commander-in-Chief through the SECDEF, who is responsible for setting policy and directing defense programs and planning within the Department of Defense (DoD). The Deputy Secretary of Defense (DEPSECDEF) is delegated full power and authority to act for the SECDEF. The Office of the Secretary of Defense (OSD) supports the SECDEF and DEPSECDEF by performing the duties and responsibilities for policy development, planning, resource management, fiscal, and program evaluation at DoD level.

The Office of the Secretary of Defense (OSD) contains the immediate offices of the Secretary, the DEPSECDEF, the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD(AT&L)),the Office of the Under Secretary of Defense Comptroller/Chief Financial Officer (OUSD(C)), the Office of the Under Secretary of Defense Intelligence (OUSD(I)), the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)), the Office of the Under Secretary of Defense Policy (OUSD(P)), the Deputy Chief Management Officer (DCMO), the Assistant Secretary of Defense (Legislative Affairs), the Assistant Secretary of Defense (Public Affairs), the Office of General Counsel (OGC), the Director, Cost Assessment and Program Evaluation (D,CAPE), the

## I.  Description of Operations Financed (cont.)

Director, Net Assessment (ODNA), the Director, Operational Test and Evaluation (DOT&E), and the DoD Chief Information Officer (DoD CIO).

**Narrative Explanation of Changes from FY 2016 to FY 2017**: The OSD Operation and Maintenance (O&M) FY 2017 budget request is based on DoD strategic guidance, complies with the SECDEF priorities for continuation of efficiencies, an initiative that started in FY 2012 and includes reductions for streamlining of management headquarters activities. The FY 2017 budget request reflects an overall increase of +$61.1 million which includes a programmatic increase supporting the SECDEF Wargaming Initiative. The net increase combines a price adjustment of +$19.8 million and a program increase of $41.3 million
resulting from programmatic increases and decreases that include internal funding realignments detailed in the Financial Summary (Part III).

$ in Thousands

|  | FY 2015 Actuals | FY 2016 Enacted | FY 2017 Estimate |
|---|---|---|---|
| **A.  Core Operating Program:** | 352,005 | 354,310 | 350,444 |

The OSD Core Operating Program provides the necessary resources to support the operations of the Office of the Secretary of Defense and the centrally funded support services within OSD.  Funding in this subactivity group includes all civilian personnel compensation and benefits. Costs/funding for Intergovernmental Personnel Act (IPA) are included in the Core Operating Program for FY 2015, FY 2016 and FY 2017.

**I.    Description of Operations Financed (cont.)**

<u>$ in Thousands</u>

| | Civilian <u>Pay</u> | Full-Time Equivalents <u>(FTEs)</u> |
|---|---|---|
| <u>**Estimated FY 2017 Civilian Pay and Benefits for Major OSD Principal Staff Assistants (PSAs):**</u> | | |
| OUSD(AT&L) | 86,362 | 425 |
| OUSD(Comptroller) | 28,873 | 154 |
| OUSD(Intelligence) | 31,482 | 167 |
| OUSD(P&R) | 25,156 | 134 |
| OUSD(Policy) | 63,600 | 349 |
| O,DCMO | 19,021 | 113 |
| D,CAPE | 22,285 | 124 |
| DoD CIO | 21,067 | 107 |
| Other DoD Offices | 52,598 | 273 |
| **Total Estimated Civilian Pay and Benefits** | **350,444** | **1,846** |

# Office of the Secretary of Defense
## Operation and Maintenance, Defense-Wide
## Fiscal Year (FY) 2017 President's Budget

## I.   Description of Operations Financed (cont.)

$ in Thousands

| | FY 2015 1/ Actuals | FY 2016 Enacted | FY 2017 Estimate |
|---|---|---|---|
| **B. Other DoD Programs and Initiatives:** | 365,369 | 388,706 | 372,407 |

1/Includes one-time congressional increase in FY 2016 of $44,000 for SECDEF Grants (Sec 8049).

## This Subactivity is comprised of:

| | FY 2015 | FY 2016 | FY 2017 |
|---|---|---|---|
| Assistant Secretary of Defense, Legislative Affairs (ASD(LA)) | 458 | 456 | 499 |
| Assistant Secretary of Defense, Public Affairs (ASD(PA)) | 5,659 | 5,795 | 5,949 |
| Office of General Counsel (OGC) | 131 | 517 | 519 |
| Directorate of Administration | 167 | *0 | *0 |
| Office of the Director Net Assessment(ODNA) | 26,573 | 8,758 | 16,680 |
| Boards, Commissions and Task Forces (BCTF) | 4,085 | 10,672 | 10,949 |
| Test Resource Management Center (TRMC) | 3,557 | 3,445 | 3,452 |
| Capital Security Cost Sharing (CSCS)(State Department Bill) | 273,744 | 309,507 | 328,767 |
| Director for Operational Test and Evaluation | 229 | 130 | 124 |
| Other DoD Programs and Initiatives(*includes Grants, Training, Official Representation Funding (ORF),Republic | *56,262 | *52,914 | **44,077 |

## I.   Description of Operations Financed (cont.)

   of Korea Scholarship Fund and Wargaming)

| | | | |
|---|---|---|---|
| **Total Other DoD Programs and Initiatives** | 370,865 | 391,882 | 410,701 |

\*Reflects FY 2016-SECDEF guidance to transfer Directorate of Administration (DA), Historian Office ($571 thousand) functions to Washington Headquarters Services.

\* Reflects FY 2016-SECDEF guidance to transfer DA, Defense Privacy Office and DA, Operations ($3,281 thousand) functions to Deputy Chief Management Officer (DCMO).

\* Reflects FY 2016-SECDEF guidance to transfer ASD, Intelligence Oversight ($863 thousand) functions to DCMO.

\*\* Does not include grants;includes $35M for Wargaming.

**a. Assistant Secretary of Defense (Legislative Affairs):** Serves as the principal staff assistant and advisor to the Secretary of Defense for DoD relations with the U.S. Congress and has overall supervision of DoD legislative affairs. The OASD (LA) promotes the Administration's defense budget and the Department's strategy, legislative priorities, and policies to the U.S. Congress.

**b. Assistant Secretary of Defense (Public Affairs):** Serves as the principal staff advisor and assistant to the SECDEF and DEPSECDEF for public information, internal information, community relations, information, training, and audiovisual matters. The ASD (PA) follows the Secretary's guidance in providing Defense Department information to the public, the Congress and the media. ASD (PA) sponsors the DoD Defense.gov web site, which are the official website of DoD and the starting point for finding U.S. military

I. <u>Description of Operations Financed (cont.)</u>
information online. The ASD (PA) supports all SECDEF Press briefings and responds to all public inquiries to the DoD.

**c. Office of General Counsel (OGC):** Provides advice to the SECDEF and DEPSECDEF regarding all legal matters and services performed within or involving the DoD.

**d. Office of the Director Net Assessment (ODNA):** Supports projects of broad importance to the SECDEF and DEPSECDEF for research in support of the Net Assessment mission. These projects address near- and long-term problems and opportunities for U.S. military forces and policies, as seen from the perspective of the SECDEF. They draw on sources of expertise not available within DoD and that cannot be developed within DoD.  This research differs in character and focus from other DoD research programs which are concerned with issues of current or near future policy.

**e. Boards, Commissions, and Task Forces (BCTF):** Is a subset of the DoD Federal Advisory Committee Management Program Managed by the (DCMO), Directorate of Administration (DA).The Department's program is mandated by law – the Federal Advisory Committee Act (FACA) of 1972 and the Government in Sunshine Act. Other Federal statutes and regulations impact on DoD FACA Program (i.e., the Freedom of Information Act (FOIA), the Privacy Act (PA), and the American's with Disability Act ADA). Once established, the Department is required by Federal statutes to provide each advisory committee it establishes or supports with resources so the advisory committee can conduct its independent work without undue influence from the Department, Federal employees, military officers, or interest groups. The program also provides resources and funding to support the Defense Business Board, and the 50th Anniversary Vietnam War Commemoration Committee.

**I.   Description of Operations Financed (cont.)**

**f. Test Resource Management Center (TRMC): Is a** Field Activity under USD(AT&L)created by Congress to complete and maintain a Strategic Plan for T&E Resources, review and provide oversight of proposed DoD T&E budgets, certify Service and Defense Agency T&E proposed budgets. The TRMC administers Central Test and Evaluation Investment Program (CTEIP) and Test and Evaluation/Science and Technology (T&E/S&T). To accomplish this mission, TRMC exercises oversight of the DoD T&E infrastructure, has a statutory requirement to review and certify the adequacy of the Service and Agency T&E infrastructure Budgets, administers the Test and Evaluation/Science and Technology(T&E/S&T) Program and the Centrally-Funded T&E Investment Program (CTEIP), provides a persistent distributed capability for the T&E of warfighter capabilities to create a Joint Mission Environment Test Capability (JMETC), and has taken ownership of the National Cyber Range (NCR) to ensure its incorporation in the national T&E infrastructure.

**g. Director for Operational Test and Evaluation(DOT&E):** Title 10, U.S. Code requires the DOT&E to assess the adequacy of operational and live fire testing conducted for programs under oversight and to include comments and recommendations on resources and facilities available for operational test and evaluation and levels of funding made available for operational test and evaluation activities. The DOT&E monitors and reviews DoD and Service-level strategic plans, investment programs, and resource management decisions to ensure capabilities necessary for realistic operational tests are supported.

**h. Capital Security Cost Sharing (CSCS):** The CSCS budget request funds the Department's share of the CSCS and Maintenance Cost Sharing (MCS) Program as authorized by section 604 of the Secure Embassy Construction and Counterterrorism Act (SECCA) of

## I. <u>Description of Operations Financed (cont.)</u>

1999. The CSCS also funds the Department's share of the CSCS International Cooperative Administrative Support Services (ICASS) pass through. Further explanations of the two Components of the Department's CSCS Budget request are:

1) **Capital Security Cost Sharing:** The CSCS program funds the construction of new secure, safe, functional diplomatic and consular facilities to replace the most vulnerable facilities currently occupied by U. S. Government personnel overseas. It is authorized by the SECCA of 1999. The MCS program funds the maintenance, repair, and rehabilitation of non-residential facilities with an interagency presence. It was authorized in 2012 by an amendment to SECCA. The cost for CSCS & MCS are billed on a per-capita basis of DoD personnel assigned to embassies and is dependent on the type of office space they're occupying. The rates for the three office space types are the same at every embassy and are as follows: Closed Access Area office, Non-Closed Access Area office, and Non-Closed Access Area Non-office.

2) **CSCS International Cooperative Administrative Support Services (ICASS) Pass Through:** The CSCS/MCS Program charges the DoD for its pro-rated share of CSCS costs for ICASS Servicing positions overseas based on the relative percentage of DoD use of ICASS services worldwide.

**I.    Description of Operations Financed (cont.)**

$ in Thousands

| | FY 2015 1/ **Actuals** | FY 2016 2/**Enacted** | FY 2017 3/**Estimate** |
|---|---|---|---|
| **C. Under Secretary of Defense Acquisition, Technology, and Logistics):** | 266,250 | 287,764 | 289,254 |

1/FY 2015 Actuals **includes** $4,429 thousand of OCO funding (PL 113-235).

2/FY 2016 Enacted **excludes** $5,000 thousand of OCO funding (PL 114-113).

3/FY 2017 Estimate **excludes** $5,000 thousand of OCO funding.

The OUSD (AT&L) is the principal staff assistant and advisor to the SECDEF and DEPSECDEF for all matters relating to DoD Acquisition Systems. The OUSD (AT&L) supervises DoD procurement of research and development; advanced technology; developmental test and evaluation; production; logistics; operational and installation energy; installation management; military construction; procurement; environmental security; and nuclear, chemical, and biological matters.  Requested resources will provide for the offices of Performance Assessment and Root Cause Analysis (PARCA); the Director of Developmental Test & Evaluation (DT&E), and the Director of Systems Engineering (DSE).

I.    <u>**Description of Operations Financed (cont.)**</u>

a. <u>**Congressional Mandate**</u>:
    <u>**1)Contingency Business Tools**</u>: Program funds and supports Enterprise Business Tools integrating financial, contracting, and logistics products to provide timely solutions based on procurement data standards to enduring emergency and contingency challenges as well as provide a dual use base of systems in the continental United States.  In conjunction with the Joint Staff, the program leverages existing resources and knowledge to quickly provide Combatant Commanders and contingency forces with information technology and simple, user-friendly e-business tools in an emergency or contingency environment.

    <u>**2)Chief Financial Officers (CFO) Act Compliance**</u>: Program funds and supports the development and implementation of new policies, processes, and procedures required to meet the 2010 National Defense Authorization Act. This public law directs accounting for and valuing DoD resources, and addresses property accountability for general property, plant and equipment (GPP&E) audit preparation. The Department must be audit ready by 2017 and owns more than 80 percent of the GPP&E, operating materials and supplies, and inventory, which encompasses $1.4 trillion in acquisitions and a net book value of $827 billion.  The program also supports additional mandates such as the Campaign to Cut Waste and Managers' Internal Control Program (OMB Circular A-123).

I.   <u>Description of Operations Financed (cont.)</u>

3) <u>**Committee on Foreign Investment in the United States (CFIUS)**</u>: Program funds and supports the inter-agency committee that reviews the national security implications of foreign investments in U.S. companies or operations in agreement with the Exon-Florio Amendment of the Defense Production Act. The OUSD (AT&L) must consider potential effects of these transactions on U.S. technological leadership and supply chain reliability and integrity in areas affecting U.S. national security and critical infrastructure, and whether the acquirer is controlled by, or acting on behalf of a foreign government.

4) <u>**Electronic Business Center of Excellence (e-Business COE):**</u> Program funds and supports the requirements for transforming the Department's business processes related to acquisition, procurement, and implementation of e-Government initiatives. This program facilitates procurement data standards implementation and compliance, as well as procurement data validation and verification, supporting federal and departmental traceability and transparency efforts.

5) <u>**Legacy Resource Management**</u>: Program funds and supports DoD's primary means of funding innovative and cost-effective national and regional projects that sustain long-term military training and testing while providing stewardship for its natural and cultural resources. Legacy projects support both statutory and mission-related environmental conservation requirements that support DoD training and testing. Projects funded are selected on the basis of the most positive

I.   <u>Description of Operations Financed (cont.)</u>
    effects on military readiness, increased conservation efficiencies, and the need
    to meet Congressional intent. Program is centrally managed by OUSD (AT&L).

    6)<u>**Native American Lands Remediation**</u>: Program funds and supports DoD's
    environmental impacts to Native American Lands, environmental mitigation projects
    on Indian Lands, training and technical assistance to tribes, and implementation
    of DoD Policy and consultation responsibilities to American Indians, Alaskan
    Natives and Native Hawaiians.

    7)<u>**BRAC Round Planning and Analyses**</u>: Program funds and supports the requested
    authority from Congress to conduct a new round of Base Realignment and Closure
    BRAC) to align infrastructure with planned force structure changes. The BRAC
    process requires extensive up-front analysis including a 20-year force structure
    plan, a comprehensive inventory of installations, and a discussion of categories
    of excess infrastructure and infrastructure capacity.  To support this effort,
    BRAC funds are required to develop recommendations and to manage these efforts.

    8)<u>**Cyber Resiliency:**</u> Provides funding to provide oversight of DoD wide efforts
    develop and deploy cyber resilient systems.  Funds development of methodologies
    for assessing and recommending mitigations for the cyber resiliency of major
    platforms. Funds integration of cyber key terrain into mission assurance
    activities of the Department. Funds development of standards for evaluation of
    and maintaining cyber resilience of weapon systems. Funds development and
    sustainment of the cyber resiliency scorecard reporting platform.

I.  <u>Description of Operations Financed (cont.)</u>

b. <u>Improve Acquisition & Logistics Processes</u>:

    1) <u>Acquisition Program Support Systems (APSS)</u>: Program funds and supports the flow of mission-essential information, expedites acquisition decision making, and ensures continuity of business/leadership operations.  Services include Portfolio Management, Information Assurance, Application Development, Deployment, Management, Optimization & Retirement, and Website Governance & Content Management services for approximately 100 AT&L mission applications and tools.  APSS supports over 50 public, intranet, and classified websites such as ACQWeb, and has developed over 300 collaborative sites within the enterprise's SharePoint environment.  Portfolio Management, Infrastructure and DoD Governance expertise is provided for Mission Applications such as Electronic Coordination Tool, DARMIS, DAMIR and related Acquisition Visibility Services, Unmanned Warfare Information Repository, DAB Calendar, and DAE Action Tracker. This program leverages the Pentagon Enterprise Services and Data Center offerings on behalf of AT&L software application sponsors, thereby delivering manpower efficiencies and cost savings.  The customer base supported by this program and its applications includes the AT&L staff, DoD, Federal and Legislative entities.

    2) <u>Contingency Contracting</u>: Program funds and strengthens combat power and support of contingency operations. Contractors provide essential capabilities to all of our military Services and, in  contingency operations, constitute over half of the personnel forward on the battlefield.  This level of reliance brings key challenges to the (DoD) in planning, integrating, and managing requirements for contracted support in forward areas.  The Contingency Contracting program drives

I.   <u>Description of Operations Financed (cont.)</u>

improvements to contracting in support of deployed forces, humanitarian or peacekeeping operations, and disaster relief through policy, guidance, and oversight. It enables the Military to focus on key initiatives; develop critical tools; and implement policy, processes, regulations, and doctrine to maximize speed and efficiency of responses to improve contingency support across the DoD.

3) <u>**Corrosion Prevention Program**</u>**:** Program funds and supports the implementation of DoD's long-term strategy to reduce corrosion and the effects of corrosion on military equipment and infrastructure throughout the acquisition and sustainment lifecycle as defined in 10 U.S.C. 2228.

4) <u>**Cyber Initiative**</u>**:** Program funds acquisition program oversight and integration of the cyber portfolio; analysis for and support to the Cyber Investment Management Board (CIMB); support to DASD C3CB, focal point for all cyber issues across AT&L and for Cyber Ranges (training and T&E) department-wide; and Cyber Platform Resilience of weapon and tactical communication systems. Platform Resilience efforts include funds for integration and management of component platform resilience from initial design through the lifecycle, evaluation of cyber vulnerabilities and planning for mitigation actions.

5) <u>**Defense Management Initiative**</u>**:** Program funds and supports the improvements of Defense installations' services and facilities management (including housing). The initiative evaluates concepts, approaches, policies and systems for studying selected Departmental functions, and produces tools needed to improve installation management. The program also addresses requirements in Contingency Basing, Control System (CS) Cyber Security O&M activities, and core installations program contractor support for critical activities, including

I.   <u>Description of Operations Financed (cont.)</u>
operation and maintenance of the DoD Facilites Sustainment Model, and oversight support for Military Construction, Installation Energy, Real Estate, Global Posture, and more.

1) <u>**Defense Industrial Base (DIB) Cyber Security**</u>: Program funds and supports critical DoD programs and technology by protecting DoD unclassified information resident on and transitioning DIB unclassified networks. This project further establishes the DoD Damage Assessment Management Office (DAMO) to coordinate the conduct of assessments involving the loss of DoD information requiring controls resulting from the unauthorized access of technical data maintained on unclassified DIB networks. The DAMO identifies and categorizes the impact of the loss of acquisition information contained on the affected systems, organizes and coordinates the assessment reports with all affected components and DIB members, and establishes a process to appropriately share collected information with all affected parties. The DAMO establishes policy and procedures for conducting damage assessments applicable to all DoD components and in concert with Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation (DFAR) procedures pertaining to contracts with the DIB.

7) <u>**Defense Installation Spatial Data Infrastructure (DISDI)**</u>**:** Program funds and supports the organization of people, policies, standards and protocols to optimize Component acquisition, management, and sustainment of geospatial imagery and mapping investments.  The DISDI protocols will enable the use of previously disparate data, allowing decision makers to visualize the installations' complex array of natural and physical assets in an integrated manner.

I.   Description of Operations Financed (cont.)

8) **Defense Procurement & Acquisition Policy (DPAP):** Program funds and supports changes throughout the DoD Acquisition, Technology, and Logistics community; supports acquisition policy initiatives; supports the development, review, and coordination of DoD acquisition policy and regulations, develops and maintains the Defense Acquisition Guidebook; facilitates the review and management of major acquisitions services; and furthers the development and staffing of acquisition policy initiatives.

9) **Developmental Test and Evaluation (DT&E):** Program funds and supports DoD DT&E, under Title 10, section 139b of the United States Code. For major defense acquisition programs, the Deputy Assistant Secretary of Defense for Development Test and Evaluation (DASD(DT&E)) supports program managers in developing DT&E test strategies that support the development and acquisition lifecycle. This includes reviewing and approving the developmental test and evaluation plan within the test and evaluation master plan; and monitoring and reviewing the developmental test and evaluation activities of the program. DASD(DT&E) develops detailed technical assessments to support significant acquisition decisions. In addition, DASD(DT&E) provides advocacy, oversight, and guidance to elements of the acquisition workforce responsible for developmental test and evaluation. This funding acquires analytical support to accomplish the above efforts and is primarily focused on development of analytical methods and processes that apply to all services/programs.

10) **Operational Energy Plans and Programs (OEP&P):** Program funds and supports ODASD(Operational Energy) to provide leadership and management oversight for operational energy within DoD; Develop and Implement the Operational Energy Strategy; coordinate and oversee Planning, Programming, Budgeting, and Execution

I. <u>**Description of Operations Financed (cont.)**</u>
    (PPBE) activities for DoD related to implementation of the Operational Energy Strategy; Oversee Alternative Fuel Activities; Develop the Annual Report Related to Operational Energy; Oversee the Operational Energy Capability Improvement Fund, a multiyear S&T program which funds Service-managed programs focused on operational energy needs; and Promote operational energy in the requirements and acquisition processes.

11) <u>**Environment, Safety and Occupational Health (ESOH) in Acquisition**</u>: Program funds and supports the Department's efforts to carry out newly assigned acquisition ESOH oversight functions in accordance with DoD Instruction (DoDI) 5000.02. As an official Defense Acquisition Board Advisor, I&E is required to conduct oversight related to ESOH requirements in major DoD acquisitions as defined in the December 2013 DoDI 5000.02, including developing ESOH acquisition policy and guidance; conducting reviews of over 175 Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAISs); and providing policy implementation assistance for program managers. Evolving regulatory issues such as the international chemical management regulation called "REACH" now require monitoring due to their potential impact to development and O&M life cycle costs of weapons systems. Additional ESOH expertise is needed to address these issues and ensure that ESOH considerations are integrated properly before major milestone reviews. This is critical to ensuring system capabilities while ensuring ESOH risks and costs are minimized throughout system life cycles.

12) <u>**EI&E Business Systems and Information (BSI)**</u>: Program funds and supports both EI&E and DoD-wide Information Technology (IT) and data needs for installations management, energy management, environmental management, safety and occupational health.  BSI includes Real Property Accountability and Audit Readiness efforts.

I.    <u>Description of Operations Financed (cont.)</u>
BSI develops IT information, data, and technical standards to enable lifecycle Real Property, Energy, Environment, Safety and Occupational Health management and; Oversees IT investment for all EI&E systems to ensure compliant, cost-effective, and integrated IT solutions.

13) <u>**Emerging Contaminants**</u>: Program funds and supports early identification of Emerging Contaminants (EC), assessments of impacts to human health and DoD functions, and development of risk management options.  The program applies lessons learned from DoD's experience with perchlorate and other ECs.

14) <u>**Human Capital Initiatives (HCI):**</u> Program funds and supports the execution of 10 U.S.C Chapter 87 Defense Acquisition Workforce Improvement Act requirements for USD AT&L management of the 156,000 member DoD acquisition workforce. Requirements funded include DoD-wide acquisition workforce strategic planning and analytics, policy and standards development, strategic communications and outreach, talent management initiatives, and the management and implementation of the Acquisition Demonstration (AcqDemo) program and the Defense Acquisition Workforce Development Fund (DAWDF) program.

15) <u>**Industrial Policy Program Support**</u>: Program funds and supports the Office of the Deputy Assistant Secretary of Defense (ODASD) for Manufacturing and Industrial Base Policy (MIBP).  ODASD(MIBP) serves as the Department's primary liaison with industry to foster industry's understanding of the Department's policy intent, and  MIBP acts as the Department's focal point for industrial and manufacturing base policy initiatives, studies, reviews to determine the overall health of, the industrial base, and funds efforts to sustain an environment that ensures the Industrial base on which the Department depends is reliable, cost-effective,

I.    <u>Description of Operations Financed (cont.)</u>
       and sufficient to meet DoD requirements.  MIBP provides oversight of the
       Department's Manufacturing Technology programs, and ensures the effective use of
       Defense Production Act Title III resources. Finally, MIBP is the Department's
       point of contact for the statutory Committee on Foreign Investment in the U.S.
       The committee findings are signed out by Deputy Secretary of Defense and the
       President of the United States of America.


  16)<u>**Installation Climate Change Vulnerability Assessment**</u>:  Program funds and
       supports comprehensive assessments of the vulnerability of DoD installations to
       the projected impacts of climate change to support strategic risk assessments
       and development of adaptation plans and options tailored to facility managers,
       natural resource managers, test and training range managers, and installation
       military mission planners.

I.   Description of Operations Financed (cont.)

17) **C3 and Business Systems Integration (CBSI)(Proposed Name Change, formerly Information Superiority Integration Support (ISIS):** Program funds functional and acquisition management integration and oversight of all critical war-fighting communications, command and control (C2), non-intelligence space, and enterprise resource system capabilities in DoD.  CBSI funds development projects and activities in support of the DASD (Command, Control, Communications, Cyber, and Business Systems)(DASD(C3CB)) providing analytical support and execution oversight of C3, NC3 and business systems.  Key functions supported by this account include the development and implementation of enterprise communications and C2 architectures, technical framework, standards, and strategic approaches; as well as performance of acquisition-related enterprise-wide portfolio management and acquisition oversight and support to the Milestone Decision Authority (USD (AT&L)) on designated MDAP and MAIS programs. CSBI also funds development of analyses of alternatives and studies for selected capabilities; management of the MAIS designation and reporting processes; advocating for establishing IT standards; and leading Information System acquisition policy development and implementation. CSBI formerly funded Cyber efforts that are now, as of FY 16 funded in a separate budget line: Cyber Integration.

18) **Integrated Acquisition Environment (IAE) (GSA Bill):** Program funds and supports the Department's share of mandatory GSA e-Government shared service costs for federally mandated procurement-related systems. The IAE portfolio, established in 2001, provides federal-wide regulatory required systems that are used to support the procurement and finance processes.  The Military Services and Defense Agencies are the primary customers of IAE capabilities and data, and use

I.   <u>Description of Operations Financed (cont.)</u>

them extensively to support procurement, grants, and vendor payment processes throughout the Department.  Federal agencies' required monetary contributions to sustain the IAE budget are established by the Office of Management and Budget (OMB).  Provided IAE capabilities include vendor identification and payment information through the Central Contractor Registration (CCR) system, centralized advertising of solicitation opportunities through FedBizOpps, and required collection of contract award data for congress and the public at the Federal Procurement Data System (FPDS).  These are authoritative sources of data and provide a single federal interaction point with the vendor community for certain processes, all required to be used by statute and/or regulation.  Capabilities do not exist in the Department to accomplish the processes they support

**19) <u>The Joint Purchase Card Program Office</u>:** Program funds and supports integration of policy, oversight, and data mining tools to combat fraud, waste, and abuse of the purchase card by purchase card officials. These requirements were directed federal government-wide by the Government Charge Card Abuse Prevention Act of 2012 (Charge Card Act), Public Law 112-194 and further implementation guidance was provided by the FY 2013 OMB Memorandum, M-13-21: Implementation of the Government Charge Card Abuse Prevention Act of 2012.

**20) <u>Logistics Systems Modernization Support (LSMS)</u>:** Program funds and supports essential L&MR activities necessary to effectively carry out the functional mission of the ASD Logistics and Materiel Readiness (L&MR).  L&MR serves as the principal staff assistant and advisor to the OUSD(AT&L), DEPSECDEF, and SECDEF on logistics and materiel readiness in DoD. These resources are designed to support the logistics mission area activities at an acceptable level that will

I.  <u>**Description of Operations Financed (cont.)**</u>
    move the Department towards critical improvements in logistics systems and
    processes. The program facilitates efforts to make effective supply chain
    management and logistics processes a reality in the Department - from sources of
    supply to operational customers and from early acquisition planning through
    sustainment and disposal.

    <u>**21) Mission Capabilities (MC)/Systems Engineering (SE):**</u> Program provides funding
    for Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA)
    which directed the appointment of a Deputy Assistant Secretary for System
    Engineering (DASD(SE)) and establishment of an SE office subordinate to the
    OUSD(AT&L). This program sets policy for SE practices and specialty engineering,
    and serves as functional leader for the systems engineering workforce. DASD(SE)
    also oversees effective policy and guidance implementation, including leading
    assessments of technical approaches and plans for MDAPs; providing independent
    expert program review support to program managers as requested; and conducting
    systemic analysis of acquisition issues to identify causal factors contributing
    to program execution shortfalls. DASD(SE) develops technical risk assessments of
    MDAPs to ensure technical risk is effectively considered and managed through the
    MDAP development lifecycle.

    <u>**22) Performance Assessment & Root Cause Analysis (PARCA):**</u> Program provides funds in
    support of the WSARA which directed the SECDEF to designate a senior official to
    serve as the principal official for conducting and overseeing  Performance
    Assessments and Root Cause Analysis (PARCA) for MDAPs.

    <u>**23) DoD Siting Clearinghouse:**</u> Program funds and coordinates the Department's
    evaluation of over 3,400 utility-scale energy projects per year that could

I.   <u>**Description of Operations Financed (cont.)**</u>

adversely impact the DoD operations and readiness, creates and sustains modeling and simulation tools to assist military evaluators and developers, conducts field validation of technical solutions to mitigate any adverse impacts to the DoD test, training and military operations, and provides strategic communications and outreach  to Federal, state, tribal and local governmental agencies, and non-governmental organizations to promote compatible energy development without adversely impacting DoD operations and readiness.

24) <u>**Research, Development, Test and Evaluation (RDT&E) Oversight**</u>: Program funds and supports centralized management and administrative expenses of RDT&E programs across the Assistant Secretary of Defense for Research and Engineering (ASD (R&E)) enterprise.

25) <u>**Small Business Program Support**</u>: Program funds the Office of Small Business Programs of the DoD, which oversees Training, Development and Rotational Programs as functional leader of the Small Business workforce and implements and manages statutory and regulatory requirements to include the Small Business Innovation Research Program, the Mentor Protégé Program, the Indian Incentive Program and the Rapid Innovation Program The program also funds the market research Center of Excellence (COE) initiative needed by Small Business Professionals, Contracting Officers and Program Managers of the Acquisition workforce to modernize the Small Business Industrial Base and achieve performance goals required by the Small Business Act. These activities enable the development and oversight of over $50B of prime contracts and over $40B of subcontracts to small businesses. They also support Better Buying Power and are key to improving effectiveness of the acquisition workforce, supporting forces

I.    Description of Operations Financed (cont.)
engaged in overseas contingency operations, achieving affordable systems, improving efficiencies, and commercializing innovation from the industrial base.

26) Space & Intelligence Major Defense Acquisition Program (MDAP) Oversight:
Program funds and supports management, technical and programmatic evaluation, and functional oversight across the nuclear delivery system and civil, intelligence, missile defense, and space portfolios, to ensure investment and risk are balanced over specific capability focus areas, leverage capabilities across Services and organizations, ensure compliance with strategic and conventional arms control treaties, and ensure avoidance of duplicative efforts.

27) Strategic Sourcing: Program funds and supports development, implementation, governance and execution of the acquisition oversight framework for contracted services, and for the championing of strategic sourcing policy and initiatives, for DoD. Services acquisitions have accounted for more than half of all DoD contracting dollars spent in support of the Warfighter in recent years. Services Acquisition is responsible to ensure the proper process execution of services procurement results in the best value at the most reasonable cost. The Services Acquisition Directorate is also committed to reshaping the DoD acquisition enterprise through strategic sourcing to support customers making more efficient and effective business decisions about acquiring goods and services through the use of enterprises portfolio spend analyses.  The Strategic Sourcing program conducts annual portfolio spend analyses and additional spend-related ad hoc studies and analyses that are utilized by, but not limited to, OUSD(AT&L), PDUSD(AT&L), OSBP(AT&L), DP(AT&L), DPAP(AT&L), and DoD Components to make business decisions that lead to greater efficiency and productivity in DoD spending for goods and services.

I.   <u>Description of Operations Financed (cont.)</u>

   **28) <u>Countering Weapons of Mass Destruction (CWMD) Sustainment</u>:** Program funds and
   provides sustainment for fielded components of a CWMD situational awareness
   family of systems (named Constellation).  It also funds the administrative costs
   associated with analyses, oversight, and portfolio management.  Program funding
   will ensure the long-term success and stability of the CWMD situational
   awareness systems. These systems will enable a dynamic, tailorable, and holistic
   view of the global CWMD operating environment for operational personnel and
   decision-makers, supporting efforts to counter global WMD threats.

   **29) <u>AT&L Expert Fellows Program</u>:** Program establishes a cost-effective and stable
   source of funding for the fellowship program.  The program prepares a diverse,
   highly talented, and educated pool of scientist and engineers with the
   background needed to address important national science, technology and policy
   issues.  Annual placement of experts creates a future scientific and technical
   workforce that is knowledgeable and trained in fields of specific interests to
   OSD/AT&L.

   **30) <u>Core Services (formerly Management Support)</u>:** Program funds core services and
   corporate bills for AT&L.  Core Services include Business Process Reengineering
   Center (BPRC), Acquisition Policy Analysis Center (APAC), audit preparation
   requirements, centralized administrative support, and the time & accounting
   system. The centralization realigns previously decentralized efforts in order to
   minimize the number of AT&L financial actions and the current financial
   management system, Enterprise Business Accounting System - Defense only allows
   for only one job order per transaction.

I.   <u>**Description of Operations Financed (cont.)**</u>
     <u>**31)  Defense Innovation Unit Experimental (DIUX)) – DIUx West and DIUx East**</u>

  This program funds the Department's innovation initiatives to increase our military's competitive advantage over potential adversaries.  The DIUx is tasked to seek out new opportunities to diversify the Department's already deep technology portfolio and improve our enterprise business processes. The DIUx serves as a nexus between the commercial and academic innovation ecosystems and the DoD identifying potential solutions and matching them to the right customers, contracts, and funding sources within the DoD.  The DIUx-West and DIUx-East serve as a local interface node in Mountain View, CA, and Boston, MA, respectively.  This program resources and supports the infrastructure, personnel, contracts, and operations of the DIUx.

I.    <u>Description of Operations Financed (cont.)</u>

c. <u>Promulgate Policy</u>

1. <u>**Transform Procurement Regulations**</u>: Program funds and supports the continuing initiative to increase the efficiency and improve the quality and effectiveness of DoD procurement regulatory process and rule making capability. This ongoing initiative maintains the development, implementation, publication, and communication of hundreds of policies, laws, and changes in the FAR and DFARS as a web-based capability.

2. <u>**Acquisition Visibility (AV)**</u>: Acquisition Visibility (AV) supports the Defense Acquisition Executive (DAE), OSD senior leaders, and OSD and Component analysts who assess the effectiveness of acquisition programs acquiring and sustaining war-fighting capability for the Department via MDAPs, MAIS, and other programs. AV supports USD(AT&L) responsibilities by providing critical information for acquisition analysis, oversight, and decision making. AV institutionalizes governance of data and business rules used in acquisition decision making, and it integrates the acquisition data stored across multiple disparate data sets and systems. AV delivers a centrally accessible collection of tools, including Defense Acquisition Management Information Retrieval (DAMIR), acquisition data analysis capabilities, data access services, and data standards. Efforts to enhance A V continue through definition, development, and fielding of concepts and tools for Department-wide data analysis for use across Congress and the Department, particularly in support of the DAE and his decision authority.

I.  <u>Description of Operations Financed (cont.)</u>

3. <u>**Cyber Integration:**</u> Provides funding for the oversight of the development and acquisition of DoD cyber capabilities. Funds the development of integrated cyber architectures, the conduct of evaluation of alternatives, and the overall assessment of DoD's investment in cyber capabilities. Funds support for the Cyber Investment Management Board, DoD's primary oversight body for cyber investments.

**d. Regulatory Requirement:**

1) <u>**Defense Environmental International Cooperation:**</u> Program funds and supports bilateral and multilateral environmental initiatives with foreign defense departments and militaries in support of global basing/operations and the Secretary's Security Cooperation Guidance goals.

2) <u>**International Cooperation Program:**</u> Program funds and supports the requirements for the Department pursuing more effective cooperation with U.S. Allies and friends in the research, development, production and support of weapons systems and related equipment. International Cooperation Program supports the USD(AT&L) in carrying out his responsibilities and exercising his authorities on all international matters. This mission involves developing and monitoring the implementation of defense policies on international cooperation in coordination with U.S. government agencies, foreign governments and industry.

3) <u>**Low Observable/Counter Low Observable Export Control (LO/CLO):**</u> Program supports the Director of Special Programs' review of arms export control and license

**I.    Description of Operations Financed (cont.)**

applications to include the review and approval of those technologies associated with LO and CLO.

4) **Readiness and Environmental Protection Initiative (REPI)**: Program funds and supports efforts to sustain military readiness while assisting in the protection of valuable habitat and open space. The Military Departments identify expanding development and urban growth encroachment as an increasing challenge to range and installation viability and a growing impediment to mission readiness. The initiative supports cooperative agreements with states and local communities, and other interested stakeholders to acquire key conservation easements thus preventing incompatible development around military bases and ranges. DoD promotes such partnerships through its Sustainable Ranges Initiative.

5) **OSD Analysis and Support**: Program funds and provides the Secretary and the entire OSD staff and Joint Chiefs of Staff with a source of funds to explore management and programmatic options before committing to a course of action. These funds provide assurance that future budget requests contain programs and policies that have been explored in some depth and represent an optimum solution to a particular problem. The OSD Studies Program falls under the OSD Analysis and Support umbrella developing requirements for analytic support within the OUSD(AT&L) and conducting joint studies with other components of OSD and the Joint Staff. The program improves the ability of executive decision makers in OSD and Joint Staff components to execute their missions in a complex global environment, by allowing access to specialized analytic support not available in-house.  Foremost among the areas supported are installation

I.   <u>**Description of Operations Financed (cont.)**</u>

management, international cooperation and security strategies, logistical and energy infrastructure, and force sustainment.

6) <u>**Treaty Compliance Support:**</u> Program supports USD(AT&L)'s responsibility for oversight of all DoD compliance with strategic and conventional arms control treaties and agreements.  This includes planning for and monitoring compliance and implementation of new and existing arms control agreements; providing advice and assistance to Components regarding the impact of treaty obligations on programs; assessing positions on arms control issues and their potential impacts on programs; and updating, maintaining and managing the DoD treaty implementation and compliance database.

e. <u>**OTHER:**</u>

<u>**Travel Program**</u>: Program funds and supports travel for  AT&L program managers throughout the AT&L community. Travel activities include, but are not limited to, travel in support of bilateral and multilateral international treaties, major acquisition program reviews, advancement of Small Business outreach, science and technology reviews, critical manufacturing and industrial base activities, nuclear treaties and security initiatives, strategic operational energy initiatives and defense installations and environment management.

<u>$ in Thousands</u>

|  | FY 2015 | FY 2016 | FY 2017 |
|---|---|---|---|
|  | <u>1/ Actuals</u> | <u>2/Enacted</u> | <u>3/Estimate</u> |

**I.   Description of Operations Financed (cont.)**

**D.   Under Secretary of Defense (Policy):**          48,423          50,699          51,214

<u>1</u>/FY 2015 Actuals **includes** $2,247 thousand of OCO funding (PL 113-235).

<u>2</u>/FY 2016 Enacted **excludes** $4,200 thousand of OCO funding (PL 114-113).

<u>3</u>/FY 2017 Estimate **excludes** $2,700 thousand of OCO funding.

I.   <u>Description of Operations Financed (cont.)</u>

The Office of the Under Secretary of Defense for Policy (OUSD(P)) oversees matters relating to international security policy and political-military affairs.  The Under Secretary is the principal staff assistant and advisor to the Secretary and the Deputy Secretary of Defense for all matters on the formulation of national security and defense policy; the integration and oversight of DoD policy and plans to achieve national security objectives; and represents the Secretary and Department of Defense in the interagency process, with Congress, and in public/media outreach.

a) <u>**Defense Critical Infrastructure Protection**</u>:  Oversees policy formulation, strategic planning and execution of the Defense Critical Infrastructure Program (DCIP), which is an integrated risk management program designed to support DoD mission assurance.  The DCIP's risk management program supports the DoD's ability to mobilize, deploy, support, and sustain military operations in an all threats and all hazards environment.  DCIP ensures the resiliency of networked infrastructure assets, whether owned or operated by DoD or private industry as part of the Defense Industrial Base, that are critical to executing military missions.  Activities include identifying critical assets, conducting vulnerability assessments, monitoring and reporting on the status of infrastructure, managing risk remediation and mitigation efforts, and modifying plans to enhance the resiliency of cyber and physical infrastructure supporting the execution of the National Military Strategy.

b) <u>**OUSD(P) Operations**</u>:  Funds support the day-to-day operations of essential services and general contractor support of the office of the Under Secretary of Defense (Policy).  Program includes support for requirements of the various OUSD(P) Staff Offices.  Among the areas supported are administrative management, mission essential travel, systems

## I. Description of Operations Financed (cont.)

acquisition and architecture, communications and software assurance, Intergovernmental Personnel Act (IPA) program, and comprehensive workforce training.

**c) OUSD(P) Mission Support**:  Funds support mission requirements within the OUSD(P) by allowing the OUSD(P) to represent the DoD, as directed, in matters involving national security policy; develop DoD policy for defense-related international negotiations; develop DoD policy and positions for international negotiations on arms control implementation and/or compliance issues; develop DoD policy on the conduct of alliances and defense relationships with foreign governments, their military establishments, and international organizations; oversee the implementation of DoD policy to reduce and counter threats to the United States, U.S. Armed Forces, and U.S. allies, from weapons of mass destruction and other militarily significant technologies and force capabilities, to include counter-proliferation policy, arms control policy, and security policy. The program funding provides the Assistant Secretaries of Defense (ASDs) the capacity to execute their missions in a complex global environment, by allowing access to specialized technical support capabilities.  Supported ASDs include ASD Asian and Pacific Security Affairs (APSA), ASD for Homeland Defense and Global Security (HD&GS), ASD for International Security Affairs (ISA), ASD for Special Operations and Low Intensity Conflict (SOLIC), and ASD Strategy, Plans and Capabilities (SPC).  Among the areas supported are oversights of capability development to include general-purpose forces, space and information capabilities, nuclear and conventional strike capabilities, missile defense, security cooperation programs and organizations, foreign military sales, military education and training, supervision of homeland defense activities of the DoD, to include domestic antiterrorism, the Defense Continuity Program, other homeland defense-related activities, and alignment of homeland defense policies and programs with DoD policies for counterterrorism and counter narcotics.

I.    Description of Operations Financed (cont.)

**d) International Defense Programs**:  Program provides stable interface with U.S. allies, the North Atlantic Treaty Organization (NATO) and its member states, responses to terrorism and unstable conditions in fragile and failed nation states that involves NATO-member state support, weapons of mass destruction bilateral measures, and support of overseas facilities.  Program supports staff coordination requirements on those matters both internal and external to the DoD.

**e) Rewards Program**:  Program provides resources needed to publicize and administer the program and pay rewards for information or nonlethal assistance beneficial to force protection and operations against international terrorism.  Information and nonlethal assistance derived through the program has led to the prevention of planned attacks against U.S. and allied forces; capture or death of high value individuals (HVI) and other terrorist leaders, facilitators, and operatives; disruption of terrorist plans and operations; degradation of terrorist networks; seizure of weapons and ammunition; and recovery of U.S. and allied service members and sensitive equipment.  Originally implemented in FY 2003 in Iraq and Afghanistan with great success, Combatant Commands sought to expand and replicate that success, beginning in FY 2007, by implementing the program in other non-OCO countries.  Today, Combatant Commands have programs operating in over 20 countries and are planning or considering implementation in other countries.  Of this total, only a few are appropriate to fund using the OCO budget.  This evolution of the Program to areas outside of declared combat operations caused a significant shift in where funds were spent.  In FY 2006 DoD spent 10 percent of the baseline outside areas of declared combat operations and 90 percent in areas of declared combat operations.  By FY 2011, the trend shifted with 70 percent of funds spent outside areas of declared combat.  In FY 2014, we saw this trend continue to grow with 85 percent spent in areas outside declared combat.  This trend will continue through FY 2017.  The DoD Rewards Program has proven to be a critical and effective worldwide tool at protecting the force and enabling operations against international terrorism.

**I.    Description of Operations Financed (cont.)**

**f) Strategy and Force Development:**  The OUSD(P) is responsible for assisting the SECDEF in the development of national security and defense strategy; advising the Secretary on the forces necessary to implement that strategy to include serving as the principal advisor to the Secretary of Defense for the planning phase of the Planning, Programming, Budgeting and Execution System (PPBES) and for monitoring the degree to which the program underwrites the strategy.  OUSD(P)is also responsible for the development, coordination, and oversight of the implementation of international security strategy and policy; political-military policy on issues of DoD interest relating to foreign governments and their defense establishments, to include arrangements for U.S. military facilities, access and operating rights, and status of forces.  Program funding informs the development of the future force by supporting external/internal research and analyses that provide independent and objective assessments of the broad range of potential threats and challenges the US and DoD may have to confront now and in the future, alternative approaches to countering those threats, and unbiased insights into current and future defense programs and policies that may be best suited or require adjustments to counter those threats.  The program also supports requirements necessary to fulfill legislative requirements such as the Quadrennial Defense Review (QDR), to include tailored modeling and simulation of future warfare, increased analysis of threats to U.S. security interests and the development and understanding of the implications of alternative U.S. strategies and force postures, and to examine the range of alternative force structures, budgets, and strategies.  These resources also further support the Secretary's Title 10 responsibility, delegated to the OUSD-P, to provide written policy guidance for the preparation and review of operational and contingency plans, including those for nuclear and conventional forces, and in reviewing such plans through the use of technical expertise to strengthen the connection of plans to resources.  Without funding support, the ability to ensure that the Secretary and President have a broad range of

I.    <u>Description of Operations Financed (cont.)</u>

executable defense strategy options and sustainable defense program options to underwrite the strategy will be severely diminished and the potential risk for an un-executable strategy will be high.  Furthermore, the value of the QDR and defense strategies will be diminished to the extent that it fails to take maximum advantage of external analyses and alternative points of view.

<u>$ in Thousands</u>

| | FY 2015 <u>Actuals</u> | FY 2016 <u>Enacted</u> | FY 2017 <u>Estimate</u> |
|---|---|---|---|
| E.    <u>Under Secretary of Defense (Comptroller)</u> | 46,574 | 55,613 | 105,947 |

**Comptroller and Chief Financial Officer:**  The Office of the Under Secretary of Defense Comptroller)/Chief Financial Officer (OUSD(C)/CFO) oversees and sets policy for budget and fiscal matters including financial management, accounting policy and systems, management control systems, budget formulation and execution, and contract audit administration.  The office is responsible for the analysis of force planning and programming as a part of the process upon which force structure, system acquisition, and other resource allocation actions are based. The four main areas of operations financed include Comptroller Initiatives, Administrative Support, the Defense Resource Management Institute, and the Resource Management Systems.

I.  **Description of Operations Financed (cont.)**

**a) Comptroller Initiatives:**

1) Support for monitoring and reporting progress in achieving auditable financial statements for the Department; includes developing financial improvement and audit preparation methodologies and guidance and reviewing, improving, and Executing Component financial improvement plans.  Also provides examinations and audit support for selected Defense Agencies.

2) Oversee Department business transformation efforts to a simplified, standard, cost effective environment characterized by accurate, timely, standard financial information, streamlined business processes, resource and asset visibility and accountability, and compliance.

3) Maintain analytical tool designed to create cost estimates for contingency operations.

4) Implement the course-based DoD Financial Management Certification Program to improve the professional and analytical skills and abilities of the financial workforce and to support financial improvement and audit readiness and the changing business needs of the department.

I.   <u>**Description of Operations Financed (cont.)**</u>

   b) <u>**Defense Resource Management Institute**</u>:  Provide and conduct integrated, professional education to selected military and civilian personnel involved in resource management and allocation functions.

   c) <u>**Administrative Support**</u>: Funds services including general office support, data administration, records management, workflow and correspondence tracking, travel, communications and other administrative tasks.

   d) <u>**Resource Management System**</u>:  Maintain automated systems used to formulate, justify, and present the Department's budgets, support delivery of timely and accurate budgets which reflect the goals of the Administration and the Secretary of Defense, and to control and distribute funds including apportionment, reprogramming, rescissions, and continuing resolution.

More detailed information on the mission and functions of the OUSD(C) can be found at the following website: <u>https://comptroller.defense.gov</u>

I.    <u>**Description of Operations Financed (cont.)**</u>


<u>$ in Thousands</u>


|  | FY 2015 | FY 2016 | FY 2017 |
|---|---|---|---|
|  | <u>1/ Actuals</u> | <u>2/Enacted</u> | <u>3/Estimate</u> |
| **F. <u>Under Secretary of Defense (Personnel and Readiness)</u>:** | 634,478 | 583,889 | 581,778 |

<u>1</u>/FY 2015 Actuals **includes** $ 5,193 thousand of OCO funding (PL 113-235).

<u>2</u>/FY 2016 Enacted **excludes** $ 9,060 thousand of OCO funding (PL 114-113).

<u>3</u>/FY 2017 Estimate **excludes** $11,406 thousand of OCO funding.


The Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R))is the principal staff assistant and advisor to the SECDEF for Total Force Management. OUSD (P&R) develops policies, plans, and programs for Total Force personnel.  This includes the allocation among DoD Components and between the Active and Reserve components and Reserve Component Affairs to promote the effective integration of the Reserve component capabilities into a Cohesive Total Force; health and medical affairs; recruitment, education, training, equal opportunity, compensation, recognition, discipline, and separation of all DoD personnel; interagency and intergovernmental activities, special projects, or external requests that create a demand for DoD personnel resources; readiness to ensure forces can execute the National Military Strategy (NMS) along with oversight of military training and its enablers; and quality of life for our military and their families.

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I. <u>Description of Operations Financed (cont.)</u>


The following programs are supported:


a) <u>**Advancing Diversity and Equal Opportunity**</u>: Includes the Workforce Recruitment Program for College Students with Disabilities to increase the number of people with targeted disabilities in the federal civilian workforce to support a DoD goal of two percent DoD-wide, emphasizing the benefit for wounded service members. The Defense Equal Opportunity Management Institute develops curricula and trains military and civilian personnel in cultural competencies/awareness for engaging in warfare and to provide a website and clearinghouse materials for deployed military equal opportunity advisors. Growing Diversity in the Senior Ranks will improve diversity in key occupational pipelines that feed into the military flag/general officer and civilian senior executive service positions by increasing diversity in DoD internship programs.


b) <u>**Assistant Secretary of Defense (Health Affairs) Operations**</u>: The ASD(HA)is the principal medical staff advisor to the SECDEF and principal program manager for all DoD health matters to include medical readiness, health care delivery, preventive medicine, medical military construction, and the procurement, development, training and retention of medical military and civilian personnel.


c) <u>**Assistant Secretary of Defense (Reserve Affairs) Operations**</u>: Funds managed by ASD (RA) are utilized to conduct valuable research and analysis for specific topics and issues that are related to the National Guard (NG) and Reserve components (RC). These efforts provide mandated reports, data and recommendations as potential solutions or courses of action to DoD and Congress. The research results provide an opportunity for focused analysis to aid ASD(RA)in making informed decisions on policies and future direction for

**I.   Description of Operations Financed (cont.)**

the NG and RC in the areas of resourcing, manpower, personnel, material, facilities, readiness, training, and mobilization. Funds are also used for travel of ASD (RA), Principal Deputy, Deputy ASDs, and actions officers to conduct Active and Reserve component and Combatant Command site visits in addition to attending training and conferences as necessary to remain current on Reserve and NG issues and requirements in the operational/field environment.

**d) Combatant Commanders Exercise Engagement and Training Transformation (CE2T2):**

Supports the joint training requirements of the Department of Defense to include exercises for nine Combatant Commands as well as training that prepares the Services to operate as part of a joint force. CE2T2 is the key resource for Combatant Commanders' and Services' ability to conduct joint, combined, and interagency training and exercises.  This training and exercises are key to improving mission essential task-based readiness levels as well as supporting each Combatant Commander's Theater Campaign Plan (TCP).  The priority use of these funds is the readiness of our forces and that of the Combatant Commanders to execute missions assigned to them by national command authorities.

Aside from Overseas Contingency Operations and Title 22 Security Assistance programs, CE2T2 provides the lion's share of Combatant Commanders' funds for military-to-military engagement.  Because of their international political impact, Combatant Commanders' exercises are tools of national power, and the exercises directly advance U.S. national strategy.  In addition to their primary purpose of training U.S. forces, the Combatant Commanders' exercises have corollary effects which assist in strengthening alliances. Furthermore, the exercises generate international interest and shape the geopolitical environment.  For example, CE2T2 funds U.S. European Command's SABER JUNCTION Exercise in Germany and the Black Sea region.  SABER JUNCTION focuses on combined offensive and

**I.   Description of Operations Financed (cont.)**

defensive operations against a robust opposing force over European terrain to include a Noncombatant Evacuation Operation event; by participating in this exercise, the U.S., allies, and partners demonstrate our collective resolve for peace and stability in region.

For Service joint training, the CE2T2 program supports the participation of multiple Service units/capabilities in Service training venues, for example, Air Force participation in Army's pre-deployment exercises at the National Training Center. CE2T2 also provides training enablers for realistic and robust combat training with interagency participation in Service events, realistic opposing forces, feedback and lessons learned, and development of a more adaptive joint force.

**The CE2T2 funding resources the following critical training programs:**

1)      **The Joint Exercise Transportation Program (JETP):** Is a key component of the Joint Exercise Program and funds transportation of personnel and equipment to worldwide exercises.  It enables combatant commanders to train battle staffs and participating forces in joint and combined operations, evaluate Contingency and Operations Plans (CONPLANs/OPLANs), and execute theater engagement.  It also provides an opportunity to stress strategic transportation systems as well as Command and Control and intelligence, surveillance, reconnaissance systems to evaluate their readiness across the range of military operations. Consistent with defense strategy, JETP funds have been redistributed across Combatant Commands to support the rebalance to the Asia-Pacific region and other defense strategic priorities.

I.   <u>**Description of Operations Financed (cont.)**</u>

2) <u>**Service Incremental Funding (SIF):**</u> Funds Service participation in combatant command (CCMD) exercise and engagement events.  Through a collaborative planning process, CCMDs identify forces required. SIF is then provided to pay for the additional costs that would otherwise be borne by the Services.  This allows CCMDs to achieve TCP objectives without having a detrimental impact on Service training budgets.  SIF is essential to the realistic conduct of field training exercises – exercises which include forces on the ground, in the air, or at sea, rather than exercises merely for headquarters.

3) <u>**J7 Support to Combatant Command Exercises:**</u> Each year, combatant commanders conduct exercise/engagement events ranging from small-scale, unilateral to major, multi-lateral events. To maximize effectiveness of these events, the Joint Staff J7 annually supports one to two exercises per combatant command.  This support includes scenario development; observer/trainers; exercise management; and subject matter expertise in Interagency, Information Operations, Cyber Operations, Intelligence, Communications Synchronization, Public Affairs and other warfighting functional areas.  J7 also provides this support to United States Forces Korea (USFK) and to select Executive Branch organizations during one annual National Level Exercise (NLE).

4) <u>**Combatant Command Training and Exercises:**</u> Provides the Combatant Commands with funding resources to facilitate their participation over 170 annual training, exercises, and engagement events to ensure overall CCMD readiness to conduct assigned missions. Additionally, the program supports the development, evaluation, and integration of a single, high quality training environment.  In addition to serving as the operating budget for CCMD J7s, this program ensures

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I.   **Description of Operations Financed (cont.)**
readiness of CCMD and component staffs to execute key operational plans (OPLANs) in support of U.S. national strategy.

**5) Joint National Training Capability (JNTC):** Uses a mix of live, virtual, and constructive (LVC) training resulting in the most realistic joint mission experience possible.  The LVC environment links and combines existing exercises with live forces, augmented by appropriate modeling and simulation, to create a more realistic training experience for the joint force.  Through the use of over 42 persistent, networked training sites, JNTC also enables Joint, Interagency, Intergovernmental, and Multinational (JIIM) context to a greater extent than otherwise available.  Through a network of subject matter experts, JNTC provides a vital link between joint training activities and ongoing operations.  This linkage is crucial to institutionalizing lessons learned (and lessons anticipated) from 13+ years of conflict.  JNTC also funds improvements to training realism, including advanced range instrumentation (threat replication), opposition forces, and Afghan role-players for pre-deployment exercises. Overall, JNTC increases training effectiveness while mitigating gaps and seams between Service-centric training programs.

**6) Joint Training Coordination Program (JTCP):** Provides funds for the Services and U.S. Special Operations Command to participate in the exercises of the other Services. Through such participation, U.S. forces develop the skills and cross-Service familiarity that is necessary to operate in a joint environment.  JTCP facilitates the integration of special operations and conventional forces – critical to the defeat of terrorists – including al-Qaeda.  By providing or replicating cross-Service participation in pre-deployment exercises at Army's Combat Training Centers, USAF's Green and Red Flag at Nellis AFB, the Marine Air

I.    <u>Description of Operations Financed (cont.)</u>

   Ground Task Force Training Command at Twenty-Nine Palms, and the Navy's Fleet
   Training Program at multiple locations, JTCP improves pre-deployment training for
   warfighters who will be on the front lines.

**e) <u>Defense Safety Oversight Council (DSOC):</u>** Supports mishap and injury prevention efforts
and projects to meet the Secretary's accident reduction goals. It includes support for
installations and sites pursuing excellence in safety management systems to include
Voluntary Protection Program recognition.

**f) <u>Defense Readiness Reporting System (DRRS):</u>** DRRS provides an adaptive, capabilities-
based, near real time readiness information environment with tools, standards and policy
for all of DoD.  DRRS allows for quick analysis of force capability issues, based on
intelligent agents, dynamic databases, semantic middleware, and publish/subscribe
concepts.  The system provides a logically uniform view into the multiple databases and
information sources that allow for more effective management of the Department and better
informs both deliberate and crisis action planning.  DRRS funding supports system
maintenance and modernization to sustain system security as well as the integration of
DRRS with the Adaptive Planning & Execution System, implementation of the Air Force Input
Tool, effective program oversight, operator training, and data maintenance.

**g) <u>Lost Work Days System (LWD):</u>**  Lost Work Days aims to increase operational readiness by
providing data and analysis to eliminate preventable mishaps.

**h) <u>Military Naturalization Support:</u>**  Funding was added to OUSD (P&R) for Military
Naturalization Support Services in response to Congressional Language in the FY 2010,
Department of Homeland Security (DHS) conference report (House Report 111-298).  Section
1701 of the FY 2004, National Defense Authorization Act (P.L. 108-136) directed the U.S.

I. <u>**Description of Operations Financed (cont.)**</u>
Citizenship and Immigration Services (USCIS) in DHS not to charge fees to military
members applying for naturalization to become US citizens.  Funding of the Military
Naturalization program was directed by OMB and included in DoD appropriations beginning
in FY 2011.  The estimated cost per applicant is $675 and approximately 9,400
applications are processed per year.

i) <u>**Studies Program:**</u>  The Department contracts for assistance in facilitating studies that
improves the overall operation and efficiency of the OUSD (P&R) and the programs over
which it exercises oversight.  Major themes of these studies include the three main focus
areas of recruiting, retention, and readiness along with the full continuum of subjects
that impact these major themes.  The population of interest is the Total Force.

j) <u>**Training Transformation**</u>:  Provides oversight of the Department's Joint training
effort, including DoD training ranges.

<u>$ in Thousands</u>

|  | FY 2015<br><u>1/Actuals</u> | FY 2016<br><u>2/Enacted</u> | FY 2017<br><u>3/Estimate</u> |
|---|---|---|---|
| **G. <u>Under Secretary of Defense</u>**<br>**<u>(Intelligence)</u>:** | 148,692 | 79,767 | 80,626 |

<u>1</u>/FY 2015 Actuals <u>**includes**</u> $63,274 thousand of OCO funding (PL 113-235).
<u>2</u>/FY 2016 Enacted <u>**excludes**</u> $88,449 thousand of OCO funding (PL 114-113).
<u>3</u>/FY 2017 Estimate <u>**excludes**</u> $12,000 thousand of OCO funding.

## I.   Description of Operations Financed (cont.)

The Intelligence Management project includes funding for the staff in the four Directors for Defense Intelligence (DDI) and four direct report offices within the Office of the Under Secretary of Defense for Intelligence, OUSD(I).  The OUSD(I) advises the SECDEF and DEPSECDEF regarding intelligence, counterintelligence (CI), security, sensitive activities, technical collection, capabilities, special programs and other intelligence-related matters.  The USD(I) exercises the SECDEF's authority, direction, and control over the Defense Agencies and DoD Field Activities that are Defense Intelligence, CI, or security components; and exercises planning, policy, and strategic oversight over all DoD intelligence, CI, and security policy, plans and programs.  The USD(I) is dual-hatted as the Director of Defense Intelligence within the Office of the Director of National Intelligence (ODNI).  In this capacity, the USD(I) reports to the DNI on Defense Intelligence matters.

**a) DDI Warfighter Support (WS):** Ensures that intelligence support across the Department meets critical and timely warfighter requirements through policy development, planning, operational oversight, and resource advocacy.  DDI WS aligns policies and programs with current operational requirements to include Special Operations.  This ensures the Intelligence Community (IC), via the Combat Support Agencies (CSA), the Joint Staff, and the Services provide effective and efficient intelligence support to the CCMD, across all intelligence disciplines, during all phases of operations, and along the entire spectrum of conflict.  DDI WS identifies, rationalizes, and institutionalizes emerging Intelligence Surveillance and Reconnaissance (ISR) capabilities through the expeditious delivery of ISR systems, technologies, policies, and processes.  DDI WS is the resident ISR expert for DoD tasked to continually assess the performance of DoD ISR capabilities and recommend improvements to ISR capabilities and capacity.  DDI WS also ensures that Defense Intelligence effects are appropriately considered in DoD's Deliberate Planning Process and properly reflected in final plans.  DDI WS oversees Defense Intelligence support to global SOF operations as well as to global cyber operations and the growing

## I.  Description of Operations Financed (cont.)

Cyber Force.  The DDI WS oversees Special Technical Operations (STO) ensuring the effective employment of STO capabilities in CCMD plans, operations and campaigns.


**b) DDI Intelligence Strategy, Programs and Resources (ISP&R):**  Develops the Department's investment strategy for ISR and environmental system capabilities, as well as governance, concepts, and technologies to enhance the Defense Intelligence Information Enterprise (DI2E). The office executes this investment strategy through management of the Military Intelligence Program (MIP) as well as the Battlespace Awareness (BA) Portfolio, balancing investment and risk over specific capability focus areas.  This office also provides oversight support to USD(I) for ISR acquisition programs and synchronizes MIP investment with those investments in the National Intelligence Program (NIP) that support military planning and operations.  The office identifies, manages, and coordinates ISR systems and programs through the OSD and DNI requirements and acquisition processes.
 Finally, the office is responsible for the development and coordination of DoD intelligence, CI, and security policy, and planning guidance to reflect the USD(I)'s strategic direction and priorities. DDI ISP&R synchronizes DoD policy with IC policy to foster intelligence integration in support of national intelligence requirements and the warfighter.


**c) DDI Intelligence and Security (I&S):** Ensures that DoD has the policy, processes, and resources to conduct HUMINT, CI, credibility assessments, security, insider threat, sensitive and clandestine activities, national programs and policy support, intelligence analysis, and foreign intelligence sharing and partner engagement programs.  DDI I&S oversees the activities conducted by DoD intelligence and related elements by conducting formal and informal assessments and compliance inspections across the department.  The I&S staff regularly coordinates with the Defense Intelligence Agency, Geographic

## I.   Description of Operations Financed (cont.)

Combatant Commands, Military Service Departments, and U.S. Special Operations Command to review existing policies, revise guidance as needed, and assess whether current operations have the appropriate resources to effectively fulfill defense intelligence priority requirements that inform national security decisions.  Additionally, the DDI I&S oversees information sharing protocols with allied military partners and the Department's bilateral engagements with foreign partners.  The DDI I&S supports the USD(I) as the Principle Staff Assistant to the SECDEF on Security ensuring the Department's components maintain and adhere to appropriate security processes and  policies in effort to deter insider threats and cyber breaches, as well as enhance physical security features for all U.S. military installations.

DDI I&S leads USD(I) interactions with the National Security Staff, IC, and Interagency for all matters pertaining to the I&S portfolio.  DDI I&S represents the DoD for congressional hearings and briefings on these matters, and prepares formal reports to Congress on DoD clandestine and sensitive activities.  The DDI represents the Secretary of Defense, USD(I), and OSD at DoD, IC, national, and international forums; ensures intelligence support is fully coordinated and synchronized with other intelligence and operational component activities; and ensures these functional areas are responsive to the needs of DoD and the broader IC.

**d) DDI Technical Collection & Special Programs(TCSP):** Is the principle staff office within the OUSD(I) responsible for policy development and operational oversight of the National Security Agency, National Geospatial-Intelligence Agency, the Defense Intelligence Agency's Science and Technology Directorate, intelligence support to cyberspace and electronic warfare activities and capabilities, counter proliferation (CP) and countering weapons of mass destruction (CWMD) activities and capabilities and other technical intelligence and intelligence-related special programs.  DDI TCSP drives innovation and the development of new capabilities and responses to strategic situations and synergizes efforts to cultivate new integrated technical solutions.  It oversees, enables and integrates technical collection, cyberspace activities, clandestine technical

I.   <u>**Description of Operations Financed (cont.)**</u>

operations, capabilities development and the Foreign Materiel Program.  DDI TCSP
advocates for Defense Intelligence Enterprise resources for technical support to
operations and other traditional military activities.  DDI TCSP ensures coordination and
synchronization of technical capabilities, operations and activities among stakeholders,
to include the IC and DoD components.  DDI TCSP also represents OUSD(I) and OSD at DoD,
IC, national, and international technical forums and conducts outreach activities with
DoD components and other elements of the U.S. Government, as well as with our foreign
partners.

I.    <u>Description of Operations Financed (cont.)</u>

**e) <u>Direct Report Offices (DRO)</u>:** Consists of the Chief of Staff Office, Human Capital Management Office, Congressional Activities, and the Special Access Program Central Office.

   **1) <u>Chief of Staff (CoS) Office</u>:** Serves as the focal point for coordination of organization-wide management and administrative matters; and Defense Intelligence Mission Assurance.  The office of the CoS provides customer focused administrative, management, and operational support capabilities that enable the day-to-day functions of the OUSD(I). Responsible for managing OUSD(I) Continuity of Operations/Continuity of Government requirements and full integration with OSD; and serves as the DoD lead for the Defense Intelligence Mission Assurance activities ensuring Combat Support Agencies are fully integrated into DoD and IC efforts.

   **2) <u>The Human Capital Management Office (HCMO)</u>:** Exercises policy oversight of personnel in Defense Intelligence positions, oversees the implementation of DoD detailee and joint duty assignment policy, and exercises approval authority over the assignment of those personnel to ensure that Defense Intelligence, CI, and security components are manned, trained, equipped, and structured to support the missions of the Department.  Develops and oversees the policies associated with the Defense Civilian Intelligence Personnel System (DCIPS), executive compensation, intelligence training and education, and workforce planning.  Develops and advocates policy, strategies, and programs for meeting Defense Intelligence Enterprise (DIE) needs for foreign language skills and country/cultural knowledge capabilities. Plans, implements and maintains the Defense Intelligence Organization Server for the DIE in support of the Joint Staff's Global Force Management Data Initiative (GFM DI).

I.  **Description of Operations Financed (cont.)**
**3) Congressional Activities:** Works in support of the USD(I), the ASD (Legislative Affairs) and the OSD (Comptroller), and facilitates OUSD(I) interaction with Defense and Intelligence oversight committees, and Members of Congress and their staffs in order to provide information on the MIP and OUSD(I) legislative priorities consistent with DoD objectives. The Special Access Program Central Office (SAPCO) manages security and ensures policy compliance for Special Access Programs (SAP) executed by OUSD(I). SAPCO functions as the IC's primary focal point for DoD SAP issues.  Provides guidance, direction, and compliance support to SAPs executed by other DoD components that are overseen by the USD(I).  Drives the modernization of SAP information technology for OUSD(I) staff, including ensuring interconnectivity with OUSD(I)'s customers and partners.  Represents USD(I) equity in DoD SAP governance forums, and coordinates and de-conflicts compartmented activities between DoD and the IC.

$ in Thousands

| | FY 2015 Actuals | FY 2016 Enacted | FY 2017 Estimate |
|---|---|---|---|
| H.  **Director, Cost Assessment and Program Evaluation (CAPE):** | 26,341 | 25,919 | 29,201 |

The Director, CAPE (D, CAPE) provides critical analyses of DoD programs and

## I. <u>Description of Operations Financed</u> (cont.)
independent advice to the SECDEF and DEPSECDEF regarding the defense program. CAPE develops and analyzes program alternatives, manages the Future Years Defense Program (FYDP) and validates the costing and funding of programs throughout DoD.

**a) <u>Long Range Planning:</u>** This program provides independent advice to the SECDEF for analysis and counsel on Planning, Programming, Budgeting, and Execution (PPBE) decisions, cost estimation and cost analysis for major Defense acquisition programs, strategy and force planning, the Quadrennial Defense Review (QDR) , transformation, and wargaming. Specific areas of focus include:

1) Cost Estimating Analysis and Economic Research
2) Strategic, C4, and ISR Programs
3) Irregular Warfare Analysis
4) Conventional Forces Analytical Support
5) Defense Program Projection Support (DPP)
6) Force Structure, Weapons Systems, and Warfighting Analysis
7) Mobility Capability Analysis
8) Scenario Analysis and Simulation and Analysis Center (SAC)
9) Defense Contract and Resource Center (DCARC)
10) Wargaming and Support for Strategic Analysis

**b). <u>Industrial Base Study Program</u>:** This program focuses on Space and Ship programs, continuing the congressionally-directed effort initiated in FY 2009. The program provides for the collection and analysis of data to support assessment of industrial base health, and for tools to continually monitor program and contractor performance. Some current efforts include the development of automated tools for the analysis of industrial and government work forces, program performance data, investment trends, and

I.   <u>**Description of Operations Financed (cont.)**</u>
assessment of alternative acquisition strategies.

I.    <u>Description of Operations Financed (cont.)</u>

**c) <u>Future Years Defense Program (FYDP) Improvement</u>**:  This program was transferred from OUSD (Comptroller) to CAPE, effective in FY 2013. It maintains the FYDP information system used to collect, transform, disseminate data used to build reports and provide analytical displays for PPBE deliverables. It also improves the efficiency and effectiveness of PPBE processes and systems and supports PPBE decision making by the Secretary of Defense and senior DoD leadership.

More detailed information on the mission and functions of CAPE can be found    at the following website<u>: https://www.cape.osd.mil.</u>

<u>$ in Thousands</u>

|  | FY 2015 <u>Actuals</u> | FY 2016 <u>Enacted</u> | FY 2017 <u>Estimate</u> |
|---|---|---|---|
| I. <u>DoD Chief Information Officer</u>: | 73,462 | 77,659 | 74,538 |

**<u>Chief Information Officer Mission:</u>**  Responsible for all matters relating to information and the information environment including command and control (C2), communications, radio frequency spectrum, network operations, information systems, information assurance, defense cybersecurity, the joint information environment, and position, navigation, and timing (PNT) policy. Supports all aspects of the Defense Information Enterprise – its policy development and oversight; strategic, business, infrastructure, and capital planning; resource management (e.g., people, funds, and technology); and its design, development, configuration, operation and protection. Emphasis is placed on providing plans, policies, processes, IT governance structures and compliance oversight, engagement

## I.    Description of Operations Financed (cont.)

with DoD, OMB, and Inter-Agency Governance forums/processes, analytic assessments, enterprise-wide architecture, and technical expertise to achieve the Department's Joint Information Environment (JIE).  Funds support DoD CIO responsibilities for the development and integration of Command, Control, Communications, Computing Network, and Information Infrastructure Capabilities (C4&IIC) to include cloud, data center, identity/access management, and asset management policies to ensure successful implementation of the JIE. For initiatives impacting the Department's information sharing, supporting the full range of Defense operations from tactical through strategic levels.  Provides for C4&IIC technical strategy development and analysis activities (e.g. bandwidth assessments, spectrum analysis, satellite communication, integrated joint C2 capability plans, and commercial wireless analysis), capability advocacy, and domestic and international policy engagement. Funds the analysis and oversight of implementation strategies for IT-based systems, services, standards, specifications and protocols to enhance the efficiency and effectiveness of capabilities and ensure compliance with the Department's JIE objectives.  Enables management and oversight of Department and Component-level strategies for C4&IIC programs to include technical analyses and evaluations of cost, schedule, performance, dependencies and requirements, and provides leadership with solid capability strategies and economic alternatives. Funds technical analysis, architecture development, and systems engineering analysis of C4&IIC related programs, technical evaluation and assessments of acquisition strategies and requirements, analyses of alternatives, and systems integration and synchronization.  The funds also support the DoD CIO role as the Secretary's PSA for command and control and National Leadership Command Capabilities, and supports the availability and provisioning of fully capable and collaborative nuclear and national C2 networks, systems, and equipment. Funds support efforts to: improve visualization of the status of National and Presidential communications networks and information services, oversee and monitor secure voice and cryptographic device/equipment modernization (both nationally and nuclear command and control), and develop engineering and architecture of future systems.  These

I. **Description of Operations Financed (cont.)**
funds also support the oversight and preparation of OMB and Congressional justification
materials for the DoD IT budget, to include the Department's cybersecurity budget

a) **Information Systems Security Program (ISSP):** Supports policy development, program
oversight, development of strategies, the integration of all DoD Information Assurance
(IA) efforts such as Computer Network Defense (CND), and capabilities for the restoration
of information systems.  Supports: IA and CND architecture development and oversight; IA
and CND operations process integration, and impact assessment and mitigation planning.
Also supports oversight and development of IA education, training and awareness –
including IA Scholarship Program – defense information systems security programs,
engagement with our allies on Internet Governance, and capabilities that support mission
assurance and implementation processes.

b) **e-Gov Initiatives and Government-Wide Councils:** This program implements OMB IT
Management requirements supporting the President's agenda for IT Efficiency,
transparency, information sharing, and OMB's guidance on alignment of architectures,
advancement of new technologies, Federal-wide management initiatives (e.g., Information
Resource Management Planning, Enterprise Architecture and Roadmaps, Shared Services,
Digital Government, Mobile Enablement, Cloud Capabilities, Data Center Consolidation,
Commodity IT, Privacy, Section 508 Compliance, Management of Information as a Strategic
Asset, IPv6, IT Asset Management and Investment oversight), and implementation of
Federal-wide services.  The funding will also provide for the Department's annual share
for support to the Federal government-wide councils (Chief Financial Officers Council,
Chief Information Officers Council, Chief Human Capital Officers Council, Chief
Acquisition Officers Council, and the President's Management Council).

I.    <u>Description of Operations Financed (cont.)</u>

**c) <u>Cyber Security Initiative:</u>** Supports the President's inter-agency Comprehensive National Cybersecurity Initiative (CNCI) in the areas of: Federal Information Systems Management Act (FISMA) compliance and increasing the security of the networks and information system; expanding education; and developing approaches for Global Supply Chain Risk Management (SCRM). Funding for SCRM activities are generally comprised of two types: 1) SCRM piloting activities within DoD, and; 2) continued expansion of SCRM threat assessment capability. DoD is piloting SCRM key practices within DoD acquisition programs through SCRM piloting centers of excellence, which place SCRM Subject Matter Experts (SMEs) within DoD acquisition programs to test SCRM key practices and leverage threat information from the SCRM threat assessment capability. The goal is to mitigate risks to DoD's IT information systems from the global supply chain of hardware and software-based components. In addition funds support program protection plan analyses, and support for cyber professional education and training activities at the service academies, senior service and defense colleges, service training schools, and for distributive/web-based training and mentoring.

**d) <u>Defense Industrial Base, Cyber Security Initiative:</u>** Supports the Defense Industrial Base Cyber Security/Information Assurance (DIB CS/IA) program. Program activities include U.S. government, Interagency, and DoD-wide collaboration, DoD policy development, cyber threat information sharing, network incident reporting and remediation, cyber intrusion damage assessment, digital forensic analysis, the development of network security/IA capabilities and development of associated network security technologies, as well as network management and remediation tools. The DIB CS/IA Task Force (TF) oversees implementation of roles and responsibilities assigned to DoD Components supporting the program (e.g., National Security Agency (NSA), Defense Cyber Crime Center, OSD, Military

**I.   Description of Operations Financed (cont.)**

Departments, U.S. Strategic Command / U.S. CYBER Command, Agencies, etc.) and coordination with the Interagency. The DIB CS/IA TF also supports the Department of Homeland Security (DHS) efforts to extend DoD's DIB information sharing model to other critical infrastructure sectors, and supports the DIB CS/IA program for partnering with industry on cyber security and information assurance.

More detailed information on the mission and functions of DoD CIO can be found at the following website: http://dodcio.defense.gov.

$ in Thousands

|  | FY 2015 Actuals | FY 2016 Enacted | FY 2017 Estimate |
|---|---|---|---|
| **J. Deputy Chief Management Officer:** | 31,177 | 37,486 | 32,379 |

The National Defense Authorization Act for 2008 created the Deputy Chief Management Officer (DCMO) position as a PSA and advisor to the SECDEF and DEPSECDEF for matters relating to management and improvement of integrated DoD business operations.  On behalf of the DEPSECDEF, the Office of the DCMO (ODCMO) works across the Department to synchronize and coordinate cross-functional business activities and break down organizational stovepipes. On December 4, 2013, the SECDEF directed a realignment and consolidation of the Office of the Assistant to the Secretary of Defense for Intelligence Oversight and the Office of the Director of Administration and Management into the ODCMO. This consolidation enables and emphasizes the role of the DCMO for full-spectrum oversight, at both the OSD and DoD levels, of management and administration, coordination and collaboration across DoD Components and business functions, performance improvements, and regulatory compliance.

I.    <u>Description of Operations Financed (cont.)</u>

The former functions of the Assistant to the Secretary of Defense (Intelligence Oversight) will continue in the reorganized ODCMO in the Intelligence Oversight Division. This office will continue to serve as the Secretary of Defense's personal, independent oversight mechanism for the Defense Intelligence Components. Through assessment inspections, training programs, and investigations as required, it ensures that defense intelligence activities are conducted in accordance with statute, Presidential order, and Departmental policy and regulation.  The office also serves as the proponent for DoD Intelligence Oversight policy.

The former functions of the Director of Administration and Management (DA&M) will continue primarily under the Compliance and Oversight Directorate and under the Management, Policy, & Analysis Directorate within the reorganized ODCMO.  These functions include the following broad responsibilities: to advise the Secretary and DoD senior leaders team on organizational and management matters of institutional importance; to oversee the Pentagon Reservation which is the Headquarters of the U.S. Defense establishment and a highly visible symbol of U.S. military power, as well as Defense leased facilities in the National Capital Region (NCR), providing administrative, logistical, facilities, and technological support at those facilities; and to secure and protect the people, facilities, and infrastructure of the Pentagon Reservation and DoD leased facilities. The ODCMO, will also oversee the Advisory Committee Management Division, DoD Privacy and Civil Liberties Program, and the Compliance and Transparency Division, which includes the DoD Freedom of Information Act Program (FOIA).

ODCMO will also have oversight of the Pentagon Force Protection Agency (PFPA) and the Washington Headquarters Services (WHS), a DoD Field Activity which provides financial, personnel, and other administrative support to the NCR organization.

I.    <u>Description of Operations Financed (cont.)</u>

II. <u>Force Structure Summary</u>:
N/A

## Office of the Secretary of Defense
## Operation and Maintenance, Defense-Wide
## Fiscal Year (FY) 2017 President's Budget

### III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2015 Actual | Budget Request | Amount | Percent | Appropriated | Current Enacted | FY 2017 Estimate |
|---|---|---|---|---|---|---|---|
| **BA 01: Operating Forces** | | | | | | | |
| **1. Combatant Commanders Exercise Engagement & Training Transformation** | 577,809 | 544,369 | -5,445 | -1.0 | 538,924 | 538,924 | 524,439 |
| Combatant Commanders Exercise Engagement & Training Transformation | 577,809 | 544,369 | -5,445 | -1.0 | 538,924 | 538,924 | 524,439 |
| **BA 04: Administration and Servicewide Activities** | | | | | | | |
| **2. Core Operating Program** | 351,626 | 361,307 | -7,203 | -1.0 | 354,104 | 354,104 | 350,444 |
| Core Operating Program | 351,626 | 361,307 | -7,203 | -1.0 | 354,104 | 354,104 | 350,444 |
| **3. Other DoD Programs and Initiatives** | 370,865 | 356,382 | 35,497 | 9.0 | 391,879 | 391,879 | 410,701 |
| Other DoD Programs and Initiatives | 370,865 | 356,382 | 35,497 | 9.0 | 391,879 | 391,879 | 410,701 |
| **4. OUSD (AT&L) Congressional Mandate** | 32,608 | 34,027 | -1,079 | -3.2 | 32,948 | 32,948 | 27,164 |
| BRAC Support | 0 | 10,500 | -10,500 | -100.0 | 0 | 0 | 3,530 |
| CFO Act Compliance | 3,877 | 2,542 | -95 | -3.7 | 2,447 | 2,447 | 2,248 |
| Committee on Foreign Investment in the US (CFIUS) | 2,658 | 2,882 | -108 | -3.8 | 2,774 | 2,774 | 2,994 |
| Contingency | 8,354 | 11,016 | -1,398 | -12.7 | 9,618 | 9,618 | 11,861 |

The table has the header:

| | | FY 2016 | | | | | |
|---|---|---|---|---|---|---|---|
| | | Congressional Action | | | | | |

OP-5 Exhibit - Operation and Maintenance Detail

OSD-748

## III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2015 Actual | Budget Request | FY 2016 Congressional Action Amount | Percent | Appropriated | Current Enacted | FY 2017 Estimate |
|---|---|---|---|---|---|---|---|
| Business Tools | | | | | | | |
| E-Business COE | 2,074 | 2,630 | -99 | -3.8 | 2,531 | 2,531 | 2,288 |
| Legacy Resource Management Program | 3,691 | 4,457 | -168 | -3.8 | 4,289 | 4,289 | 4,243 |
| Native American Land Remediation - Sec 8045 | 11,954 | 0 | 11,289 | n/a | 11,289 | 11,289 | 0 |
| **5. OUSD (AT&L) Improve Acquisition & Logistics Processes** | 140,163 | 152,317 | -4,469 | -2.9 | 147,848 | 147,848 | 169,369 |
| Acquisition Program Support Systems | 6,394 | 7,841 | -294 | -3.8 | 7,547 | 7,547 | 6,913 |
| C3 and Business Integration | 4,537 | 0 | 5,493 | n/a | 5,493 | 5,493 | 5,627 |
| Contingency Contracting | 3,459 | 2,558 | -96 | -3.8 | 2,462 | 2,462 | 2,173 |
| Core services | 10,972 | 9,000 | -65 | -0.7 | 8,935 | 8,935 | 15,197 |
| Corrosion Prevention Program | 4,142 | 4,985 | -187 | -3.8 | 4,798 | 4,798 | 4,777 |
| CWMD Expert Fellows Program | 1,894 | 2,195 | -82 | -3.7 | 2,113 | 2,113 | 2,042 |
| CWMD Sustainment | 2,466 | 3,755 | -141 | -3.8 | 3,614 | 3,614 | 4,498 |
| Cyber Resiliency | 0 | 0 | 0 | n/a | 0 | 0 | 4,000 |
| Defense Industrial Base Cyber Security | 2,330 | 2,640 | -87 | -3.3 | 2,553 | 2,553 | 2,298 |
| Defense Innovation Unit (DIUx) | 1,646 | 0 | 0 | n/a | 0 | 0 | 14,665 |
| Defense | 486 | 630 | -23 | -3.7 | 607 | 607 | 591 |

### III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2015 Actual | Budget Request | FY 2016 Congressional Action | | Current Enacted | FY 2017 Estimate |
| | | | Amount | Percent | Appropriated | Enacted | Estimate |
|---|---|---|---|---|---|---|---|
| Installation Spatial Data Infra (DISDI) | | | | | | | |
| Defense Management Initiatives | 3,121 | 1,512 | -56 | -3.7 | 1,456 | 1,456 | 4,213 |
| Defense Procurement & Acquisition Policy (DPAP) | 1,052 | 2,467 | -93 | -3.8 | 2,374 | 2,374 | 1,571 |
| Developmental Test and Engineering (DT&E) | 1,873 | 1,975 | -74 | -3.8 | 1,901 | 1,901 | 1,481 |
| DoD Siting Clearinghouse | 1,464 | 2,721 | -102 | -3.8 | 2,619 | 2,619 | 2,330 |
| Emerging Contaminants | 850 | 825 | -31 | -3.8 | 794 | 794 | 960 |
| Employee Safety Occupational Health (ESOH) in Acquisition | 1,426 | 1,802 | -68 | -3.8 | 1,734 | 1,734 | 2,051 |
| Human Capital Initiative (HCI) | 2,977 | 2,654 | -99 | -3.7 | 2,555 | 2,555 | 2,477 |
| I&E Business Enterprise Integration (Formerly Facilities Program Requirement) | 2,484 | 1,853 | -69 | -3.7 | 1,784 | 1,784 | 2,813 |
| Industrial Policy | 3,201 | 4,207 | -158 | -3.8 | 4,049 | 4,049 | 3,892 |

## III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2015 Actual | Budget Request | FY 2016 Congressional Action | | Current Enacted | FY 2017 Estimate |
| | | | Amount | Percent | Appropriated | | |
|---|---|---|---|---|---|---|---|
| Program Support | | | | | | | |
| Information Superiority Integration Support (ISIS) | 0 | 5,707 | -5,707 | -100.0 | 0 | 0 | 0 |
| Installation Climate Change Vulnerability Assessment | 571 | 743 | -36 | -4.9 | 707 | 707 | 659 |
| Integrated Acquisition Environment (GSA Bill) | 31,890 | 28,962 | 0 | 0.0 | 28,962 | 28,962 | 28,862 |
| Joint Purchase Card Office | 5,193 | 5,711 | -215 | -3.8 | 5,496 | 5,496 | 5,535 |
| Logistics Systems Modernization (LSM) | 16,497 | 18,636 | -701 | -3.8 | 17,935 | 17,935 | 18,574 |
| Mission Capabilities/Systems Engineering | 4,957 | 5,630 | -212 | -3.8 | 5,418 | 5,418 | 4,929 |
| Operational Energy Plans and Programs (OEP&P) Office | 4,393 | 5,490 | -206 | -3.8 | 5,284 | 5,284 | 5,081 |
| Performance Assessment & Root Cause Analysis (PARCA) Office | 7,560 | 7,514 | -340 | -4.5 | 7,174 | 7,174 | 6,974 |
| RDT&E Oversight | 2,034 | 3,404 | -184 | -5.4 | 3,220 | 3,220 | 2,528 |

OP-5 Exhibit - Operation and Maintenance Detail

### III. Financial Summary ($ in thousands)

| | | | FY 2016 | | | | |
|---|---|---|---|---|---|---|---|
| | | | Congressional Action | | | | |
| A. BA Subactivities | FY 2015 Actual | Budget Request | Amount | Percent | Appropriated | Current Enacted | FY 2017 Estimate |
| SE C3 Cyber Initiative | 0 | 3,000 | -113 | -3.8 | 2,887 | 2,887 | 883 |
| Small Business Program Support | 4,874 | 6,910 | -260 | -3.8 | 6,650 | 6,650 | 4,181 |
| Space and Intelligence MDAP Oversight | 4,698 | 6,028 | -227 | -3.8 | 5,801 | 5,801 | 5,659 |
| Strategic Sourcing | 722 | 962 | -36 | -3.7 | 926 | 926 | 935 |
| **6. OUSD (AT&L) Promulgate Policy** | 21,194 | 16,458 | -618 | -3.8 | 15,840 | 15,840 | 16,012 |
| Acquisition Visibility | 17,710 | 15,509 | -583 | -3.8 | 14,926 | 14,926 | 15,179 |
| AT&L Knowledge Sharing Systems | 3,031 | 0 | 0 | n/a | 0 | 0 | 0 |
| Transform Procurement Regulations | 453 | 949 | -35 | -3.7 | 914 | 914 | 833 |
| **7. OUSD (AT&L) Regulatory Requirement** | 55,423 | 61,420 | 14,641 | 23.8 | 76,061 | 76,061 | 63,332 |
| Defense Environment Restoration Account | 1,720 | 0 | 0 | n/a | 0 | 0 | 0 |
| Environment Safety and Occupational Health | 1,248 | 0 | 0 | n/a | 0 | 0 | 0 |
| Environmental International Cooperation | 0 | 1,705 | -64 | -3.8 | 1,641 | 1,641 | 1,615 |
| International | 460 | 604 | -40 | -6.6 | 564 | 564 | 24 |

## III. <u>Financial Summary</u> ($ in thousands)

| A. <u>BA Subactivities</u> | FY 2015<br><u>Actual</u> | Budget<br><u>Request</u> | FY 2016<br>Congressional Action<br>Amount | <u>Percent</u> | <u>Appropriated</u> | Current<br><u>Enacted</u> | FY 2017<br><u>Estimate</u> |
|---|---|---|---|---|---|---|---|
| Cooperation Program Support | | | | | | | |
| Low Observable, CLO | 0 | 129 | -5 | -3.9 | 124 | 124 | 93 |
| Readiness & Env. Protection Initiative (REPI) | 51,995 | 57,382 | 14,750 | 25.7 | 72,132 | 72,132 | 60,020 |
| Treaty Compliance Support | 0 | 1,600 | 0 | 0.0 | 1,600 | 1,600 | 1,580 |
| **8. OUSD (AT&L) Other** | 13,432 | 14,655 | 412 | 2.8 | 15,067 | 15,067 | 13,377 |
| OSD Studies Fund | 10,612 | 11,215 | 541 | 4.8 | 11,756 | 11,756 | 10,180 |
| OUSD(AT&L) Travel | 2,820 | 3,440 | -129 | -3.8 | 3,311 | 3,311 | 3,197 |
| **9. OUSD (AT&L) OCO** | 4,429 | 0 | 0 | n/a | 0 | 0 | 0 |
| OCO OUSD (AT&L) | 4,429 | 0 | 0 | n/a | 0 | 0 | 0 |
| **10. OSD (Policy)** | 1,293 | 0 | 0 | n/a | 0 | 0 | 0 |
| OCO OUSD(Policy) | 1,293 | 0 | 0 | n/a | 0 | 0 | 0 |
| **10. OUSD (Policy)** | 47,509 | 55,238 | -4,539 | -8.2 | 50,699 | 50,699 | 51,214 |
| Defense Critical Infrastructure Programs | 7,225 | 1,414 | -60 | -4.2 | 1,354 | 1,354 | 777 |
| International Defense Programs | 6,077 | 5,815 | -99 | -1.7 | 5,716 | 5,716 | 6,001 |
| Mission Support | 4,579 | 6,158 | 847 | 13.8 | 7,005 | 7,005 | 6,772 |
| OUSD(P) Operations | 26,251 | 27,120 | -902 | -3.3 | 26,218 | 26,218 | 26,185 |
| Rewards Program | 2,428 | 8,344 | -1,203 | -14.4 | 7,141 | 7,141 | 6,680 |
| Strategy and Force Development | 949 | 6,387 | -3,122 | -48.9 | 3,265 | 3,265 | 4,799 |
| **11. OUSD (Comptroller)** | 46,574 | 57,939 | -2,326 | -4.0 | 55,613 | 55,613 | 105,947 |
| Comptroller | 32,113 | 47,123 | -1,979 | -4.2 | 45,144 | 45,144 | 94,350 |

# Office of the Secretary of Defense
## Operation and Maintenance, Defense-Wide
## Fiscal Year (FY) 2017 President's Budget

## III. <u>Financial Summary</u> ($ in thousands)

| A. <u>BA Subactivities</u> | FY 2015<br>Actual | Budget<br>Request | FY 2016<br>Congressional Action | | Current<br>Enacted | FY 2017<br>Estimate |
| | | | Amount | Percent | Appropriated | | |
|---|---|---|---|---|---|---|---|
| Initiatives | | | | | | | |
| Defense Resources Management Institute | 0 | 1,436 | -8 | -0.6 | 1,428 | 1,428 | 1,417 |
| Enterprise Funds Distribution System Support | 2,571 | 3,258 | -116 | -3.6 | 3,142 | 3,142 | 0 |
| Next Generation Resource Management System | 3,896 | 4,346 | -166 | -3.8 | 4,180 | 4,180 | 0 |
| OUSD(C) Administrative Support | 7,994 | 1,776 | -57 | -3.2 | 1,719 | 1,719 | 1,730 |
| Resource management System | 0 | 0 | 0 | n/a | 0 | 0 | 8,450 |
| **12. OUSD (P&R)** | 56,669 | 44,291 | 880 | 1.0 | 45,171 | 45,171 | 57,339 |
| Advanced Distributed Learning (ADL) | 0 | 0 | 0 | n/a | 0 | 0 | 11,593 |
| Advancing Diversity & EO | 6,468 | 7,558 | -131 | -1.7 | 7,427 | 7,427 | 8,797 |
| ASD (Health Affairs) Operations | 670 | 616 | 0 | 0.0 | 616 | 616 | 594 |
| ASD (Reserve Affairs) Operations | 1,344 | 1,295 | -23 | -1.8 | 1,272 | 1,272 | 1,351 |
| Defense Readiness Reporting System (DRRS) | 5,227 | 5,179 | -90 | -1.7 | 5,089 | 5,089 | 4,975 |

# Office of the Secretary of Defense
## Operation and Maintenance, Defense-Wide
## Fiscal Year (FY) 2017 President's Budget

## III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2015 Actual | Budget Request | FY 2016 Congressional Action Amount | Percent | Appropriated | Current Enacted | FY 2017 Estimate |
|---|---|---|---|---|---|---|---|
| Defense Safety Oversight Council (DSOC) | 7,495 | 8,154 | -142 | -1.7 | 8,012 | 8,012 | 8,354 |
| Lost Work Day System | 2,620 | 2,646 | -46 | -1.7 | 2,600 | 2,600 | 2,551 |
| Military Naturalization Support | 12,752 | 6,225 | 0 | 0.0 | 6,225 | 6,225 | 6,935 |
| OCO OUSD(P&R) | 5,193 | 0 | 0 | n/a | 0 | 0 | 0 |
| OUSD(P&R) Administrative Support | 2,988 | 3,189 | -55 | -1.7 | 3,134 | 3,134 | 3,010 |
| OUSD(P&R) Travel | 353 | 1,767 | 0 | 0.0 | 1,767 | 1,767 | 694 |
| Studies Program/CASS | 5,900 | 2,000 | 1,465 | 73.3 | 3,465 | 3,465 | 3,017 |
| Training Transformation | 5,659 | 5,662 | -98 | -1.7 | 5,564 | 5,564 | 5,468 |
| **13. OUSD (Intel)** | 148,692 | 80,767 | -1,000 | -1.2 | 79,767 | 79,767 | 80,626 |
| Defense Civilian Intelligence Personnel System (365) | 2,176 | 1,795 | -139 | -7.7 | 1,656 | 1,656 | 1,815 |
| Defense Military Deception Program Office | 3,804 | 3,973 | -859 | -21.6 | 3,114 | 3,114 | 2,623 |
| Defense Operation Security Initiative | 4,515 | 4,254 | -556 | -13.1 | 3,698 | 3,698 | 3,863 |
| Intelligence | 74,923 | 63,579 | 1,410 | 2.2 | 64,989 | 64,989 | 68,706 |

# Office of the Secretary of Defense
## Operation and Maintenance, Defense-Wide
## Fiscal Year (FY) 2017 President's Budget

## III. Financial Summary ($ in thousands)

| | | | FY 2016 | | | | |
|---|---|---|---|---|---|---|---|
| | | | Congressional Action | | | | |
| A. BA Subactivities | FY 2015 Actual | Budget Request | Amount | Percent | Appropriated | Current Enacted | FY 2017 Estimate |
| Mission (365) | | | | | | | |
| Intelligence Mission Data | 0 | 0 | 0 | n/a | 0 | 0 | 1,000 |
| OCO OUSD(INTEL) | 63,274 | 0 | 0 | n/a | 0 | 0 | 0 |
| Walkoff | 0 | 7,166 | -856 | -11.9 | 6,310 | 6,310 | 2,619 |
| **14. Director, CAPE** | 26,341 | 27,037 | -1,118 | -4.1 | 25,919 | 25,919 | 29,201 |
| CAPE Travel | 284 | 252 | 0 | 0.0 | 252 | 252 | 340 |
| FYDP Improvement | 3,212 | 3,798 | 0 | 0.0 | 3,798 | 3,798 | 3,874 |
| Industrial Base Studies | 2,308 | 2,319 | 0 | 0.0 | 2,319 | 2,319 | 2,359 |
| Long-Range Planning | 20,537 | 20,668 | -1,118 | -5.4 | 19,550 | 19,550 | 22,628 |
| **15. DoD Chief Information Officer** | 73,458 | 78,227 | -568 | -0.7 | 77,659 | 77,659 | 74,538 |
| CIO Mission | 34,767 | 30,275 | -1,058 | -3.5 | 29,217 | 29,217 | 28,796 |
| Cyber Security Initiative | 9,216 | 15,867 | -483 | -3.0 | 15,384 | 15,384 | 15,143 |
| Defense Industrial Base, Cyber Security Initiative | 2,861 | 3,142 | -110 | -3.5 | 3,032 | 3,032 | 2,989 |
| DoD CIO Travel | 673 | 681 | 0 | 0.0 | 681 | 681 | 681 |
| E-gov, Councils | 14,949 | 16,356 | -501 | -3.1 | 15,855 | 15,855 | 15,608 |
| Information Systems Security Program (ISSP) | 10,992 | 11,906 | 1,584 | 13.3 | 13,490 | 13,490 | 11,321 |
| **16. Deputy Chief Management Officer** | 31,177 | 38,646 | -1,160 | -3.0 | 37,486 | 37,486 | 32,379 |
| Administrative Directorate | 0 | 2,523 | 0 | 0.0 | 2,523 | 2,523 | 2,605 |

# Office of the Secretary of Defense
## Operation and Maintenance, Defense-Wide
## Fiscal Year (FY) 2017 President's Budget

## III. Financial Summary ($ in thousands)

| | | | FY 2016 | | | | |
| | | | Congressional Action | | | | |
| A. BA Subactivities | FY 2015 Actual | Budget Request | Amount | Percent | Appropriated | Current Enacted | FY 2017 Estimate |
|---|---|---|---|---|---|---|---|
| Compliance & Oversight Directorate | 0 | 2,344 | 0 | 0.0 | 2,344 | 2,344 | 2,420 |
| DCMO Integration and Policy | 29,553 | 0 | 0 | n/a | 0 | 0 | 0 |
| Intelligence Oversight Directorate | 0 | 684 | 0 | 0.0 | 684 | 684 | 706 |
| Management, Policy & Analysis Directorate | 1,624 | 22,557 | -1,160 | -5.1 | 21,397 | 21,397 | 22,119 |
| Planning, Performance, & Assessment Directorate | 0 | 10,538 | 0 | 0.0 | 10,538 | 10,538 | 4,529 |
| UNMAPPED PROGRAM | 0 | 0 | 0 | n/a | 0 | 0 | 0 |
| **Total** | **1,999,262** | **1,923,080** | **21,905** | **1.1** | **1,944,985** | **1,944,985** | **2,006,082** |

\* The FY 2015 Actual column **includes** $75,143 thousand of FY 2015 Overseas Contingency Operations (OCO) funding (PL 113-235).
\* The FY 2016 Enacted column **excludes** $106,709 thousand of FY 2016 OCO Appropriations funding (PL 114-113).
\* The FY 2017 Estimate column **excludes** $31,106 thousand of FY 2017 OCO Appropriations funding.

# Office of the Secretary of Defense
## Operation and Maintenance, Defense-Wide
## Fiscal Year (FY) 2017 President's Budget

III. <u>Financial Summary</u> ($ in thousands)

| B. <u>Reconciliation Summary</u> | Change<br>FY 2016/FY 2016 | Change<br>FY 2016/FY 2017 |
|---|---|---|
| **Baseline Funding** | **1,923,080** | **1,944,985** |
| Congressional Adjustments (Distributed) | -34,200 | |
| Congressional Adjustments (Undistributed) | 2,000 | |
| Adjustments to Meet Congressional Intent | | |
| Congressional Adjustments (General Provisions) | 54,105 | |
| **Subtotal Appropriated Amount** | **1,944,985** | |
| Fact-of-Life Changes (2016 to 2016 Only) | | |
| **Subtotal Baseline Funding** | **1,944,985** | |
| Supplemental | 106,709 | |
| Reprogrammings | | |
| Price Changes | | 19,807 |
| Functional Transfers | | 13,233 |
| Program Changes | | 28,057 |
| **Current Estimate** | **2,051,694** | **2,006,082** |
| Less: Wartime Supplemental | -106,709 | |
| **Normalized Current Estimate** | **1,944,985** | |

**Office of the Secretary of Defense**
**Operation and Maintenance, Defense-Wide**
**Fiscal Year (FY) 2017 President's Budget**


III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---:|---:|
| **FY 2016 President's Budget Request (Amended, if applicable)** | | **1,923,080** |
| 1. Congressional Adjustments | | 21,905 |
| a. Distributed Adjustments | | |
| 1) ASD(LA) program reduction to maintain fiscal year 2015 funding level | -32 | |
| 2) BRAC 2015 round planning and analyses | -10,500 | |
| 3) Capital Security Cost Sharing - unjustified growth | -7,500 | |
| 4) Contract Service Spending Reduction | -30,000 | |
| 5) Headquarters support for Corps Operating Program - unjustified growth | -3,095 | |
| 6) OSD AT&L Business Tools- unjustified growth | -1,023 | |
| 7) OSD Fleet architecture study | 1,000 | |
| 8) OSD Policy Rewards Program - unjustified growth | -1,000 | |
| 9) OUSD (Policy) - unjustified growth | -2,000 | |
| 10) Program increase - Readiness and Environmental Protection | 14,750 | |
| 11) Program increase- Fruit and Vegetable Prescription Plan Pilot | 1,500 | |
| 12) Transfer ARTIC EDGE and NORTHERN EDGE to CE2T2 Program | 3,700 | |
| b. Undistributed Adjustments | | |
| 1) Electromagnetic Pulse Attack Threat | 2,000 | |
| c. Adjustments to Meet Congressional Intent | | |
| d. General Provisions | | |
| 1) Section 8024 (FFRDC) | -1,184 | |
| 2) Section 8037 (Indian Lands) | 11,289 | |
| 3) Section 8049 (Red Cross) | 24,000 | |
| 4) Section 8049 (USO) | 20,000 | |
| **FY 2016 Appropriated Amount** | | **1,944,985** |
| 2. War-Related and Disaster Supplemental Appropriations | | 106,709 |

### III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|
| a. OCO Supplemental Funding | | |
| 1) Anticipated OCO Supplemental Funding | 106,709 | |
| 3. Fact-of-Life Changes | | |
| **FY 2016 Baseline Funding** | | **2,051,694** |
| 4. Reprogrammings (Requiring 1415 Actions) | | |
| **Revised FY 2016 Estimate** | | **2,051,694** |
| 5.  Less:  Item 2, War-Related and Disaster Supplemental | | -106,709 |
| Appropriations and Item 4, Reprogrammings | | |
| **FY 2016 Normalized Current Estimate** | | **1,944,985** |
| 6. Price Change | | 19,807 |
| 7. Functional Transfers | | 13,233 |
| a. Transfers In | | |
| 1) Personnel and Readiness-Related Transfer | 11,593 | |

Approved transfer from DHRA to the Office of the
Under Secretary of Defense (Personnel & Readiness)
for Advanced Distributed Learning (ADL).  Note:  The
ADL transfer from DHRA to OSD includes $10,384
thousand of DHRA RDT&E funds in addition to the
$1,209 in DHRA O&M funding for a total program
transfer of $11,593 thousand.

(FY 2016 Baseline: $0 thousand; +0 FTEs)

| 2) USNORTHCOM-ARCTIC/NORTHERN EDGE Joint Exercise | 3,700 | |
|---|---|---|

Functional transfer from the Navy to the Office of
the Under Secretary of Defense(Personnel&
Readiness)for the Combatant Command Exercise
Engagement and Training Transformation(CE2T2)program
for continued support of ARTIC EDGE AND NORTHERN EDGE
exercises.  (FY 2016 Baseline: $0 thousand; +0 FTEs)
   b. Transfers Out

**Office of the Secretary of Defense**
**Operation and Maintenance, Defense-Wide**
**Fiscal Year (FY) 2017 President's Budget**


III. <u>Financial Summary</u> ($ in thousands)


| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|
| 1) Core Operating Program<br>Transfer of $328 Compensation and Benefits funding and 2 Full-time Equivalents from Deputy Chief Management Officer (DCMO)to Washington Headquarters Service(WHS) in support of the reorganization of the DCMO as directed by the Secretary Defense(SECDEF). (FY 2016 Baseline: $354,310 thousand; -2 FTEs) | -328 | |
| 2) Pentagon Rent Cost Transfer<br>Functional transfer from (OUSD(I)to Washington Headquarters Services(WHS)to support the increased Pentagon rent costs due to the move of some OUSD(I) personnel from leased space into the Pentagon. (FY 2016 Baseline: $0 thousand; +0 FTEs) | -1,732 | |
| 8. Program Increases | | 167,540 |
| a. Annualization of New FY 2016 Program | | |
| b. One-Time FY 2017 Increases | | |
| c. Program Growth in FY 2017 | | |
| 1) BCTF - 50th Anniversary Vietnam War Commemoration<br>Increase in GSA Rental Payments and supplies. (FY 2016 Baseline: $6,132 thousand; +0 FTEs) | 1 | |
| 2) BCTF - Boards and Commissions Support<br>Increased funding due to the stand-up of the Defense Advisory Committee on Investigation, Prosecution, and Defense of Sexual Assault in the Armed Forces. (FY 2016 Baseline: $3,200 thousand; +0 FTEs) | 97 | |
| 3) BCTF - Defense Business Board<br>Increase in administrative cost in support of the Defense Business Board. (FY 2016 Baseline: $371 thousand; +0 FTEs) | 2 | |
| 4) CAPE -  FYDP Improvement | 8 | |

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

Increase analytic support to enhance the FYDP
information system to better interface with
department-wide systems for the collection,
transformation, and dissemination of PPBE data.

(FY 2016 Baseline: $3,798 thousand; +0 FTEs)

| 5) CAPE - Travel | 83 |
|---|---|

The increase aligns with historical execution rates
and reflects increased travel requirements related to
CAPE's involvement in cost estimation, cost
effectiveness, and management activities resulting
from new taskings identified in Congressional marks
on FY 2016 DoD authorization and appropriations
legislation.  It includes increased responsibilities
for Milestone A and Milestone B decisions, increased
responsibilities for reviewing DoD Nuclear Enterprise
processes, and a requirement to define costs
associated with general and flag officers. (FY 2016
Baseline: $252 thousand; +0 FTEs)

| 6) CAPE- Long-Range Planning | 2,726 |
|---|---|

The program increase funds CAPE activities to
implement the vision of the Deputy Secretary of
Defense to reinvigorate wargaming in the Department
of Defense. CAPE will accomplish this by leading
wargaming activities; developing and managing the
Wargaming Portal, and supporting the design,
execution, and analysis of wargames.
(FY 2016 Baseline: $19,550 thousand; +4 FTEs)

| 7) DCMO - Administrative Directorate | 37 |
|---|---|

Increase in contracting support for analytical,

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

assessment, governance, and implementation-tracking
efforts for decision making.
(FY 2016 Baseline: $2,523 thousand; +0 FTEs)

| | | |
|---|---|---|
| 8) DCMO - Compliance & Oversight Directorate | 34 | |

Increase administrative support in the overall of the
Civil Liberties Program and the Compliance and
Transparency Divisions. (FY 2016 Baseline: $2,344
thousand; +0 FTEs)

| | | |
|---|---|---|
| 9) DCMO - Intelligence Oversight Directorate | 10 | |

Increase support services in the areas of training
development and content management support for web-
based tools to improve privacy and civil liberties
program compliance. (FY 2016 Baseline: $684 thousand;
+0 FTEs)

| | | |
|---|---|---|
| 10) DCMO - Management, Policy & Analysis Directorate | 337 | |

Increase support the capability to comply with and
support legislated requirements to include mandated
Business Process Reengineering activities.
(FY 2016 Baseline: $21,397 thousand; +0 FTEs)

| | | |
|---|---|---|
| 11) Other DoD Programs and Initiatives - Capital Security Cost Sharing & Maintenance | 13,689 | |

Increase funds the Capital Security Cost Sharing
Program FY 2017 Statement of Charges submitted by the
Department of State(DoS)for Department of
Defense(DoD)employees assigned to overseas embassies.
(FY 2016 Baseline: $264,901 thousand; +0 FTEs)

| | | |
|---|---|---|
| 12) Other DoD Programs and Initiatives - Official Representation Funds | 235 | |

Supports anticipated increase cost for U.S Escort
personnel performing security operations and protocol

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

functions for OSD Special Programs due to increased
number of ORF activities projected as a result of the
upcoming 2016 Presidential Election.  (FY 2016
Baseline: $1,712 thousand; +0 FTEs)

13) Other DoD Programs and Initiatives - Protocol and          59
Security Support Operations
Increase in Communications Support cost associated
with INMARSTAT/Airfone Communications Services during
official travel and protocol Operations. (FY 2016
Baseline: $4,014 thousand; +0 FTEs)

14) Other DoD Programs and Initiatives - Wargaming          35,000
This is a SECDEF directed Department-wide initiative
to pursue innovative ways to sustain and advance our
military superiority for the 21st Century and improve
business operations throughout the department.

Increase supports the Department's ability to test
concepts, capabilities and plans through wargaming.
Funding reinvigorates wargaming efforts across the
Defense Enterprise as part of the Defense Innovation
Initiative.  It will support the purchase of
independent studies and analysis that evaluate
wargame results and relate them back to strategic
objectives.  These resources will be used to develop
baseline best practices and assess possible
alternative approaches to more effectively undertake
wargaming exercises in the future.  The Wargaming
initiative will be overseen, integrated, and managed
by an active and engaged governance structure led by
DEPSECDEF with inputs from the Defense Wargaming

III. <u>**Financial Summary**</u> **($ in thousands)**

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

   Alignment Group (DWAG), which is comprised of the
   Department's senior leaders (i.e. OUSP(Policy); ODNA;
   OSD CAPE; Joint Chiefs of Staff), the Services, and
   the Combatant Commands.

   (FY 2016 Baseline: $0 thousand; +0 FTEs)

15) Other DoD Programs and Initiatives- Legislative    35
Affairs
   Increase in Management and Professional support
   service costs. (FY 2016 Baseline: $456 thousand; +0
   FTEs)

16) Other DoD Programs and Initiatives- Public affairs   50
   Increase Management and Professional Services support
   for Public, internal information, community relations
   information, guidance to the public, Congress and the
   media via DoD public website. (FY 2016 Baseline: $50
   thousand; +0 FTEs)

17) Other DoD Programs and Initiatives- Director, Net   7,764
Assessment (ODNA)
   The increase will be used in part to support SECDEF
   and DEPSECDEF directed wargaming efforts of future
   combat. Funds will also be used to continue ODNA
   program efforts initiated in FY 2015.

   (FY 2016 Baseline: $8,758 thousand; +0 FTEs)

18) Other DoD Programs and Initiatives- DTRMC    16
   Increase covers administrative costs associated with
   cyber testing and hypersonic infrastructure
   improvements.
   (FY 2016 Baseline: $3,445 thousand; +0 FTEs)

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|
| 19) OUSD (P) – OUSD(P) Strategy and Force Development<br>Increase is to enhance the DoD support for Strategic Analysis Initiatives (SSA) that serve as the analytical foundation of the 2018 QDR. (FY 2016 Baseline: $3,265 thousand; +0 FTEs) | 1,475 | |
| 20) OUSD (P) - International Defense Programs<br>Program increase supports additional communications, housing, supplies, fluctuating exchange rates, and increasing local ICASS cost. (FY 2016 Baseline: $5,716 thousand; +0 FTEs) | 182 | |
| 21) OUSD(AT&L) – Committee on Foreign Investment in the US (CFIUS)<br>Increase represents additional contractor support to assist with national security reviews. (FY 2016 Baseline: $2,774 thousand; +0 FTEs) | 170 | |
| 22) OUSD(AT&L) – Contingency Business Tools<br>The Clause Logic Service (CLS) increase is due to the need to adapt the service to high volume automated DLA contract actions and to adapt it to the new Electronic Mall or (DoD EMALL), the web based online ordering platform meant to provide a full service e-Commerce site to find and acquire off the shelf, finished goods and services from the commercial marketplace and government sources for the Defense Department and other State and Federal agencies.  (FY 2016 Baseline: $9,618 thousand; +0 FTEs) | 2,070 | |
| 23) OUSD(AT&L) - BRAC 2017 Round Planning and Analysies<br>Increase supports the refinement of cost and savings business case models, updating economic analysis tools and bringing data collection methods and | 3,530 | |

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

approaches into alignment with current cyber security
and information technology practices. The request
also reflects contract support for planning,
technical analysis, and other logistical and
administrative support.
(FY 2016 Baseline: $0 thousand; +0 FTEs)

| | | |
|---|---|---|
| 24) OUSD(AT&L) - C3 Business Integration | 35 | |

Increase will fund one staff month of contractor
support to the studies/analyses relative to the
businesss systems programs.
(FY 2016 Baseline: $5,493 thousand; +0 FTEs)

| | | |
|---|---|---|
| 25) OUSD(AT&L) - Core Services | 6,366 | |

Internal realignment to a centrally managed account
to eliminate the need of "cost transfer(s)" between
centrally managed budget lines in the year of
execution. (FY 2016 Baseline: $8,675 thousand; +0
FTEs)

| | | |
|---|---|---|
| 26) OUSD(AT&L) - CWMD Sustainment | 819 | |

Increase represents expanded fielded hardware and
software capability solutions deployed on multiple
information networks within the CWMD situational
awareness system, which reached initial operational
capability in FY 2016.
(FY 2016 Baseline: $3,614 thousand; +0 FTEs)

| | | |
|---|---|---|
| 27) OUSD(AT&L) - Cyber Resillency | 3,946 | |

Funding increase will support cyber capability and
integrate defensive and offensive cyber efforts
across the Military Services in support of Combatant
Commander and national mission objectives as
required.

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

(FY 2016 Baseline: $0 thousand; +0 FTEs)

28) OUSD(AT&L) - Defense Innovation Unit Experimental 14,665
(DIUx)
    Increase supports program funds for the
    infrastructure and operational needs of the Defense
    Innovation Unit Experimental (DIUx). Funds a GSA
    lease for the new DIUx East (Boston, MA) location
    (IOC June 2016); office build out for DIUx West
    located at the Witkowski Armed Forces Reserve Center;
    contract services for security guards, administrative
    support, public affairs, and professional management
    and technical assistance.
    (FY 2016 Baseline: $0 thousand; +0 FTEs)

29) OUSD(AT&L) - Defense Management Initiatives 2,731
    Decrease represents an internal realignment of funds
    to the Core Services to eliminate the need of cost
    transfers between centrally managed budget line in
    the year of execution. Fund Contingency Basing
    efforts, Industrial Control System (ICS) Cyber
    Security O&M activities, and core installations
    program contractor support, previously supplemented
    by internal taxes in the year of execution. (FY 2016
    Baseline: $1,456 thousand; +0 FTEs)

30) OUSD(AT&L) - Emerging Contaminants 152
    Increase continues the contractor support efforts of
    compliance with section 721 of the Defense Production
    Act (DPA) for national security reviews/risks of an
    acquisition transaction, environmental concerns of
    DoD acquisition transaction/programs.

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

     (FY 2016 Baseline: $794 thousand; +0 FTEs)

31) OUSD(AT&L) - Employee Safety Occupational Health      286
(ESOH) in Acquisition
    Increase is contractor support needed to adequately
    support ESOH review requirements in the acquisition
    process (Defense ACQ Board, PESHE and guidance
    development with the following:

    1. Additional Programs Support Assessments

    2. More document reviews for ESOH risk analysis

    3. Update selected on-line DAU training courses

    4. Conduct full policy support of DoDI 5000.02, the
    Defense Acquisition Guidebook and Acquisition
    Community Connection

    5. Support additional ESOH IPT's

    6. Develop internal guidance to implement EO 13693

    7. Complete the DoDI for sustainable acquisition

    (FY 2016 Baseline: $1,734 thousand; +0 FTEs)

32) OUSD(AT&L) - I&E Business Enterprise Integration      997
    Increase in contractor support for EI&E statutorily
    required real property inventory record keeping and
    reporting, business enterprise architecture, oversee
    IT investments for all EI&E systems, and support

III. <u>Financial Summary</u> ($ in thousands)

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      audit readiness. (FY 2016 Baseline: $1,784 thousand;
+0 FTEs)

  33) OUSD(AT&L) - Logistics Systems Modernization (LSM)      316
     Increase in contractor support to improve logistics
     across Military Services and Defense Agencies by
     accessing DoD wide performance and recommending
     changes in DoD policy and processes (all Components).
     (FY 2016 Baseline: $17,935 thousand; +0 FTEs)

  34) OUSD(AT&L)-Readiness Environmental Protection     1,625
  Initiative (REPI)
     Funding Supports additional cooperative agreements
     with state and local communities. (FY 2016 Baseline:
     $72,297 thousand; +0 FTEs)

  35) OUSD(C)- Resource Management System      8,450
     Increase reflects internal realignment of resources
     from the Enterprise Funds Distribution System
     Support, Next Generation Resource Management System,
     and the Comptroller Initiatives programs to
     consolidate funding for mission critical business
     applications.

     (FY 2016 Baseline: $0 thousand; +0 FTEs)

  36) OUSD(C)-Comptroller Initiatives     50,823
     Increase in funding supports the statutory goal to
     achieve audit readiness status for the Department by
     the target date of September 30, 2017.  Additional
     resources are required to acquire Independent Public
     Accounting audit and examination services to execute
     the DoD's Fourth Estate (Defense Agencies) audit
     strategy, to assist the Fourth Estate with

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|---|---|---|

remediation efforts and adjust business processes when needed, and to develop and maintain a complete universe of detailed transactions necessary for the Fourth Estate and DoD consolidated audit; focus on measuring progress against plans and maintain the timeline for the DoD consolidated audit.  (FY 2016 Baseline: $45,144 thousand; +9 FTEs)

37) OUSD(I) - Defense Intelligence Personnel System          131
Increase in funds to pay for Joint Duty Assignment Personnel from other agencies. (FY 2016 Baseline: $1,656 thousand; +0 FTEs)

38) OUSD(I) Defense Operations Security Initiatives          98
Increase in contract support for security operations. (FY 2016 Baseline: $3,698 thousand; +0 FTEs)

39) OUSD(I) Intelligence Mission          5,385
$2M Departmental increase to fund Security, Suitability, and Credentialing Line of Business (SSCLOB) Program Management Office bill.  This will assist OMB in reforming and improving personnel security, insider threat detection and prevention and physical security.

$478K Departmental increase to fund Defense Critical Infrastructure Protection program - One joint duty assessment and one Contractor.

$175K Increase in funds to pay for a previously non-reimbursable Joint Duty Assignment Personnel from another agency.

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

$1M - Intelligence Mission Data (IMD), supports a new governance process and tool development in the Department for significantly improving how fielded and future weapon systems get the intelligence they need to prevail against current and future treats. The $1M O&M will be used to pay for one administrative contractor, subject matter expert technical analysis support, an Intergovernmental Personnel Assignment leadership position, and two Joint Duty Assignments from other agencies.

$1,732M - Pentagon Rent to be transferred to Washington Headquarters Services (WHS) to support the movement of personnel from leased space to the Pentagon (FY 2016 Baseline: $64,989 thousand; +0 FTEs)

| 40) OUSD(P&R) - ASD (Reserve Affairs) Operations | 56 | |

Increase reflects Reserve Affairs program and policy initiatives (FY 2016 Baseline: $1,272 thousand; +0 FTEs)

| 41) OUSD(P&R) - Defense Safety Oversight Council (DSOC) | 198 | |

The increase is to train DoD VPP "Star" employees as OSHA Special Government Employees and to participate in DoD Star site certification inspections. (FY 2016 Baseline: $8,012 thousand; +0 FTEs)

| 42) OUSD(P&R) - Military Naturalization Support | 598 | |

Increase support the costs associated with fees transferred to DHS. The Military Naturalization Program funds naturalization fees for non-citizens who apply for citizenship based on their honorable

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

military service as required in 10 U.S.C. § 1790.
United States Citizenship and Immigration Services
(USCIS) (a division of the Department of Homeland
Security (DHS)) processes the applications for DoD at
the cost of $685 per application.  (FY 2016 Baseline:
$6,225 thousand; +0 FTEs)

43) OUSD(P&R) - Studies Program/CASS   1,017
Increase supports studies programs that improve
operation and efficiencies in recruiting, retention
and readiness for the Total Force.
(FY 2016 Baseline: $1,965 thousand; +0 FTEs)

44) OUSD(P&R)-Advancing Diversity & EO   1,236
The increase is to sustain the Defense Equal
Organizational Climate Survey (DEOCS) system and meet
future survey enhancements, operations, maintenance,
training and human relations research requirements.

(FY 2016 Baseline: $7,166 thousand; +0 FTEs)

9. Program Decreases   -139,483
  a. Annualization of FY 2016 Program Decreases
  b. One-Time FY 2016 Increases
  1) Congressional Grants- United Service Organizations -44,000
  and The American Red Cross
USO and the American Red Cross were the recipient of
Congressionally-directed grants in FY 2016. This
supports the Delegation of Authority and
Responsibility for Grants under Section 8077 of the
Consolidated and Further Continuing Appropriations
Act for 2016. (FY 2016 Baseline: $0 thousand; +0
FTEs)

## III. Financial Summary ($ in thousands)

| C. Reconciliation of Increases and Decreases | Amount | Totals |
|---|---|---|
| 2) Congressional- Section 8035 (Indian Lands)<br>Congressional Add- Section 8035 (Indian Lands) (FY 2016 Baseline: $0 thousand; +0 FTEs) | -11,289 | |
| 3) DOD-CIO- Electromagnetic Pulse Attack Threat<br>Congressional Add- Electromagnetic Pulse Attack Threat (FY 2016 Baseline: $0 thousand; +0 FTEs) | -2,000 | |
| 4) OUSD(AT&L) - Readiness Environmental Protection Initiative (REPI)<br>One-time Congressional plus-up in FY 2016. (FY 2016 Baseline: $72,132 thousand; +0 FTEs) | -14,750 | |
| 5) OUSD(P&R)- Congressional Add<br>Fruit and Vegetable Prescription Plant Pilot (FY 2016 Baseline: $0 thousand; +0 FTEs) | -1,500 | |

c. Program Decreases in FY 2017

| | Amount | Totals |
|---|---|---|
| 1) BCTF - Quadrennial Review of Military Compensation<br>Reduce number of contractor hours in support of the Congressional mandated review of military compensation. (FY 2016 Baseline: $654 thousand; +0 FTEs) | -10 | |
| 2) CAPE - Industrial Base Studies<br>Program reduced to better align with budget execution and department priorities.<br>(FY 2016 Baseline: $2,319 thousand; +0 FTEs) | -2 | |
| 3) Core Operating Program - Compensation and Benefits<br>As part of the Department of Defense reform agenda, eliminates 84 civilian full-time equivalent positions and resources to maintain civilian staffing at reduced level.  Decrease reflects the OSD plan for Streamlining Management Headquarters. | -5,231 | |

### III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|
| (FY 2016 Baseline: $354,310 thousand; -84 FTEs) | | |
| 4) Core Operating Program - Intergovernmental Personnel Act | -1,697 | |
| The program decrease is due to reduced utilization of non-consulting Intergovernmental Personnel Act (IPA)personnel.  (FY 2016 Baseline: $354,310 thousand; +0 FTEs) | | |
| 5) Core Operating Program- Two less Compensable days | -2,640 | |
| Decrease in civilian personnel funding due to two less working days in FY 2017. (FY 2016 Baseline: $354,310 thousand; +0 FTEs) | | |
| 6) DCMO - Planning, Performance, & Assessment Directorate | -6,199 | |
| Decrease reflects renewed focus on efficiencies  by streamlining processes in assessment inspections, and training programs. (FY 2016 Baseline: $10,538 thousand; +0 FTEs) | | |
| 7) DoD-CIO - Cyber Security Initiative | -464 | |
| Decrease support to the Supply Chain Risk Management (SCRM) threat assessment capability and decrease efforts for support program protection plan analysis, senior service and defense colleges, service training schools, and for distributive/web-based training and mentoring. (FY 2016 Baseline: $12,384 thousand; +0 FTEs) | | |
| 8) DoD-CIO - Defense Industrial Base, Cyber Security Initiative | -98 | |
| Decreases support to the Defense Industrial Base Cyber Security/Information Assurance (DIB CS/IA) program.  This decreases support to US Government, | | |

### III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

Interagency, and DoD-Wide collaboration, DoD policy development, cyber threat information sharing, network incident reporting and remediation, cyber intrusion damage assessment, digital forensic analysis, the development of network security/IA capabilities and development of associated network security technologies. (FY 2016 Baseline: $3,032 thousand; +0 FTEs)

| | Amount | |
|---|---|---|
| 9) DoD-CIO - E-Gov, Councils | -532 | |

Decreases contractor efforts supporting OMB IT Management requirements that support the President's agenda for transparency, information sharing, and OMB's guidance on alignment of architectures, advancement of new technologies, Federal-wide management initiatives, and implementation of Federal-wide services.
(FY 2016 Baseline: $15,855 thousand; +0 FTEs)

| | Amount | |
|---|---|---|
| 10) DoD-CIO - Information Systems Security Program | -412 | |

Decrease in contractor support for policy development, program oversight and integration of all DoD Information Assurance (IA) efforts such as Computer Network Defense (CND) and the restoration of information systems.
(FY 2016 Baseline: $13,490 thousand; +0 FTEs)

| | Amount | |
|---|---|---|
| 11) DoD-CIO - Mission | -947 | |

Decrease in contractor support for bandwidth assessments, SATCOM and commercial wireless policy documents, Positioning, Navigation and Timing analysis and domestic and international spectrum policy support. Decrease contractor support to the

## III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|
|     Defense Information Enterprise – its strategic, business, infrastructure, and capital planning; resource (e.g., people, funds, and technology) management; and its design, development, configuration, acquisition, operation and protection. (FY 2016 Baseline: $29,217 thousand; +0 FTEs) | | |
| 12) DoD-CIO - Travel | -12 | |
|     Decrease Travel costs by more efficient use of video Teleconference (VTC) in lieu of travel and, where possible, consolidation of mission travel requirements into fewer trips. (FY 2016 Baseline: $681 thousand; +0 FTEs) | | |
| 13) Other DoD Programs and Initiatives | -858 | |
|     Reduction in Administrative support and travel cost (FY 2016 Baseline: $44,000 thousand; +0 FTEs) | | |
| 14) Other DoD Programs and Initiatives -  Training Program | -292 | |
|     Reduced training and travel requirement for OSD Personnel. (FY 2016 Baseline: $3,188 thousand; +0 FTEs) | | |
| 15) Other DoD Programs and Initiatives - DOT&E Operations | -8 | |
|     Reduction in travel funding. (FY 2016 Baseline: $130 thousand; +0 FTEs) | | |
| 16) Other DoD Programs and Initiatives - General Counsel Operations | -7 | |
|     Reduction in travel cost in compliance with DoD efficiency initiatives. (FY 2016 Baseline: $517 thousand; +0 FTEs) | | |
| 17) Other DoD Programs and Initiatives- Director, Net | -16 | |

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

    Assessment (ODNA)
      ODNA will realize decrease in funding in contract
      studies and analyses.

      (FY 2016 Baseline: $8,758 thousand; +0 FTEs)
    18) OUSD(AT&L)  - Acquisition Visibility            -16
      Decrease represents a realignment of funds to Core
      Services to eliminate the need of "cost transfer(s)"
      between centrally managed budget lines in support of
      administrative functions in the year of execution.
      (FY 2016 Baseline: $14,926 thousand; +0 FTEs)
    19) OUSD(AT&L)  - CFO Act Compliance            -243
      Decrease represents a realignment of funds to Core
      Services to eliminate the need of "cost transfer(s)"
      between centrally managed budget lines in support of
      administrative functions in the year of execution.

      (FY 2016 Baseline: $2,447 thousand; +0 FTEs)
    20) OUSD(AT&L)  - Contingency Contracting            -333
      Decrease represents a realignment of funds to Core
      Services to eliminate the need of "cost transfer(s)"
      between centrally managed budget lines in support of
      administrative functions in the year of execution.

      (FY 2016 Baseline: $2,462 thousand; +0 FTEs)
    21) OUSD(AT&L)  - Corrosion Prevention Program            -107
      Funding decrease the contractor support for policy
      development and implementation, technology insertion,
      metrics collection, specifications and standards,
      training, and industry outreach.

## III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

      (FY 2016 Baseline: $4,798 thousand; +0 FTEs)

22) OUSD(AT&L)  - CWMD Expert Fellows Program              -109
    Decrease represents the reduction of one Fellow from
    the program. (FY 2016 Baseline: $2,113 thousand; +0
    FTEs)

23) OUSD(AT&L)  - Defense Environmental International      -66
Cooperation
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

    (FY 2016 Baseline: $1,641 thousand; +0 FTEs)

24) OUSD(AT&L)  - Defense Industrial Base Cyber Security    -301
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

    (FY 2016 Baseline: $2,553 thousand; +0 FTEs)

25) OUSD(AT&L)  - Defense Installation Spatial Data        -27
Infra (DISDI)
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

    (FY 2016 Baseline: $607 thousand; +0 FTEs)

26) OUSD(AT&L)  - Defense Procurement & Acquisition      -846
Policy (DPAP)

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     Decrease represents a realignment of funds to Core
Services to eliminate the need of "cost transfer(s)"
between centrally managed budget lines in support of
administrative functions in the year of execution.

     (FY 2016 Baseline: $2,374 thousand; +0 FTEs)

27) OUSD(AT&L) - Developmental Test and Engineering     -454
(DT&E)
     Decrease represents a realignment of funds to Core
Services to eliminate the need of "cost transfer(s)"
between centrally managed budget lines in support of
administrative functions in the year of execution.

     (FY 2016 Baseline: $1,975 thousand; +0 FTEs)

28) OUSD(AT&L) - DoD Siting Clearinghouse     -336
     Decrease reflects discontinuance of IPA support to
the program. (FY 2016 Baseline: $2,619 thousand; +0
FTEs)

29) OUSD(AT&L) - E-Business COE     -289
     Decrease represents a realignment of funds to Core
Services to eliminate the need of "cost transfer(s)"
between centrally managed budget lines in support of
administrative functions in the year of execution.

     (FY 2016 Baseline: $2,531 thousand; +0 FTEs)

30) OUSD(AT&L) - Human Capital Initiative (HCI)     -124
     Decrease represents a realignment of funds to Core
Services to eliminate the need of "cost transfer(s)"
between centrally managed budget lines in support of
administrative functions in the year of execution.

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|---|---|---|
| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |

      (FY 2016 Baseline: $2,555 thousand; +0 FTEs)

31) OUSD(AT&L)  - Industrial Policy Program Support              -230
      Decrease represents a realignment of funds to Core
      Services to eliminate the need of "cost transfer(s)"
      between centrally managed budget lines in support of
      administrative functions in the year of execution.


      (FY 2016 Baseline: $4,049 thousand; +0 FTEs)

32) OUSD(AT&L)  - Installation Climate Change              -61
Vulnerability Assessment
      Decrease represents a realignment of funds to Core
      Services to eliminate the need of "cost transfer(s)"
      between centrally managed budget lines in support of
      administrative functions in the year of execution.


      (FY 2016 Baseline: $913 thousand; +0 FTEs)

33) OUSD(AT&L)  - Integrated Acquisition Environment       -621
(GSA Bill)
      Decrease accounts for the current estimate of the
      requirement. The estimate from GSA is not provided
      until late in the budget cycle so the requirement
      amount can vary year to year. (FY 2016 Baseline:
      $28,962 thousand; +0 FTEs)

34) OUSD(AT&L)  - International Cooperation Program       -550
Support
      Decrease represents a realignment of funds to Core
      Services to eliminate the need of "cost transfer(s)"
      between centrally managed budget lines in support of
      administrative functions in the year of execution.

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| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
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      (FY 2016 Baseline: $1,020 thousand; +0 FTEs)
35) OUSD(AT&L)  - Joint Purchase Card Office               -60
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

      (FY 2016 Baseline: $5,496 thousand; +0 FTEs)
36) OUSD(AT&L)  - Legacy Resource Management Program      -123
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

      (FY 2016 Baseline: $4,289 thousand; +0 FTEs)
37) OUSD(AT&L)  - Low Observable, CLO                 -33
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

      (FY 2016 Baseline: $124 thousand; +0 FTEs)
38) OUSD(AT&L)  - Mission Capabilities/Systems        -587
Engineering
    Reduction of contractor support and deferment of
    follow-on support for software analysis in support of
    major defense acquisition programs.

39) OUSD(AT&L)  - Operational Energy Plans and Programs    -298

III. <u>**Financial Summary**</u> **($ in thousands)**

| C. <u>**Reconciliation of Increases and Decreases**</u> | <u>Amount</u> | <u>Totals</u> |
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(OEP&P) Office
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in the year of
    execution. (FY 2016 Baseline: $5,284 thousand; +0
    FTEs)

40) OUSD(AT&L)  - OSD Studies Fund                   -1,788
    Decrease represents a reduction in the number and
    scope of studies and analyses. (FY 2016 Baseline:
    $11,756 thousand; +0 FTEs)

41) OUSD(AT&L)  - OUSD(AT&L) Travel                 -174
    Decrease represents a reduction in the number of
    temporary duty travel. (FY 2016 Baseline: $3,311
    thousand; +0 FTEs)

42) OUSD(AT&L)  - Performance Assessment & Root Cause    -329
Analysis (PARCA) Office
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

    (FY 2016 Baseline: $8,698 thousand; +0 FTEs)

43) OUSD(AT&L)  - RDT&E Oversight                 -726
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

    (FY 2016 Baseline: $4,727 thousand; +0 FTEs)

44) OUSD(AT&L)  - SE C3Cyber Initiative           -2,056

III. <u>**Financial Summary**</u> **($ in thousands)**

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|---|---|---|

       Decrease in funding will reduce the number of cyber resiliency assessments and number of pilot programs for Service participation. (FY 2016 Baseline: $2,887 thousand; +0 FTEs)

    45) OUSD(AT&L)  - Small Business Program Support           -2,589
       A partial decrease in requirement eliminates the need to develop the Market Research Center of Excellence (MRCOE), however, the on-line software tool for the acquisition community still requires sustainment and maintenance. (FY 2016 Baseline: $6,650 thousand; +0 FTEs)

    46) OUSD(AT&L)  - Space and Intelligence MDAP Oversight      -246
       Decrease represents a realignment of funds to Core Services to eliminate the need of "cost transfer(s)" between centrally managed budget lines in the year of execution. (FY 2016 Baseline: $5,801 thousand; +0 FTEs)

    47) OUSD(AT&L)  - Strategic Sourcing              -8
       Decrease represents a realignment of funds to Core Services to eliminate the need of "cost transfer(s)" between centrally managed budget lines in support of administrative functions in the year of execution.

       (FY 2016 Baseline: $926 thousand; +0 FTEs)
    48) OUSD(AT&L)  - Transform Procurement Regulations        -97
       Decrease represents a realignment of funds to Core Services to eliminate the need of "cost transfer(s)" between centrally managed budget lines in support of administrative functions in the year of execution.

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|---|---|---|

(FY 2016 Baseline: $914 thousand; +0 FTEs)

49) OUSD(AT&L)  - Treaty Compliance Support        -49
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

(FY 2016 Baseline: $1,600 thousand; +0 FTEs)

50) OUSD(AT&L) - Acquisition Program Support Systems        -770
    Decrease represents a realignment of funds to Core
    Services to eliminate the need of "cost transfer(s)"
    between centrally managed budget lines in support of
    administrative functions in the year of execution.

(FY 2016 Baseline: $7,547 thousand; +0 FTEs)

51) OUSD(C) - Administrative Support        -20
    Decrease reflects alignment of VTC maintenance in
    accordance with Department priorities. (FY 2016
    Baseline: $1,719 thousand; +0 FTEs)

52) OUSD(C) - Comptroller Initiatives        -1,495
    Decrease reflects internal realignment of funding for
    mission critical business applications to the
    Resource Management System program. (FY 2016
    Baseline: $45,144 thousand; +0 FTEs)

53) OUSD(C) - Comptroller Initiatives -Financial        -650
Management Workforce Certification
    Decrease in funding for new web-based curriculum
    development in support of the Financial Management
    Workforce Certification program.  No new courses are
    slated for development effective FY 2017; remaining

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|---|---|---|

web-based curriculum funds support course refreshes
only. (FY 2016 Baseline: $45,144 thousand; +0 FTEs)

54) OUSD(C) - Defense Resources Management Institute       -37
Decrease reflects internal realignment of the
resources to the Resource Management System to
consolidate funding for mission critical business
applications. (FY 2016 Baseline: $1,428 thousand; +0
FTEs)

55) OUSD(C) - Enterprise Funds Distribution System       -3,316
Support
Decrease reflects internal realignment of resources
to the Resource Management System to consolidate
funding for mission critical business applications.

(FY 2016 Baseline: $3,142 thousand; +0 FTEs)

56) OUSD(C) - Next Generation Resource Management System       -4,423
Decrease reflects internal realignment of resources
to the Resource Management System to consolidate
funding for mission critical business applications.

(FY 2016 Baseline: $4,180 thousand; +0 FTEs)

57) OUSD(I) - Military Deception Program Office       -547
Decrease in contractor support. (FY 2016 Baseline:
$3,114 thousand; +0 FTEs)

58) OUSD(I) - Walk Off       -3,805
Due to the merger of two programs, funds being
reclassified from O&M to RDTE for highly specialized
technical science, technology and engineering linked
directly to the conduct of research and development.
This action does not involve any change in the

### III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

substance of the mission performed and the funds will
be used for the same purpose as previously
appropriated by Congress. (FY 2016 Baseline: $6,310
thousand; +0 FTEs)

| 59) OUSD(P&R)  -  ASD (Health Affairs) Operations | -33 | |

Program reduction represents a reduction in contract
support.
(FY 2016 Baseline: $616 thousand; +0 FTEs)

| 60) OUSD(P&R)  -  Readiness & Force Management | -27 | |

Decrease reflects the discontinue support for the OSD
Organizational Server. (FY 2016 Baseline: $1,500
thousand; +0 FTEs)

| 61) OUSD(P&R)  - Combatant Commander's Exercise | -13,682 | |

Engagement & Training Transformation (CE2T2)
This decrease will reduce contractor support for each
Service and Combatant Command (CCD) and at the Joint
Staff Suffolk Complex for execution and training
enabler providers who perform exercise and engagement
scheduling, planning, and execution functions.  This
will decrease the enterprise wide production of
CE2T2-funded exercises in FY 2017 from approximately
126 to 115 exercises, and limits Joint Staff support
to 18 CCD exercises.

(FY 2016 Baseline: $538,924 thousand; +0 FTEs)

| 62) OUSD(P&R)  - Defense Readiness Reporting System | -206 | |

(DRRS)
Funding decrease represents a delay in further DRRS
integration with APEX efforts as maintaining Mission
Assurance Category (MAC)1 certification/accreditation

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|

will be prioritized over other performance parameters
and functionality improvements. (FY 2016 Baseline:
$5,089 thousand; +0 FTEs)

| | |
|---|---|
| 63) OUSD(P&R)  - Lost Work Day System | -96 |

Contract support funding will be priortized to
support accident reduction data collection and
warehousing, generating metrics and measures,
maintaining information assurance requirements, and
hosting the Force Risk Reduction tool for use across
the Department of Defense. (FY 2016 Baseline: $2,600
thousand; +0 FTEs)

| | |
|---|---|
| 64) OUSD(P&R) - Administrative Support | -180 |

Program reduction represents a decrease in contractor
support. (FY 2016 Baseline: $3,134 thousand; +0 FTEs)

| | |
|---|---|
| 65) OUSD(P&R) - Training Transformation | -196 |

Reduces Training Readiness, Strategy Analytical and
Policy contract support. (FY 2016 Baseline: $5,564
thousand; +0 FTEs)

| | |
|---|---|
| 66) OUSD(P&R) - Travel | -1,105 |

Decrease in overall travel. Funding will be
prioritized with respect to maintaining mission
travel for P&R. (FY 2016 Baseline: $1,767 thousand;
+0 FTEs)

| | |
|---|---|
| 67) OUSD(P) - Defense Critical Infrastructure Programs | -601 |

Decrease in contractor services that provide
technical subject matter expertise in support of
OUSD(P) oversight of the program. (FY 2016 Baseline:
$1,354 thousand; +0 FTEs)

| | |
|---|---|
| 68) OUSD(P) - Mission support | -359 |

The decrease will be absorbed through internal

III. <u>Financial Summary</u> ($ in thousands)

| C. <u>Reconciliation of Increases and Decreases</u> | <u>Amount</u> | <u>Totals</u> |
|---|---|---|
| realignment of funds for projected service support contracts. (FY 2016 Baseline: $7,005 thousand; +0 FTEs) | | |
| 69) OUSD(P) - Operations | -505 | |
| Programmatic decrease results from OUSD(P) efforts to curtail travel and reduce contractor support services cost. (FY 2016 Baseline: $29,989 thousand; +0 FTEs) | | |
| 70) OUSD(P) - Rewards Programs | -590 | |
| Authorized under Title 10 U.S. Code, Section 127b. Decrease is reflective of the current and projected program payouts due to reduce operation in Afghanistan, but remains a critical tool for the combatant commanders and deployed forces.  (FY 2016 Baseline: $7,141 thousand; +0 FTEs) | | |
| **FY 2017 Budget Request** | | **2,006,082** |

## IV. <u>Performance Criteria and Evaluation Summary</u>:

### A. <u>Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD(AT&L))</u>:

The Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all matters concerning acquisition, technology, and logistics.  AT&L's primary responsibilities include:  1) Supervising (DoD) acquisition, 2) Establishing policies for acquisition (including procurement of goods and services, research and development, developmental testing, and contract administration) for all elements of the Department of Defense, 3) Establishing policies for logistics, maintenance, and sustainment support for all elements of the DoD,  and 4)  Establishing policies of the Department of Defense for maintenance of the defense industrial base of the United States.  The following Performance Evaluation Metrics are samples from three of the larger programs under AT&L:  Readiness and Environmental Protection Initiative (REPI), Logistics Systems Modernization (LSM) Support and Acquisition Visibility Program.  These three programs account for 25% of AT&L's total Operation and Maintenance (O&M) in FY 2017.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title:  Regulatory Environment**

| Measure/Description | Actual | Projected | Projected |
|---|---|---|---|
| Readiness and Environmental Protection Initiative | **FY 2015** | **FY 2016** | **FY 2017** |
| **Metric #1:**<br>Percent funding to highest tier priority installations (Target is 80%) | 65% | 70% | 70% |
| **Metric #2:**<br>Percent of validated projects funded (Target is 70%) | 62% | 52% | 40% |
| **Metric #3:**<br>Percent partner cost-share (Target is 50%) | 50% | 50% | 50% |

## IV. <u>Performance Criteria and Evaluation Summary</u>:

The risk of incompatible land use threatens mission capabilities essential for realistic training and testing for current and future force.  Investments for the Readiness and Environmental Protection Initiative (REPI) address Component requirements to enter into agreements with private conservation organizations and/or state and local governments to acquire off-base property interests, usually conservation easements.  These agreements protect mission capability by cost-sharing the long-term protection of high-value habitat and limiting incompatible land uses around DoD ranges and installations.  REPI projects meet critical, near-term but time limited opportunities, to preserve DoD installation and range capabilities.  REPI leverages the capabilities, resources and priorities of the private sector and state and local governments to obtain land and/or easements that will prevent incompatible development or other land uses that impact military operations.  REPI partnerships support sound planning, ecological integrity and interagency coordination, and help avoid more expensive costs, such as the need for training.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title- Improve Acquisition & Logistics Processes - Logistics Systems Modernization Support**

| Measure/Description | Projected FY 2015 | Projected FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Supply Chain and Inventory Management | | | |
| **Metric #1:** Customer Wait Time – Army (Days) | 15.0 | 15.0 | 15.0 |
| **Metric #2** Customer Wait Time – Air Force (Days) | 7.5 | 7.5 | 7.5 |
| **Metric #2** Customer Wait Time – Navy (Days) | 15.0 | 15.0 | 15.0 |
| **Metric #4** On-Hand Excess | 9.0% | 8.0% | 7.0% |
| **Metric #5** Due-in Potential Future Excess | 5.0% | 4.0% | 4.0% |

## IV. <u>Performance Criteria and Evaluation Summary</u>:

Supply Chain Management:  DoD measures responsiveness metrics to evaluate the
effectiveness of the DoD Supply Chain. Responsiveness is measured by the Customer Wait
Time metric, the time between submission of a customer order from organizational
maintenance and receipt of that order by organizational maintenance.  These measures are
tracked and updated in Department performance measurement systems.

Inventory Management Initiative:  DoD is executing a Comprehensive Inventory Management
Improvement Plan (CIMIP).  The CIMIP provides oversight and a framework to guide
inventory management improvement across the DoD Components. DoD measures the
effectiveness of inventory improvement efforts using metrics for due-in potential future
excess and excess on-hand inventory. The DoD objective is to reduce due-in potential
future excess to 4% and excess on-hand to 8% by FY2016. These measures are tracked and
updated in Department performance measurement systems.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title:  Promulgate Policy:  AT&L Acquisition Visibility (AV)**

| Measure/Description | Actual | Projected | Projected |
|---|---|---|---|
| Acquisition Visibility (AV) | **FY 2015** | **FY 2016** | **FY 2017** |
| **Metric #1:** <br> Number of Authorized Users with Access to AV Services | 6,629 | 7,800 | 9,000 |
| **Metric #2:** <br> Number of Acquisition Information Elements and Acquisition Decision Documents under AT&L Control | 2,050 | 3,300 | 3,600 |
| **Metric #3:** <br> Number of Acquisition Reports Submitted using AV Services to meet statutory requirements | SAR    94 <br> MAR    41 <br> DAES  436 <br> MQR[2]  95 | SAR    90 <br> MAR    36 <br> DAES  394 <br> MQR    0 | SAR    94 <br> MAR    33 <br> DAES  420 <br> MQR    0 |

Acquisition Visibility (AV) supports the Defense Acquisition Executive (DAE), Service Acquisition Executives (SAE), OSD senior leaders, and OSD and Component analysts who assess the effectiveness of acquisition programs acquiring and sustaining war-fighting capability for the Department via Major Defense Acquisition Programs, Major Automated Information Systems, and other programs.  AV supports USD (AT&L) responsibilities by providing critical information for acquisition analysis, oversight, and decision making. This same information is also made available to the broad Acquisition Community to assist

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[2] MQR was merged with the DAES in late FY14.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

Program Managers, Program Executive Officers and their staffs in guiding programs. AV institutionalizes governance of data and statutory and regulatory business rules used to support acquisition decision making, and it integrates the acquisition data stored across multiple disparate data sets and systems. AV delivers a centrally accessible collection of tools such as the Defense Acquisition Management Information Retrieval system (DAMIR), acquisition data analysis capabilities, data access services, and data standards. Efforts to increase Acquisition Visibility continue through definition, development, and fielding of concepts and tools for Department-wide data analysis for use across Congress and the Department. The increasing number of Authorized Users reflects an increase in the role of AV in collecting and exposing acquisition data for analysis and the integration of Army and Air Force program reporting directly into DAMIR, reducing redundancy. The increased number of stored Acquisition Decision Documents demonstrates enhanced traceability and transparency of the Department's acquisition decisions.

## B. <u>Under Secretary of Defense, Comptroller (OUSD(C))/ Chief Financial Officer</u>:

The Office of the Under Secretary of Defense (Comptroller) OUSD(C)/Chief Financial Officer (CFO) is the Principal Staff Assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all Department of Defense financial matters. This office oversees and sets policy for budget and fiscal matters, including financial management, accounting policy and systems, management control systems, budget formulation, execution, and contract audit administration. Performance Evaluation Metrics have been developed for the major programs under OUSD(C): Comptroller Initiatives, Resource Management Systems (RMS), and Defense Resource Management Institute. These programs account for 96% of Comptroller's total Operation and Maintenance budget in FY 2017.

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IV. **Performance Criteria and Evaluation Summary:**

| Measure/Description | Actual FY 2015 | Projected FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Financial Improvement and Audit Readiness | | | |
| **Metric #1:** Percentage of Existence and Completeness of Mission Critical Assets Audit Ready | 76% | N/A | N/A |
| **Metric #2:** Percentage of Valuation of Mission Critical Assets Audit Ready | 4% | N/A | N/A |
| **Metric #3:** Percentage of Funds Balance with Treasury Audit Ready | 7% | N/A | N/A |
| **Metric #4:** Percentage of Statement of Budgetary Resources Audit Ready | 64% | N/A | N/A |
| **Metric #5:** Percentage of complete reconciliations from financial statement line items to the General Ledger (GL) Systems, Schedule of Budgetary Activity | N/A | 87% | 100% |
| **Metric #6:** Percentage of complete reconciliations from financial statement line items to the General Ledger (GL) Systems, Statement of Budgetary Resources and Balance Sheet | N/A | 39% | 100% |

## IV. <u>Performance Criteria and Evaluation Summary</u>:

| | | | |
|---|---|---|---|
| **Metric #7:** Percentage of complete reconciliations for a detailed tie out of feeder source systems to the GL Syste Schedule of Budgetary Activity | N/A | 59% | 100% |
| **Metric #8:** Percentage of complete reconciliations for a detailed tie out of feeder source systems to the GL Systems, Statement of Budgetary Resources and Balance Sheet | N/A | 39% | 100% |
| **Metric #9:** Percentage of Overaged In-Transit Transactions Balance with Treasury) | N/A | .75% | .25% |
| **Metric #10:** Percentage of Overaged Unmatched Disbursements (Fund Balance with Treasury) | N/A | .50% | .10% |
| **Metric #11:** Percentage of Journal Vouchers, Unsupported | N/A | .40% | 0% |
| **Metric #12:** Percentage of baseline complete for Mission Critical Assets Existence and Completeness, General Equipment | N/A | 99.1% | 99.1% |
| **Metric #13:** Percentage of baseline complete for Mission Critical Assets Existence and Completeness, Real Property | N/A | 74.3% | 74.3% |
| **Metric #14:** Percentage of baseline complete for Mission Critical Assets Existence and Completeness, Internal | N/A | 62.1% | 62.1% |

## IV. <u>Performance Criteria and Evaluation Summary</u>:

| | | | |
|---|---|---|---|
| Use Software<br><br>**Metric #15:**Percentage of baseline complete for Mission Critical Assets Existence and Completeness, Inventory Operating Material and Supplies | N/A | 98.3% | 98.3% |

a) The National Defense Authorization Act of 2010 mandates that Department of Defense (DoD) have audit ready financial statements by 2017.

b) The previously reported metrics were revised beginning in fiscal year (FY) 2016 to provide a more direct focus on progress for specific critical path/risk areas most material to achieving audit readiness by FY 2017.

The Department is working in full force to make significant progress in audit readiness efforts for all Budgetary and Proprietary accounts by FY 2017.

**Major Program Title- Comptroller Initiatives**

| | Actual | Projected | Projected |
|---|---|---|---|
| **Measure/Description** | **FY 2015** | **FY 2016** | **FY 2017** |
| Implement the DoD Financial Management (FM) Certification Program | | | |
| Metric: DoD FM personnel (military and civilian), with an active account, achieving certification | 14% | 50% | 75% |

## IV. <u>Performance Criteria and Evaluation Summary</u>:

The Department initiated a multi-year effort to develop a competency-based FM Certification Program that is applicable to the FM workforce. The FY12 NDAA provides the legal authority to implement the FM Certification Program. The Program is designed to ensure DoD meets the FM workforce and lifecycle management needs.  All FM positions, civilian and military, are coded as Level 1, Level 2 or Level 3.  Enterprise-wide, FM competencies applicable to each FM occupation series have been established.  Each certification level requires a minimum number of training course hours and FM experience. Training is targeted to specific FM technical competencies, DoD leadership competencies, and specific topics such as audit readiness, fiscal law and ethics.

The FM Certification Policy was finalized in a Department of Defense Instruction signed on November 20, 2013, superseding the March 22, 2013 Directive-Type Memorandum.

Phased Implementation for the DoD FM Certification Program began in June 2013 and by March 2015 over 50,000 active reserve and civilians were enrolled in the program.  As of 31 July 2015, over 6,000 FM members completed the requirements and obtained their certification.  The previous metric measured the number of FM personnel participating in the program, the phased implementation is complete and all FM members are in the program. The metric has been modified to measure the number of active FM members who achieve certification.

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## IV. Performance Criteria and Evaluation Summary:

**Major Program Title- Resource Management System**

| Measure/Description | Actual FY 2015 | Projected FY 2016 | Projected FY 2017 |
|---|---|---|---|
| | | | |
| **Metric #1:** Number of Agencies utilizing the EAS tool | 34 | 34 | 34 |
| **Metric #2:** Man-Hours saved using the EAS Tool | 13% | 14% | 14% |
| **Metric #3:** Number of Exhibits Automated | 18 | 18 | 18 |
| **Metric #4:** Deployment of Basic Account Symbols/ Appropriations in support of Audit Readiness efforts for Appropriations Received underway by FIAR | 72% | 77% | 85% |

The Office of the Under Secretary of Defense (Comptroller)(OUSD(C)) maintains the OUSD(C) Resource Management System (RMS), a Family of Systems that deliver the capability to manage and support DoD Planning, Programming, Budgeting, and Execution activities.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

The OUSD(C) is currently consolidating applications into a modernized system that will deliver a more efficient and effective budget environment. The Next Generation Resource Management System (NGRMS) will utilize emerging technology, processes, trends, capabilities and techniques to incorporate state-of-the-art information technology enabling the ability to process, administer and report resource management data and to automate business processes within a more robust analytical environment.  NGRMS will replace redundant inefficient legacy systems to provide for the effective formulation and justification of the Defense Budget.  It will increase the exchange and reconciliation of budget data, improve efficiency through the utilization of a unified budgetary data model, the timely ability to generate data for management reviews and decisions, and the capability to accommodate emerging business practices as required.

A key accomplishment for FY 2015 was the automation of Budget Activity (BA) and Sub Activity Group (SAG) level OCO OP-5 Exhibits to ensure that OUSD(C) and SOCOM met emerging Congressional requirements for budget justification. Additionally, one new Exhibit was automated for the Defense Agencies. In FY 2016, an integrated data load will be implemented to allow Defense Agencies to load and export budget data using an XML format. Additional functionality will be included to enhance data integrity checks to ensure entered data is in balance and consistent across the automated exhibits. In FY 2017 the integrated data export will be enhanced to ensure external systems can utilize the data that is collected within the system. Reports and quality assurance measures will continue to be enhanced to streamline the budget build process and reduce data re-entry, saving time, and reducing errors. The funds distribution function continues to deploy by appropriation and title to support:

## IV. <u>Performance Criteria and Evaluation Summary</u>:

a. Improving quality, visibility and transparency of information

b. Increasing exchange and reconciliation of budget execution information via automated methods

During FY 2017, Family Housing appropriations are scheduled to be implemented.  FY2017 and FY2018 efforts will include investigation of non-conventional and stale appropriations.

Defense Logistics Agency (DLA) is the acquisition Program Manager and service provider. The metrics shown above address Phase 1 funds distribution only.  Metrics for funds distribution below Congressional reporting levels are reported separately under DLA.

**Major Program Title- DRMI Educational Effectiveness**

| Measure/Description | Actual | Projected / Goal | Projected / Goal |
|---|---|---|---|
| | FY 2015 | FY 2016 | FY 2017 |
| 1)   Participant knowledge | | | |
| Metric: Number of 4 or 5 responses (1-5 scale; 5 is best) from U.S. participants on whether the course increased resources management knowledge / was useful on end-of-course questionnaires | N/A | 85% | 85% |
| | N/A | 95% | 95% |
| Metric: Average monthly score above 3.5 on | | | |
| | N/A | 90% | 90% |

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

| all FM Online courses<br><br>Metric: U.S. participants (students) who choose to take the exam who pass | | | |
|---|---|---|---|

The Defense Resources Management Institute (DRMI) exists to provide courses and instruction that enhance the effective allocation and use of resources in modern defense organizations. We focus on developing participants' (students') understanding and appreciation of the concepts, techniques, and analytical decision making skills needed to make better resource decisions. DRMI teaches U.S. military and civilians (O-3 and above and GS-9 and above or equivalent), and international officials of similar rank. As an organization, we evaluate our effectiveness based on educational outcomes of our students, our relevance to defense and security, and our academic quality.

DRMI's appropriation from OUSD(C) in FY16 is programmed at $1.4 mil. This funds salaries for faculty and staff while teaching/preparing for/supporting U.S. students, including preparing material for the FMCP, and operational expenses including supplies and materials, information technology, building maintenance, faculty and staff development activities, and travel for U.S. courses and events.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

| | Actual | Projected / Goal | Projected / Goal |
|---|---|---|---|
| **Measure/Description** | **FY 2015** | **FY 2016** | **FY 2017** |
| **a.** Understanding of DoD processes | | | |
| Metric: Civilian faculty who have completed two weeks of experience training in the Pentagon or other headquarters activities every two years; or faculty who have written technical reports on DoD processes in the past two years. | N/A | 20% | 40% |
| **b.** Knowledge of best practices | | | |
| Metric: Faculty invites to teach at external events on best practices or publications of at least one article in a trade journal in the past two years. | N/A | 40% | 50% |

## C. **<u>Deputy Chief Management Officer (DCMO)</u>:**

In support of the Budget Control Act of 2011, Executive Order 13589, "Promoting Efficient Spending" dated 9 Nov 11,  OMB Memorandum, "Promoting Efficient Spending to Support Agency Operations" dated 11 May 12, the Bipartisan Budget Act of 2013, the OMB Memorandum, "Next Steps in the Evidence and Innovation Agenda "dated 26 Jul 13, and the DepSecDef Memorandum "Implementation of the Business Process System Review (BPSR)" dated 8 Aug 2014, conduct BPSRs to identify areas to improve the effectiveness and efficiency of business processes at both the OSD and DoD levels.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title-Improvement of Business Processes across DoD through BPSRs**

| Measure/Description | Actual<br>FY 2015 | Projected<br>FY 2016 | Projected<br>FY 2017 |
|---|---|---|---|
| % of BPSRs conducted at the OSD Level | 100% | 100% | 100% |
| % of BPSRs conducted at the Defense Agency/Field Activity Level | 100% | 100% | 100% |

In support of the Budget Control Act of 2011, Executive Order 13589, "Promoting Efficient Spending" dated 9 Nov 11, OMB Memorandum, "Promoting Efficient Spending to Support Agency Operations" dated 11 May 12, the Bipartisan Budget Act of 2013, the OMB Memorandum, "Next Steps in the Evidence and Innovation Agenda "dated 26 Jul 13, and the DepSecDef Memorandum "Implementation of the Business Process System Review (BPSR)" dated 8 Aug 2014, conduct BPSRs to identify areas to improve the effectiveness and efficiency of business processes at both the OSD and DoD levels.

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## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title-Improvement of Business Processes across DoD through Process Improvement Projects**

| | Actual | Projected | Projected |
|---|---|---|---|
| **Measure/Description** | **FY 2015** | **FY 2016** | **FY 2017** |
| # of process improvement projects conducted at the OSD Level | 20 | 30 | 30 |
| # of process improvement projects conducted at the DoD Level | 10 | 20 | 20 |

Improve the effectiveness and efficiency of business processes across the DoD by conducting full spectrum oversight, at both the OSD and DoD levels, of management and administration, coordination and collaboration across DoD Components and business functions, performance improvement and regulatory policy.
IAW 10 U.S. Code Section 2222 maintain a defense business enterprise architecture enables DoD to:
  (A) comply with all applicable law, including Federal accounting, financial management, and reporting requirements;
  (B) routinely produce timely, accurate, and reliable business and financial information for management purposes;
  (C) integrate budget, accounting, and program information and systems; and
  (D) provide for the systematic measurement of performance, including the ability to produce timely, relevant, and reliable cost information.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title-Compliance to Business Enterprise Architecture across DoD**

| Measure/Description | Actual<br>FY 2015 | Projected<br>FY 2016 | Projected<br>FY 2017 |
|---|---|---|---|
| % DoD PSAs with DBS portfolios evaluated during the investment review boards | 100% | 100% | 100% |
| % of covered core DBSs assessed compliant within the BEA | 97% | 100% | 100% |
| % of Approved Problem Statements and associated process and DBS development initiatives assessed compliant within the BEA | 0% | 100% | 100% |

Promotes effectiveness and efficiency through scrutiny of IT investments. IAW 10 U.S. Code Section 2222, covered Defense Business Systems (DBSs) undergo Defense Business Council investment review to support the yearly conditions for DBS funds obligation. The Business Case Reviews reflect actions to analyze IT investments with additional CIO criteria, and the Problem Statement approval reflect the positive assessment and approval of systems which are either new or undergoing significant enhancement.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title-Compliance to Business Enterprise Architecture across DoD**

| Measure/Description | Actual | Projected | Projected |
|---|---|---|---|
| | FY 2015 | FY 2016 | FY 2017 |
| % of OSD business cases reviewed | 100% | 100% | 100% |
| % of problem statements approved | 90% | 90% | 90% |
| % OSD IT systems DBC approved for system funds obligations | 98% | 96% | 96% |
| % DOD IT  systems DBC approved for system funds obligations | 99% | 99% | 99% |

Provide DoD-wide and OSD organizational and management planning and advice in support of the DCMO, the SD/DSD, and other senior leaders in the Department.  Lead/participate in OSD, DoD, SD-directed, and congressionally-mandated organizational changes, functional realignments, and management reform initiatives.  Proponent for organizational charters for OSD, Defense Agencies/DoD Field Activities, and other issuances.  Policy, planning, and coordination for Major DoD Headquarters Activities and DoD Executive Agent.

## IV. Performance Criteria and Evaluation Summary:

**Major Program Title-Org/Management Planning and Policy Proponent**

| Measure/Description | Actual<br>FY 2015 | Projected<br>FY 2016 | Projected<br>FY 2017 |
|---|---|---|---|
| # of Departmental policy issuances and decision documents, including chartering directives, instructions, publications and manuals, and other issuances | 380 | 100% | 100% |
| # of interagency and interdepartmental "green sheet" requests | 135 | 100% | 100% |

Provide governance support in response to a tasking from the Deputy Secretary of Defense to support the following governance forums: Deputy's Management Action Group; Defense Executive Committee; and Senior Steering Group. In support of this effort the contractor shall provide support for additional research and analytic activities. This support consists of agenda setting, meeting management, read-aheads, SharePoint calendar, RSVPs for 20+ Senior Executives, and meeting minutes.

## IV. Performance Criteria and Evaluation Summary:

**Major Program Title-Senior Governance and Decision Support**

| | Actual | Projected | Projected |
|---|---|---|---|
| **Measure/Description** | **FY 2015** | **FY 2016** | **FY 2017** |
| # of DMAG meetings | 47 | 120% | 140% |
| # of Meeting DMAG topics | 78 | 120% | 140% |
| # of DBC Meetings | 19 | 130% | 160% |
| # of DBC Meeting topics | 70 | 150% | 200% |

On behalf of the Department of Defense (DoD) Chief  Freedom of Information Act (FOIA) Management Officer, reduce the DoD FOIA backlog and close the 10 oldest requests. Establish and maintain standardized FOIA business practices across the Department to comply with the Act. Maintain liaison with Department of Justice (DOJ), National Archives and Records Administration (NARA), other Federal agencies, and public interest groups in addressing FOIA issues and improvements.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title-FOIA**

| Measure/Description | Actual FY 2015 | Projected FY 2016 | Projected FY 2017 |
|---|---|---|---|
| 10% reduction in the FOIA request backlog {DOJ Guidance} | 100% | 100% | 100% |
| Close the 10 oldest FOIA requests from the previous fiscal year {DOJ Guidance} | 100% | 100% | 100% |

Provide independent oversight of all DoD intelligence, counterintelligence, and intelligence-related activities in the DoD.  Provide  DoD input to President's Intelligence Oversight Board (PIOB) legally required by Executive Order (EO) 13462. Inspect intelligence-related activities conducted by DoD Components.  Develop Intelligence Oversight policy and issues guidance.  Review and validate the annual financial audit of funds generated by DoD intelligence commercial activities, and report the results to the Under Secretary of Defense for Intelligence.

## IV. Performance Criteria and Evaluation Summary:

**Major Program Title-Intelligence Oversight**

| Measure/Description | Actual FY 2015 | Projected FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Conduct staff assistance visits and independent inspections of DoD Components {DODD 5148.118} (2-3 weeks per inspection; 8+ yearly) | 100% | 100% | 100% |

Maintain currency of DoD Privacy Program and DoD Civil Liberties Program policy, work with the DoD Components to ensure privacy and civil liberties are adequately addressed in new programs and issuances, and oversee and facilitate Defense Privacy Board and Civil Liberties Board meetings.  Ensure DoD meets its legislative and regulatory privacy and civil liberties mandated actions and reporting requirements.  Provide privacy and civil liberties training to Component privacy officers and civil liberties points of contact, and provide privacy and civil liberties outreach to DoD personnel (service members, civilian employees, and contractor staff).

## IV. Performance Criteria and Evaluation Summary:

**Major Program Title-Privacy and Civil Liberties**

| Measure/Description | Actual FY 2015 | Projected FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Review and process System of Record Notices (SORNs) {Privacy Act and OMB Circular A-130} (183 received, 53 completed, 51 withdrawn, 79 pending) | 100% | 100% | 100% |
| Review and process Computer Matching Agreements (CMA) and Biennial Computer Matching Report {Privacy Act and OMB Circular A-130} (seven renewed, four extended) | 100% | 100% | 100% |
| Privacy breach reporting {OMB Memo 07-16} (1,670 breaches reported) | 100% | 100% | 100% |
| Annual privacy and civil liberties assessment of the Defense Industrial Base {E.O. 13636} | 100% | 100% | 100% |
| Senior Agency Official for Privacy portion of the annual Federal Information System | 100% | 100% | 100% |

## IV. <u>Performance Criteria and Evaluation Summary</u>:

| | | | |
|---|---|---|---|
| Management Act (FISMA) Report {FISMA and OMB FISMA guidance} | | | |
| Semi-annual Privacy and Civil Liberties Officer Report {42 U.S.C. Section 2000ee-1} | 100% | 100% | 100% |
| Privacy Act training {Privacy Act and OMB Privacy Act Implementation Guidelines and Responsibilities} | 100% | 100% | 100% |
| Review DoD policies, procedures, guidelines, and related laws and their implementation to ensure that DoD is adequately considering privacy and civil liberties in its actions {42 U.S.C. 2000ee-1} (255 issuances reviewed) | **100%** | **100%** | **100%** |

The eRulemaking Initiative is one of 24 E-Government initiatives from the President's Management Agenda.  DoD fully implemented this initiative in 2005. EPA is the Managing Partner and is supported by a Governing Board of Partners and funding from numerous agencies, including DoD.  The Regulatory and Audit Matters Office under the Directorate for Oversight and Compliance is the DoD Lead Agent for the e-Rulemaking Initiative.  The

## IV. <u>Performance Criteria and Evaluation Summary</u>:

eRulemaking Program supports the maintenance and operation of the government-wide electronic docket management system known as the Federal Docket Management System, (publicly accessible at www.regulations.gov). The system increases public participation in rulemaking and improves the efficiency of the comment process.  DoD participates in an interagency budget workgroup which developed a fee-for-service model to determine agency funding allocations based on OMB mandates.

**Major Program Title- Regulatory Matters**

| Measure/Description | Actual FY 2015 | Projected FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Manage Federal Docket Management System (FMDS) within DoD. {POTUS E-Government initiative} (over 500 occurrences yearly) | 100% | 100% | 100% |

Ensure compliance with statutory, regulations, and agency-wide governance requirements, and continuous monitoring of implementation.  Exercise control and supervision over the establishment, procedures, and accomplishments of approximately 45 DoD advisory committees.

IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title-FACA**

| Measure/Description | Actual FY 2015 | Projected FY 2016 | Projected FY 2017 |
|---|---|---|---|
| Charter-updated biannually with Membership Balance Plan, {5 U.S.C, Appendix 41 C.F.R. § 102-3.75} | 100% | 100% | 100% |
| Members appointed/renewed on an annual basis. {5 U.S.C and 41 C.F.R. §§ 102-3.5 through 102-3.185} | 100% | 100% | 100% |
| Federal Register notice 15 days in advance of an Advisory Committee Meeting (includes waivers to advance notification) {41 C.F.R. § 102-3.150} | 100% | 100% | 100% |
| Number of previous per calendar year  - Closed or Partially Closed Report (applies to all committees) by 31 March Annually {Government in Sunshine Act} | 100% | 100% | 100% |
| Annual Comprehensive Review as of 30 September {Federal | 100% | 100% | 100% |

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

| Advisory Committee Act, Section 7} | | | |
|---|---|---|---|

D. <u>**Under Secretary of Defense Intelligence OUSD(I)**</u>:

The Under Secretary of Defense for Intelligence (USD(I)) is the principal staff assistant and advisor to the Secretary of Defense and the Deputy Secretary of Defense on intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters.  OUSD(I) exercises planning, policy, and strategic oversight over all DoD intelligence assets.  The following Evaluation Metrics are samples from the OUSD(I) programs.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title: Intelligence Mission**

| Measure Description | Actual | Projected | |
|---|---|---|---|
| **Human Intelligence (HUMINT) and Sensitive Activities** | **FY 2015** | **FY 2016** | **FY 2017** |
| Cover oversight reviews | 4 | 6 | 6 |
| Clandestine Quarterly Reports | 4 | 4 | 4 |
| Cover Plan/Annex Reviews | 60 | 60 | 60 |
| Cover Incident Reports | 50 | 50 | 50 |
| Senior Review Forum | 2 | 4 | 4 |
| HUMINT Oversight Assessments | 3 | 3 | 3 |

Per DoD Directive 5143.01, USD(I) is responsible for establishing policy and providing oversight of the Defense Cover Program and the Defense Human Intelligence (HUMINT) Enterprise. The HUMINT and Sensitive Activities (H&SA) is the responsible directorate for these activities.  Quarterly, H&SA conducts a strategic oversight review of a Defense Cover Component, assessing the effectiveness of the program and compliance with policy. H&SA also reviews all DoD Component cover Plans and annexes for compliance with policy per DoD Instruction 5105.63, facilitates the quarterly Senior Review Forum for cover, and assesses all serious incident reports pertaining to the Defense Cover Program. Periodically and in accordance with DoDD S-5200.37, H&SA conducts assessments of DoD HUMINT components evaluating the effectiveness of their program and ensuring compliance with applicable laws, Executive Orders and policy.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

Additionally, a classified annex to the Annual Defense Appropriations Act directs the DoD to provide quarterly reports on certain clandestine activities conducted by the department.  H&SA compiles and reviews inputs from the DoD components and distributes the quarterly report to six Congressional committees and senior Executive Branch officials. The directorate also coordinates OSD-level approvals to conduct certain compartmented activities, conducts periodic reviews of these activities, and prepares/coordinates reports to the USD(I), the Secretary of Defense, and Congressional oversight committees.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title: Intelligence Mission**

| Measure Description | Actual | Projected | |
|---|---|---|---|
| **Reform the Department of Defense (DoD) Personnel Security Clearance Process** | **FY 2015** | **FY 2016** | **FY 2017** |
| DoD will adjudicate the fastest 90% of initial top secret and secret personnel security clearances within 20 days. | 90%/18 days | 90%/20 days | 90%/20 days |
| 90% of DoD adjudicators certified. | 97% certified | 90% certified | 90% certified |
| 90% of Single Scope Background Investigations and Top Secret Periodic Investigations will meet 2009 adjudication documentation standards. | 99% will meet 2009 adjudication standards | 99% will meet 2009 adjudication standards | 99% will meet 2009 adjudication standards |

Congress mandated specific security clearance process investigation and adjudication timeliness goals as part of the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA).  DoD is responsible for adjudication of completed background investigations and has focused on ensuring that the time to adjudicate the fastest 90% of investigations does not exceed an average of 20 days.  In order to ensure that emphasis on timeliness has not degraded the quality of adjudications, DoD has implemented policy and procedures for review of the quality of adjudications and for the professional certification of adjudicators.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title: Intelligence Mission**

| Measure Description | Actual | Projected | |
|---|---|---|---|
| **Compliance, Currency, and Relevance of DoD Counterintelligence and Credibility Assessment Policies** | **FY 2015** | **FY 2016** | **FY 2017** |
| Review 100% of existing policy documents and revise or cancel as appropriate. | 100% | 100% | 100% |
| Conduct Counterintelligence (CI) and Credibility Assessment oversight reviews to ensure Component compliance with DoD and national-level policy. | 18 | 7 | 12 |

The Counterintelligence & Security Directorate is responsible for developing new and updating current policy issuances related to CI and Credibility Assessment (CA).  The Directorate is also responsible for conducting policy oversight assessments which directly ties into the mission to ensure policy compliance, currency and relevance.  The assessments are conducted by visiting all DoD Components every three years.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title: Intelligence Mission**

| Measure Description | Actual | Projected | |
|---|---|---|---|
| **Intelligence Analysis & Partner Engagement Policies and Strategies** | **FY 2015** | **FY 2016** | **FY 2017** |
| Conduct quarterly reviews of Intelligence Analysis requirements policies, procedures, and tools to include policy gaps gleaned through oversight assessments/reviews.  Identify issuances to develop and/or modify existing requirements process.  Complete draft issuance submission within a target time period of no more than six months. | 100% | 100% | 100% |
| Provide the USD(I) with strategic recommendations for foreign partnership engagement, and draft initial guidance for the Defense Intelligence Components on foreign partnerships, including analytic mission sharing with partners and allies. | 100% | 100% | 100% |
| Draft initial Action Plans on select issues from the foreign partner engagement strategy. | 1 Plan | 2 Plans | 2 Plans |
| Monitor Defense Intelligence Components progress on implementing the partner engagement strategy by providing oversight to enterprise Action Plans on select issues from the Strategy Priority Guidance. | New | 75% | 100% |

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

Defense Analysis and Partner Engagement (DA&PE) is responsible for developing new policies and procedures to structure and guide Intelligence Analysis.  DA&PE is also responsible for ensuring foreign partnerships are effective and efficient in support of Defense Intelligence.  DA&PE leads the Defense Enterprise through policy development and oversight of defense analysis and partner engagement to provide decision makers with decision advantage and foster intelligence sharing with key partners and allies.

In FY 2015, DoDD "Management and Oversight of All-Source Analysis" issuance was modified to better reflect the evolving organizational construct and is in formal coordination.  This policy addresses changes in business process and governance within Defense Intelligence All-Source Analysis community.  In the 4th quarter of FY 2015, the USD(I) promulgated the memorandum to the Defense Intelligence Enterprise (DIE) on the first Foreign Partnership Engagement Strategy.  This strategy is the keystone guidance for engagements within OUSD(I) and also the DIE.  In FY 2016, a review of foreign partnership contributions will be initiated and will inform the next strategy.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title: Intelligence Mission**

| Measure Description | Actual | Projected | |
|---|---|---|---|
| **Intelligence Analysis Oversight** | **FY 2015** | **FY 2016** | **FY 2017** |
| Assessments/reviews of selected Enterprise Components responsible for All-Source and Intelligence specific Analysis with priority on the Services, the Defense Intelligence Agencies, and the Combatant Commands. | 6 | 4 | 4 |
| Formalize into the Oversight Program Structure-Evaluation of Warning tools and certification requirements. | 3 | 3 | 3 |
| Formalize into the Oversight Program Structure-Evaluation of all-source intelligence analysis certification requirements. | 3 | 3 | 3 |

The DA&PE Directorate is responsible for evaluating current and developing new policies and procedures to structure and guide Intelligence Analysis, Foreign Partnership Engagement, and Foreign Disclosure.  DA&PE also provides oversight and guidance on crucial areas such as Defense Warning certification, Defense Warning tools, and All-Source Analysis certification.

In FY 2015, DA&PE combined formal site visits with increased participation on existing boards, committees and other structures in order to assess and recommend areas for improvement of Intelligence Analysis at both the component level and across the DIE.  Through these oversight mechanisms, DA&PE evaluates policy compliance, intelligence

## IV. <u>Performance Criteria and Evaluation Summary</u>:

customer support, and capabilities required to address current and future needs of DoD. This allows for a more holistic approach to improving the DIE, as well as improved our ability to exercise our oversight roles associated with Foreign Partnership Engagements and Foreign Disclosure.

**Major Program Title: Defense Military Deception (MILDEC) Program Office**

| Measure Description | Actual | Projected | |
|---|---|---|---|
| **Policy Oversight (DoD Military Deception)** | **FY 2015** | **FY 2016** | **FY 2017** |
| Proposed MILDEC Plan Approval Reviews | 100% | 100% | 100% |
| MILDEC Operation Reviews | 11 | 6 | 6 |
| DoD MILDEC Education and Training Education Reviews | 5 | 3 | 3 |
| Component Staff Assistance Visits | 1 | 4 | 4 |
| Component Program Assessments | N/A | 4 | 4 |

In accordance with DoD Instruction S-3604.01, the H&SA directorate establishes policy, provides oversight, and oversees the Defense MILDEC Program. H&SA conducts a strategic oversight bi-monthly review of a Defense MILDEC Program to assess effectiveness and policy compliance.  H&SA reports MILDEC program compliance to the USD(I), Secretary of Defense, and Congressional oversight committees. In FY 2015, H&SA initiated Staff Assistance Visits (SAV) and the Component Program Assessments (CPA) with full implementation in FY 2016. SAVs are a collaborative engagement with DoD components to develop and strengthen all aspects of the MILDEC programs.  CPAs are formal engagements

## IV. <u>Performance Criteria and Evaluation Summary</u>:

to assess the effectiveness of the MILDEC program and inspect policy compliance.  CPAs are conducted concurrently with cover and OPSEC oversight visits whenever possible.

**Major Program Title: Defense Operations Security Initiative**

| Measure Description | Actual | Projected | |
|---|---|---|---|
| **Policy Oversight (DoD Operations Security)** | **FY 2015** | **FY 2016** | **FY 2017** |
| Complete annual reviews of DoD component Operations Security (OPSEC) programs and provide Annual OPSEC Report to the Secretary of Defense. | 100% | 100% | 100% |
| Review Department level existing OPSEC policy documents and either revise, cancel, or extend the issuance. | 100% | 50% | 100% |
| DoD OPSEC Education and Training Education Reviews | N/A | 3 | 3 |
| OPSEC Staff Assistance Visits | N/A | 4 | 4 |
| OPSEC Oversight Reviews | N/A | 1 | 4 |
| OPSEC Oversight Forums | N/A | 4 | 4 |

In accordance with DoDD 5205.02E, the Defense Operations Security Initiative (DOSI) program lead provides oversight of the Defense OPSEC program.  USD(I) is required to report annually to the Secretary of Defense on the status of the DoD OPSEC program to include Component compliance and operational effectiveness.  DOSI completes this annual report on behalf of the USD(I).  DOSI established an oversight council and began

## IV. <u>Performance Criteria and Evaluation Summary</u>:

development of a training consortium to identify training and mission requirements; review and update OPSEC curriculum; and recommend solutions to recognized training issues and gaps on behalf of USD(I).  DOSI began to participate in curriculum reviews in FY 2015, and will start leading review efforts on behalf of the USD(I) in FY 2017.  In FY 2015, H&SA established criteria and a framework for Staff Assistance Visit (SAV) and policy oversight reviews to assess the health of Component OPSEC programs and assist in formulating policy changes to strengthen all aspects of the OPSEC programs.  In FY 2016 SAVs and Oversight reviews will begin and become quarterly by FY 2017.

## e. <u>Department of Defense, Chief Information Officer (DoD(CIO))</u>:

The DoD CIO is the PSA and advisor to the Secretary of Defense for information technology (IT), national security systems (NSS), and information resources management (IRM) matters.  The DoD CIO shall be responsible for all matters relating to information and the information environment including command and control (C2), communications, radio frequency spectrum, network operations, information systems, information assurance (IA), defense cyber security, the Global Information Grid, and positioning, navigation, and timing (PNT) policy.

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## IV. Performance Criteria and Evaluation Summary:

**Major Program Title:  Information Enterprise**

| Measure/Description | Actual | Projected | Projected |
|---|---|---|---|
| Train the Total Defense Workforce with the right competencies. Protect DoD critical infrastructure. | **FY15** | **FY16** | **FY17** |
| **Metric #1:** Percent of information assurance positions and contract requirements filled with personnel meeting certification requirements. | 90% | 90% | 93% |
| **Metric #2:** Percentage of Reduction of Core Data Centers. | 27% | 35% | 45% |

Investments for Information Enterprise are to develop strategies and policies governing the DoD Information Enterprise; consisting of the DoD information resources, assets, and processes required to achieve an information advantage and share information across DoD and with mission partners. Establish enterprise-wide architectures, standards, policies and guidance to support effective implementation of the DoD enabling infrastructure, enterprise services, and effective information management.  Provide functional oversight for the development and sustainment of the IT and cyber workforce.  Support governance through engagement with the key DoD decision processes.  Engage with international partners and mission partners to ensure DoD enterprise information strategies meet information sharing requirements for all mission areas.

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

**Major Program Title:  C4 Information Infrastructure Capabilities**

| Measure/Description | Actual | Projected | Projected |
|---|---|---|---|
| Expand capacity to succeed against adversary states armed with anti-access capabilities and/or nuclear weapons and improve capabilities to conduct effective operations in cyberspace and space. | **FY15** | **FY16** | **FY17** |
| **Metric #1:** Percent of DoD's NC3 crypto-modernization plan completed. | 76% | 90% | 92% |
| **Metric #2Percentage of secure mobile devices supported by enterprise mobile device management and contracted through DISA** | **25%** | **40%** | **60%** |

Investments for C4 Information Infrastructure Capabilities are to assess success of critical Department information technology programs and initiatives and engage where necessary to make sure they deliver on time and at the level of performance required. Assess compliance with enterprise strategy and mission requirements. Develop Capability Architecture Views, Fielding/Deployment/Synchronization Plans, and Roadmaps. Provide oversight and guidance for the fielding of key enabling infrastructures and capabilities. Oversee policies, programs, and strategic plans regarding net-centric capabilities in support of nuclear and non-nuclear strategic strike, integrated missile defense, Continuity of Government (COG), and Senior Leadership Communications, including National Leadership Command Capabilities (NLCC).

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## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Program Title:  Cybersecurity**

| Measure/Description | Actual | Projected | Projected |
|---|---|---|---|
| Protect critical DoD infrastructure and partner with other critical infrastructure owners in government and the private sector to increase mission assurance. | **FY15** | **FY16** | **FY17** |
| **Metric #1:** Percentage of information systems, including NSS that have a valid authorization to operate. | 95% | 99% | 99.5% |
| **Metric #2:** Cumulative percentage of DoD SIPRNet accounts with PKI cryptographic logon capability. (as measured by token issuance) | 90% | 95% | 98% |

Investments for Cybersecurity are to manage security architectures, programming, and risk to provide a more defensible information environment and enable safe sharing of information across the enterprise and with mission partners.  Ensure DoD has an effective, properly funded cybersecurity program.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

### F. <u>Under Secretary of Defense (Personnel and Readiness) (OUSD (P&R))</u>:

The Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all matters concerning personnel and readiness. OUSD (P&R) funds the operation and support of programs like Commanders Exercise Engagement& Training Transformation (CE2T2), Defense Readiness Reporting System (DRRS), Defense Safety Oversight Council, Training Transformation, and others.  In FY 2017 the top program is CE2T2.

CE2T2 accounts for 94% of P&R's program.

**Major Program Title: Combatant Commander's Exercise Engagement & Training Transformation**

| Measure/Description |
|---|
| CE2T2 |
| Metric #1:  Percent of validated Combatant Command (CCMD) joint exercise transportation requirements executed with support of the Joint Exercise Transportation Program (JETP)<br><br>Metric #2: Percent of CCMDF Joint Mission-Essential Tasks (JMETS) with assigned training performance assessments (TPAs)<br><br>Metric #3:  Percent of Joint National Training Center (JNTC) Joint Training Coordination Program (JTCP) supportable enabler requests filled |

## IV. <u>Performance Criteria and Evaluation Summary</u>:

The CE2T2 program has supported DoD joint training needs, consistent with the new national military strategy and program goals and objectives. The program has provided the resources and expertise for training that has:
   - Improved the joint, integrated training and full spectrum readiness of DoD components and demonstrated enhanced interoperability with coalition partners at the tactical through strategic levels of operations;
   - Assisted the DoD components with the fielding of robust opposing force capabilities, after action and ground truth instrumentation/capabilities, and improved timeliness of pre-deployment and re-deployment training;
   - Improved Combatant Command TCP and OPPLAN readiness, through regional and country-specific engagements and exercises, including exercises with European NATO partner nations;
   - Supported the rebalance between the Middle East and Asia-Pacific regions;
   - Deterred aggression and shaped the global security environment through supporting regional partners which improved joint operational access;
   - Prepared U.S. forces for responsive and tailored military, humanitarian, disaster relief, and other civil support operations in Africa, South America, and the Pacific regions.

## IV. <u>Performance Criteria and Evaluation Summary</u>:

**Major Programs Title: Defense Safety Oversight Council and Lost Workdays System**

|  | Actual | Projected | Projected |
| --- | --- | --- | --- |
| Measure/Description | FY 2015 | FY 2016 | FY 2017 |
|  |  |  |  |
| **Metric #1:** Number and rates of military fatalities and injuries, civilian lost time injuries and occupational illness, and aviation class A mishaps. | Continuous improvement | Continuous improvement | Continuous improvement |

These programs support DoD-wide efforts to reduce preventable mishaps.  The programs monitor accidents and incidents trends; promote excellence in safety management systems such as the OSHA Voluntary Protection Programs, private sector and other governmental agency best practices; and make recommendations for DoD safety improvement policies, programs, and investments.programs, and investments.

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| V. <u>Personnel Summary</u> | <u>FY 2015</u> | <u>FY 2016</u> | <u>FY 2017</u> | **Change** <u>FY 2015/</u> <u>FY 2016</u> | **Change** <u>FY 2016/</u> <u>FY 2017</u> |
|---|---|---|---|---|---|
| <u>Active Military End Strength (E/S) (Total)</u> | <u>386</u> | <u>392</u> | <u>359</u> | <u>6</u> | <u>-33</u> |
|    Officer | 359 | 357 | 341 | -2 | -16 |
|    Enlisted | 27 | 35 | 18 | 8 | -17 |
| <u>Reserve Drill Strength (E/S) (Total)</u> | <u>18</u> | <u>18</u> | <u>17</u> | <u>0</u> | <u>-1</u> |
|    Officer | 14 | 14 | 14 | 0 | 0 |
|    Enlisted | 4 | 4 | 3 | 0 | -1 |
| <u>Reservists on Full Time Active Duty (E/S)</u> | <u>10</u> | <u>10</u> | <u>10</u> | <u>0</u> | <u>0</u> |
|    Officer | 9 | 9 | 9 | 0 | 0 |
|    Enlisted | 1 | 1 | 1 | 0 | 0 |
| <u>Civilian End Strength (Total)</u> | <u>1,839</u> | <u>1,806</u> | <u>1,860</u> | <u>-33</u> | <u>54</u> |
|    U.S. Direct Hire | 1,839 | 1,806 | 1,860 | -33 | 54 |
|    Total Direct Hire | 1,839 | 1,806 | 1,860 | -33 | 54 |
| <u>Active Military Average Strength (A/S) (Total)</u> | <u>394</u> | <u>392</u> | <u>376</u> | <u>-2</u> | <u>-16</u> |
|    Officer | 373 | 357 | 341 | -16 | -16 |
|    Enlisted | 21 | 35 | 35 | 14 | 0 |
| <u>Reserve Drill Strength (A/S) (Total)</u> | <u>18</u> | <u>18</u> | <u>18</u> | <u>0</u> | <u>0</u> |
|    Officer | 14 | 14 | 14 | 0 | 0 |
|    Enlisted | 4 | 4 | 4 | 0 | 0 |
| <u>Reservists on Full Time Active Duty (A/S) (Total)</u> | <u>10</u> | <u>10</u> | <u>10</u> | <u>0</u> | <u>0</u> |
|    Officer | 9 | 9 | 9 | 0 | 0 |
|    Enlisted | 1 | 1 | 1 | 0 | 0 |
| <u>Civilian FTEs (Total)</u> | <u>1,839</u> | <u>1,919</u> | <u>1,846</u> | <u>80</u> | <u>-73</u> |
|    U.S. Direct Hire | 1,839 | 1,919 | 1,846 | 80 | -73 |
|    Total Direct Hire | 1,839 | 1,919 | 1,846 | 80 | -73 |

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| V. <u>Personnel Summary</u> | <u>FY 2015</u> | <u>FY 2016</u> | <u>FY 2017</u> | Change<br><u>FY 2015/</u><br><u>FY 2016</u> | Change<br><u>FY 2016/</u><br><u>FY 2017</u> |
|---|---|---|---|---|---|
| Average Annual Civilian Salary ($ in thousands) | 191.4 | 184.6 | 189.8 | -6.8 | 5.2 |
| <u>Contractor FTEs (Total)</u> | <u>2,884</u> | <u>2,656</u> | <u>2,790</u> | <u>-228</u> | <u>134</u> |

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**VI.** <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

| OP 32 Line | FY 2015 Actual | Change FY 2015/FY 2016 Price | Change FY 2015/FY 2016 Program | FY 2016 Enacted | Change FY 2016/FY 2017 Price | Change FY 2016/FY 2017 Program | FY 2017 Estimate |
|---|---|---|---|---|---|---|---|
| 101 Exec, Gen'l & Spec Scheds | 351,640 | 4,307 | -2,276 | 353,671 | 5,372 | -9,239 | 349,804 |
| 103 Wage Board | 97 | 1 | 41 | 139 | 2 | -1 | 140 |
| 107 Voluntary Sep Incentives | 268 | 0 | 232 | 500 | 0 | 0 | 500 |
| **199 Total Civ Compensation** | **352,005** | **4,308** | **-2,003** | **354,310** | **5,374** | **-9,240** | **350,444** |
| 308 Travel of Persons | 76,123 | 1,294 | 10,105 | 87,522 | 1,575 | 827 | 89,924 |
| **399 Total Travel** | **76,123** | **1,294** | **10,105** | **87,522** | **1,575** | **827** | **89,924** |
| 680 Building Maint Fund Purch | 1,083 | 25 | 94 | 1,202 | -50 | 75 | 1,227 |
| **699 Total DWCF Purchases** | **1,083** | **25** | **94** | **1,202** | **-50** | **75** | **1,227** |
| 703 JCS Exercises | 123,063 | -369 | 12,670 | 135,364 | -12,183 | 19,240 | 142,421 |
| 708 MSC Chartered Cargo | 16,052 | -337 | 14,052 | 29,767 | 1,607 | -370 | 31,004 |
| 719 SDDC Cargo Ops-Port hndlg | 48,155 | 18,684 | -22,098 | 44,741 | 358 | -1,104 | 43,995 |
| 771 Commercial Transport | 31,702 | 539 | -3,469 | 28,772 | 518 | -9,663 | 19,627 |
| **799 Total Transportation** | **218,972** | **18,517** | **1,155** | **238,644** | **-9,700** | **8,103** | **237,047** |
| 912 Rental Payments to GSA (SLUC) | 2,129 | 36 | -789 | 1,376 | 25 | -4 | 1,397 |
| 913 Purchased Utilities (Non-Fund) | 1,607 | 27 | -296 | 1,338 | 24 | 747 | 2,109 |
| 914 Purchased Communications (Non-Fund) | 4,417 | 75 | -1,565 | 2,927 | 53 | 34,941 | 37,921 |
| 915 Rents (Non-GSA) | 275,900 | 4,690 | 32,106 | 312,696 | 5,629 | 11,857 | 330,182 |
| 920 Supplies & Materials (Non-Fund) | 8,877 | 151 | 1,865 | 10,893 | 196 | -1,657 | 9,432 |
| 921 Printing & Reproduction | 399 | 7 | -288 | 118 | 2 | -2 | 118 |
| 922 Equipment Maintenance By Contract | 17,907 | 304 | 1,346 | 19,557 | 352 | 216 | 20,125 |
| 923 Facilities Sust, Rest, & Mod by Contract | 588 | 10 | 17 | 615 | 11 | -4 | 622 |
| 925 Equipment Purchases (Non-Fund) | 10,075 | 171 | -6,723 | 3,523 | 63 | 79 | 3,665 |
| 932 Mgt Prof Support Svcs | 417,124 | 7,091 | -82,122 | 342,093 | 6,158 | 32,765 | 381,016 |
| 933 Studies, Analysis & Eval | 68,599 | 1,166 | 25,416 | 95,181 | 1,713 | 26,396 | 123,290 |
| 934 Engineering & Tech Svcs | 298,390 | 5,073 | -115,168 | 188,295 | 3,389 | -12,669 | 179,015 |
| 951 Other Costs (Special Personal Svc Pay) | 639 | 0 | 5,361 | 6,000 | 0 | 1,090 | 7,090 |

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| OP 32 Line | FY 2015 Actual | Change FY 2015/FY 2016 Price | Change FY 2015/FY 2016 Program | FY 2016 Enacted | Change FY 2016/FY 2017 Price | Change FY 2016/FY 2017 Program | FY 2017 Estimate |
|---|---|---|---|---|---|---|---|
| 959 Other Costs (Insurance Claims/Indmnties) | 12 | 0 | -12 | 0 | 0 | 0 | 0 |
| 960 Other Costs (Interest and Dividends) | 163 | 3 | -166 | 0 | 0 | 0 | 0 |
| 985 Research & Development, Contracts | 1,538 | 0 | -220 | 1,318 | 0 | 927 | 2,245 |
| 987 Other Intra-Govt Purch | 106,130 | 1,804 | 85,063 | 192,997 | 3,474 | -20,476 | 175,995 |
| 988 Grants | 100,923 | 1,716 | -53,724 | 48,915 | 880 | -45,046 | 4,749 |
| 989 Other Services | 29,450 | 500 | 1,584 | 31,534 | 568 | 10,809 | 42,911 |
| 990 IT Contract Support Services | 6,212 | 105 | -2,386 | 3,931 | 71 | 1,556 | 5,558 |
| **999 Total Other Purchases** | **1,351,079** | **22,929** | **-110,701** | **1,263,307** | **22,608** | **41,525** | **1,327,440** |
| **Total** | **1,999,262** | **47,073** | **-101,350** | **1,944,985** | **19,807** | **41,290** | **2,006,082** |

* The FY 2015 Actual column **includes** $75,143 thousand of FY 2015 Overseas Contingency Operations (OCO) funding (PL 113-235).
* The FY 2016 Enacted column **excludes** $106,709 thousand of FY 2016 OCO Appropriations funding (PL 114-113).
* The FY 2017 Estimate column **excludes** $31,106 thousand of FY 2017 OCO Appropriations funding.